

## The Conceptual Model of Activation of Participation Motivation Directed Towards “End Users” (Citizens)

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### Abstract

Nowadays the need for participation in post-communist countries is the strongest where civil society organisations, to be precise, citizens who participate there, can play a particularly important role. Thus, the activity of citizens is becoming one of the most important factors to achieve common goals. Bearing in mind that motivation is a fundamental factor in such participation, the relevance of motivation research in this area is undoubted. One of the aims of such research could be to develop the models of activation of motivation. It was done after the measurement of the real motivation of participants. In order to measure the motivation, it is necessary to identify the motives. Thus, having had found the motivation for participation behaviour, which in this case had been done by the means of survey (quantitative and qualitative), the author of this publication designed 2 models of activation of motivation, which, as it can be assumed, will lead to repeated behaviour in the future. One of these models (directed towards citizens) is presented in this article.

*The conceptual model of activation of participation motivation directed towards “end users” (citizens) is designed on the basis of the results of the analysis of benefits and investments that determine the motivation to participate. Since the model is based on the opinion of all the people surveyed, i.e. irrespective of what type of civil society organisation a person participates in, it is intended for activation of general motivation of citizens who are involved in public activities. The model can be used when the aim is activation of participants in general, both on the level of an organisation, where CSO leaders are engaged, and on the level of public authorities, where the staff just want to improve, stimulate, in other words, to develop the general motivation of participation.*

**Keywords:** motivation of participation, civil society organisations, participation, citizens, activation of motivation, conceptual model.

### Introduction

**Research problem and relevance:** People are not very active when it comes to making decision on whether to take real action to achieve the general interest in different areas. As Finkel (2000) states, current studies confirm the extremely low level of both social and political participation in many countries

of developing democracy. According to Brand et al. (2008, p. 56), *motivation* is an essential factor in voluntary activities. Motivation is the system of stimulation of behaviour (actions, activities), caused by various motives, therefore, according to Marcinkeviciute (2003a, b, 2006), today *motives* are the basis of motivating. Therefore, in order to measure motivation, which is necessary to develop and activate it, it is necessary to identify the motives.

It is necessary to develop motivation itself, because according to the findings of the dissertation research of Maciukaite-Zviniene (2008, p. 9), it can be argued that although the tendencies of democratic development are positive, they lack quality because of decreasing citizen participation and motivation. In addition, according to Drucker (2007b, p. 255), the biggest demand for participation is in post-communist countries, where the community, community-based organisations as well as the citizenship itself are destroyed. In the opinion of the latter scientist, some time may pass until the current governments are able to carry out the tasks that only the government can perform competently. Meanwhile, only various autonomous, local, non-profit organisations built on people's voluntary participation and spiritual energy can provide social services or other things satisfying the needs of the society and development of leadership necessary for any state. It is likely that after activation of motivation of those who participate, they themselves would become the best “advocates” of their activities beneficial to the public and the most persuasive marketing means in developing the potential of participants in both qualitative and quantitative terms.

Motivation is researched often enough and there is no lack of theories, but the problem is in the “hidden claims of such theories” to be universally applicable, since they, according to Shamir (1991), originate from over-reliance on hedonistic assumptions and the bias towards individualistic behaviour in individualistic cultures, emphasizing the situations of prediction of individual behaviour and underestimation of values or moral obligations (in particular, work motivation theories). It can be argued that most theories of motivation focus either on general motivation

of human behaviour, or are based on industrial situations (bearing in mind the context of management). Motivation in respect of management science and processes is analysed in the works of Butkus (1996), Zakarevicius (1998), Domarkas (1999), Zakarevicius et al. (2004), Drucker (2007a, b), Palidauskaite (2007, 2008) and other authors. The very concept of motivation, related concepts and contexts are discussed by Juceviciene (1996), Swansburg (1996), Lindesmith (1999), Iljin (2000), Jankevicius (2005), Bernard et al. (2005), Marcinkeviciute (2003a, b, 2005, 2006) and other authors. Motivation theories, their limitations and the principles of activation are analysed by Wood and Bandura (1989), Shamir (1991), Murnighan (1993), Perry (1996, 2000), Perry et al. (2008), Zakarevicius (2003), Birchall and Simmons (2003, 2004a, b, 2005), Locke and Latham (2004), Houston (2005), Maslow (2006), Pincus (2006) and others.

It is widely recognized that people, if they participate in civil activities at all, do it for different reasons and goals (Abelson, 1999). Therefore, for those (officials, leaders of civil society organisations) who are responsible for stimulation of citizen participation, knowledge of the reasons that determine people's participation, and proposed models of activation of motivation will capacitate activation of motivation. Thus, the model in this research is perceived as a representation of real life, as Denhardt (2001) puts it.

The comprehensive presentation of the obtained results of the research is provided in the dissertation work of Tijunaitiene (2009); a part of the results has already been published in other scientific journals (see methodological part of this article), therefore this article aims at making public another part of results of the dissertation research – the designed conceptual model of activation of participation motivation directed towards end users, i.e. the citizens themselves.

