



RC3 Long Night of Research, 1st Edition: Volunteer and Volunteerism Development

23 - 24 March 2023 , online



Kind reminder:

During the session:

- Rename yourself: Full Name + Organization
- Mute your microphone
- Keep your video on. Switch off if low connectivity

If you have questions to the speakers:

- **Ideally:** Use the Q&A feature to ask your question
- **Second option:** Use the raise hand feature, the moderator will ask you to unmute yourself.

If you have IT questions:

- Ask your question in the chat, an administrator will help you.

Confidentiality statement and data protection

- Sessions will be recorded
- Participants commit not taking pictures of screen or of other participants without permission
- If slides are posted on the shared screen, the speaker should inform the participants if they will receive the slides.



Motivating and engaging volunteers with MOTI

Self Determination theory states that volunteers will be engaged, motivated and energetic if three of their basic psychological needs are met: autonomy, belonging and competence.

The Moti team collected data from over 4,000 respondents from ten NS in all five regions. We discuss the results and recommend targeted actions to improve volunteer motivation and wellbeing through (1) enhanced leadership training at all levels, and (2) regular monitoring of motivational outcomes including mental wellbeing among NS staff and volunteers, as recommended by the volunteering policy.

Speakers



Carine Fleury Bique
Swiss Red Cross



Salam Saloum
Lebanese Red Cross



Gabriel Pictet
IFRC (Geneva)

Most National Societies are finding it difficult to retain motivated and engaged volunteers.

In June 2022, the IFRC General Assembly approved a new Volunteering policy
This policy stipulates that

All National Societies and the IFRC Secretariat shall

- *Make volunteer motivation an integral part of volunteer management. National Societies shall monitor, on a regular basis, the level of engagement, motivation and wellbeing of their volunteers and further strengthen evidence-based management practices by taking the necessary actions to improve volunteers' motivation*

And, under *indicators of success*

- *Improvement in the level of engagement and motivation of volunteers as measured by motivational tools over time.*

Most National Societies are finding it difficult to retain motivated and engaged volunteers.

In your opinion, what do volunteers (and staff) need in order to be fully engaged and motivated?

