

MOTIVATION IN VOLUNTARY WORK



Bachelor's thesis

HAMK Valkeakoski, International Business

Fall 2018

Ida Salminen

Degree Programme in International Business
Valkeakoski

Author	Ida Salminen	Year 2018
Title	Motivation in voluntary work	
Supervisor	Annaleena Kolehmainen	

TIIVISTELMÄ

Vapaaehtoistyötä tehdään ihmisen omasta vapaasta tahdosta, eikä siitä yleensä saa vastinetta.

Tämän opinnäytetyön tarkoituksena on tutkia mitkä tekijät vaikuttavat vapaaehtoisten työskentelyyn ilman palkkaa tai muuta vastinetta. Tavoitteena on lisäksi selvittää, mitkä tekijät saivat vapaaehtoisia olemaan entistä aktiivisempia yhdistyksen toiminnassa. Toimeksiantajana on Sääksmäen reserviläiset ry.

Opinnäytetyön teoria pohjautuu Maslowin motivaatioteoriaan, vapaaehtoistyön käsitteeseen sekä Yeungin Timanttimaliin.

Opinnäytetyössä toteutettiin kysely yhdistyksen jäsenille sekä haastateltiin kahta johtokunnan jäsentä saadakseen informatiivisempi käsitys vapaaehtoisesta maanpuolustustyöstä aktiivijäsenten kautta. Kysely sekä haastattelut analysoitiin ja niiden pohjalta tehtiin havaintoja ja kehittämisehdotuksia yhdistykselle.

Sekä kyselyiden tuloksista, että haastatteluista tuli selvästi ilmi ajanpuuteen vaikutus vapaaehtoistyön tekemiseen. Monipuolinen tekemisen tarjonta takaa vapaaehtoistyöntekijöille mielekästä tekemistä.

Avainsanat Motivaatio, vapaaehtoistyö

Sivut 48 sivua, joista liitteitä 3 sivua

Degree Programme in International Business
Valkeakoski

Author	Ida Salminen	Year 2018
Subject	Motivation in voluntary work	
Supervisor	Annaleena Kolehmainen	

ABSTRACT

Voluntary work is based on person's free will and choice and usually voluntary work is unpaid work.

Hence the voluntary work is based on freedom and person's own willingness; purpose of this study is to find out which factors drive people to work without a pay. Also the aim was to find out what would motivate members of an organization to be more active within the organization.

This study includes both, a theory part and a research part. The main theory included Maslow's motivation theory, the meaning of voluntary work and Yeung's Diamond model. The case organization is Sääksmäen reserviläiset ry.

The main empirical basis for this thesis is based on the research questionnaire and interviews. Comments and suggestions are made by the author based on the answers received from the questionnaire and interviews.

From the questionnaires and interviews, it turned out that limit of the time affects to voluntary work. The versatile supply of voluntary work guarantees meaningful work for volunteers.

Keywords Motivation, voluntary work

Pages 48 pages including appendices 3 pages

CONTENTS

1	INTRODUCTION	1
1.1	Background of the study	1
1.2	Purpose and objectives	1
1.3	Theoretical framework.....	1
1.4	Research methods	1
1.5	Introduction of the Case organization	2
2	MOTIVATION	5
2.1	Definition of motivation.....	5
2.1.1	External and internal motivation.....	5
2.2	Eight rules of motivation.....	6
2.3	Maslow's Motivation Theory	7
3	VOLUNTARY WORK	9
3.1	Definition of voluntary work	9
3.1	Volunteering in Finland	10
3.2	Commitment in voluntary work.....	10
3.3	Psychological agreement on volunteering.....	11
3.4	Values.....	11
3.5	Thanking and rewarding	12
4	MOTIVATION IN VOLUNTARY WORK	13
4.1	Diamond model.....	13
4.1.1	Four dimensions in the diamond model.....	14
4.2	Motivation in voluntary work	15
5	RESEARCH PROCESS	16
5.1	Data collection methods	16
5.2	Sampling.....	16
5.3	Validity and reliability	17
5.4	Analysis of the material.....	17
5.5	Limitations of the study	17
6	ANALYSIS OF THE DATA.....	18
6.1	Results of the questionnaire	18
6.1.1	Age.....	19
6.1.2	Level of education	20
6.1.3	Professional status at the moment	21
6.1.4	Time as a member	22
6.1.5	Participation in activities	23
6.1.6	A typical role.....	24
6.1.7	The main reasons for participating in the activities	25
6.1.8	Motivation	26
6.1.9	Open question	27

6.1.10	Importance of membership.....	28
6.1.11	Resigning from the organization	29
6.1.12	Recommendation	30
6.1.13	Summary of questionnaires	30
6.1.14	Correlations	31
6.2	Interviews.....	32
6.2.1	Interview 1.....	32
6.2.2	Interview 2.....	34
6.2.3	Summary of interviews.....	35
7	RECOMMENDATIONS.....	37
8	CONCLUSION	39
9	REFERENCES	42

Appendices

Appendix 1 Cover letter

Appendix 2 Questionnaire

Appendix 3 Interview questions

1 INTRODUCTION

1.1 Background of the study

More than over every third person in Finland has helped another person or organization. Besides this there are even more people who would like to help but they have not been asked. Thus we can say that Finland is a good country to volunteer in. (Karreinen, Halonen & Tennilä 2010, 5.)

In this study the author has studied motivation in voluntary work in the local voluntary defence organization. This study included also an appreciation for the history and traditions of the area.

The research question of this study is: How can motivation in voluntary work be improved.

1.2 Purpose and objectives

This study aimed to find out what are the factors that drive people to work for someone else's benefit without pay or other forms of compensation. Also the aim was to find out what would motivate members of an organization to be more active within the organization.

Hence the voluntary work is based on freedom and person's own willingness; purpose is to find out which factors drive people to work without a pay.

1.3 Theoretical framework

The theoretical framework is based on motivation and voluntary work. Maslow's Motivation Theory, meaning of the voluntary work and the Yeung's Tlmanttimalli (later Diamond model) are the main theories used in this study.

The case organization is Finnish organization which is located in Finland and for that reason it is valid to use also the Finnish sources.

1.4 Research methods

This study included both, a theory part and a research part. In the theory part the author collected information for writing the theory part and about the organization's background.

The main theories; voluntary work and motivation are gathered from many sources such as books, e-books, webpages and online articles. The main theory included Maslow's motivation theory, the meaning of voluntary work and Yeung's Diamond model.

The background information of the case organization has been referenced from its webpage, annual reports and information from the current leaders of the organization.

The main empirical basis for this research is based on the research questionnaire and interviews. Comments and suggestions are made by the author based on the answers received from the questionnaire and interviews.

1.5 Introduction of the Case organization

Sääksmäen reserviläiset ry. is a voluntary based organization which deals with voluntary defence work in the Valkeakoski and the Sääksmäki area in the Pirkanmaa and the Häme regions.

The organization was founded fifty years ago in 1968 in Sääksmäki and nowadays it includes 112 members. This autumn the organization has a big 50th celebration ceremony in Sääksmäki. (Salminen 2018)

Sääksmäen reserviläiset ry. is part of The Finnish Reservists' Association (FRA) which is the national organization. The main purpose of FRA is to contribute to the strengthening of the national defence will and maintaining reservist's military skills and fitness for service. (Reserviläisliitto n.d.)

FRA includes 18 provincial districts. Etelä-Hämeen reserviläispiiri is one of the provincial districts and Sääksmäen reserviläiset ry. is part of that specific district, it also includes 326 local associations for example the case organization, Sääksmäen reserviläiset ry. Local associations representing approximately 37.000 members, and all in all in the whole FRA. (Reserviläisliitto n.d.)

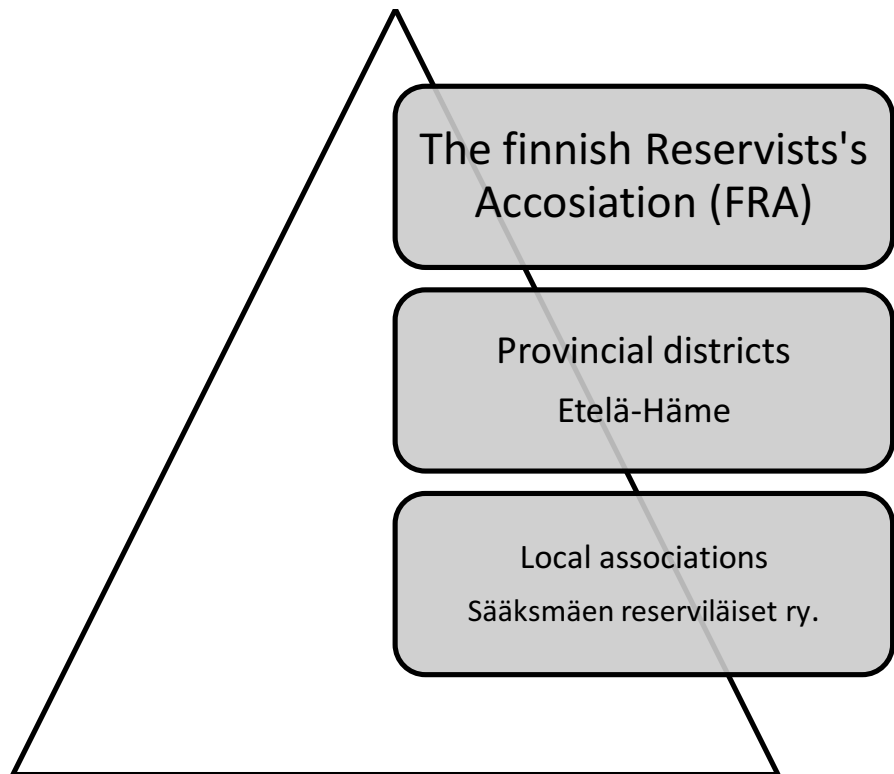


Figure 1. Hierarchy chart of reservist activity

Nine of the members in Sääksmäen reserviläiset ry. belong to the board of directors. The members in the board are the most active members of the organization and they maintain the activity. The members of the board of directors are elected every two years. (Salminen 2018)

The most common events that require volunteering are guard of honours, voluntary work for the benefit of veterans' and various amounts of other events. (Salminen 2018)

Every 18-year-old person who has been in the army is able to join the organization and to become a member. Currently the youngest member in Sääksmäen reserviläiset ry. is 19-years-old and the oldest member is 92-years-old, therefore the age distribution is quite large as seen. The average age is approximately 55 years within the organization. (Salminen 2018)

The purpose of the organization is to get more young members involved in the organization activities to ensure the future of the operations of the voluntary work. At the moment only one member of the total of 112 is a female and she joined the organization in August 2017.