Thus, the *research problem* is how (by what means) to activate motivation of participating citizens, on the basis of the results of analysis of expression of benefits and investments, determining the motivation to participate.

*The subject* of this paper is the means, activating citizen participation in CSOs, directed towards citizens.

*The aim* of this paper is to present the conceptual model of activation of participation motivation directed towards “end users” (citizens), in which the means of motivating, activating motivation of participation are identified.

#### **Objectives:**

- to reason the peculiarities of motivation of participation on the basis of theoretical insights of different researchers;

- to propose and justify the conceptual model of activation of motivation on purpose to develop motivation of participants, directed towards the citizens, naming the principles of designing the model and identifying specific means.

#### **Novelty:**

The conceptual model of activation of participation motivation directed towards end users (citizens) developed on the basis of the results of one of two scientific studies of motivation of citizen participation in civil society organisations, where Simmons and Birchall's (2003, 2004, 2005) methodology of the research of motives (see Tijunaitiene, 2009; Tijunaitiene, Neverauskas, Balciunas, 2009a) was used, and which was carried out for the first time in Lithuania, is presented.

#### **Literature review**

A lot of works are dedicated to the research of motivation and the analysis, evaluation and modification of the ways and means of stimulation. According to Zakarevicius (2003, p. 134), Zakarevicius et al. (2004), the works of Herzberg (1955), McGregor (1960), Argyris (1957), Bennis (1969), Likert (1967), <...> Vroom (1964) et al. that are more related to motivation of paid work, have already become classics. However, in general, all motivation theories have some limitations, and do not escape criticism, as Locke and Latham (2004) suggest, therefore motivation is characterised from very different and competing perspectives, as Bernard et al. suppose (2005, p. 131). Motivation of activities is exploration of the factors that stimulate better performance of duties and jobs and “invention” and use of sanctions and ways, intensifying activities on the basis of these factors (Zakarevicius, 2003, p. 134). Seilius (1998, p. 122) maintains that motivation theories help in the phase of exploration, when there is a need to identify motives. After the carried out research, Birchall and Simmons (2003, 2004a, b) noticed that there is a contradiction between those who think that people are competing or cooperating innately. These scientists, with reference to Dawkins (1976), state that twenty years ago the paradigm of evolutionary biology, which meant that most of the behaviour can be explained by “egoistic” genes, dominated the discussion. This approach was succeeded by the propositions of Game theory that under certain conditions, self-interested people can learn to cooperate (Axelrod, 1984). Thus, it can be stated that motivation theories developed from a narrow focus on biology to more complex social-cognitive theories of motivation (Bernard et al., 2005, Pincus, 2006). The latter authors group the main models of motivation as follows<sup>1</sup>:

<sup>1</sup> More about the theories comprising each group and the classification see Pincus (2006).

- Theories that highlight automatic/subconscious biological processes and characteristic features and/or the ones of instinctive incentives (Bernard et al., 2005; Pincus, 2006);
- Theories that develop the direction of behaviour, determined by environmental influence as an automatic and reflective process (Bernard et al., 2005);
- Theories that emphasise social-cognitive processes and characteristic features (Bernard et al., 2005; Pincus, 2006).

Bernard et al. (2005, p. 134) state that this division partially obstructs the rise of a solid general theory of motivation. Many authors have a notion that the behaviour of individuals is at the same time motivated by a number of different, sometimes conflicting motives (Bernard et al., 2005; Maslow, 2006) that may occur as a response to the pressure of various environmental factors or different social systems. In other words, with reference to Wood, Bandura (1989), Bernard et al. (2005) and Maslow (2006), it can be argued that behaviour is conditioned by several classes of determinants: motivation and environmental powers. According to Wood, Bandura (1989, p. 362), behaviour, cognitive and other personal factors and environmental events act as interacting determinants that affect each other in both directions. Therefore, human motivation model is multidimensional. Thus, in order to prepare the model of activation of motivation, it should be considered that, according to Drucker (2007b), different people have to be managed differently. Drucker (2007b) draws this conclusion when criticising the classics of motivation theories, as well as himself, “D. McGregor (1960), who developed his theory of motivation in the book *“The Human Side of Enterprise”*, where he argued that there are only two different ways to manage people, *Theory X and Theory Y*, was wrong, as well as me” (Drucker, 2007a, p. 14; 2007 b, p. 58).

