

## REVIEW PAPER

# MANAGEMENT OF VOLUNTEERING HUMAN RESOURCES IN SPORT ORGANISATIONS

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### Abstract

*Management of volunteer human resources in sport organisations is an extended, interdisciplinary area covering various empiric researches. In Lithuania managing aspect of volunteer human resources in sport organisations is an uninvestigated phenomenon. Scarce fragmental research related to volunteers' motivation could be found, however, this research was performed by researchers of social work, psychology issues etc. Subject analysis from managerial aspect is timely, relevant from scientific and practical standpoints. Problematic issue is concerned – what managerial activities of human resources are identified in sport organizations and how these activities should be controlled. Scientific problem – what problems of volunteer human resources management are identified in sport organisations and how they could be solved from managerial position. Research object: management of volunteer human resources in sport organisations. Research aim is to research the factors impacting management of human resources in sport organizations and prepare the model for human resources management in sport organizations. Research objectives: To review researchers' attitude to volunteering as to an object of scientific research, revealing the variety of them. To reveal inter dependence aspects of volunteering and sport organizations. Having analyzed theoretical aspects, produce theoretical model for management of volunteer human resources in sport organisations. To make and describe empiric research logics and instrument for volunteer human resources management in sport organisations. To research the appliance of theoretic model for management volunteer human resources in sport organisations in Lithuania.*

**Key words:** *volunteering, human resources, sport organisations*

## **Introduction**

*Scientific problem and relevance of the subject.* Volunteering as a global phenomenon is obtaining increasing acceleration. Modern volunteering does not have any boundaries, it is a definite and a measurable expression, creating additive value and contributing to general national product. Today's sport organisations (SO) initiate competition struggle over volunteers, thus, it is essential to possess a strategy to maintain current volunteers, provide leadership and management of volunteering activities. Scientists have been applying different systems and methods of analysis for volunteers' management research and definition of volunteering phenomenon. Though single persons, involved in volunteering and providing permanent assistance to people, exist – volunteering generally appears in the context of sport organisations (Penner, 2002). Volunteering does not only contribute to country's economics but also provides the necessary services, such as health care and education of a society. Managers, public sector and voluntary sport organisations attracting volunteers should target to maximize all volunteers' potential and succeed to maintain them in their organisations. Inappropriate leadership would end in failures, financial disadvantages and the most significant – loss of volunteers (Moynes, 1966; Johnson, 1981; Twelvetrees, 1991). As volunteering evolves in the time length, the demands of volunteers become the crucial management issue (Brudney, 1995). Only a small part of people pay attention to the existence of organisations coordinating volunteering (Hager, Brudney, 2008). Growing number of volunteer participation and their effective performance have become significant argumentation in democratic management (Brudney, 1990; Vigoda, 2002). Various factors impact volunteers demand and supply. They imply demographic (the elderly, the youth), political awareness, social and cultural aspects (Meliski, Holzer, 2007; Mele, 2008). Virtual volunteering has recently appeared as an absolutely innovative field of volunteering. R. Cohen (2008) alleges that more and more people will join this innovative volunteering model in the future. Researchers (Ellis, 1996; Hager, Brudney, 2005) proved that benefits of volunteering are rather significant and mostly obtained as a value (tangible and non tangible) that volunteers provide to an organization. However, only looking forward when volunteers will join an organisation and passive support of voluntary organisation status does not guarantee additive value to an organisation. This depends on how organisation

succeeds to attract volunteers and maintain them (Brudney, 1990, 1995; Rehnborg, DeSpain, 2003; Hager, Brudney, 2008). Researches of volunteering (Sundeen, 1990; Brudney, 1990, 1995; Safrit, Schmiesing, 2004; Gazley, Brudney, 2005; Gerber et. all., 2005; Hager, Brudney, 2008) distinguished the basic disadvantage growing into an obstacle for participation in volunteering – skills of an organisation to properly manage volunteering human resources. Most volunteers give the priority to sport organisations, especially religious ones. Volunteers consider them as distinctive, valuable activity of sport section (Cohen, 2008). In spite of giving priority to religious organisations, volunteers also participate in other sport and governmental organisations (Ellis, 1998), but these organisations have to obtain trust of a society, have perfect reputation, be distinctive and specific. Governmental organisations are substantial when providing volunteering services, such as police, fire brigade assistants, civil security, country defense soldiers volunteers and other (Duncombe, 1985; Sundeen, 1990; Brudney, 1990, 1995; Cuthill, Warburton, 2005). However, volunteering activities are rather episodic in these organisations. Taking Lithuanian organisations, this could be explained by the society's distrust in governmental organisations, such as Lithuanian Police Department which for a number of years takes first positions among the organisations people do not trust at all. Thus, people do not see any point to devote their free time for such institutions. Practical problems obviously appear in sport organisations. Lack of knowledge on management of human resources and practice could lead organizations to complicated situations. In case new volunteers are not properly trained and do not perform their duties professionally, an organisation itself remains responsible for this and its public image worsens. Thus, it is essential for sport organisations to manage human resources, such as volunteers' accountancy, planning, recruiting, adaptation, evaluation, development etc. It is important to mention that an appropriate management of human resources could reduce organisation financial expenses. Volunteers have to be recruited, selected, adapted, trained, motivated and these activities cost. It should be defined what employees of an organisation could do and how much assistance they need from free volunteers working force.

