

EMPLOYEE ORGANIZATIONAL COMMITMENT DEVELOPMENT AT VOLUNTARY ORGANIZATIONS IN LITHUANIA

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Abstract

Volunteering does not have deep traditions in Lithuania, and the idea of voluntary work takes root in Lithuanian community with specific challenges. Referring to the Information and support center of non-governmental organizations, voluntary organizations in Lithuania suffer from problems related to human resource management. Nevertheless, the volunteers' organizational commitment is not in an area of academicians in Lithuania yet.

The article is aimed to define reasoned methods of strengthening volunteers' organizational commitment and personal initiative, while participating in a voluntary activity in non-profit organizations. A survey was chosen as a method of data gathering for the research. Four voluntary organizations (with 188 volunteers) registered in Vilnius and providing support for groups of social risk were selected for the research. Results indicate that high volunteers' satisfaction is increased by the comprehension of social usefulness of the accomplished work. Mostly valued external reward is the recognition, which is realized in a form of commendation. Here, unexpected upshot was founded: volunteers would like to be evaluated as dedicated people able to accomplish commitments they take on, and as valuable personalities, while recognition and positive evaluation of their work results concerns only a fifth of them. Also, it was indicated that the volunteers' feeling of commitment to the organization is mostly sustained by organization leaders' trust in volunteers and by properly formulated and clearly defined assignments. Speaking of organizational commitment type it was identified that volunteers are mostly characterized by normative commitment, less – affective commitment and the least – continuance commitment.

Key words: organizational commitment, personnel management, voluntary organizations, Lithuania.

Classification JEL: M12 – Personnel Management.

1. Introduction

Referring to the survey carried out in the year 2011 by Information and support center of non-governmental organizations¹⁵, 5 main problem areas are distinguished in voluntary organizations of Lithuania, among which problems related to human resource management in voluntary organizations are also noted. The most often problems of the area are: i) lack of motivation of volunteers, its maintenance, high turnover of volunteers; ii) difficulties faced when directing volunteers into activities (e.g. conflicts between the expectations of the organization and the volunteer); iii) obvious lack of managerial competences (e.g. lack of activity planning and coordination skills, inability to set and maintain the limits of volunteers' responsibility); iv) inability to create and maintain good interpersonal relations in a work group; v) lack of decision making skills.

After identifying these problems, volunteer organizations have started putting major efforts to overcome the problems. With the support from EU foundations, target projects were executed in order to improve human resource management skills. On the other hand, the abovementioned document does not analyze volunteer organizations according to their area of services. Some motives and expectations motivate the individuals to integrate into the volunteer organization supported by the party while others motivate to join an organization providing psychological support to the youth and children. Therefore, this article raises a question – what factors are important for the volunteers, working in organizations that provide

¹⁵ (http://ec.europa.eu/lietuva/abc_of_the_eu/duk/savanoryste/savanorystes_tyrimas_lt.htm)

psychological or social support to people, experiencing life difficulties due to health disabilities, poverty or psychological crisis?

The goal of the article is to define reasoned methods of strengthening volunteers' organizational commitment and personal initiative, while participating in a voluntary activity in non-profit organizations. Thus, a review of theoretical aspects of the topic is presented first:

- The relation between an organization and an individual is reviewed in a context of organizational commitment;
- The significance of employees' organizational commitment for the organization is examined;
- Questions of voluntary work organization and volunteers' personal initiative motivation are discussed;
- Characteristics of volunteering in Lithuania are elucidated.

Further in the article, an empirical research based on a theoretical analysis is modelled. A sociological survey was invoked to carry out the research. The employees of voluntary organizations registered in Vilnius were given questions in an internet survey website. In the second part of the article, the methodology of the research is defined, and the research results are presented. The conclusions and suggestions of the research are presented in the end of the paper.

It should be said that Lithuanian researchers' interest in voluntary organizations, and especially – in their managerial problems, is rather vague. Academicians more actively are interested in the NGO's in general. The questions of volunteering are examined by only a few scientists, who, however, carry out researches in education institutions. The biggest contributors to the field are Jonutyte (2002; 2007), as well as Jonutyte & Litvinas (2004), Štuopyte (2002). It should be noted that the problem of volunteers' organizational commitment is not examined academically in Lithuania. Due to this reason, and due to the fact that volunteering is valued as an important assumption for creating social welfare and mean of strengthening societal consciousness, the research presented in the article is relevant and original.