Therefore, different authors propose different theories in different contexts, which integrate all or some views, e.g., an Evolutionary theory of human motivation, which combines all the theories of the three mentioned groups, is presented by Bernard et al.<sup>2</sup> (2005), an integrated model of work motivation is suggested by Locke, Latham (2004), Perry (2000) describes the model of motivation oriented more towards the work in non-profit organisations rather than in business organisations, which, according to Perry et al. (2008), may be interpreted as the theory

<sup>2</sup> Bernard et al. (2005) divided 15 generally accepted motives into 4 social fields (protection, mating, maintenance of relations and parental care, union/ coalition formation and memetics), on the grounds of the fact that human neurohormonal systems developed to solve the problems of adaptation in those 4 domains.

of motivation based on needs, revealing the sources of such motivation of public services as well<sup>3</sup>. However, these theories, as well as, for example, Maslow’s (2006) theory of motivation based on the hierarchy of needs, are either focused on the general motivation of a person’s behaviour, or are based on industrial situations, as indicated by McGregor, Herzberg, Argyris, Vroom, mentioned by Zakarevicius (1998), Zakarevicius et al. (2004). Thus, there are plenty of motivation theories and sufficient empirical evidence of this phenomenon, but the problem is in the “hidden claim” to be universally applicable, as Shamir (1991, p. 405) states. The main drawback of the modern theories of motivation, according to Shamir (1991), is that they originate from over-reliance on hedonistic assumptions and instrumental model of a human being: that is their bias towards individualistic behaviour in individualistic cultures, emphasising the situations of prediction of individual behaviour and underestimation of values or moral obligations (in particular, in work motivation theories).

Therefore, in principle, it can be stated that they are not developed or adapted for specific motivation of citizen participation and, by the way, cannot be universally (in all contexts) applicable. According to Maslow (2006, p. 332), who has already become a classic, cooperation, altruism, friendliness, selflessness in general (which is probably a part of motivation of citizen participation – the author’s remark), are researched less than competition, characteristic of work motivation research and models. Also worth attention is Maslow’s (2006, p. 332) insight, which states that acculturation and belonging to a culture affects some people only partially, i.e. the scientist is surprised that the studies are often such as if culture is the first motor, although sometimes people resist culture, in a positive sense, because often common culture is not very “participative” (as, for example, in Lithuania – the author’s remark), but, according to Maslow, the sane people vote, buy, or evaluate using at least a little logic, common sense, justice, honesty, reality, even when it is inconsistent with their interests when looking at them from a narrow and selfish point of view (Maslow, 2006, p. 333). The more so, according to Murnighan et al. (1993, p. 516), it seems that people realized that the economy of reciprocal altruism – comparatively low costs of the giver with a huge benefit to the recipient, and then return of the service – can create a system of long-term mutual benefit. Thus, after identification of what specific motives determine public participation behaviour in

<sup>3</sup> See more Perry; Brudney, Coursey, Littlepage, What drives morally committed citizens? A study of the antecedents of public service motivation. In *Public Administration Review*. 2008, vol. 68, no. 3, p. 445–458.



a certain cultural environment, models of activating motivation of participation can be created on their basis.

Knowing that a lot of things can motivate, it can be assumed that the means or methods that would activate the desired behaviour must also be very individual and different. In management literature (e.g., Seilius 1998; Zakarevicius, 2003; Zakarevicius et al., 2004; Savareikiene, 2008) it is offered to classify the means and methods, which motivate paid employees traditionally, as economic (material – both direct and indirect) organisational (administrative, legal) and socio-psychological. Thus, the systems of motivation, on which the business sector is usually based, are more oriented towards external rewards, and this may not disclose the motivation of those voluntarily participating in CSOs, according to Houston (2005), moreover, this may discourage it; therefore we should look for individual means for motivating citizens who give their time to civil participation. In addition, if we recall Drucker's (2007b) insights, these days we need to look for new ways and means of motivating even paid employees, because they are no longer what they had been before, they are becoming "knowledge employees". Moreover, according to Houston (2005, p. 72), persons with more prestigious jobs, higher education and higher income are more likely to donate their time voluntarily, therefore it is necessary to look for other, unusual in their traditional jobs, means of motivation for these people.

Given the fact that participation in CSOs is voluntary and unpaid, it can be assumed that participating individuals are conscious enough and have a relatively high degree of self-motivation. Self-motivation is the most effective motivation in the entire process of motivation, manifesting as long-term and providing a stronger effect (see more in Savareikiene, 2008, p. 53–121). However, this part of inner motivation, although it plays an important role in the whole motivation, but it depends only on the efforts and abilities of a participant, hence, such motivation means must be selected that would increase self-motivation as well. In principle, since we are talking about individuals already participating in CSOs, it can be stated that it is more appropriate to use the term activation/stimulation of motivation, although from the notional point of view this is motivating for continuing participation activity.

One of the important principles in the development of models activating motivation of citizen participation, is also that it will be designed on the basis of existing individual motivation of citizen participation, i.e. on the basis of dominating motives of each participant, which, according to Marcinkeviciute (2003a, b, 2006), is quite common and frequent practice. Besi-

des, according to Raipa (2007, p. 345), citizen participation is determined by various motives: social, economic, ethnic, etc. And as self-interest is not the only motive, therefore the "the motive of common benefit (the same positions) as a unifying interest is often insufficient condition for rational individuals to unite into an organised group of activities" (Batson, 1994; Batson et al., 1995, 2002; Vugt et al., 2000; Raipa, 2007). Analogical view is shared by Fehr and Falk (2002), Francois and Vlassopoulou (2008), who state that any human behaviour is accompanied by influential non-monetary motives. Thus, considering the fact that the motives may be very different (from selfish to altruistic), the means activating identified motives (which will not be referred to more broadly in this publication, as the aim is to present the model activating motivation, which emerged on their basis rather than the motives) have been proposed.