Instructions

Go to

www.menti.com

Enter the code



Or use QR code

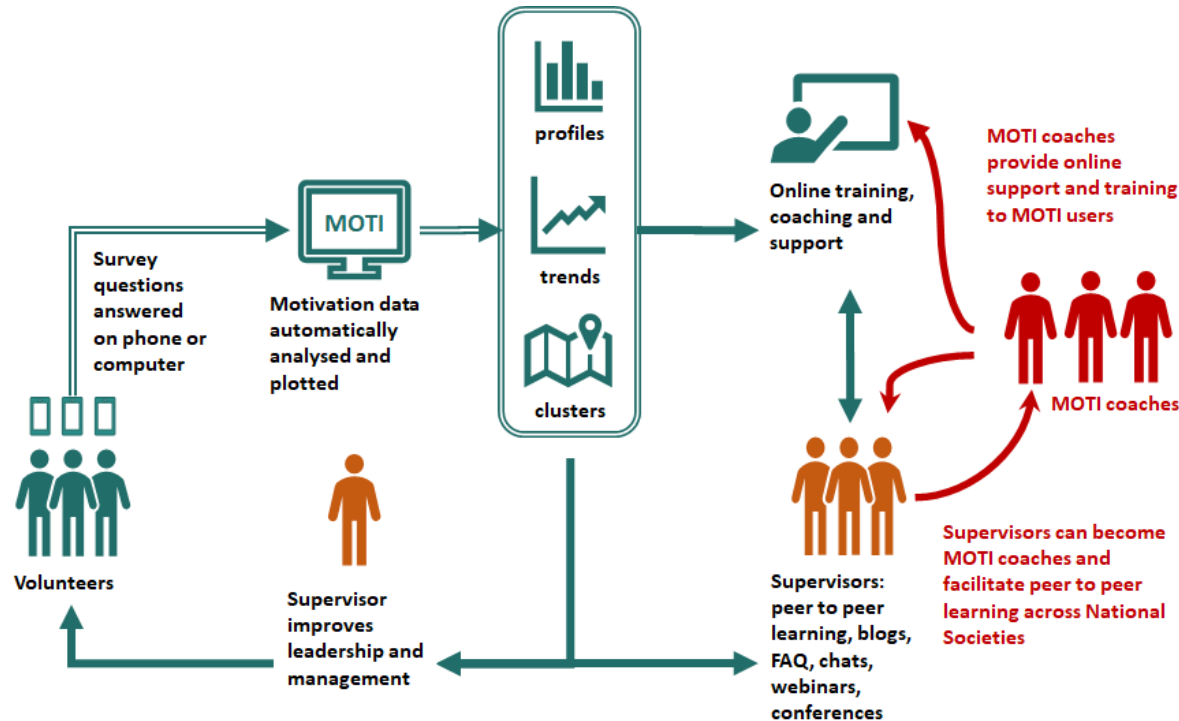
6



What do volunteers (and staff) need to be fully engaged and motivated?



Moti is a comprehensive data-driven evidence-based approach to leadership development and volunteer motivation



Teams use Moti **survey results** to discuss how to improve their motivation, engagement and well being

Insights from **team discussions** provide qualitative validation of Moti survey results (and other satisfaction surveys)

Moti uses standard questions allowing **comparisons across teams** and a analysis of trends and patterns in volunteer motivation

What is motivation?

To be motivated means to be moved to do something

A person who feels no impetus or inspiration to act is unmotivated

whereas someone who is energized or activated toward an end is motivated

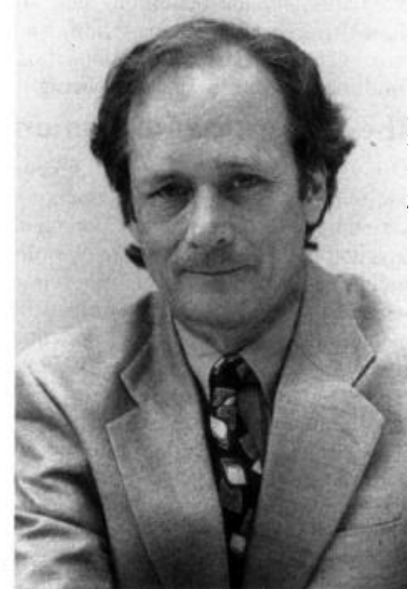
Ryan & Deci, 2000

Self-Determination Theory and the Facilitation of Intrinsic Motivation, Social Development, and Well-Being