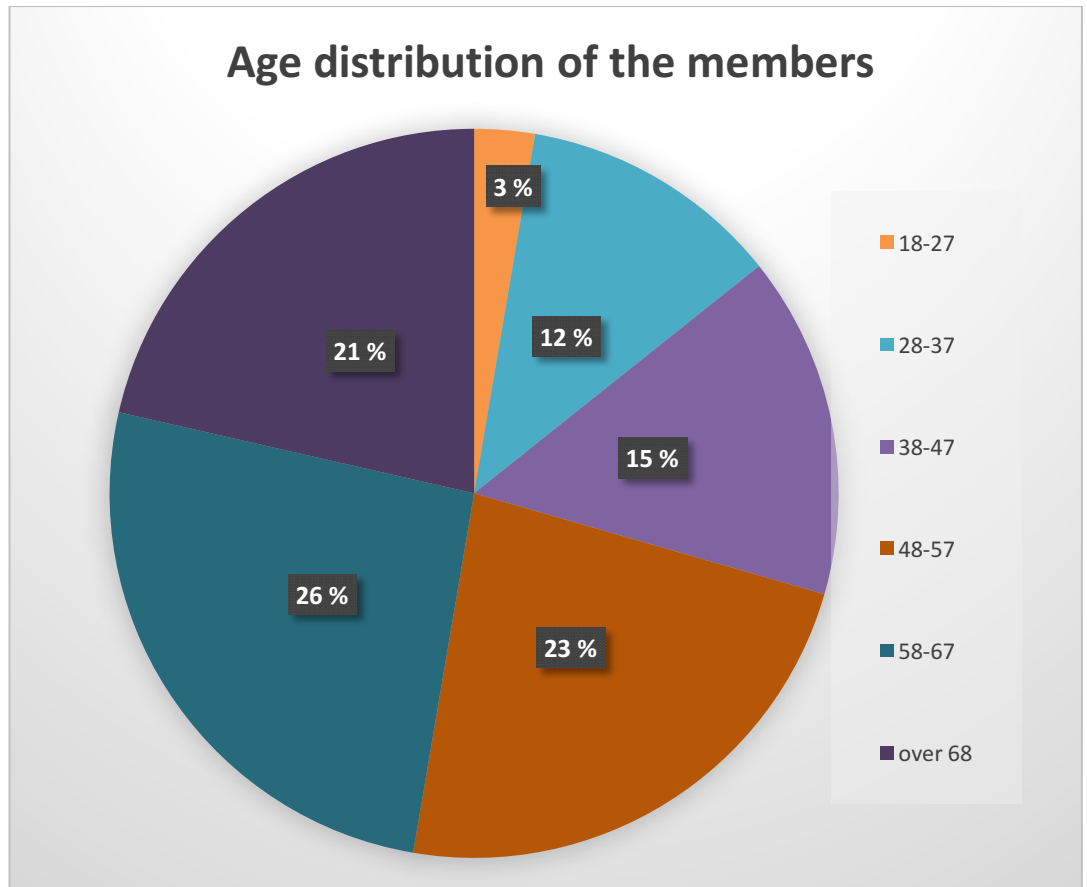


Figure 2. Age distribution of the members (Maanpuolustusrekisteri 2018.)

From the figure (2) above, it can be seen that the average age is quite high and there are only few members who are between 18-27 years old. In total 70 percent of the member are forty-eight years or over.

2 MOTIVATION

2.1 Definition of motivation

Motivation is hard to define and there is not only one motivation theory to describe it. (Ruohotie 1998, 50.) Motivation has been studied thoroughly and there are many different theories of what motivates different people. It is important to remember that every single person is an individual and for that reason also every person is motivated by various things. (Rytikangas 2011, 44.)

According to Adair (2006, 89), person is motivated when she or he wants to do something. Motivation includes all the reasons which cause a person to act. Thus motivation includes both negative and positive factors. Motivation can be also defined as it is goal-oriented behaviour. (Hyppänen 2007, 128.)

The amount of motivation influences how enthusiastically the person uses her or his resources to achieve the goals. Thus we can say that usually well motivated and committed person can achieve also better goals. (Hyppänen 2007, 128)

According to Rytikangas (2011, 47), in Finland people are still motivated more with negative factors than positive ones. When a person is motivated in a negative way, the person is scared to do something wrong and that she or he will get punished for that reason. It should rather be a positive way to motivate people, and that way people would get a reward for doing good work and get a positive experience out of that. Rytikangas (2011, 47) states that it is not about how we can be motivated but how to be motivated to success.

2.1.1 External and internal motivation

It is also said that motivation is like fire. If the fire is ignited outside, it burns only for a moment. However, if the person ignites fire inside, it can burn always. (Rytikangas 2011, 51).

Motivation can be divided into two kind of factors. Something, which is coming from someone else, is an external motivation factor. External motivation factors include for example salary, salary increase, promotions, obtaining and giving power, and acceptance. Also getting feedback is considered as external motivation factor. (Rytikangas 2011, 51). Ruohotie (1998, 38) argues that usually external motivation factors are short lasting.

Internal motivation factors are something, which a person feels inside her or him. For example, a feeling that the person has done something good

or valuable, the person feels that she or he is valid and is capable of excellent performances. (Rytikangas 2011, 51). Internal factors are usually long lasting and they can be the source of motivation. Thus internal motivation factors are more efficient than external motivation factors. (Ruohotie 1998, 38-39).

2.2 Eight rules of motivation

Adair (2006, 91-107) has listed eight rules of motivation. These eight rules of motivation help to inspire and find the source of motivation.

Next mentioned principles of motivation depend on the situation but they can be considered as pillars, which lead the person in the right direction.

1. Be motivated yourself
2. Select people who are highly motivated
3. Treat each person as an individual
4. Set realistic and challenging targets
5. Remember that progress motivates
6. Create a motivating environment
7. Provide fair rewards
8. Give recognition.

According to Adair (2006, 91-95), a person cannot inspire other people if she or he is not inspired herself or himself. Also only a motivated leader motivates others, and it is for example good to remember while leading volunteering in an organization. It is known that it is hard to try to motivate people who are not motivated already; hence the leader for example can try to select those people who already are motivated. Every person is individual and every person is motivated in different ways, it is important to treat each person as an individual.

Adair (2006, 97-99) also states that there have to be a balance while setting targets. Targets cannot be too easy to attain or totally unrealistic, then there is no inspiration to try her or his best to achieve the goal. It is also important to finish the task and reach the goal; moving forward to the goal motivates usually people. It is good to notice that you can do it, which motivates the person.

Motivational environment is also part of motivation and variety is important while thinking of work design. Rewards and recognitions motivates people, there have to be equity in salaries and bonuses and every team member should be recognized somehow. Recognition can be even more valuable for people than money. (Adair 2006, 101-106.)

2.3 Maslow's Motivation Theory

The most known motivation theory is Maslow's hierarchy of needs. According to Maslow every human has a need to satisfy his or her need in specific order. The needs are unequal and the needs in the lower level needs to be satisfied before moving to the next level. (Hyppänen 2007, 128).

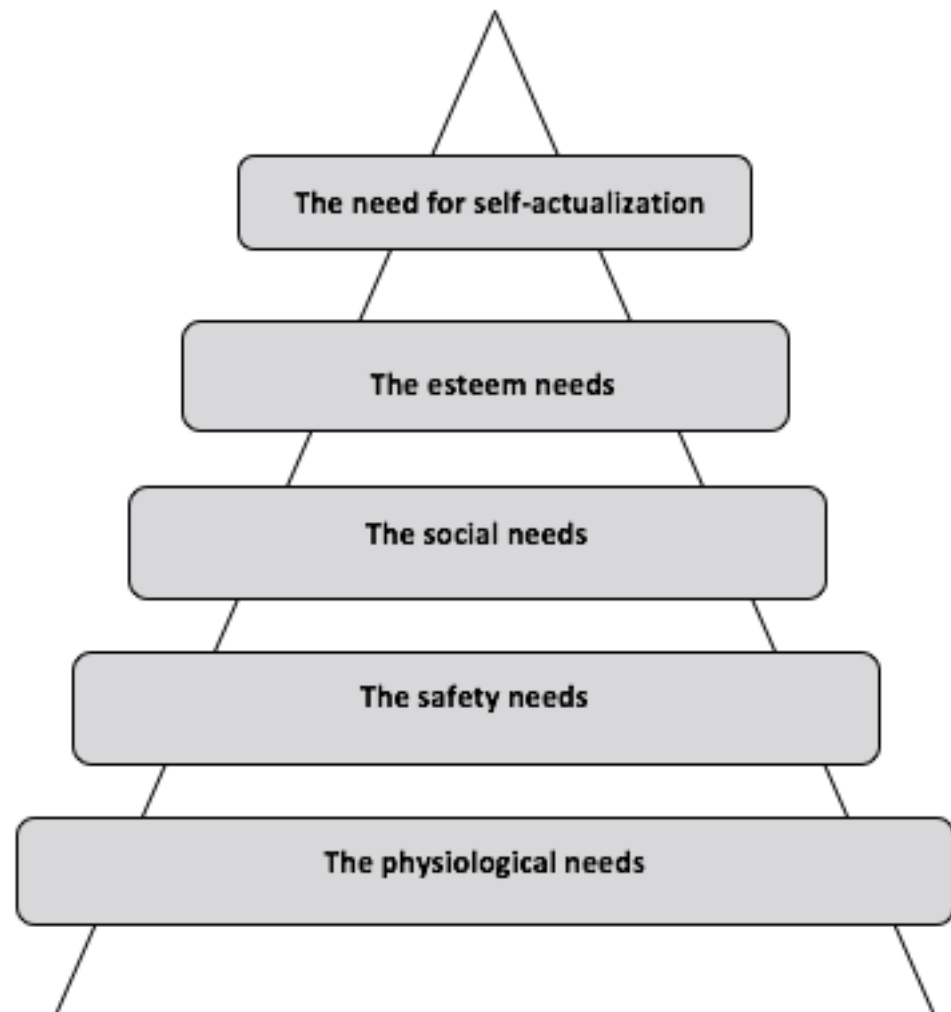


Figure 3. Hierarchy of needs.

The lowest needs are called the physiological needs and the highest needs are called the need for self-actualization. Hierarchy goes from down to up.

The physiological needs: Air, shelter, water, food, sleep, sex and other bodily requirements are at the bottom of the pyramid since they are the

most important. A person is most motivated to fulfil these needs since these are the needs, which keeps the person alive. (Adair 2006, 49-51)

The safety needs: Security and protection from physical and emotional harm. After person has managed to fulfil her or his basic needs such as food and shelter she or he is motivated to reach safety needs. Job security, financial savings and insurance policies are all safety needs. People want to have order in their life. Most of us need predictability in order to avoid stress of the unknown. Safety needs are not just needs of our own physical safety, but also feelings of the well-being of others. Person wants to feel safe at work without any concerns of harassment or bullying. Nor do they want to worry of losing their job. (Adair 2006, 51-53)

The social needs: Needs of social interactions such as friendship, family, acceptance, belongingness. These needs can be pursued when lower lever needs have been met. All people want to be loved, cared for, and accepted by others. People need to feel like they are part of something. For that reason, they form close relations with friends, need family or want to be a part of a work society. Failing to meet these needs a person is more likely to feel lonely, experience social awkwardness or even fall for depression. (Adair 2006, 53)

The esteem needs are divided as internal esteem factors such as self-respect, autonomy and achievement and external factors such as status, recognition and attention. Compared to social needs, esteem needs are needs that are more personal. These are factors of how we see ourselves or think how others see us. (Adair 2006, 53-54)

The need for self-actualization: Growth, achieving person's potential and fulfilment: the drive to become what person is capable of becoming. This individual need can be only achieved when all the other needs of the hierarchy have been met. Person highly self-actualized will notice how motivated he or she is by the things that makes her or him happy such as being a good parent. Not motivated by his job since it is just what he needs to do. Her or his self-confidence will rise and he can accept himself as she or he is. Self-actualization needs are hard to reach but for example employer can help employees to reach them by offering them opportunities to volunteer at the local charity or attend to higher education courses. (Adair 2006, 54)

When thinking about volunteering, Maslow's hierarchy of needs mostly relates in the need for self-actualizations, the esteem needs, the social needs and the safety needs. Volunteering gives opportunity to reach those needs and that is also the reason for the motivation to act. Thus we can say that there is a possibility to fulfil the needs.