## Research methodology

This article presents one of two conceptual models of activation of participation motivation, created by the author of the article, which are a partial result of the dissertation research of Tijunaitiene (2009). Another model ("*The conceptual model of activation of participation motivation directed towards "agents"*" – particular CSOs, is prepared considering the results of the analysis of expression of collective attitudes, determining collectivistic motivation to participate) will be published in Vol. 4 (64) of the journal *Engineering Economics* (2009).

Both models are prepared after the measurement of the real motivation of participants, i.e., after the identification of the motives determining particular behaviour and the analysis of their expression (some elements are presented in the journal *Engineering Economics*, Vol. 1 (61), in 2009 (Tijunaitiene, Neverauskas, Balciunas, 2009a) and in Vol. 3 (63), 2009 (Tijunaitiene, Neverauskas, Balciunas, 2009b). Therefore, in this part of the article the research methodology, which led to the emergence of both models, will be presented briefly.

After the *analysis* of *academic* management, psychological, sociological, economic, political science, methodological *literature* on the issues of public/citizen participation, measurement of motivation and principles of motivating and research methodology (see Tijunaitiene, 2009), the empirical research was carried out. Mixed research strategy was used: triangulation (triangulation may be referred to as the procedure, in which we are trying to combine qualitative and quantitative methods (Merkys et al., 2004; Dixon-Woods et al., 2004; Zydziunaite, 2006) or it is merely the application of two and more research stra-

tegies, tools, methods on purpose to describe the object comprehensively (Bitinas et al., 2008, p. 67)). According to Hammersley (1997), it can be stated that it is such a multi-strategy in terms of dominance of one or another method, where the aim of triangulation is the use of one method (qualitative one) in order to confirm the results of another method (in this case, quantitative one). The quantitative survey was chosen because “despite all limitations of the survey method, examination of opinions and attitudes allows you to see a person or group as the social actors. From the expression of opinions and attitudes *one can probabilistically judge the possible actual social behaviour of those social actors*, but not more” (Merkys et al., 2004, p. 32). Therefore, after finding the motivation of specific behaviour, which could be done by the survey method, the models of activation of motivation, which as it can be assumed, will lead to repeated behaviour in the future, were developed. *Statistical methods* were applied in the process of processing the empirical data. SPSS 11.0 (Statistical Package for the Social Sciences) software was used to process the research data statistically.

Quantitative research into motivation of participation of Lithuanian citizens is based on application of the tool created by Simmons and Birchall in the country of modern social sciences (in this case, Scotland, the United Kingdom) in Lithuania. Methodology of these authors (see more about it in Tijunaitiene, 2009) constitutes the conceptual framework of the study. According to the authors of the instrument, dissertation research of Tijunaitiene (2009) is the first time the authors approved the use of the instrument beyond the boundaries of the initial study group.

The main interest of the research by Simmons and Birchall (2003, 2005) was the question of what motivates to participate in terms of *incentives* and *attitudes*. Incentives<sup>4</sup> and attitudes are understood as the internal psychological mechanisms that explain why some potential participants decide to participate, and some – not. Rauleckas (2005, p. 7) states that “the attitude is acquired, it reflects the opinions and beliefs about specific objects and situations, and the combined attitudes constitute values”. The mentioned authors created the *Mutual Incentives Theory*, explaining motivation to participate. This theory combines two more general socio-psychological theories of motivation (one – individualistic, the other – collectivistic). From May to September 2007 the questionnaire survey of Lithuanian citizens was carried out (the total number of subjects: N = 987). Thus, using the quantitative methodology of Simmons and Birchall

(2003, 2004a, b, 2005), the individualistic and collectivistic incentives that determine motivation of participation of Lithuanian citizens in civil society organisations, were identified.

Following the results of the quantitative research, an additional, qualitative research (experts were interviewed) was carried out. As in qualitative research studies the sample of subjects is usually not large – from 20 to 100 subjects (Zydziunaite, 2006, p. 38), the experts were questioned until it was realized that we do not receive any new information (the form and the content get repeated), therefore the final number of experts was 23. Thus, in-depth semi-structured expert interview (N = 23) was carried out in October and November 2007. Descriptive interpretational procedures were used for the processing of data of the qualitative research. Both during quantitative and qualitative research interpretation, integration and synthesis of the obtained information took place. As a result, on the basis of generalised results of the quantitative and qualitative research, two conceptual models activating motivation of participation, which would reflect different motives of participation, have been created, one of which, *directed towards citizens*, is presented in this article.

## Research results

*The conceptual model of activation of participation motivation directed towards “end users”* (citizens), prepared by Tijunaitiene (2009) with reference to the results of analysis of benefits and investments, which determine the motivation to participate, is presented in the Figure 1. Since the model is based on the opinion of all the surveyed, i.e. regardless of type of a CSO a person participates in, it is intended to activate general motivation of citizens who are freshly involved in community activities. The model can be used when it is aimed at activation of participants in general, both on the level of an organisation where CSO leaders are engaged, and on the level of public authorities where the staff just want to improve, stimulate, in other words, to develop the general motivation of participation. Therefore, it is *conditionally* named “*directed towards “end users”*”.