Management of volunteer human resources in sport organisations is an extended, interdisciplinary area covering various empiric researches. In Lithuania managing aspect of volunteer human resources in sport organisations is an uninvestigated phenomenon. Scarce fragmental research related to volunteers' motivation could be found, however, this research was performed by researchers of social work, psychology issues

etc. Subject analysis from managerial aspect is timely, relevant from scientific and practical standpoints. Problematic issue is concerned – what managerial activities of human resources are identified in sport organizations and how these activities should be controlled. Scientific problem – what problems of volunteer human resources management are identified in sport organisations and how they could be solved from managerial position. *Research object* – management of volunteer human resources in sport organisations.

*Research aim* is to research the factors impacting management of human resources in sport organizations and prepare the model for human resources management in sport organizations.

*Research objectives:*

1. To review researchers' attitude to volunteering as to an object of scientific research, revealing the variety of them.
2. To reveal inter dependence aspects of volunteering and sport organizations.
3. After analyzing theoretical aspects, to conclude theoretical model for management of volunteer human resources in sport organisations.
4. To make and describe empiric research logics and instrument for volunteer human resources management in sport organisations.
5. To research the appliance of theoretic model for management volunteer human resources in sport organisations in Lithuania.

## **Material and methods**

*Problem research level.* Volunteering contribution to the labour market is substantial in all developed countries; it depends on social and economic conditions, appropriate culture, which is supported by democratic traditions and values. J. E. Bartlett, J. W. Kotrlik, Ch. C. Higgins (2001), A. L. B. Ulseth (2004), J. R. Šinkūnienė (2006), A. Petrauskienė (2007) research volunteering social integration issues in scientific literature; A. Kinzel, J. Nanson (2000), A. D. Strig, E. N. Jackson (2003) research demographic profile of sports volunteers, structure of inner motivation; D. Remenyi, B. Williams, A. Money, E. Swartz (1998), B. Enjolr (2002) focus on connection between paid and voluntary work; B. Enjolr (2003), L. E. Davies (2004) investigate economic significance of volunteering; S. C. Haas (2000), P. Downward (2005), I. Jonutyte (2006), A. Kucikas (2007) works are on volunteers expectations and motivation; L. Nausėdaitė (2002), A. Parish (2003), S. Meier, A. Stutzer (2004) analyse the ratio of human welfare when volunteering and refusing volunteering; L. Smith, D. Smith (1998), S. J.

Ellis (2002) analyse volunteering types and activities; W. G. Cochran (1977), P. Taylor (2003) go inside the nature of volunteering.