3 VOLUNTARY WORK

3.1 Definition of voluntary work

There are many definitions for voluntary work or volunteering. According to Eskola & Kurki (2001, 105) helping and volunteering are parts of every person's values. Values tell what a person thinks that is important or what she or he thinks it is the right thing to do. Helping can be totally spontaneous and usually volunteering is based on the fact that helping others is both a privilege and a duty.

The voluntary concept stabilized in the 1980s at the organizational level. It was important to emphasize that voluntary work is not wage work at all. The term, volunteering is internationally known. (Porkka 2009, 60.)

Despite many different definitions, the various definitions are not incompatible with each other. The differences are mainly due to the scope of the definitions. The basic assumption of the voluntary work is quite similar. (Porkka 2009, 60.)

Volunteering means work for matters that person feels that are important. Voluntary work is unpaid work and it is based on free will and choice. (Kansalaisareena ry. n.d.) The volunteer may however be compensated for the costs of the activity, for example fuel costs. (Porkka 2006, 65.)

It is common that voluntary work is done in some context. It can be for example person's neighbourhood, family occasion or some bigger society for example, city or organization. (Nylund & Yeung 2005, 58.) For example, Sääksmäen reserviläiset ry. is doing their voluntary in a special context.

Voluntary work is done with the knowledge and skills of ordinary people. Volunteers are using their own life experience and personality while volunteering. A volunteer can choose her or his own tasks and also refuse from them. Voluntary work can be done one-time, temporarily, occasionally or regularly. (Auttamisen ilo 2010, 16) For example, in the case organization, there are many different professions and therefore there are knowledge from different fields. The different skills of different members make the voluntary work richer and more special. Also older members bring valuable life experience to others.

Despite the fact that voluntary work is done with the knowledge and skills of ordinary people, it is important to support, encourage and provide the feedback. (Porkka 2006, 89.)

3.1 Volunteering in Finland

Almost 40 percent of the population in Finland does volunteering. And it is said that even more people would do voluntary work if it was easy to join. (Valtioneuvosto 2018.) According to Commission of the European Communities (2009) voluntary work promote the social cohesion and solidarity in society.

It is stated that in Finland every volunteer would take the space in every apartment from the five biggest cities. (Marjovuori 2014, 11.)

According to Karreinen etc. (2010, 34) the most important reason for volunteering in Finland is the desire to help and do something useful.

Hanifi says that in Finland men do a little more voluntary work than women, but gender differences are minor. 45-65 years-old people do the most volunteering. Women help usually with babysitting, cooking, cleaning and shopping, when men help more in repair and construction work, transportation and other physical work. (Tilastokeskus 2011.) Also well-educated people do more volunteering than low-skilled people. It has been studied that in Western Finland, people do the most volunteering, especially in the countryside. (Tilastokeskus 2011.)

There are no specific laws when it comes to volunteering in Finland. Voluntary acts have been scattered under several laws. Also the fact is that the laws about voluntary work are partly lacking. This makes voluntary work a bit more challenging. (Kansalaisareena n.d.)

3.2 Commitment in voluntary work

Commitment concept in voluntary work means that a volunteer wants to stay involved, participate and be motivated. It is said that earlier, people engaged in activities for a longer period of time and it was more permanent. (Kuuluvainen 2015, 49)

Nowadays volunteer's commitment is different than in the past. In the past people lived in the same town for example for their whole lifetime and it was easier to participate in voluntary work. Now it is common that people are moving in other cities and thus nothing stays forever in the same way. Therefore, it is also true that people do not have that much extra time for volunteering. (Kuuluvainen 2015, 49-50)

According to Salminen (2018) it is common that the average age in organizations in general is high. It is also hard to find younger people to join in voluntary work because life is hectic nowadays. There have to be different kind of tasks so that new members have low threshold to come into action. Usually younger members join to the voluntary work for

example with their parents or neighbours. It is important to come up with new ways to get younger people to volunteer.

It is easier to commit volunteers in organization's activities in general than in some particular task or role. (Kuuluvainen 2015, 50). Without the committed and active members, there is just name of the organization. It is important to use enough time to engage members and create a common spirit. (Karreinen etc. 2010, 52.) It is important that the members feel that volunteering is reasonable and meaningful; hence the volunteers are more committed. (Porkka 2006, 77.)

Volunteering is about common and positive activity and that's why it is important to concentrate to have a good communication between members. Feeling of togetherness develops when members work concretely together and interact with each other. It has also been studied that the more volunteering means to the volunteer more the volunteer thinks about other same-minded members. (Porkka 2006, 75-76.)

It is important to take account of the volunteer's personal life situation, for example study, work, family, health or other hobbies. The volunteer should participate in volunteering in the context that is possible. (Porkka 2006, 79.)

3.3 Psychological agreement on volunteering

Psychological agreement means personal and silent agreement between the volunteer and the organization. The agreement is based on mutual and out loud expectations, what the volunteer and the organization think that they get and give to each other. (Porkka 2006, 86.)

The organization hopes to get a person who is for example, trustworthy, accepts the organization's values and is ready to follow organization's procedures. The new member hopes to get for example, meaningful activities, respect and belonging to the organization. (Porkka 2006, 84, 87.)

Expectations are based on the values and the history of the organization. There is no need to talk about the existence of expectations, but the new member will notice those expectations when the organization and activity become familiar to the volunteer. (Porkka 2006, 84-85.)

3.4 Values

Person's values affect how she or he wants to spend her or his free time. It has been studied that responsibility and care for someone else are important values for Finns, and kindness towards another person is even the most important factor for behaviour. Volunteering also helps person

to be with other like-minded people or get some variety in their life. (Porkka 2006, 94.)

It is also important that if the volunteer's motivation is in the same level with the organization's values and principles. Common values and goals between the organization and volunteer support the success of the activity and its meaningfulness. (Porkka 2006, 95.)

Having the same interests and common values are hence the base for the activity. Common activity can be described as a commitment, caring, supporting, helping and reciprocity. (Porkka 2006, 94-95.)

3.5 **Thanking and rewarding**

Volunteers will be thanked and remembered for example verbally, giving a small memory or gift and inviting to various events. Also badge of merit is traditional way to notice volunteers. (Kuuluvainen 2015, 77.)

Thanking and rewarding are important even though it does not motivate volunteer to act. It is important to find out which are the most important ways to thank volunteers in their opinion. It is also important to thank volunteers who are not the most active members but who are still doing a good work because a smaller contribution is also valuable. (Kuuluvainen 2015, 77.)

It is always important to thank the volunteers and tell that their work was meaningful. Also for example, asking him or he to work again might prove to the volunteer that her or his input was meaningful. (Karreinen etc. 2010, 79.)

According to Salminen (2018) saying thank you is always the best and easiest way to show gratitude. It is usual that when you try to give some reward for the job that has been done, the person refuses to take it.

4 MOTIVATION IN VOLUNTARY WORK

4.1 Diamond model

Yeung's diamond model was born on the basis of the article which was dealing about volunteering. Yeung's diamond model is based on 18 interviews and 767 elements of motivation. Those motivation factors formed an octagonal model called diamond model. (Nylund & Yeung 2005, 105).

The idea of the diamond model is that voluntary work's variety of motivation can be perceived through pairs. Volunteer's individual diamond model might change shape with time and experience.

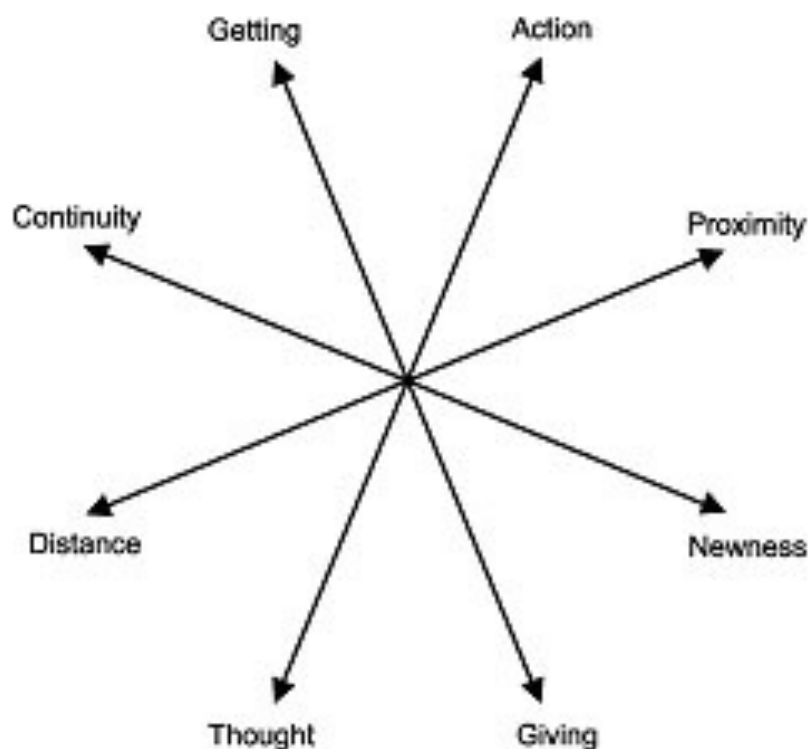


Figure 4. Timanttimalli (Nylund & Yeung 2005, 107)

The diamond model is an informative model. It includes a large number of descriptions and experiences of volunteering motivation. Then it includes also four dimensions which are getting – giving, continuity –

newness, distance – proximity and thought – action. (Nylund & Yeung 2005, 107)

Also two different directions can be distinguished from it. Volunteering can go away from you (action, contacts, new issues, giving) but also towards yourself (thought, distance, the continuity of familiar themes, getting). Aspects in right side describe the outward orientation of volunteering. The person is going away from itself towards social circuits. Aspects in left side are described as the person's own reflections and thoughts. (Nylund & Yeung 2005, 108-117)

4.1.1 Four dimensions in the diamond model

Getting – giving: What voluntary work gives to the person and what the volunteer gets from doing the job. Volunteer gets self-realization opportunities, personal wellbeing, emotional pleasures and work experience. A volunteer also wants to help people, who need the help, promote the welfare of others and to be useful to them. A volunteer might also want to help because she or he has sometime been helped out. (Nylund & Yeung 2005, 109-111)

Continuity – newness: Willingness to change things in life varies according to the life situation of different people. Continuity and newness dimension describes person's motives according to feeling of security, desire to act with familiar matters and attitudes towards new challenges. (Karreinen etc. 2010, 37)

Distance – proximity: What is the importance of contacts in voluntary work? Someone likes to act alone and someone else likes to act together. According to distance, a person likes that the voluntary work is flexible and that the person can join whenever she or he wants to. According to proximity, a person likes to belong to the group and get the chance to meet new people. Team spirit and socialization in general are very important parts of this. (Karreinen etc. 2010, 38; Nylund & Yeung 2005, 114-115)

Thought – action: Background of the thought includes values, role models, personal issues and mental growth. Action includes leisure time and the joy of doing. (Nylund & Yeung 2005, 116-117). People who like to ponder should be offered opportunities to talk, design and visualize, and people who like to act should be offered events and projects to be involved in. (Karreinen etc. 2010, 40).