Since it was defined that both received benefits and incurred costs are almost equally important for the participants, it can be stated that participants make rational, calculated decisions. As it is commonly believed that rational thinking obeys the rules of logic, accordingly, after identification of individualistic incentives that encourage most, and investments that are generally made during participation, the model of activation of participation motivation was designed.

Striving for the benefit both in present and fu-

<sup>4</sup> According to the electronic version of Dictionary of the Lithuanian Language (2005), it means a stimulant cause, stimulus, incentive, impulse.

ture time is evaluated during the development of the model. In addition, considering the fact that rational decision making is the process of thinking when a person chooses from a number of alternatives, according to Endriulaitiene and Martisius (2007, p. 7), identification of alternative means, which would be allocated to appropriate persons/segments, would facilitate their choice to continue participating behaviour rather than to refuse it. Thus, the model is based on the following principles:

1. The benefits of participation are presented in the order of growing importance for participants. Moving towards the centre of the model more important benefits are ranged. The most important benefit is in the centre.
2. Investments in participation are presented in the order of increasing importance moving towards the centre of the model (feeling bored and uncomfortable in meetings is experienced least often; financial costs are experienced most often).
3. Towards the centre of the model, both from the top and the bottom, greater participation is more likely, if appropriate means for promotion of benefits and reduction/neutralisation of investments are chosen. The means are offered in the last column of the model.
4. In parallel with benefits/investments, the groups of motives, to which one or another incentive is attributed, are presented in the second column. For example, the incentive *valuable learning experience* is understood as the *change in social status* (self-centred motivation, which motivates most participants) or negative incentive – *difficulties in communication with new people* – is understood as maladjustment, which potentially reduces the incentives to participate. Thus, there is a need to take certain actions to reduce not only the importance, but also the frequency of the experience.
5. In the third column the examples of the means to activate motivation, suggested by the author of the dissertation research (and this paper), are presented. These examples may be applied by CSO management for motivating different members, as well as in different strategies of public sector institutions in the parts of popularisation of participation as advantages, which can be used in advertising and other messages intended for target audience.
6. In the centre of the model, substantial focus on principal means aiming at more effective participation is delineated.

Since the proposed conceptual model is based on the most important benefits perceived by participants, as well as on investments generally incurred on the expected benefit(s) in the future, it can be as-

sumed that this model of activation of motivation is based on providing the *opportunities for self-expression*, since namely **pleasure** and **greater self-actualisation** motivate most. It should also be mentioned that although no institution is able to fully eliminate generally experienced financial costs or the phenomenon of “free-riding”, at least in the short term, but bearing in mind that citizens participate nevertheless, i.e. they accept these investments for future benefits, it can be assumed that the use of complex means would further reduce the emphasis or value of the impact of the investments.

If governmental institutions will use this model for a country-wide activation of participation motivation, then means (electronic and/or other) aimed at responding to questions of real participants (or potential ones, because they cannot be eliminated from “recipients”, which will be reached by the “messages”) concerning different opportunities for participation, the objectives and members of CSOs, opportunities to join the activities, etc., should be provided. During such actions, websites where different information could be stored and different proposals could be received, can be created. However, not only the means of e-communication notably propagated recently are important, but also the traditional ones, as often participants/intending to participate only want to express their opinion and not always have the necessary modern means of communication. Therefore, “questions and answers” hours may become a traditional method or “consulting rooms” may become an interactive method. Responsibility for these activities and their performance during actions can be delegated to various associations (e.g., Confederation of non-governmental organisations, even to individual CSOs that have a large number of participants, especially bearing in mind that the *opportunity to express opinion or other people’s respect* are one of the most important incentives of participation. Such activity and responsibility would help to implement these needs). The presented model can be applied by public administration officials responsible for the involvement of citizens in different areas, as well as by managers of CSOs working directly with citizens in order to activate participation motivation.

The proposed measures can be incorporated into social marketing strategies that are formed/ordered by the authorities. Target segments, towards which communication messages are directed, have to be selected in them. All that is needed for each target segment to be achieved by different means, which must also be provided in the mentioned marketing strategy. In addition, it is necessary to plan the budget, responsible persons, the possibility to correct and the ways to ensure feedback. The first group of all par-