*Scientific work relevance.* Volunteering did not appear as an object of scientific discussions for a long time. Only by the end of the 20<sup>th</sup> century volunteering has become a subject of interest. However, volunteering in Lithuania is hardly researched, focusing attention on social aid to single groups – lonely children, the elderly, lonely mothers, the disabled (Jonutytė, 2006). Motivation is mostly investigated in volunteering, encouraging people to join volunteering activities, but not enough attention is devoted for overcoming all volunteering obstacles, encouragement, development of volunteering experience and skills, needs of a volunteer and an employer when they are already in organisation, and finally for investigation of potential volunteering programs development. (Haas, 2000; Downward, 2005; Jonutytė, 2006; Kucikas, 2007). As far as volunteers do not receive financial benefits for volunteering, they do not consider these activities as means of providing their living. (Enjolr, 2003; Davies, 2004). Thus, different reasons encouraging these activities should exist. For the purpose to maintain volunteers in an organization, it is vitally important to establish reasons why a volunteer desires to continue volunteering activities in an organisation. Fulfillment of needs, expectations and motives in volunteering activities contribute to satisfaction of work and encourage volunteers to pursue these activities (Nausėdaitė, 2002; Parish, 2003; Meier, Stutzer, 2004). Besides, three provisions of working activities are usually distinguished – work satisfaction, involvement in work and obligations to an organisation affect volunteer's behaviour. Scientific literature (Smith, Smith, 1998; Ellis, 2002; Taylor, 2003) analyses such problems: how social integration develops in voluntary sports clubs, comparing them with commercial sports centers and how this development could be explained; how sports volunteers demographic profile and of their inner motivation structure could be described; what connections appear on the level of volunteer organisation commercialization and individual contribution (voluntary activities); what is the significance of volunteering activities; how volunteers' motivation and expectations differ in the context of different genders; to what extent and how volunteering increases human welfare; what types of people are appropriate for volunteering; what is the nature of volunteering, its essence and problems; how and what support is provided to volunteers and their leaders. We should note that researchers of social work, psychology, educology and other sciences have mostly contributed to the research of volunteering; however, we lack research from

managerial aspect. Research works do not present sufficient analysis on methods of improving management of volunteering human resources, thus, this work is dedicated to that.

*Theoretical significance of this work:*

- Scientific literature and research on the subject of management of volunteering human resources are systemised.
- Various definitions of management of volunteering human resources are reviewed, considering authors interpretations, conceptions are provided.
- Grounding on scientific resources and empiric research, theoretical model for management of volunteering human resources in sport organisations is structured.

*Practical significance of work:*

- Appliance of structured model for management of volunteering human resources in sport organisations is tested (in empiric research) in Lithuanian circumstances.
- Analysis of drawbacks in management of volunteering human resources in sport organization is performed.
- Suggestions are submitted how model for management of volunteering human resources could help to improve results of sport organisations performance.

*Research methods.* Research was performed applying general research methods:

- *Analysis of scientific literature, systemization, concluding and comparison.* Applied for solving of research problems.
- *Qualitative and quantitative methods of research data processing.* A questionnaire was given for qualitative research data collecting. *Descriptive statistic methods* were applied to estimate the data obtained from empiric research. *Pearson and Kendall correlation analysis factorial analysis was performed (Kaiser-Meyer-Olkin coefficient was calculated, VARIMAX rotation was performed), Cronbach-alfa* coefficient value was calculated, *Chi square* criteria was applied. *Logic analysis* was additionally applied for hypothesis approval/deny. *Half structured (standardized) interview questionnaire* was used for qualitative research data collecting. *Qualitative content analysis conceptions* were applied for empiric research data evaluation.

*Research limitations.* Work object is management of volunteering human resources in sport organisations. Differences in racial, ethnic, psychological, cultural, family, employers, employees and volunteer's

attitudes, their causes and consequences were not analyzed; we limited ourselves only on general review. Correlation of sport organisations structure, size, capital etc. and other parameters was not analysed. Volunteers' movements in delegated positions or career planning, safety of volunteered activities were not researched.

## **Results**

Theoretical model for management of volunteering human resources in sport organisations corrections are made grounding on obtained quantitative and qualitative research results Management of volunteering human resources in sport organisations begins from volunteers' accountability (data bank). (Fig.1).

Volunteers' accountability system has to contain personal data on every volunteer, statistics, internal and external information. Volunteers' accountancy system has to present such data collection mechanism which would ensure internal and external demands. Internal demand is the data on current and potential volunteers (identification data, volunteers desired positions, education, training, other information on knowledge and skills, assessment data, data required by authorities etc.). External needs are determined by the data established in Lithuanian Republic law and other legal acts, these could be: number of volunteers, average number of volunteered hours and other. NGO employee responsible for data collection has to choose an appropriate method for this collection. General data collection methods are various – document analysis, interview, questionnaire. Essential information has to be collected, processed and put into an accountancy system. The later one has to be practical for efficient use of the data. Data renewal in case it changes has also been assured. Volunteers accountancy has to march with volunteers planning and selection activities, exchange information and constantly refresh it. Analysis of volunteers' activities provides information on other activities, such as volunteer planning, recruiting, selection, adapting and training, movement managing, safety assuring and motivation. Two trends are distinguished in analysis of volunteer activities – regulation and evaluation of volunteer positions. Firstly, we have to analyse what voluntary activities are performed in NGO, what positions volunteers are needed for, what exactly a volunteer is intended to do in foreseen positions. Positions, duties regulations are defined considering volunteers' preparation to collect data, the process of collection, analysis of information and activities renewal. Such methods as structural interview, questionnaire, expertise, observation, records analysis etc. could be applied for information collection.