4.2 Motivation in voluntary work

According to Kuuluvainen (2015, 45) motivation is an important definition while speaking of voluntary work. Also Yeung (2005, 83) says that motivation is the foundation of volunteering.

Every person is different and thus there are many different reasons to volunteer and help. Kuuluvainen (2015, 45-46) says that external and internal motivation factors must be considered in terms of volunteering also. An internal motivation factor can be for example, the person's own willingness. External motivation factors can be for example, access to events or work experience.

It is still good to remember that internal and external motivation factors cannot be considered separate. Internal and external motivation factors occur simultaneously; some motivation factors are more prevalent than others. (Peltonen & Ruohotie 1992, 19)

It is studied that one of the biggest motivation factor is the desire to help others. Other possibilities are for example, the desire to learn new skills, fulfilment of the civic obligation, social relationships, like-minded people and relevant objectives. Previously mentioned aspects are kind of positive motivation factors. There are also so called negative motivation factors such as getting attention, gaining power or other self-centred reasons. (Kuuluvainen 2015, 46, 48).

It is important to remember that no one can motivate volunteer to be more motivated. There is motivation or there is not motivation. (Kuuluvainen 2015, 48). Also if the volunteering is only based on fulfilment of the obligation, it is reflected in the quality of the voluntary work. (Porkka 2006, 97.)

A volunteer's motivation is based on the facts behind the volunteer's life cycle and experiences. Volunteering is done alongside other challenges of their life and hence the motivation factors are strong when the volunteer stays in volunteering. It is also important to notice that motivated volunteer might forget her or his own health while volunteering. (Porkka 2006, 98, 101).

5 RESEARCH PROCESS

5.1 Data collection methods

The main empirical basis for this research is based on research questionnaire for all the member and two interviews from members in the board of directors.

The questionnaire is in Finnish (Appendix 2) and sent through mail to all members. In every envelope was cover letter, questionnaire and pre-paid return envelope. The questionnaire was made on paper because of high average age, the author thought that online questionnaire would have not get enough answers.

In the cover letter, (Appendix 1) the purpose of this questionnaire was explained thoroughly. It was explained in the cover letter that the questionnaire is reliable and that all answers are anonymous and confidential. Cover letter also underlined that individual responses will not be used elsewhere, only the overall results of the survey will be presented in order to gain member's trust to answer honestly.

Before sending the questionnaires, author tested the questionnaire with two people to make sure that the questionnaire is clear enough and questions understandable.

The questionnaire was designed mainly by using multiple-choice -format for the respondents' convenience. There were four answer options instead of mainly used three options. The advantage of four answer options was that there were not these middle choices.

The advantage of the interviews is flexibility; questions can be repeated and clarified as needed. Essential in an interview is to collect as much information as possible on the subject. Interviews enabled deeper information access.

5.2 Sampling

The questionnaire was sent to all 112 members in the organization. There were 51 respondents which is approximately 45 percent. Responses can be used to formulate an overall picture of current member's motivation in voluntary work.

The cover letter and questionnaires were sent to members in the first week of June and the last return day was after midsummer. The idea was that questionnaires were sent and returned before the summer holidays.

First the author thought that only questionnaire is enough but soon the idea of the interviews came out. Interviews were a good way to get information and specify questions, it gave option to ask additional questions also. According to Gillham (2005, 3) interviews are more flexible because of interviewer's and interviewee's interactive relationship.

5.3 Validity and reliability

The author tried to be as honest as possible during the process. For example, in the cover letter the author told that the questionnaire is implemented with confidence. There were no names in the questionnaire required. The author also asked interviewee's opinion to be part of the study and whether they wanted to publish their names or not.

In the questionnaire respondents' background information requested only information about age, education, professional status and how long they had volunteered. In the light of this information, conclusions could be drawn from the effect of experience years.

5.4 Analysis of the material

The material was analysed with honest and truthful. The material has been thoroughly look over and checked once more.

All the results were written down carefully manually and interviews were recorded for the later playback. The author used excel with the questionnaire results.

5.5 Limitations of the study

The study is concerning only the case organization and the results are for the organization. The author asked permission to do this study from the chairman of the board of the directors.

6 ANALYSIS OF THE DATA

6.1 Results of the questionnaire

In this chapter the author has analysed the results of questionnaire. 51 replies were received from all 112, which is approximately 45 per cent of the all of the members.

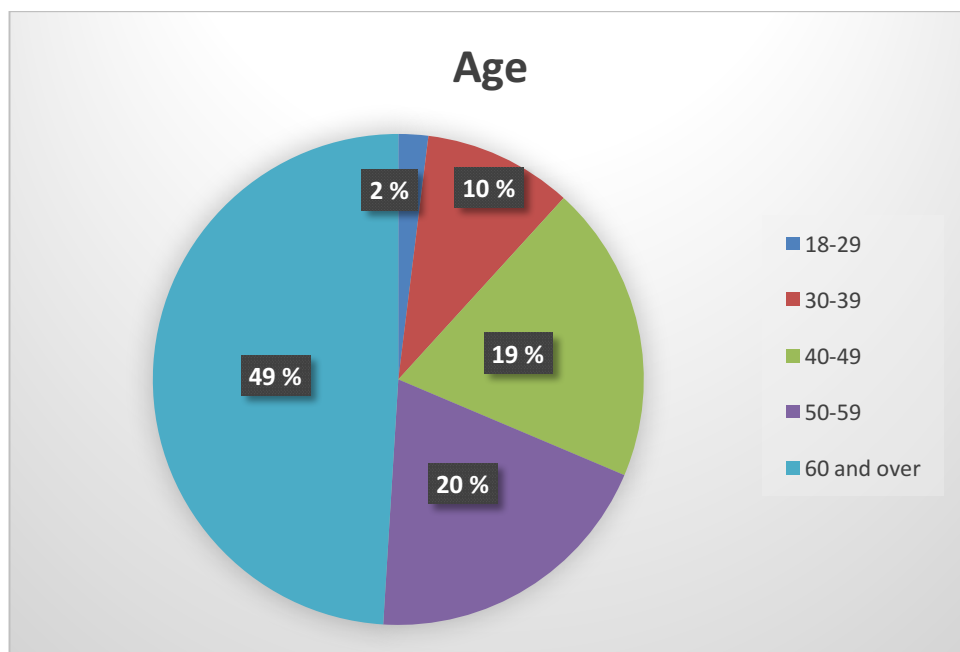
The author and the organization were satisfied with the number of answers according to high average age and for example timing.

The questionnaire was designed by mainly using multiple choices questions for the respondents' convenience. There was only one open-ended question. The author believed that this convenient format will facilitate the respondents' processes of completing the survey and thus reduce the possibility of disruption or withdrawals during the answering process.

The first four questions were about the background of the respondents and after that the questions were more about personal thoughts about the voluntary work.

Under every chart the author has analysed the results and thought the reasons behind the answers.

6.1.1 Age



Only two percent of the members responded are under 30 years old. Thus the author would say that it would be important to the organization to involve younger members into action. The fact is that the older generation will stay out of the action some point in the future and younger generation will continue the action in the organization.

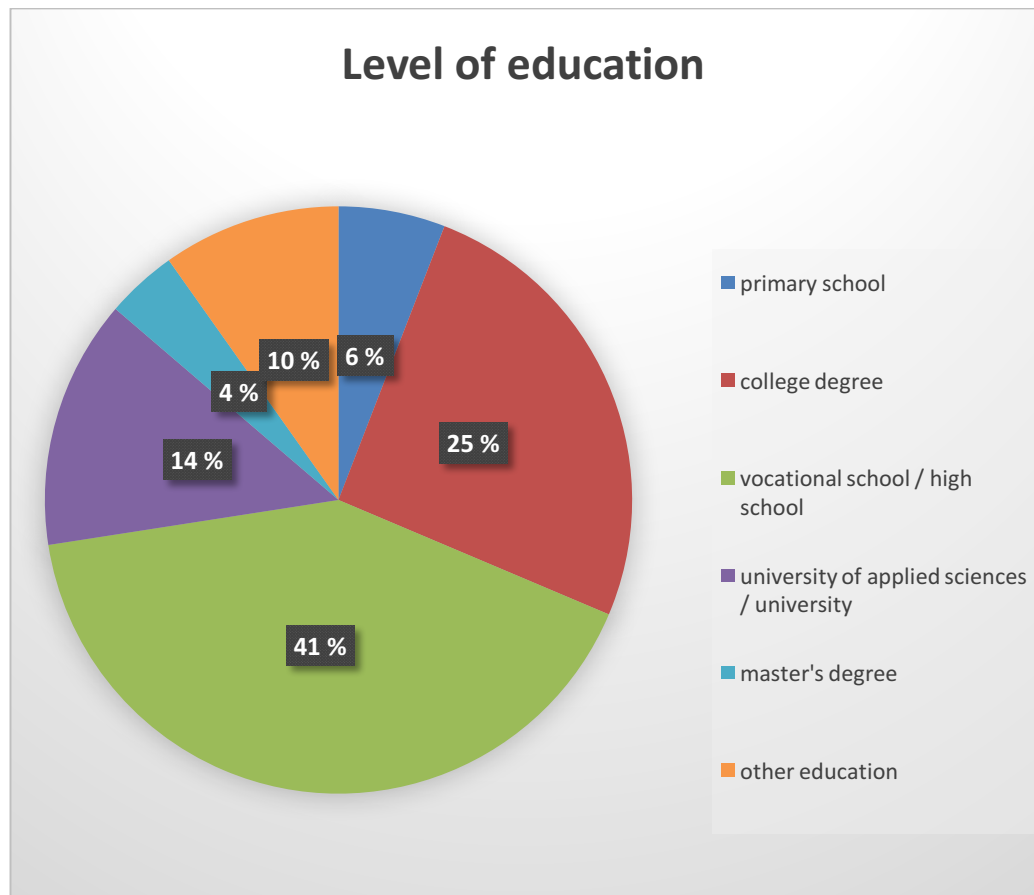
It is important to remember also that knowledge from older members and technological skills and knowhow from younger member's support each other. Both older and younger members are equal important for the organization. Each member has their own strengths to be used.

Twenty-nine percent of the members are between 30 and 50-year-old and these years are usually time of people's life when creating a family is timely and therefore the family took a lot of people's time and leisure time is low. (Terveyden ja hyvinvoinnin laitos 2018.) Family activities could be a good idea to organize, then the whole family could join in the action and in the same time members could volunteer.

Twenty percent of the members responded are between 50 and 59 years old. These are the years that children might be a little older and there is more time for himself or herself to do own activities. Thus it is understandable that for example members of this age might be the most active ones.

Forty-nine percent of the respondents are 60 years old and over, and this age group was the biggest. These members are more likely retired already and there is more time to volunteer then.