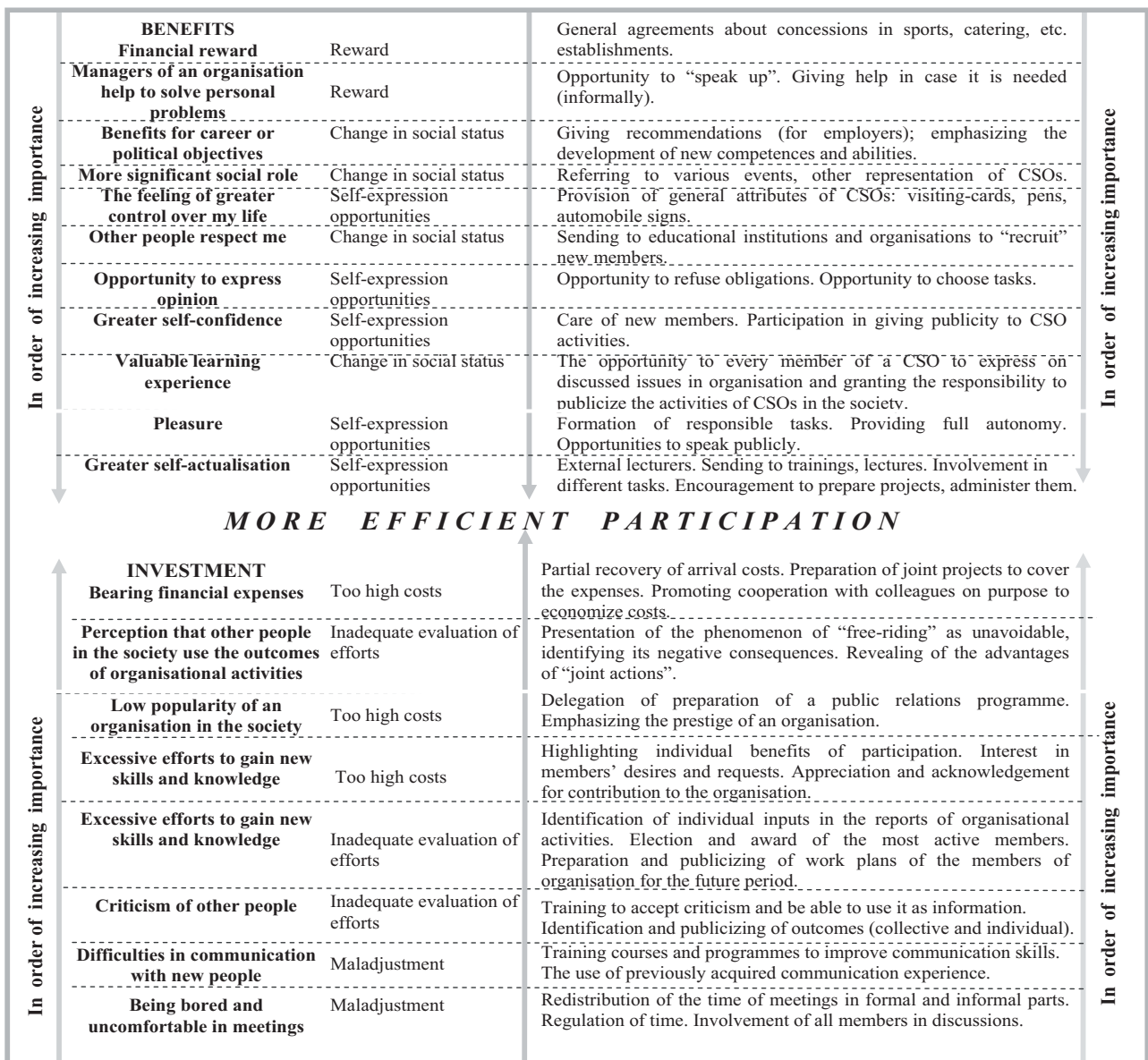


Figure 1. The conceptual model of activation of participation motivation directed towards "final customers" (citizens)

ticipants, at which the efforts of activation of motivation could be directed, is "public critics", most of which are in youth organisations and local communities. This author's position is based on the results of dissertation research carried out, because this group intends to reduce the intensity of participation in the future. The second group by order of importance is the "dissatisfied", a lot of them are also among participants in the activities of youth, women and religious organisations. For those who intend to participate less in the future, others' *valuable learning experience, respect of people and a more significant social role* are the most important. Almost 40 per cent of those who intend to participate less in the future believe that the *financial costs* incurred (child care, travel, membership fees) are common. Thus, in the first place, the means of activation of motivation, proposed with these positive and negative incentives, should

be used appropriately as a part of marketing strategies that can be created on the basis of the results of this research (used as a basis). The said means can be related not only to the general stimulation of participation of the adult population of the country, but also with education of participation of the school-age children and studying youth. That is, individual means identified in this model can be applied in civil education programmes. For example, one of the means is the use of real personal examples during personal contact, what, according to the results of the qualitative research, is one of the key motivators:

*It is a pity that sometimes people have not even heard of our activities. When they hear, everyone starts thinking, because this is a viral effect.*

49-year-old woman with higher education, member of the board of an support (philanthropic) organisation

*Direct contact is the most effective one. People are not bad. They need to be given a chance.*

31-year-old man with higher education, chairman of the department of a political party

*We need to know people closer, because when you start speaking, they are good.*

48-year-old woman with special secondary education, the chairwoman of the local community

*Testimony (others' experiences) is a good thing; for example, our project is prevention of addictions, and then we bring persons whose parents are drug addicts. The purpose is to communicate their personal attitudes, but not to lecture. Especially to the "neutral" ones, who are neither strongly "for", nor strongly "against".*

32-year-old man with unfinished higher education, the leader of a religious organisation

*The Lithuanians are actually reserved, but good works should be told about. You should give the others a chance to learn, especially if there are some people who can and want to do it.*

34-year-old woman with higher education, the president of a youth organisation

That is, those participants to whom a *significant social role* or *other people's respect* are important, after signing cooperation agreements may be sent to schools or other educational institutions as guests to share their personal experience. It could also be possible to use educational films about some CSO activities, events and campaigns during such training programmes. It can be assumed that such a strategy would function much more, as people who do it themselves instead of reading or retelling, can serve as a "virus", because their motivation is stronger.