2. Relation between the organization and an individual in the context of organizational commitment

Zakarevičius (2003) links the word 'organization' with 'organism', which is an accurate observation, as modern Lithuanian language dictionary defines 'organism' as a complex, harmoniously working unity.

An organization takes initiative in the context of social problems. It analyses, assesses the society's needs and makes decisions without waiting for a pressure or orders from the external environment (Šalčius, 2009). The work of an organization is complex and changing. Due to this reason, members that would work united to reach a joint goal are needed. A group of people becomes an organization only when its members are united by deliberate relations that coordinate their efforts to pursue joint goals. People cooperate in groups in order to accomplish group and personal goals, because such goals are impossible to achieve by working individually. Whether the organization will function successfully or not, it depends on employee's personal attitudes to the work and on the individual endeavor at result.

Here we should notice that the individual's psychological nature requires taking into consideration the fact that a person wants to be meaningful, so he seeks the recognition of his work results. The interlaced interests of the organization and an employee are revealed by a reciprocal dependence: organizations need people, people need organizations. People evaluate organization as a mean helping them to achieve their goals, while organizations need people in order to realize their strategic goals.

In other words, execution of assignments will not bring the organization high results if the employee will not see any opportunities for self-realization and will not make a conscious decision to be responsible for *what* he is doing in an organization and *how* he is doing it. „A person is not only the most important resource of an organization, but also a reflex system (Kvedaravičius, 2006). Therefore, it is difficult to expect committed employees in an organization that does not respect the specialists' expertise, his efforts are not supported, work results are underrated or rated inadequately, creativity and initiatives are impeded.

2.1. The meaning of employee commitment for an organization

High level of employee commitment is extremely important and meaningful. Obligated employees are characterized by higher attentiveness and absorption to the action while executing assignments, consciousness when pursuing joint goals, creativity, and motivation to solve the organization's problems (Saks, 2006). Such employees are also more productive (Macey et al., 2009), less oriented to financial motivation and more to a professional growth (Lehmann, 2009). In addition, on an individual level, involvement and commitment reduces the level of stress and probability of a burnout (Sanchez & McCouley, 2006).

Evaluating from a perspective of meaning to the organization, high organizational commitment increases employees' and leaders' work efficiency, improves clients' satisfaction in services and products, increases the growth of sales (Welbourne, 2007), and the organization's competitiveness in general (Macey et al., 2009). Unfortunately, contemporary organization studies show that only 20 per cent of the employees think that their leaders have sufficient skills to involve their subordinates and to inspire to work with dedication (Czarnowsky, 2008).

Nevertheless, employee commitment for the organization is not natural in itself. It is also not something that the organization could require from a person. Commitment is also not a characteristic of an employee which he should be characterized by when coming to an organization. *Commitment is a consequence, rising from the organization's principled attitude to an employee and to what he is seen as here, where he gives his time, and intellectual, emotional and physical efforts.*

As Hassan (2012) and Romeo et al. (2011) notes, that organizational commitment is an attitude towards the organization which reflect his feelings related to organization. The commitment shows whether the person is content with the organization. The commitment could be related both to social environment and to work environment, e.g. occupation, job tasks, etc. (Ciftcioglu, 2010). Mowday, Porter & Steers (1982) defined organizational commitment as a scale, how much does an organization's member relate him with and is involved into his organization. This definition distinguishes three main components of commitment to an organization: a) strong belief and recognition of organization's goals and values (identification), b) determination to put high effort for the benefit of the organization (involvement and participation), c) strict decision to stay in an organization (loyalty).

O'Reilly (1989) mentions three stages of commitment. The first is known as a stage of compliance and is the lowest level of commitment, when a person accepts the others' influence in order to get something in return, for example money. The second stage is identification or support: the person accepts the others' influence by maintaining the satisfying connection which on the other hand allows be proud of belonging to a particular organization. The third and the highest stage of commitment called the stage of internalization, when a person discovers that the goals of the organization coincide with his own and provide satisfaction.