6.1.2 Level of education

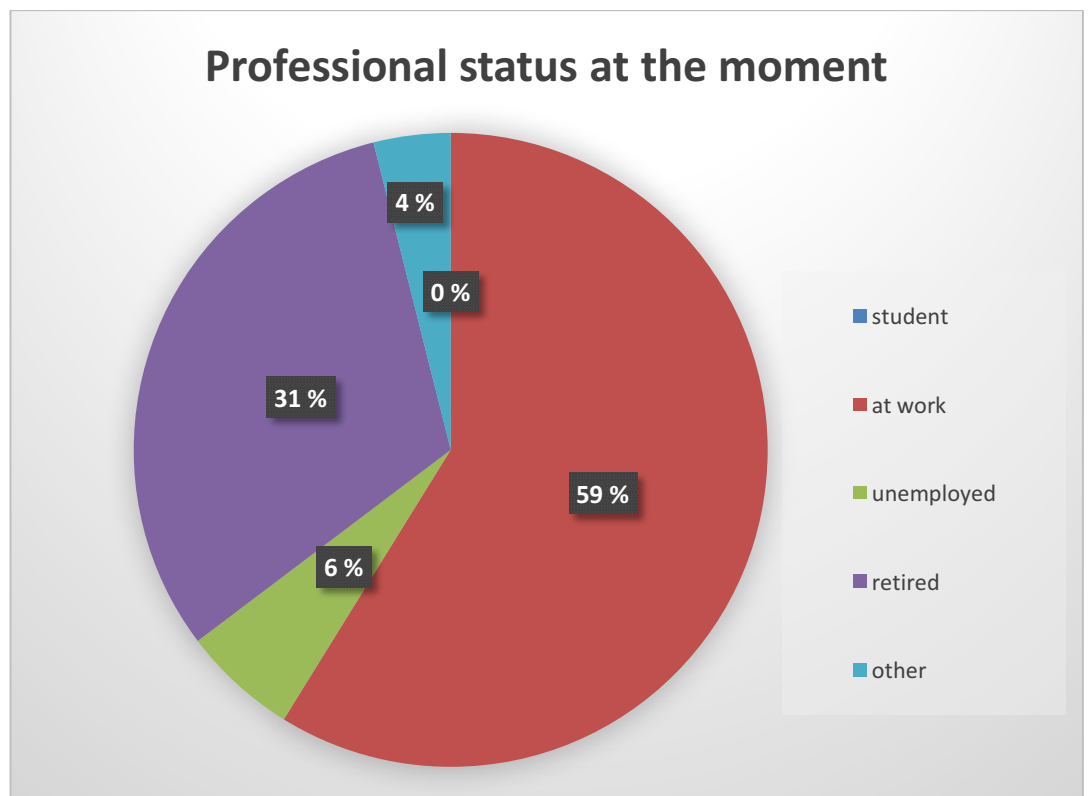


From the chart above it can be stated that forty-one percent of the respondents have completed vocational school or high school. Twenty-five percent have completed college degree and six percent have completed primary school. A total of seventy-two percent have completed at least compulsory education.

Ten percent have completed other education, for example lyceum or “kansakoulu” and therefore it can be stated that these members are older people.

Fourteen percent have completed university of applied sciences or university and only four percent have completed master’s degree. A total of eighteen percent is quite small. In the authors opinion, these small numbers tell about the high average age in the organization.

6.1.3 Professional status at the moment



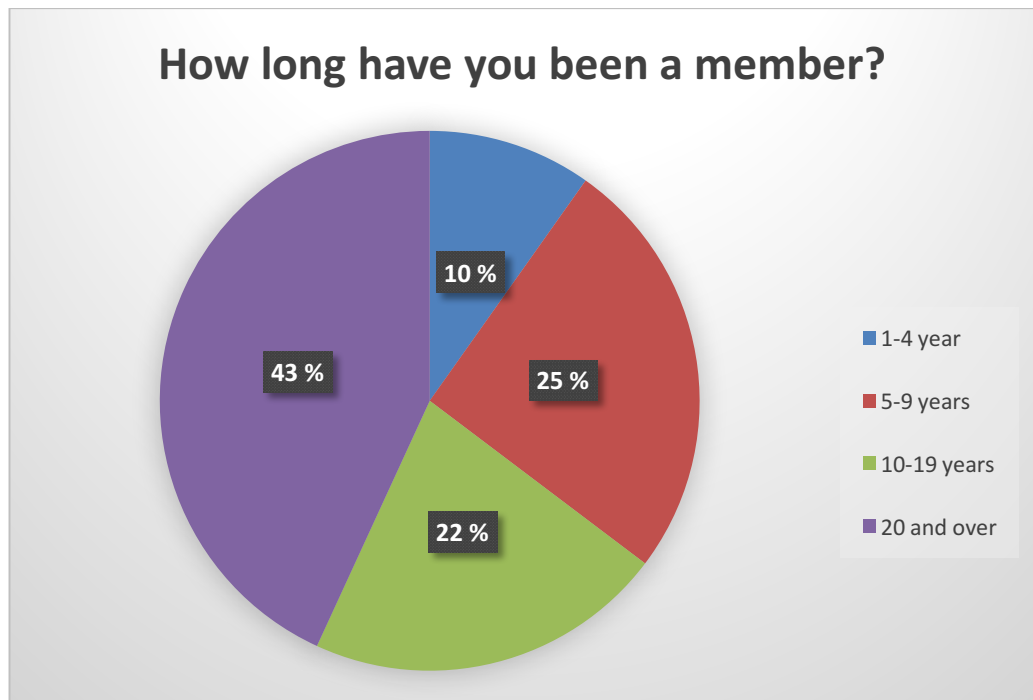
Fifty-nine percent of the respondents are still working at the moment, and therefore it is understandable that life is busy with work and there might not be enough free time for example to volunteer.

The second biggest category was retired, thirty-one percent. This is understandable because of a high average age in the organization.

None of the respondents were students at the moment and six percent were unemployed.

Four percent replied option other and there were written down for example a long sick leave.

6.1.4 Time as a member



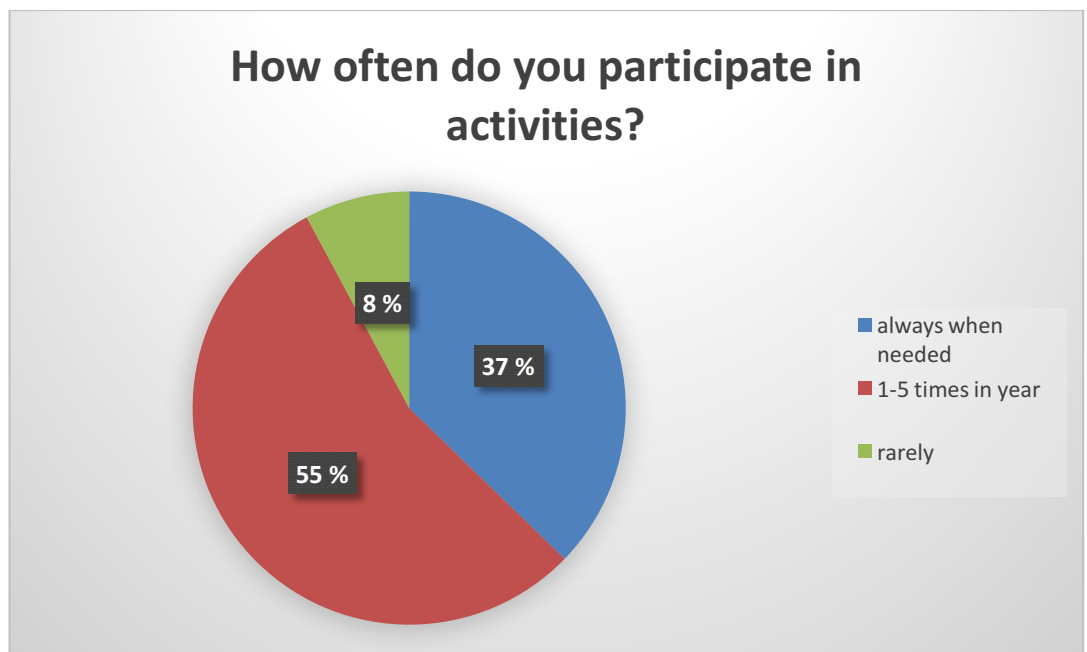
According to high average age in the organization, it is understandable that forty-three percent of the respondents have been twenty or over years as a member in the organization.

Twenty-two percent of the members responded have been as a member ten to nineteen years. Ten to nineteen years is also a long time and the commitment to volunteering is high.

It can be also stated from the chart above that over the past nine years, there have been new members who have joined to the organization and the number of members are growing.

There are also ten percent quite new members that tells about new members during past few years. The organization is doing a good job to gather more members to join and it is important to continue doing so in the future also.

6.1.5 Participation in activities



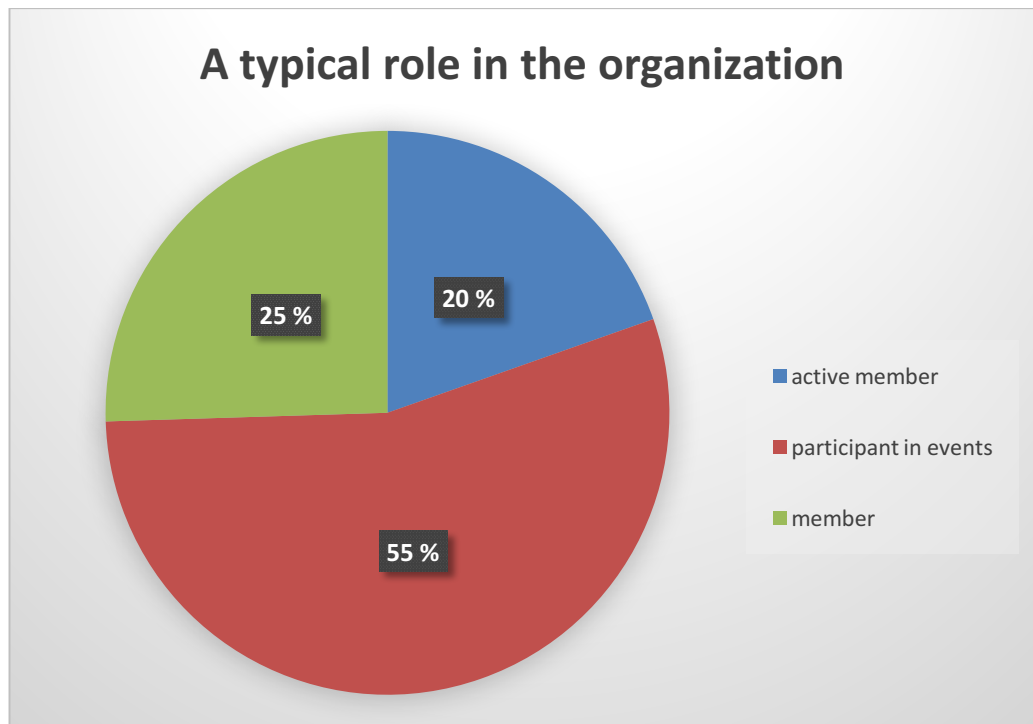
Fifty-five percent of the respondents participate one to five times in year in different activities.

Thirty-seven percent of the members participate in activities always when needed. These members are the most active one's.

The author asked from the chairman of the board that which are the most general tasks in the organization which requires volunteering, the answer was the guard of honours couple times during the year for example in the Christmas time and in the Independence Day, and helping with veterans when needed. (Salminen 2018.)

Only eight percent participates rarely in the action.