## Conclusions

1. As motivation is a key factor in voluntary activities, there is no doubt about the relevance of motivation research in this area. The aim of such studies is after the measurement of the real motivation of participants to prepare the models activating the motivation, with specific means provided for in these models. Thus, one of such models – directed towards citizens – is presented in this publication.
2. Although motivation theories help in the phase of clarification of motivation, but bearing in mind the context of participation in CSOs, it can be stated that they are not developed or adapted for specific motivation of citizen participation and, by the way, cannot be universally (in all contexts) applicable. Therefore, the search for theoretical and methodological basis determines not only the quality of the research, but also the real results – pro-

posals, in this case – conceptual models. At the stage of empirical quantitative research, during the collection of data on participants' motivation, Mutual Incentives Theory created by Simmons and Birchall (2003, 2005), explaining motivation to participate, was invoked for the first time in Lithuania.

3. Systems of motivating, on which the business sector is generally based, are more oriented towards external rewards, and this may not only discourage, but not disclose the motivation of those voluntarily participating in CSOs, therefore we should look for individual, unusual in their traditional jobs, means of motivating citizens, bearing in mind the aspect of self-motivating and the fact that influential non-monetary motives accompany any person's behaviour, therefore participating behaviour as well.
4. Given the fact that participation in CSOs is voluntary and unpaid, it can be assumed that participating individuals are conscious enough and have a relatively high degree of self-motivation.
5. The conceptual model of activation of participation motivation directed towards "end users" (citizens) on the basis of the analysis of expression of individualistic incentives determining the motivation to participate, is presented. As this conceptual model is based on the most appreciable incentives as well as on investments generally incurred on the expected benefit(s) in the future, it could be stated that this model is based on giving the **opportunities for self-expression**, since namely **pleasure** and **greater self-actualisation** motivate most. The prerequisite for its successful implementation is the use of complex means, i.e., the use of the proposed means minimizes the influence of the most frequent investments;
6. Towards the centre of the presented model, both from the top and the bottom, more productive participation is more likely, if appropriate means of rewards and reduction/neutralisation of investments will be chosen. According to the model, social marketing strategies to stimulate participation not only can be created on the level of policy-making, but they can also be used in different CSOs aiming at more active and productive participation.

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## Dalyvavimo motyvacijos aktyvinimo koncepcinis modelis, nukreiptas į „galutinius vartotojus“ (piliečius)

Santrauka

Skirtingi tyrėjai sutinka, kad dalyvavimo poreikis postkomunistinėse šalyse yra didžiausias. Pilietinės visuomenės organizacijos, tiksliau jose dalyvaujantys piliečiai, gali suvaidinti ypač svarbų vaidmenį, realiai plėtojant dalyvavimą. Tačiau tiek PVO vadovai, tiek valdžios atstovai, kurie atsakingi už dalyvavimo skatinimą, dažnai neturi realių faktų, kas skatina žmones dalyvauti, kodėl dalis piliečių vis tik renkasi dalyvavimą vietoje nedalyvavimo. Turint galvoje, kad motyvacija tokioje savanoriškoje veikloje yra pagrindinis veiksnys, neabejojama motyvacijos tyrimų aktualumu šioje srityje. Tokių tyrimų tikslas, išmatavus realią dalyvaujančiųjų motyvaciją, – parengti pastarąją aktyvinančius modelius.

Tam, kad išmatuoti motyvaciją, reikalinga identifikuoti motyvus. Taigi, išsiaiškinus dalyvavimo elgsenos motyvaciją, kas šiuo atveju padaryta apklausos (kiekybinės ir kokybinės) būdu, autorės sudaryti 2 dalyvavimo motyvacijos aktyvinimo modeliai, kurie, galima daryti prielaidą, lems pasikartojančią elgseną ateityje. Šiame straipsnyje pristatomi daliniai disertacinio Tijūnaitienės (2009) tyrimo rezultatai, t. y. vienas šių modelių (nukreiptas į piliečius). Taigi *problemą* galima nusakyti tokiu klausimu: kaip (kokiomis priemonėmis) aktyvinti dalyvaujančių piliečių motyvaciją, remiantis naudų ir investicijų, lemiančių motyvaciją dalyvauti, raiškos analizės rezultatais? Patys minėtos raiškos rezultatai yra pateikti disertacijoje.