The employees' commitment to an organization increases or decreases depending on the employees' interpersonal relations between themselves and with leaders, climate of the work group, and opportunities of improvement (Shuck & Wollard, 2010). Leadership styles also

affect level of commitment (Kleine & Weisenberger, 2014). This means that leaders in particular, by organizing and coordinating the work processes and creating organization's communication culture, have all the possibilities to form and strengthen the employees' commitment to an organization. For example, organization marketing orientation adjusted to inner consumer (i.e. employee) positively influences job satisfaction and organizational commitment (Zhou et al., 2008; Abzari et al., 2011) of individuals in organization.

Shuck, Rocco and Albornoz (2011) generalized the researches examining the employee commitment and made a conclusion that high employee commitment is created by the harmony of organizational environment and personal factors. The factors of organizational environment are related with people, work conditions and climate. They may be obvious and unobvious. Obvious factors are those that can be observed, discussed, evaluated, e.g. relations with co-workers and leaders, formal procedures and rules of the organization. Unobvious factors would be: inter-personal trust; feeling of community; intentions of cooperation; absence of fear of unintentional mistakes and specific personal characteristics; feeling of belonging to the group or organization; and self-expression.

Personal factors are also important for the employees while developing their commitment to organization. It is important to highlight that personal factors cannot be evaluated from aside or „objectively“. They are seen in a way how the individual himself interprets and accepts them. According to Shuck et al. (2011), the highest influence are: the employees' wellbeing and health of his family members; trust in himself, his colleagues and leaders; feeling of appreciation and importance; wish to learn and improve; feeling that other people and work results depend on oneself etc.

The majority of the surveys show that commitment is directly related to satisfaction in work (Swanson, 2009). However, it is peculiar that only 9 per cent of employees satisfied in their work are committed to the goals of the organization, while all people with high commitment are also highly satisfied with their work (Shuck et al., 2012).

Uncommitted employees avoid any self-expression. Meanwhile the researches closely relate self-expression with creativity, authenticity, non-defensive communication, and ethical behavior (Shuck & Wollard, 2010).

In summary, it would be a mistake to explain the presence or absence of organizational commitment only through the employees' personal characteristics and internal motivation. The highest influences on the employees' commitment are *meaningfulness of work, psychological security, work execution opportunities and work environment*, i.e. areas which are unaffected by the employees by themselves. The role of organization's management is more important in this context.

2.2. Organizing a voluntary work

Management of voluntary work requires being flexible, tactful and sensitive for the needs of volunteers. In spite of volunteering firstly being based on high consciousness of the individual working in this area, the volunteers' work should be well and professionally organized.

All management laws typical for all organizations work in voluntary organizations as well. Just like in every organization, volunteers face with work routine. Its negative effect can be mitigated by applying the principles of work enrichment and development. On the other hand, the volunteers search for meaning and goal in social activities, wish to communicate with other people and be a part of the community. Therefore, voluntary organizations should meet the conception of a spiritual organization, which is based on values, ethics, motivation, management and balance of work and personal life. It is mandatory to notice that spiritual organizations create their culture on a basis of a meaningful goal. If the mission and goals of the organization coincide with the goals perceived by the volunteers, it becomes a key to a

successful collaboration and strengthening of the organization. In addition, spiritual organizations recognize the value of people. They try to create a culture, under effect of which the employees would constantly learn and improve. The climate of high trust prevailing in spiritual organizations and wish to motivate employees' self-education and personal improvement create the conditions for the management to provide the employees with a power to solve the majority work related questions. What is more, people in such organizations are allowed to express their mood and feelings without feeling guilty for it and not fearing punishment for doing so.

When organizing voluntary work, a role of communication and information exchange is very important. The members of a voluntary organization should be provided with an opportunity to constantly share their ideas. The assignment of managers and leaders is to bridge the attitudes of employees so that they would similarly comprehend the meaning of those ideas. Only by communicating the difficulties of task assignment and their possible decisions become clear. Both formal and informal communication is important in a voluntary organization. The goal of the formal communication is an effective execution of work assignments. Such communication usually takes place in an official environment, during work or in a written form. Formal communication is related with the interests of the organization. If there are no conditions for the employees to communicate informally, needs of organization's employees communication, belonging, respect and others may remain unsatisfied.