Sport organisations have to plan volunteers as constant volunteer movement occurs. Movement is caused by different reasons, it could be age, health problems, pregnancy, emigration (on national and on international levels), various internal, external or even indirect factors, which could be named as irresistible factors, number of volunteers positions reduce or increase and other. Organisation of volunteer activities depends on the size of sport organisation and range of its activities. In case it is a big organisation, volunteer planning could be performed by separately formed volunteers' board in case an organization is small these activities could be performed by volunteers' coordinator. Volunteer planning begins from the establishment of volunteer demand and supply. Firstly an organisation has to establish the demand of volunteers, that is how many and what type of volunteers it needs. The following methods are applied to define the demand – methods relying on analysis of opinions, mathematical personnel demand calculation methods. Volunteer demand comes from two resources – internal and external. Internal resources comprise data bank created by volunteers, external resources could be school, universities, and as it is becoming popular nowadays, employment agencies.

Volunteer recruiting implies finding and recruiting potential volunteers. Volunteer recruiting firstly is supported by thoroughly planned volunteers' motivation policy. Motivation is essential, otherwise an organisation would fail to recruit volunteers, or not sufficiently motivated volunteers could be recruited and later cancel their volunteering.

Volunteer selection begins submitting a list of candidates and ends with volunteer admission. Selection process consists of candidates evaluation up to the information obtained from filled questionnaires, interview, test, recommendations etc. Specialists performing the selection are of vital importance. We should never forget that decisions related to volunteer selection are like a lottery. Responsibility should also be kept in mind though even a selected volunteer can leave an organisation and increase the rate of moved volunteers.

During an adaptation period a volunteer gets to know a sport organisation team, other volunteers, activities specifications, functions performed. Socialization is an inseparable part of adaptation. It serves for volunteers adjusting in an organisation. Volunteers are introduced with positions of their future activities; they are informed on organisation culture, values, instructed on behaviour standards. Adaptation period includes initial training; usually these are activities do not requiring specific skills or abilities.

In the period of volunteer's evaluation, performed activities are compared with the position descriptions, the position standards if such ones exist, objectives for volunteer position are analysed. Staff evaluating is close to management function. Insufficient evaluation could cause such actions as additional training of a volunteer or vice versa - good evaluation could become a reason for encouragement.

Volunteers' training is a purposeful activity, targeting to prepare a volunteer for better performance and for new positions. If a manager focuses on activities but not on potential, it could require very high standards. Standards could be reduced but it is impossible to higher them. Model training is applied in case a volunteer did not get enough training in adaptation period.

Volunteers as well as employers have opportunities for climbing career steps; this depends on volunteer's intentions, time, opportunities, knowledge, skills and other. Volunteer level positions are not equal, some are managerial, particularly responsible, there are positions requiring specific knowledge. Volunteer movement management is another tool for volunteers', seeking maximum targets, and motivation.

Volunteer safety assurance is one of volunteer human resources management activities. This safety is usually related to stress and conflicts management.

Motivation comprises a significant part of volunteering. Motivation rather frequently becomes the essential factor in volunteering; a volunteer's decision depends on his intention to remain a volunteer or not to remain. A volunteer's decision is based on the fact whether he is recognized or unrecognised.

Model itself, regardless the decision to continue or to cancel volunteering, requires renewing information system of data bank.

Model for management of volunteering human resources in sport organisations is like an infinite cycle, always opened to new volunteers and closed to problems, not desired in organisations. Problems comprise internal, external and indirect elements, which are identified, and located around this model with established negative factors which impact or could impact management of volunteer human resources.

Qualitative and quantitative analyses results evidence that the greater part of organisations do not perform any activities for management of volunteer human resources, small part perform some chaotic, single activities. Such sport organisations behaviour could cause one of the negative results – volunteer movement. After performed corrections the

model for management of volunteer human resources is ready for practical application in sport organisations.

### **Discussion**

Estimating and generalising volunteering as an object of scientific research, conceptions presented by Lithuanian and foreign authors, it is established that volunteering is not an innovative phenomenon, on the contrary it is very old and having deep historical roots. Organised volunteering began in the second half of the 19<sup>th</sup> century.