**Tyrimo objektas** – piliečių dalyvavimo PVO motyvaciją aktyvinančios priemonės, nukreiptos į piliečius.

**Tyrimo tikslas** – pateikti koncepcinį dalyvavimo pilietinės visuomenės organizacijose modelį, nukreiptą į piliečius, kuriame identifikuotos motyvavimo priemonės, aktyvinančios dalyvavimo motyvaciją.

Šiame straipsnyje pristatomas *dalyvavimo motyvacijos aktyvinimo koncepcinis modelis, nukreiptas į „galutinius vartotojus“ (piliečius)*, sudarytas remiantis naudų ir investicijų, lemiančių motyvaciją dalyvauti, analizės rezultatais. Kadangi modelis remiasi visų apklaustųjų nuomone, t. y. nepriklausomai nuo to, kokio tipo pilietinės visuomenės organizacijoje asmuo dalyvauja, jis skirtas bendrai piliečių, kurie tiesiog dalyvauja visuomeninėje veikloje, motyvacijai aktyvinti. Modelis sukonstruotas remiantis šiais principais:

- Dalyvavimo naudos / atlygis pateiktos(-as) didėjančios svarbos dalyvaujantiems tvarka. Judant modelio cen-

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tro link nuo viršaus išrikiuotos vis svarbesnės naudos. Svarbiausia nauda – modelio centre.

- Investicijos dalyvaujant pateiktos didėjančios svarbos tvarka judant modelio centro link nuo apačios (nuobodžiavimas ir neįsivertinimas susirinkimuose yra rečiau patiriamas, finansinės išlaidos – dažniausiai).
- Modelyje centro link tiek iš viršaus, tiek iš apačios – tikėtinas produktyvesnis dalyvavimas, jei bus parenkamos atitinkamos atlygio formos ir investicijų mažinimo / neutralizavimo priemonės, kurios siūlomos šio modelio paskutiniame stulpelyje.
- Lygiagrečiai su atlygi investicijomis antrame stulpelyje pateiktos motyvų grupės, kurioms priskirtinas vienas ar kitas stimulus. Pavyzdžiui, paskata *vertinga mokymosi patirtis* suprantama kaip *socialinio statuso pokytis* (egoistinė motyvacija, kuri motyvuoja daugelį dalyvaujančiųjų) arba neigiama paskata – *bendravimo sunkumai su naujais žmonėmis* kaip *nepritapimas*, kas potencialiai mažina paskatas dalyvauti. Taigi reikia imtis tam tikrų veiksmų, kurie mažintų ne tik svarbą, bet suvokiamą patyrimo dažnumą.
- Trečiame stulpelyje pateikti disertacinio tyrimo (ir šio straipsnio) autorės siūlomų motyvacijos aktyvinimo priemonių pavyzdžiai, kuriuos gali taikyti tiek PVO vadovai, motyvuodami atskirus dalyvaujančiuosius, tiek jie gali būti naudojami įvairiose valdžios institucijų strategijose piliečių dalyvavimo motyvacijos skatinimo dalyse.
- Modelio centre apibrėžtas pagrindinis koncentravimasis į svarbiausias priemones, siekiant produktyvesnio dalyvavimo.

Pristatytas koncepcinis motyvacijos aktyvinimo modelis, nukreiptas į „galutinius vartotojus“ (piliečius), remiantis individualistinių stimulų, lemiančių motyvaciją dalyvauti, raiškos analize. Kadangi šis koncepcinis modelis remiasi labiausiai vertinamais stimulais, taip pat kaip ir dažniausiai patiriamomis investicijomis dėl tikėtinų naudų(-ų) ateityje, galima teigti, kad šis modelis remiasi *saviraiškos galimybių* suteikimu, kadangi labiausiai motyvuoja būtent *malonumas* ir *didėsnė savirealizacija*. Jo sėkmingo realizavimo prielaida – kompleksinių priemonių naudojimas, t. y. naudojant siūlomas priemones, mažinančias dažniausiai patiriamų investicijų poveikį. Juo galima naudotis, kai siekiama aktyvinti dalyvaujančiuo-



sius apskritai tiek organizacijos lygmenyje, kur tuo užsiima PVO vadovai, tiek valdžios institucijų lygmenyje, kai tarnautojai tiesiog nori padidinti, skatinti, kitaip tariant, plėtoti bendrą dalyvavimo motyvaciją.

Apibendrinant galima teigti, kad pristatomas vienas dviejų Lietuvoje pirmą kartą atliktų piliečių dalyvavimo pilietinės visuomenės organizacijose *motyvacijos* mokslinių

tyrimų, pritaikius Simmons ir Birchall (2003, 2004, 2005) motyvų tyrimo metodologiją. Gautų rezultatų pagrindu sukurtas koncepcinis dalyvavimo **motyvaciją aktyvinantis modelis**, kuris gali būti nuolat pildomas, tobulinamas.

**Pagrindiniai žodžiai:** dalyvavimo motyvacija, pilietinės visuomenės organizacijos, dalyvavimas, piliečiai, motyvacijos aktyvinimas, koncepcinis modelis.