When working with volunteers it is important to create a clear and concrete system of work organization. A volunteer coordinator is responsible for the order of this system. Volunteers should know their responsibilities and duties, their limits and also the roles of other members of organization.

The organization accepting volunteers should assign a volunteer coordinator, the main and ideally the only work in organization would be working with volunteers of the organization. The volunteer coordinator can be an experienced volunteer or a full-time worker.

The following requirements should be raised for a volunteer coordinator (*Skrubienė & Polukordienė, 2010*):

- Good communication skills;
- Knowledge on the philosophy and principles of voluntary work;
- Ability to work in a team and lead it;
- Motivation to work with volunteers.

The assignment of the volunteer coordinator is to ensure that volunteers precisely know their role in the organization, works they must accomplish and would also comprehend the processes taking place in the organization. When a volunteer knows the context of the organization – agrees to the goals, knows plans, recognizes employees and grasps procedures – he can work independently. Independent work allows improve meaningfully various competences. The level of organization recognition of such volunteer is quite high and work results are good.

It is obvious that when applying any style of coordination, it is very important to continuously provide feedback: ascertain expectations, designate experience, provide feedback on how the volunteer accomplished work. Feedback is especially important, because it acts as an educational and motivational mean.

2.3. Encouragement of volunteers' personal initiative

Person turnover is constantly happening in organizations – one people change others. Only a small part decides to dedicate their free time for a long-term voluntary work. Voluntary work involves different people with different goals. After accomplishing their goals, individuals leave voluntary organization and search for perspectives in other

organizations. Based on involvement to a voluntary work, volunteers can be distributed into long-term and short-term volunteers.

Long-term volunteers are characterized by dedication to their idea and the organization, which they are helping to achieve its goals. Such volunteers have a strong feeling of belonging to a team of volunteers, are responsible for the results of their work. They strengthen their personal value by genuinely putting efforts. The volunteers take on voluntary work with strong internal motivation and being led by personal initiative with a goal to realize their ideas or support the ideas of volunteers in the organization. Long-term volunteers are self-reliant and responsible for the organization of their works, time planning. These volunteers are motivated by achievements, representation of the team, and recognition of work results.

Short-term volunteers usually take part in a particular activity or project organized. These volunteers join the organization's goals when they agree to the ideas of the organization, but do not give too much importance to it. Having come to the organization, they firstly want to know what particular assignment is waiting for them and what time is dedicated for the accomplishment of the assignment. Such volunteers are most often specialists of a particular area, pursuing to only execute work they have competences for in the organization. After fulfilling their functions they leave for another organization. Such volunteers are motivated by personal achievements rather than the recognition of their status in a group.

The majority of leaders expect that the employees will willingly and well accomplish the assignments given to them. However, naturally in work many misunderstandings and conflicts are faced with. As abundant researches show, the lack of members' motivation greatly influences the reasons of failure (*Jonutytė, 2007*).

It can be stated that self-motivation is an internal power, motivating the individual to pursue his goals, improve and act without any influences from the external environment. Self-motivation realization process is influenced by the importance of the goal from the perspective of a person, person's resilience and level of preparation, and relevance of the wished result (*Šavareikienė, 2008*). Self-motivation is long-lasting, it provides a stronger effect in increasing the satisfaction in work, in contrary to external motivation. As a rule, individuals with strong internal motivation take part in voluntary work. They are leading by a wish to realize their ideas or support the ideas of employees in the organization. However, internal motivation can weaken during time if it is not strengthened, which requires organizations to notice it and take on motivation, regarding the needs of its members. It is very important not to leave the volunteers' motivation for 'drifting'. Voluntary work should be constantly supported and stimulated.

The feeling of commitment increases if a person feels as a part of an organization. Due to this reason it is important to invite the volunteers to participate in the processes of decision making, express their opinion, and share their ideas, suggestions and experience.

2.4. Characteristics of voluntary work in Lithuania

Voluntary work is an active participation in social life and a medium for anyone, independently from gender, race, nationality, religion, political beliefs, age or health to use their skills and also – an opportunity to obtain *new* knowledge, skills and experience by involving into a socially meaningful activity. Volunteering is defined as an activity, which:

- Guarantees person's free will, choice and motivation;
- Does not seek profit (gratuitous work);
- Works in an organized environment (non-governmental organizations, volunteer centers, other organized groups);
- Seeks benefit for the society.