6.1.6 A typical role

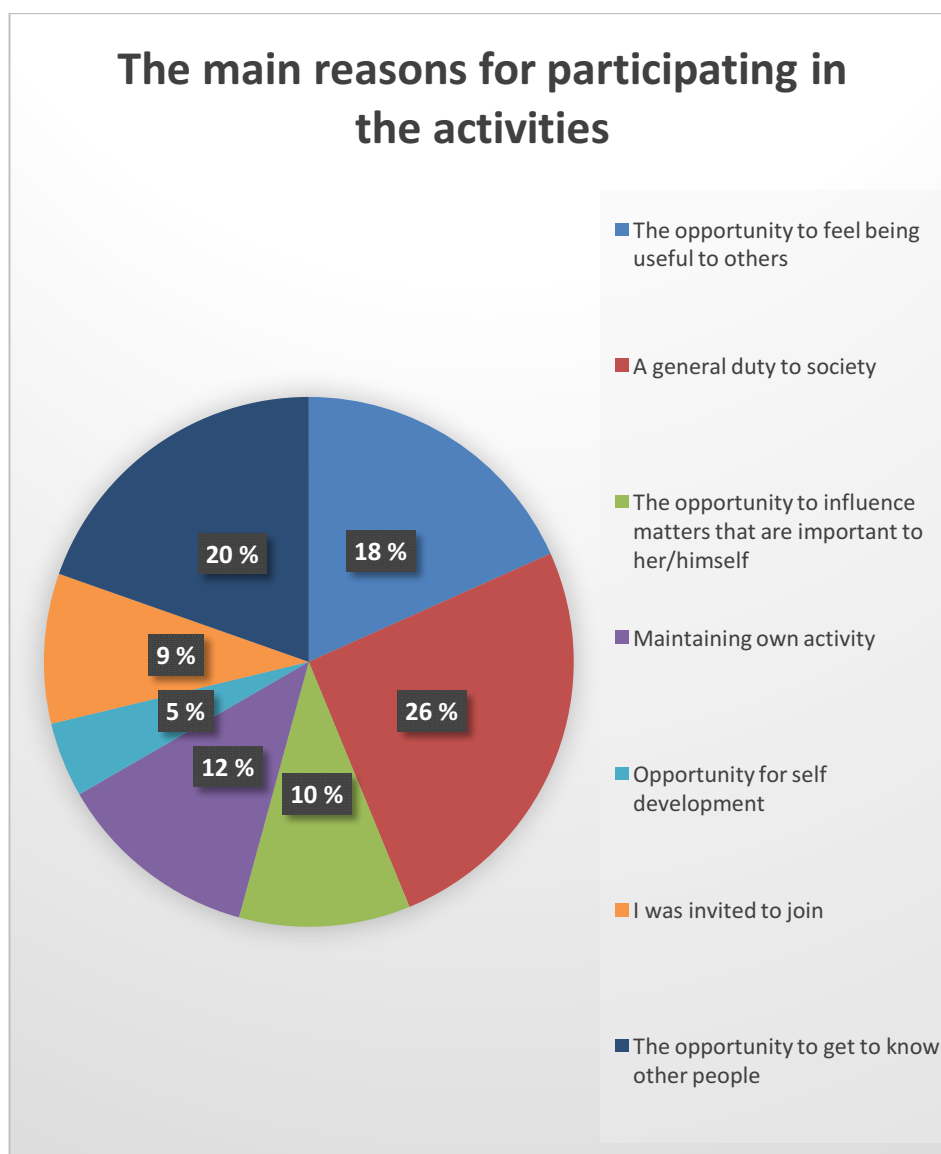


Twenty percent which is ten members are active members. According to that the author would say that those ten people are from the board of directors. These active members are the ones who organize and develop the voluntary work and therefore they are the most active ones. These members use a lot of their free time to volunteering.

Those fifty-five percent of the respondents are members who participant in events and other activities. These members do not join for example to organize the event but they are willing to support the action by taking part in it.

Twenty-five percent are members who are not active members, they mainly support the organization with annual fee. These members not even join in the events, they are so called line members. These members are still an important part of the organization.

6.1.7 The main reasons for participating in the activities



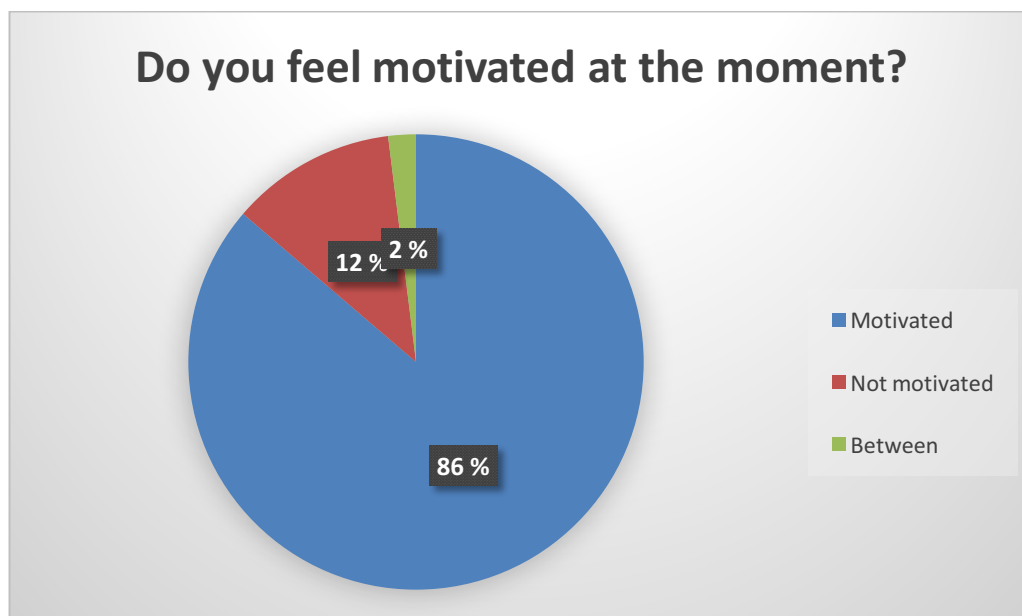
Three main reasons for participating in the action were a general duty to society (twenty-six percent), the opportunity to get to know other people (twenty percent) and the opportunity to feel being useful to others (eighteen percent). Also these reasons were mentioned in the interviews also and this fact tell about the same values among members and the board of the directors.

According to these answers the author would say that the members are quite same minded. All the options received voices but the three options received the most of the voices.

Other four reasons (the opportunity to influence matters that are important to her/himself, maintaining own activity, opportunity for self-development and that the member was invited to join) were considerably less favourably.

The author did not ask straight that what motivates the members, the author wanted to get a general view on the reasons for the participating in voluntary work. The answers were in the same line within the members.

6.1.8 Motivation



Eighty-six percent of the respondents were motivated at the moment which was forty-four people out of fifty-one. The author would say that there are a lot of motivated members in the organization and the situation is good according to these numbers.

Still there are always matters which could make these motivated members to be even more motivated. There is always something to improve and for this reason the organization should continue the good work they are doing now as well.

One respondent answer between yes and no even though that was not the option. It is true that there are days that people are not so motivated and then there are days that people are motivated.

Twelve percent of the members responded were not motivated at the moment, and three members were added the time was the reason for that, even though it was not asked. This twelve percent is not a high number but the organization have to take account that there are members that need more motivation to join in the action.

It has been stated that motivation is something that come from inside the people and different aspects motivates different people. When the

voluntary work is versatile, there are more chance to motive more members. Everyone cannot be pleased to be more motivated but there are usually some aspects that motivates members more than other.

6.1.9 Open question

In the questionnaire, there were one open question: mention three factors that would make you be more active in organization. There were thirty answers in the open question field. Not every responded member answered three factors or at all.

The most typical answer was that members did not have enough time to be more active in the organization. Lack of time answer were mentioned sixteen times out of all thirty answers. Three respondents were also mentioned that if they had less other hobbies or leisure time activities they would be more active in the organization.

Four respondents were mentioned that they would like to have more exploratory visits in general. Also visits and events with the army was mentioned. Salminen (2018) told that these kind of events are always the most popular ones, but these kind of activities always need special arrangements and good relationships with other people and organizations. There are approximately three events with the army during one year.

Common events and social evenings were also asked to be more often. It was also mentioned that there would be demand for new activities. The fact that two members would like to have activities with other organizations was interested and later in the interview this aspect was also mentioned.

Shooting was mentioned three times. Salminen (2018) told that the organization does not have regular shooting events mainly because the organization is countryside organization and many of the member hunting for example in leisure time and shoot there. Organizations in the city may have more shooting events.

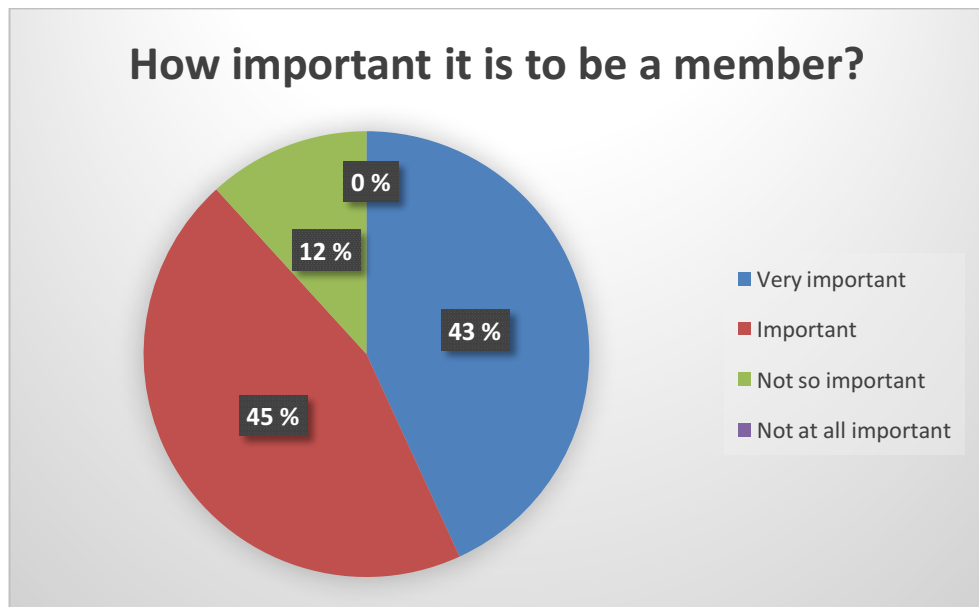
Refresher trainings were also mentioned six times. Salminen (2018) told that the organization is unable to influence the refresher trainings but the member can join alternative training for volunteers.

There were also four times mentioned that if the person lived in the neighbourhood he or she would be more active. In the countryside distances might be big and that could limit the participation also.

Three members said that their health does not allow to be active in the organization any more. There also should be activities to members who cannot participate in the physical activities.

These kind of open questions are important because the respondents can speak out and tell if they have some issues in their minds. In the same time some people do not like to answer in these at all.

6.1.10 Importance of membership



None of the respondents were answered that they feel not at all important to be a member in the organization. The author would say that if that were the case, the member would probably have already resigned from the organization. This also states that the organization is at least on some level important for each member.

Forty-three respondents felt that it is very important to him or her to be a member in the organization and forty-five respondents felt that it is important to be a member in the organization.

Altogether eighty-eight percent thought that it is very important or important to be a member in the organization. According to these answers it can be stated that membership is important issue and close to member's own values.

Twelve percent answered that they feel that it is not so important to be a member. The author would say that these members are line members, not active ones.