It comes that volunteering has been performed not for material benefits, for a length of time, applying your own skills, without any force, on free will and do not suffering any financial loss. Volunteering is an essential part of every modern society. Citizens develop their skills and contribute significantly to community social and economical development through volunteering activities. The concept of volunteering implies different kinds of activities – participation in various levels and aspects of social life.

Volunteering characteristics:

- Unpaid;
- Performed on free will;
- Benevolent;
- Planned;
- Sustained;
- Performed in an organisation surroundings.

Having disclosed theoretical aspects for management of sport organisations and their possible impact to organisations results, it is proved that private organisations seek to relieve sufferings, to represent the interests of disadvantaged, to care environment, to provide social services, encourage development of society. Activities of sport organisations are usually grounded on moral values; they fully or partly depend on charity or volunteer services.

Possible threats were defined, which could escape the competence of management authorities, thus, attention should be focused on hired managerial personnel. The later one forms organisation policy, establishes volume of activities, manages and really controls its resources. Competition frequently occurs for income, positions but not for organisation mission or aims.

Theoretical aspects of management of volunteering human resources have been analysed and essential management of volunteering human resources activities in sport organisations are defined:

- Volunteer accountancy

- Analysis of volunteer activities
- Volunteer planning
- Volunteer recruiting
- Volunteer selection
- Volunteer adapting and training
- Volunteer evaluation
- Volunteer training
- Volunteer movement management
- Volunteer safety assurance
- Volunteer motivation.

Management of volunteer human resources differs from business sector. Volunteers are less dependable on an organisation than people who earn their living from it. Volunteers as a rule can leave an organisation and look for more favourable perspectives with less effort and discomfort. As a consequence volunteers themselves do not receive as much control as paid personnel in an organisation. Standard means of employees' encouragement in an organisation such as rise of salary, higher position, some privileges, are not applicable to volunteers.

Meanwhile it is proven that trust building, cooperation, team work, challenges, improvement, rewards, values and obligations appear much more efficient management means for employees than the traditional ones.

Questionnaire survey method enabled to obtain qualitative research data. Questions in the questionnaire are clearly formulated, understandable, having single meaning and adequate. Half structured interview method was applied for data receiving in qualitative research. In this case interpretive standpoint to management of volunteering human resources in sport organisations is presented. Qualitative research was performed grounding on qualitative content analysis conception. Analysing transcribed interview text, categories up to the key words were distinguished; the content of these categories was divided into subcategories. Both categories and subcategories were interpreted and justified. Half structured interviews were chosen for the purpose to give open questions, which could be extended during the interview and balance the course of the interview.

Application of qualitative and quantitative method performing of the research determines internal and external validity assurance:

- Full rate of essential researched phenomenon characteristics is revealed, due to greater volume of data (internal validity);
- Results generalization is more objective (external validity).

The work relies on the provisions of qualitative and quantitative research adjustment and independence:

- Qualitative and quantitative researches are independent, applied coherently;
- Phenomenon research begins from qualitative methods application;
- Qualitative and quantitative researches are performed in different grips, existing in researched social reality.

Empiric volunteering activities process management in sport organisations research is composed of two parts:

- Respondents with volunteering experience and without it were questioned in quantitative research seeking to clear up the later attitude to volunteering activities and create typical profiles of them.
- Qualitative research included questioning of experts, aiming to evaluate occurring activities in sport organisations, to adjust results, to create model of management of volunteering human resources in sport organisations.

## Conclusions

Performed experts questioning using half structured interview method evidenced that certain similarities and varieties of sport organisations activities analysed in theoretical part are observed. It is established that volunteering human resources are not properly managed in sport organisations. Many executive managers recognised the situation and admitted lack of knowledge and competence.

Quantitative research established that:

- Huge working loads in working place become the greatest internal obstacle for preventing to joint volunteering. External factor comprised the lack of local authorities' attention and funds for organisation supervising and development.
- Larger part of respondents who participate in volunteering are members of sport organisations. Besides, they are absolutely free to submit offers to the management of an organisation.
- Most respondents perform activities related to aid for children and youth. Factorial analysis provides an opportunity to state that three factors with single elements exist preventing to join volunteering, namely human's internal factor, human's external factor and indirect factor, which could be caused by an employer and which is out of person's control.

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