Voluntary work is beneficial for the volunteer himself. While working in a voluntary organization, he can see the social environment and evaluate his influence for the society and community from a new perspective. Volunteering does not have deep traditions in Lithuania. The idea of voluntary work is only starting to anchor in Lithuanian community.

The report of European volunteer center in Lithuania mentions two factors, which prevent voluntary work to become popular in Lithuania and become socially acceptable: the first factor – inhabitant group with social and economic difficulties, because the welfare level of the majority is significantly lower than that of the Western countries. On the other hand, unstable economic situation influences the fact that a person must work hard and work a lot in order to satisfy his main needs. The second factor which impedes the development of volunteering is the consequences of communist regime, due to which Lithuanian society is still weakly and poorly organized. As a result, voluntary work is mostly taken on by working people of the new generation, as well as students, who did not experience communist system.

The meaning of volunteering in Lithuania is becoming more comprehensible only during the recent years. For a long time, volunteering was understood quite neutrally (working on one's own wish), however nowadays a tendency to relate volunteering with voluntary help and voluntary kindness is observed. According to the data of a research carried out in the year 2011, 34 per cent of the inhabitants stated that they have participated or are currently participating in such activity (*Vilmorus research, 2011*).

Voluntary work is mostly developed in the big cities of Lithuania (Vilnius, Kaunas, Klaipeda). The majority of the organizations are from social services and healthcare areas. Others flow from education, environmental protection, sports, culture areas, etc. So, volunteering in Lithuania is mostly related with: i) help for more vulnerable society groups – elderly people, children, disabled people; ii) environment management; iii) community activities, e.g. organization of cultural program, art, sports events; iv) help with organizing and coordinating the work of political parties (*Savanorystė Lietuvoje, 2009*).

The term 'voluntary organization' is not widely used in Lithuania. Usually non-governmental or non-profit organizations are identified as voluntary work organizers. The major part of volunteers work in sectors of social services and healthcare, sports and youth business.

In conclusion, it should be said that changing the society's attitude to volunteering remains relevant in Lithuania. It is important to achieve that volunteering would not be treated as time waste or free charity. In fact, volunteers seek to both help others and realize themselves, share their ideas with each other and other organizations. Volunteering strengthens the society and stimulates trust in each other. Due to this reason, it is important to take care of the volunteers as well, and try to make them feel satisfied in their work and would be committed to the organization they are working in.

3. Research of factors stimulating volunteers' commitment

3.1. Research methodology

The goal of the research was to identify the key factors that motivate the volunteers to be committed to the voluntary organization. Pursuing the goal, the following assignments were raised: i) to determine what factors motivated people to participate in voluntary activity in general; ii) to identify what ways of motivation are the most effective, regarding the time which volunteers spend on voluntary work and how satisfied in it they are; iii) regarding the results of the research to identify potential factors that would positively affect the volunteers' commitment to the organization they represent.

Population and sample of the survey. Voluntary organizations, providing support for social risk groups were selected for the research. In total, there were 188 people working in

these organizations. Therefore, the sample of the research was calculated regarding this number of volunteers.

The sample size was identified based on the formula of Paniott $n = 1/(\Delta^2 + 1/N)$, where: n – number of needed respondents; Δ – allowed errors (0,05); N – number of the whole examined entirety. According to the calculated sample, a minimum of 118 respondents should participate in the research. In total, there were 94 well-filled forms gathered. However, this has no significant influence on the reliability of the research results.

Method. Survey was chosen as a method of data gathering for the research. The form was created based on analysis of scientific publications, the results of which were presented in the earlier sections of the article.

The respondents could access the forms through the internet. The form mostly consisted of closed type questions. The questions most often used the rate scales of 5 values, i.e. respondents had the opportunity to evaluate the importance of the measured factors from „not important at all“ to „very important“. It should be noted that there was no interest in the age, gender and education of the respondents, because we were not supposed to compare the results according to these groups of respondents. We only gathered data about length of service in the voluntary organization. The received data of the survey were processed with a program IBM SPSS Statistics.