6.1.11 Resigning from the organization



Forty-five of the respondents felt unlikely to resign from the organization and thirty-seven percent felt very unlikely to resign from the organization. According to the previous answers, it can be said that eighty-two percent of the respondents' members feel that the organization is part of their lives and that there is no valid reason to resign.

Fourteen percent of the respondents felt not so unlikely to resign from the organization and four percent felt not at all unlikely to resign from the organization. These members feel that the membership in the organization is not that important and these members are most likely line members.

6.1.12 Recommendation



The recommendation part is always the honest answer, because not a single member would recommend the organization to his or her friends if the member was not feeling that way. Recommendation is usually due to positive thoughts.

All fifty-one respondents would recommend the organization. According to those answers the author could say that the organization has done something right in their acting.

6.1.13 Summary of questionnaires

According to questionnaires the author would say that members are as active as they could be. These days' people have a lot to do in their free time and each person have to think about how to use it. People spend their time between family, work and leisure time. These 112 members of the organization have chosen to use at least part of their leisure time as a member of the voluntary defence work. Those 112 members feels that voluntary work is important to them.

Because the average age is quite high it is normal that older members do not have strengths to join volunteering any more. It is still important to think about activities which offer something to older members too, not just doing.

These days in the organizations knowledge of younger members and older members should be shared. It is valuable to be interested in both ways. Younger people knows more about technology and older people knows more about practicalities, when these facts are shared new experiences can arise. It is good to be curious and ask if anything bothers.

It was mentioned in the open question field that there should be also younger member in the board of directors and thus there would be also new ideas for the future. It is still a fact that older members have more time according that they might be retired for example.

Because members would like to have more new activities, for example members of the board of directors should ask which kind of activities would be interesting and members would like to join in. The fact is also that money is needed, and that is the reason that members have to also do work to earn money.

6.1.14 Correlations

It can be seen few correlations between answers of the questionnaire and the Diamond model's four dimensions. These correlations are mentioned and explained below.

Getting – giving: This is about what voluntary work gives to the person and what the volunteer gets from doing the job. Volunteer gets self-realization opportunities, personal wellbeing, emotional pleasures and work experience. A volunteer also wants to help people, who need the help, promote the welfare of others and to be useful to them. A volunteer might also want to help because she or he has sometime been helped out.

This getting – giving dimension is the most detectable according to answers of the questionnaire. Three main reasons for participating in the action were a general duty to society, the opportunity to get to know other people and the opportunity to feel being useful to others. Also these reasons were mentioned in the interviews also.

Continuity – newness: As mentioned earlier, this continuity and newness dimension describes person's motives according to feeling of security, desire to act with familiar matters and attitudes towards new challenges.

This continuity – newness dimension is noticeable for example when the organization is thinking about new events with other organizations instead of the old habits. It is always a good idea to renew the ways of working.

Distance – proximity: This part is about acting, someone likes to act alone and someone else likes to act together. Team spirit and socialization in general are very important parts of this.

This distance – proximity dimension can be noticed for example that the member likes that the voluntary work is flexible in these days and that the member can join whenever she or he wants to. And also that the member likes to belong to the group and get the chance to meet new

people. These facts also emerged from the questionnaire. Team spirit and socialization in general are very important parts of this.

Thought – action: Background of the thought includes values, role models, personal issues and mental growth. For example, the members in the organization are same minded and thus have same values because they are volunteering with the specific area. Action includes leisure time and the joy of doing and the members are sharing their leisure time in the same organization by volunteering.

6.2 Interviews

In this part the author interviewed two members, Kari Salminen and Torsti Eerola from the board of the directors to get more specific knowledge and experience of voluntary work in the case organization according to two active members.

The author interviewed both members in different times and recorded both interviews, made notes. The questions were same for both members, but during the interview the conversations could lead to various supplementary questions.

Interviews had four main parts; background information, interviewee's history in the voluntary work, motivation and commitment.

6.2.1 Interview 1

The first interviewee was the chairman of the board of directors, Kari Salminen. Salminen is 50 years old entrepreneur from Sääksmäki and he is involved in many different organizations.

Salminen has been involved in voluntary defence work over 30 years, first in Valkeakoski and now in Sääksmäki. He has been involved in voluntary defence work with his grandfather in the childhood in Toijala. Salminen's grandfather was one of the founder of the voluntary defence organization in Toijala, and that was the beginning of the voluntary defence work for Salminen. Voluntary defence work is the way of life for Salminen.

Salminen has been the chairman in Sääksmäen reserviläiset ry for 15 years and nowadays he is also part of The Finnish Reservists' Association and provincial district. This year will be Salminen's last year as chairman in Sääksmäen reserviläiset ry. The overriding reason for the chairman's change is the development of the organization. Salminen will continue as a member in Sääksmäen reserviläiset ry, and the position in the Finnish Reservists' Association and provincial district does not change at the

moment. Salminen mentioned that these 15 years have been instructive and very rewarding.

Salminen said that it takes one day per a month in the meetings and then there are several extra hours for other activities in month in voluntary defence work. Other organizations take also one day per a month.

One of his the biggest and the most important reason to volunteer is heredity. Salminen said that sense of duty is the main motive to volunteer also. During the years Salminen has got a broader view on issues, because he has been involved in different organizations for example.

Salminen said that voluntary defence work is a way of life, and it does not necessarily need any specific motive to continue. Still it is a good bonus that there are good friends and same minded people involved. Volunteering together with friends make it even better. Salminen said that he thinks that voluntary defence work is important work and he is proud to be a part of it now and in the future too.

Salminen stated that cooperation with other organizations has become more common over past few years. New people, new ideas and backgrounds gives new opportunities. Every people have their own strengths and contacts and according to that fact the acting is usually easier.

The threshold to leave the organization and activities is really high. Any momentary feeling, motion or even crush could not affect so that Salminen would leave the organization.

There are no such things that could make Salminen be more active in voluntary work, then it would be working already. In general, Salminen thinks that development is always a way to motive people. On the other hand, you cannot ever please everyone, if there are more positive members than negative one's organization works well.

Being a member in the organization means a lot to Salminen. Salminen stated that it is important also to notice how much such a small organization has done for the common good. Salminen said everything is possible with right attitude and with the good company.

Salminen also said that for him it is important to volunteer with his grandchildren like he had done with his grandfather. Thus the volunteering is part of children's life and hopefully will continue during their life time also. Salminen said that he will show example with his own acts for them.

The history and heritage are in the big role in voluntary defence work. Salminen said that in the school teachers teach about Finland's history but the real stories come from those who have been for example in the war. Finland's history is part of the voluntary defence work, and Salminen stated that it is really important to know from where the roots come from.

According to Kirkland & Manoogian (2018, 9) feedback gives people information which tells you what have you done and how. As a chairman of the board Salminen has tried to give feedback as well as possible. Salminen also stated that he and the whole organization have gotten feedback.

6.2.2 Interview 2

The second interviewee was from the board of directors also, Torsti Eerola. Eerola is 62 years old goldsmith from Ritvala. At the moment Eerola is unemployed and he will be retired in the spring 2019.

Eerola said that when there is an active season in voluntary work he spends several hours in week volunteering. The exact hours in month were hard to say, but Eerola estimated that about six to seven hours per month is spent on volunteering.

Eerola is involved in several volunteer activities in different organizations. In voluntary defence work he become involved after army, and he has been an active member for ten years now. Before the active season Eerola focuses on more on work and family and therefore there were not that much time for volunteering. In childhood, Eerola has also been involved in volunteering with his family.

Eerola's father and older brother has been in Sääksmäen reserviläiset ry and thus the transition to action has been natural. Also Eerola's father has been a war veteran.

One important point raised, cooperation between different organizations. Knowhow combines for example between two organizations into one larger entity. Eerola said that also this should be taken more into account in the future, and Eerola said that he sees this as an opportunity rather than a treat. Usually both or all organizations benefits from cooperation.

The desire to get something good for himself, for example experience, new friends or meaningful doing, and the desire to promote the common goal were two aspects that were reasons to volunteer. Eerola also said that as the age grows also motives changes, earlier the focus was on family and work and now there is more time to do other activities.

At the moment Eerola said that preserving the continuity of volunteering in Sääksmäen reserviläiset ry motivates him. Eerola said that only sky is the limit, he wants to show with his own actions to others examples and then the others can see that everything is possible. Eerola said that success motivates also to continue. Also a good company in the organization and contacts in general motivates to continue.

The threshold to leave the organization and activities is really high. Eerola said that criticism does not matter, it is natural. Also Eerola stated that everyone cannot please, main thing is that people are acting for the common good and that it is legal.

The membership means to Eerola a lot. Eerola said that he is proud of the fact that he is part of the organization, quite a small organization has done a lot. Eerola also said that each member should be proud of the achievements of the organization even though he or she would not have been involved in action. Every member and cooperation is important.

Eerola has received feedback, both positive and negative. Eerola also said that in addition to receiving feedback, it is equally important to provide feedback to others.

6.2.3 Summary of interviews

According to these two interviews the author would say that interviews were in the same line with questionnaire's answers.

In the results there were three main reasons for participating in the action; a general duty to society, the opportunity to get to know other people and the opportunity to feel being useful to others. Also Eerola and Salminen stated that those were their main reason for participating in the action too. It can be said that the head of the organization is in the same line with the members.

Both Eerola and Salminen are very active members of the organization and their answers were quite similar. At least the idea behind both of their answers were same minded. Both appreciate the same minded people and values in the organization and they both use the most of their leisure time by volunteering.

Eerola and Salminen both stated that cooperation with other organizations is and will be one of the most important issue in the future. It is good to ask help and new ideas from other organizations and it is also important to give help to others if needed. New ideas with other organizations might bring new opportunities and also so called line members can join into action.

They both also said that the organization has done quite big achievements according to that fact the organization is quite small.

7 RECOMMENDATIONS

Based on the theoretical framework and answers of the questionnaire and interviews, this chapter concludes the findings and states recommendations how to improve the motivation in voluntary work. The recommendations are based on the ideas that the author has gotten.

In general, there are two main points that the author would recommend to focus on; seeking younger members to be involved in the organization and thinking out of the box.

It is mentioned also that time is the main issue while thinking about voluntary work or other leisure time hobbies. According to that fact, it is said that many people are willing to do only temporary volunteering instead of commitment. (Tesso 2018.) The author thought that this is and will be a challenge which needs to be solved somehow. For example, family events could bring 30-50 years old people to act more actively. Therefore, the leisure time could be used by the whole family and in general doing together is always a good way of doing.

Once or twice a year the organization could arrange brainstorming in annual meetings or in other common meetings. Members could write new ideas down in the paper and then for example the board of directors could go through those ideas and make overview for the next meeting. New ideas and thoughts are always welcome and there are no wrong ideas. Anonymous ideas from the members could be also a good idea. Then there would be no pressure to set up proposals.

The most powerful brainstorming would be if there would be members from different organizations for example partner organizations. Then there would be different people from different backgrounds and ideas could be then new also.

Also the best results come from cooperation and interaction. According to organization's website (Sääksmäen Reservin Aliupseerit – Reseviläiset ry n.d.), organization has already organized cooperation events with other organizations and that is one important point to continue in the future too.

One important question is how to get members to participate in the organization's action. This question is general in many organizations and there is no one right answer to it. This issue takes a lot of the organisation's time but it is worth to take care of.