Progress and organization of the research. Leaders of every organization were personally contacted and asked for permission to question the volunteers. Volunteer coordinators sent the internet link of the survey to the volunteers, who then returned the completed forms to the researchers.

3.2. Results of the research

During the research, only one question related to general information was given – the question about the length of service in the voluntary organization. The answers showed that 27% of the respondents are working in the voluntary organization for less than a year, 52% of the volunteers are working from 1 to 3 years and 17% are working from 3 to 5 years. Only 4% of the respondents are working in the represented organization for more than 5 years.

Factors that motivated to participate in voluntary work

The first question of the form asked the respondents to identify the factors which motivated them to get involved into voluntary work. The respondents could choose between several answers or lay out their own opinion. The data of the research shows that as much as 84% of the volunteers hold the mission of the organization important – to help that, who needs help and support. The second important factor was the factor to grow and improve as a personality (73%); the third one – to help the organization to reach the set goals (66%). This choice of the respondents confirms that members of the society see voluntary organizations as beneficial and meaningful in a wider context than personal life. On the other hand, 56% of the respondents confessed being prone to test themselves in unknown situations. Other factors identified by the respondents, for example, the striving to test themselves in the professional area of social work, wish to find single-minded people, need to socialize were only mentioned by less than 50% of the respondents. Having analyzed the results of the survey, a strong correlation between the wish to help one that needs help and wish to realize personal ideas (coefficient of correlation 0.9736; $p = 0.0346 < 0.05$). This can be understood as an attitude of the questioned, meaning „I am able to help another and I have an image how to do it“. It was ascertained that 67% of the respondents have the ability to realize their ideas in their represented organization. Due to this opportunity being so important to the volunteers seeking meaningfulness and usefulness of their work, organizations should create favorable conditions for the volunteers to take initiative, propose their insights and offers and to realize them.

Volunteers' attitude to reward

Due to a reason that non-profit organizations do not financially reward for voluntary work, it is important to apply means of non-financial payment. After carrying out the research, it was noticed that volunteers hold the comprehension of work benefit, i.e. internal payment (84%). In addition, the before mentioned external payment is important – recognition, which is realized in a form of commendations (92%). The volunteers were asked how often they are commended by their coordinators and/or leaders. The survey show, that 53% of the volunteers are commended often, 41% – are commended sometimes, 4% – rarely and 2% are never commended. Despite of the fact that a small part of the surveyed volunteers are rarely or even never commended, the organizations should be concerned and give attention to all volunteers. It is important that every volunteer would feel accepted and that his efforts and well accomplished work would be noticed. During the research, an important characteristic of volunteer motivation showed up. *Volunteers would like to be evaluate as able to complete their work and dedicated people, i.e. valuable personalities (47%), while recognition and positive evaluate of the work accomplished seems less important (23% approved the statement)*. The remaining participants of the research evaluated both factors as equally important. It is advisable to accept the volunteer himself as a personality, rather than his accomplished work.

Having analyzed all the results of the research, it was ascertained that volunteers who are often commended are more prone to take care of their professional improvement. They more actively participate in qualification training programs than others. It is shown by a strong coefficient of correlation: 0.969 ; $p = 0.003 < 0.05$. In addition, often commended volunteers feel emotionally committed to the organization (coefficient of correlation 0.7305 ; $p = 0.0265 < 0.05$). Employee commitment is important for any organization. However, it has a critical significance in voluntary organizations, because without high consciousness of the employees and strong personal responsibility, organizations of such type could not exist. Therefore, such simple thing as human attention to the worker, recognition of person's value can influence big positive changes in the organization itself.

Factors of organizational commitment strengthening

The volunteers claimed that the feeling of commitment to the organization, their organizational commitment was mostly sustained and/or strengthened by:

- Organizational leaders' and coordinators' trust in volunteers (93%);
- Teamwork (79%);
- Opportunity to take on more difficult assignments (76%);
- Organization's mission and goals (73%);
- Opportunity to improve professional qualification (73%);
- Opportunity to propose one's ideas and realize them (67%);
- Properly formulated and clearly defined assignments (67%),
- Opportunity to take part in decision making (61%);
- Opportunity to gain a higher status (e.g. volunteer tutor, coordinator etc.), (49%).

Efficiency of volunteer encouragement, regarding length of voluntary service

Volunteers, people who choose to perform work beneficial to the society are mostly strongly motivated. However, as it was possible to ascertain already, particular external factors help to sustain or even strengthen internal motivation. The research attempted to ascertain how main motivation factors change depending on length of service in the organization. It was also anticipated to identify the most efficient and/or common factors, without considering the length of service in the organization.

According to the length of voluntary service, volunteers working up to 1 year are mostly stimulated by their organizational leaders' and coordinators' trust in them (coefficient of correlation 0.9382 $p = 0.008 < 0.05$). Volunteers working in the organization for 1 to 3 years are mostly stimulated by the opportunity to increase qualification (coefficient of correlation 0.7381; $p = 0.0349 < 0.05$). Volunteers working in the organization for 3 to 5 years are mostly stimulated by properly formulated and clearly defined assignments (coefficient of correlation 0.678; $p = 0.043 < 0.05$) and their organizational leaders' and coordinators' trust in them (coefficient of correlation 0.649; $p = 0.046 < 0.05$). Volunteers, working in the organization for more than 5 years are mostly stimulated by properly formulated and clearly defined assignments (coefficient of correlation 0.911; $p = 0.018 < 0.05$).

The results allow notice that there are two most important factors:

- 1) Organizational leaders' and coordinators' trust in volunteers;
- 2) Properly formulated and clearly defined assignments.

It should be understood that new people in the organization have especially high internal motivation to work in a voluntary organization. This motivation brings people into organizations of this type. Leaders' trust in them means an opportunity to realize their expectations, accomplish the work in a way the employee thinks it is best. Leaders' trust means the freedom of choice for employees working longer. They feel sufficiently experienced and able to properly accomplish assignments, assuming they are properly formulated and clearly defined. The group of respondents with a length of service of 1 to 3 years thinks that the opportunity to improve qualification is the most important. Such result is quite logic, having in mind the data of the research discussed above which shows it is important for the volunteers to have an opportunity to take on more difficult assignments and increase their status. During the first year, the specialists grasp the specifics and requirements of organization's work and understand that personal professional growth is very important in order to reach further personal and organizational goals.

Due to becoming clear that some particular management aspects (definiteness of assignments, relations with leaders and coordinators, opportunity to increase one's qualification) are very important for the volunteers, the survey participants' **attitude to coordinators' managerial and communicational competences** was examined. As it is seen in the theoretical part of the article, organization of voluntary work characterizes in a particular specifics, compared to other organizations. In public and profit organizations, the management functions can be partly changed by strictly defined work procedures and evaluation of employee work results, whereas in voluntary organizations they cannot compensate for low quality leadership. Work of competent people coordinating volunteers' activity is important in voluntary organizations. The managerial skills of the coordinator are important, because he determines the volunteers' responsibilities and functions while coordinating the roles of all organization's members. Coordinator should also be able to recruit volunteers, provide information needed for work, ensure feedback, and help to solve problems. It was ascertained that 83% of the volunteers evaluate their coordinators' managerial skills positively. When expressing their personal opinion, the respondents also noted that in a need, they successfully consult their coordinators and always receive an answer, which helps to solve any questions. 7% of the research participants averagely evaluate the managerial competences and collaboration skills of their coordinators, while the remaining part of the respondents evaluated these skills more negatively than positively (7%) or completely negatively (3%). An assumption can be made that the meaning of leadership is understood well in organizations, and volunteers are recruited and their work is coordinated by talented leaders.

Types of organizational commitment

The research also tried to ascertain what types of volunteers' organizational commitment predominate amongst the respondents. Questions were asked, where: i) affective commitment was matched by a statement: „I am happy with what I am doing and I want to work in the organization for as much as I am able to“; ii) continuance commitment was matched by a statement: „I have put too much effort and sacrificed my time to leave the organization“; iii) normative commitment was matched by a statement: „I must stay in the organization and help to pursue goals, because someone has to do it“. It was identified that normative commitment was the most characteristic to volunteers (63%), less – affective commitment (22%), and the least – continuance commitment (15%). In addition, the research shows that volunteers working in the organization up to 1 year are emotionally committed to the organization (coefficient of correlation 0.76; $p = 0.03 < 0.05$). Volunteers, working in the organization 1 to 3 years feel normative commitment (coefficient of correlation 0.802; $p = 0.0262 < 0.05$), as well as employees the length of service of which is 3 to 5 years (coefficient of correlation 0.8135; $p = 0.0246 < 0.05$) and more than five years (coefficient of correlation 0.869; $p = 0.017 < 0.05$).