It is important to make sure to members that every member is important to organization and every small step and action is important. The member with his or her knowledge and skills are valuable for the

organization. The threshold to participate in the activity should not be big.

One good way could be that the organization would arrange the visit day for the people who have thought about to be a member or who are interested in the voluntary work. There could be information lectures about the main activities and general information about what the organization usually does.

Also the members could bring their family with them, it does not matter if they are a boy or a girl or a man or a woman. Even grandchildren would be welcome to join. Doing together is important as well as a good way to take them involved in action.

Today, social media is one important channel to reach young people, and this fact should be taken account. Advertising for example the activity in the local Facebook page is one way to reach many people's attention.

8 CONCLUSION

In this final chapter the author goes through the study step by step.

The main purpose of this study was to find out which factors drive people to work for someone else's benefit without pay or other forms of compensation. Voluntary work is something that people are doing because they think that it is important and they want to do it.

It was clear that one of the biggest threats for the commitment of the voluntary work is a change in the life situation and order of importance of life. Leisure time is valuable for every person and there are many different options of how to use it. Thus for example changes in the life situation, studying, family growth or changing the work place could be out of time for volunteering or other leisure time activities.

Voluntary work is something which comes from inside the people and thus the people want to do it and take time for it.

The most appropriate and meaningful way of volunteering is found by taking into account his or hers motives to volunteer. Also the available resources of the volunteer affect. It is important that every willing volunteer can join into activities and every volunteer is equal. In a successful organization there have to be a room for every member and every member should find something to do according to their own abilities.

The author has done voluntary work herself over ten years in the smallest gesture with the family members. Voluntary work has been in the family for three generations now and the fourth generation have been involved too also. The author has proven to herself that the smallest acts could be the biggest for someone else and that makes voluntary work worth it. The author wants to show with her own examples to her children what volunteering is and how rewarding it can be.

The author received a silver medal in recognition of voluntary defence work in August 2018. The author would not say that obtaining the medal affect straight to the motivation but because of the pleasure and joy the author will try to be active in the future also. Recognition might be a small gesture from the organization but the feeling that it gives to the member is priceless.

The study was conducted by making questionnaire for members of the organization and interviewing two active members from the board of the directors. By studying voluntary work and motivation the author gained better knowledge about subject and the author noticed that it was

interesting because of the knowledge and experience of volunteering existed already.

This study begins in the January 2018 by choosing the subject, searching and learning the theories about motivation and voluntary work. At school there were lectures about the final study and how to do it. After that the author asked from different companies if they have interested to be involved, but the author did not get the answers. Luckily the other idea came out and the author asked Sääksmäen reserviläiset ry if they have interested to be involved in the study.

The study has been an interesting case to be involved to because the author has own experiences with the organization. The author also noticed that several members asked about the study and were interested about the results and the study in general.

During April the author designed the questionnaire and tested it with two people if it is suitable. After interim seminar in May, the author sent questionnaires to members and then write those answers down to excel.

In July the author interviewed two members from the board of directors and after that the author started to analyse the answers of the questionnaire and interviews.

In September there was an interim seminar 2, where language and context were checked. After this seminar the author completed the final work and went through the work generally. This study has been an interesting and educational work to do.

There is always room for improvement in everything. Also the author would have done some issues differently. For example, the timing should have been tighter at the beginning. The time to answer for the questionnaires could have been wrong because of the summer time, it should have been done earlier.

One way would have been to do it altogether by interviewing. This would have been a much time-consuming way to do it. The author is pleased with both interviewing and questionnaire. In general, final thesis is a big and challenge work. It takes time and motivation could be lost in some point. It was an important to the author that the subject was interesting for herself.

In general, for author it was surprised how important the subject was. It was very interesting to work for. Several members of the organization are familiar to the author and the author have noticed over the years that members have a good common spirit. There are always a lot of laugh and that makes them special. The organization is quite small but they have

done a lot of great things for the other people. For the author, it has been an honour to be involved in action.

In the future it is important that the members will combine their knowledges and skills as they have done now. Members can always learn something new from each other's and it can be used for everybody's benefit.

Together we are better.

9 REFERENCES

- Eskola, A. & Kurki, L. 2001. Vapaaehtoistyö auttamisena ja oppimisena. Jyväskylä: Gummerus Kirjapaino Oy.
- Gillham, B. 2005. Research interviewing: The range of techniques. McGraw-Hill Education.
- Hyppänen, R. 2007. Esimies osaaminen. Helsinki: Edita Prima Oy.
- Kansalaisareena ry. (n.d.). Volunteering in Finland. Retrieved 6.4.2018. <http://www.kansalaisareena.fi/citizen-forum-finland/volunteering/>
- Kansalaisareena ry. (n.d.). Vapaaehtoistyöhön liittyvät lait Suomessa. Retrieved 2.5.2018. http://www.kansalaisareena.fi/Vapaaehtoistyohon_liittyvat_lait_suomessa_VETY_verkko.pdf
- Karreinen, L., Halonen, M. & Tennilä, M. 2010. 10 askelta parempaan vapaaehtoistoimintaan. Helsinki: Vihreä sivistysliitto ry.
- Kuuluvainen, S. 2015. Vapaaehtoistyön johtaminen. Helsinki: Lönnberg.
- Kirkland, K. & Manoogian, S. 2018. Ongoing feedback. Center for Creative Leadership. Retrieved 10.8.2018.
- Maanpuolustusrekisteri. 2018. Jäsenrekisteri. Retrieved 2.5.2018. <https://www.maanpuolustusrekisteri.fi/raportit/jasenluettelo.aspx>
- Marjovuo, A. Vapaaehtoistyön ytimessä. 2014. Helsinki: Unigrafia. https://helda.helsinki.fi/bitstream/handle/10138/44979/marjovuo_v%C3%A4it%C3%B6skirja.pdf?sequence
- Nylund, M. & Yeung, A. B. 2005. Vapaaehtoistoiminta. Anti, arvot ja osallisuus. Jyväskylä: Gummerus Kirjapaino Oy.
- Peltonen, M. & Ruohotie, P. 1992. Oppimismotivaatio. Keuruu: Kustannusosakeyhtiö Otavan painolaitokset.
- Porkka, S-T. 2009. Työohjaamisen taito. Paino SP-Paino Oy.
- Reserviläisliitto. (n.d.) Reserviläispiirit ja -yhdistykset. Retrieved 2.5.2018. https://www.reservilaisliitto.fi/liitto/piirit_ja_jasenyhdistykset
- Ruohotie, P. 1998. Motivaatio, tahto ja oppiminen. Helsinki: Oy Edita Ab.

Rytikangas, I. 2011. Kehity ja jaksa tiimissä. Hämeenlinna: Kariston Kirjapaino Oy.

Salminen, K. 2018. Interview. 15.3.2018.

Sääksmäen Reservin Aliupseerit – Reserviläiset ry. (n.d.). Retrieved 10.8.2018.

https://www.reservilaisliitto.fi/yhdistyspalvelut/yhdistysten_ja_piirien_kotisivut/saaksmaen_reservinaliupseerit-reservilaiset

Tesso. Sosiaali- ja terveystieteellinen aikakauslehti. Vapaaehtoistyön virtaa. Retrieved 10.8.2018.

<https://tesso.fi/artikkeli/vapaaehtoistyosta-virtaa>

Terveyden ja hyvinvoinnin laitos 2018. Perheen perustaminen. Retrieved 12.8.2018.

<https://thl.fi/fi/web/sukupuolten-tasa-arvo/hyvinvointi/perheen-ja-tyon-yhteensovittaminen/perheen-perustaminen>

Tilastokeskus 2011. Suomalaiset tekevät melko paljon vapaaehtoistyötä. Retrieved 2.5.2018.

http://www.stat.fi/artikkelit/2011/art_2011-09-26_002.html?s=0

Valtioneuvosto 2018. Vapaaehtoistyö, talkootyö, naapuriapu – kaikki käy. Retrieved 25.4.2018.

http://valtioneuvosto.fi/artikkeli/-/asset_publisher/vapaaehtoistyotalkootyonaapuriapu-kaikki-kay?_101_INSTANCE_3wyslLo1Z0nj_groupId=10623

Appendix 1

COVER LETTER

Cover letter

6.6.2018

Hello voluntary national defence friend!

I am conducting a survey regarding voluntary work and I hope you will be able to take part in the survey.

I am studying International Business in Häme University of Applied Sciences in Valkeakoski for my last year and this survey is part of my final thesis. The topic of my thesis is motivation in voluntary work. This survey strives to point out the experiences of the volunteers and to develop the volunteering activities based on the answers gathered from the survey. The purpose of this survey is to hear the opinions of the volunteers and to hear what they have to say.

The respondents in this survey will remain totally anonymous and specific personal data will not be collected at any point. Taking part in this survey is optional but highly desirable.

The answers to the survey should be returned no later than June 29th 2018. Envelope and a stamp with address information are included with the survey.

I would like to thank you in advance for your answers. Each and every answer is very important to me and to the organization.

Have a nice summer!

Best regards,
Ida Salminen

QUESTIONNAIRE

QUESTIONNAIRE: Motivation in voluntary work / Sääksmäen reserviläiset ry.**Choose the most appropriate option****1. Age**18-29 30-39 40-49 50-59 60 or over **2. Level of education**Primary school College degree Vocational school / high school University of applied sciences / university Master's degree Other education **3. Occupation at the moment**Student At work Unemployed Retired Other **4. How long have you been a member?**1-4 years 5-9 years 10-19 years 20 and over **5. How often do you participate in activities?**Always when needed 1-5 times in year Rarely **6. A typical role in the organization?**Active member

Participant in events

Member

7. The main reasons for participating in the activities? Select three reasons.

The opportunity to feel being useful to others

A general duty to society

The opportunity to influence matters that are important to her/himself

Maintaining own activity

The opportunity for self-development

I was invited to join

The opportunity to get to know other people

8. Do you feel motivated at the moment?

Yes No

9. Mention three factors that would make you be more active in organization.

10. How important it is to be a member in the organization?

Very important Important Not so important

Not at all important

11. How unlikely is it for you to resign from the organization?

Very unlikely Unlikely Not so unlikely

Not at all unlikely

12. Would you recommend the organization?

Yes No

Thank you!

Appendix 3

INTERVIEW QUESTIONS

INTERVIEW FRAME / SÄRES

1. Background information

- a) Name, age, occupation
- b) Professional status (employed, unemployed, retired, student)
- c) How much time do you use for voluntary work on a weekly/monthly basis?

2. History in volunteering

- a) What kind of volunteering do you practice? How did you end up volunteering? How long have you been volunteering?
- b) In which organization/organizations have you been part of?
- c) Have you been doing voluntary work during your childhood/youth?

3. Motivation and motives

- a) What are the reasons that made you start doing voluntary work at first?
 - i. Desire to help
 - ii. Desire to gain personal assets (experience, meaningful activities, appreciation, new friends)
 - iii. Desire to promote the common good
 - iv. Sense of duty
 - v. Reciprocity
- b) Have your motives changed during the years?
- c) Why do you want to keep volunteering? What motivates you right now?

4. Commitment

- a) What makes you continue volunteering?
- b) How difficult would it be for you to leave the organization/stop volunteering?
- c) Can you name some factors, which would make you even more active within the organization and its activities?
- d) How important is it to you to be part of the organization? What does it mean to you?
- e) Have you received feedback from the work you have done?