It was also identified that commitment to an organization depends on the motives which lead them to joining voluntary activity: emotionally committed to the organization are those who seek improvement (coefficient of correlation 0.996; $p = 0.0005 < 0.05$) and wish to test their strength in various situations (coefficient of correlation 0,778; $p = 0.029 < 0.05$). Staying in organization and helping it reach its goals (normative commitment) is mostly wanted by those who consider voluntary activity – help to others – a valuable and meaningful part of their life (coefficient of correlation 0.758; $p = 0.03 < 0.05$).

Concluding the data of the research it can be stated that volunteer commitment to the organization has its own characteristics, compared to assumptions and reasons why employees of other sectors feel committed.

4. Conclusions

The results of the research allow making the following insights:

1. Volunteers have strong internal motivation, initiative and commitment to the organization in which they execute work beneficial to the society.
2. Volunteering can allow to create and/or significantly strengthen communities, because voluntary work allows to ascertain that every individual's personal work can be necessary, useful and meaningful in a wider than individual level.
3. Involvement of individuals into voluntary work is mostly motivated by voluntary organization's mission to help those who mostly need help and support. Becoming a volunteer is also influenced by an expectation to improve personally. This means that voluntary organizations should focus on raising purposeful and realistic goals, and creating an opportunity for volunteers to work by themselves. As a result, the attractiveness of voluntary organizations for potential members would be increased.
4. Both internal and external reward remains important for people working in voluntary organizations, however it is specific compared to organizations working in other areas. High volunteers' satisfaction is increased by the comprehension of social usefulness of the accomplished work. Mostly valued external reward is the recognition, which is realized in a form of commendation.
5. Speaking of external evaluation, during the research, a somewhat unexpected aspect became clear: almost half of the *volunteers would like to be evaluated as dedicated people able to accomplish commitments they take on, and as valuable personalities, while recognition and positive evaluation of the work result concerns only a fifth of them*. Only one third equally evaluates both personal commendations and recognition of

- work results. Therefore, it is recommended to give higher attention to relations, more often notice the volunteer as a personality.
6. It was ascertained that volunteers who are commended more often are more prone to taking care of their professional improvement, which allows the organization to improve the quality of its work realization. In addition, often commended volunteers feel a stronger organizational commitment than those who are commended rarely or never. Employee commitment is important for any organization, however in voluntary organizations it is of critical significance, because organizations of such type could not exist without high consciousness and strong personal responsibility of the employees. This means that human attention to the employee, recognition of person's value can motivate strong positive changes in the organization itself.
 7. During the research it became clear that the volunteers' feeling of commitment to the organization is mostly sustained and strengthened by a majority of factors. In the order of rank the most important of them are the following: organizational leaders' and/or coordinators' trust in volunteers; teamwork; possibility to take on more difficult assignments; organization's mission and goals; opportunity to increase professional qualification; opportunity to propose one's ideas and realize them; properly formulated and clearly defined assignments. However, the most significant factors of motivating commitment are two: i) *organizational leaders' and coordinators' trust in volunteers*; and ii) *properly formulated and clearly defined assignments*.
 8. Speaking of organizational commitment type it was identified that volunteers are mostly characterized by normative commitment, less – affective commitment and the least – continuance commitment. In addition, the research shows that volunteers working in the organization for less than 1 year are mostly emotionally committed to the organization. Meanwhile, volunteers working in the organization for more than 1 year are mostly characterized by normative commitment.
 9. More than four fifths of the volunteers evaluate their coordinators' managerial competences and collaboration skills positively. This means that volunteers are recruited and their work is coordinated by talented leaders, while the importance of leading for not only work results, but also employee motivation is well understood in voluntary organizations. Favorable evaluation of leaders in voluntary organization promises that practice of volunteering in Lithuania will be successfully developed in the future.

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