Richard M. Ryan and Edward L. Deci
University of Rochester



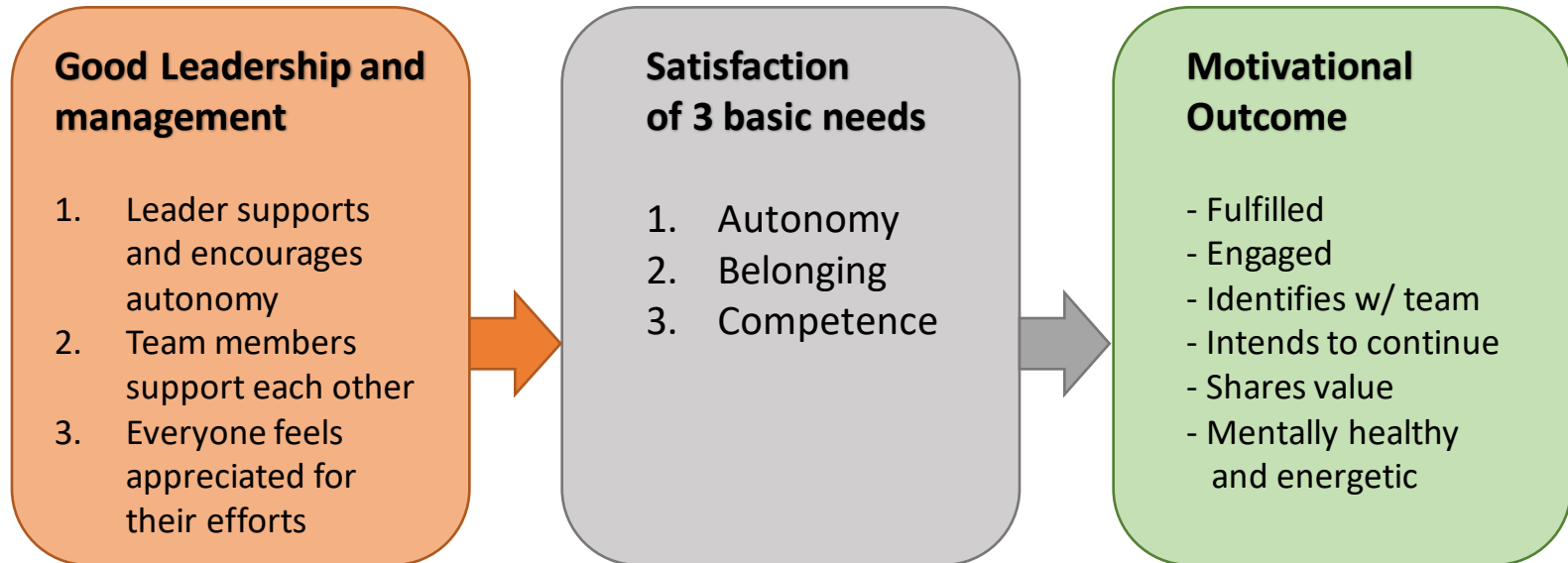
Richard M. Ryan
Photo by Joe Gawlawicz,
University of Rochester



Edward L. Deci
Photo by Joe Gawlawicz,
University of Rochester

Self-determination theory

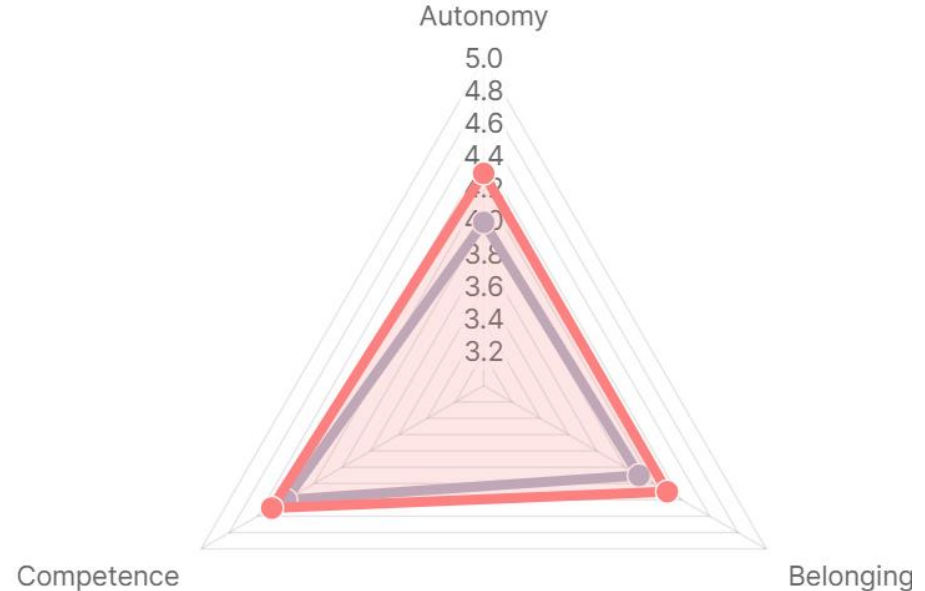
Volunteers who have a strong sense of autonomy, belonging and competence are more likely to be highly engaged, motivated and energetic.



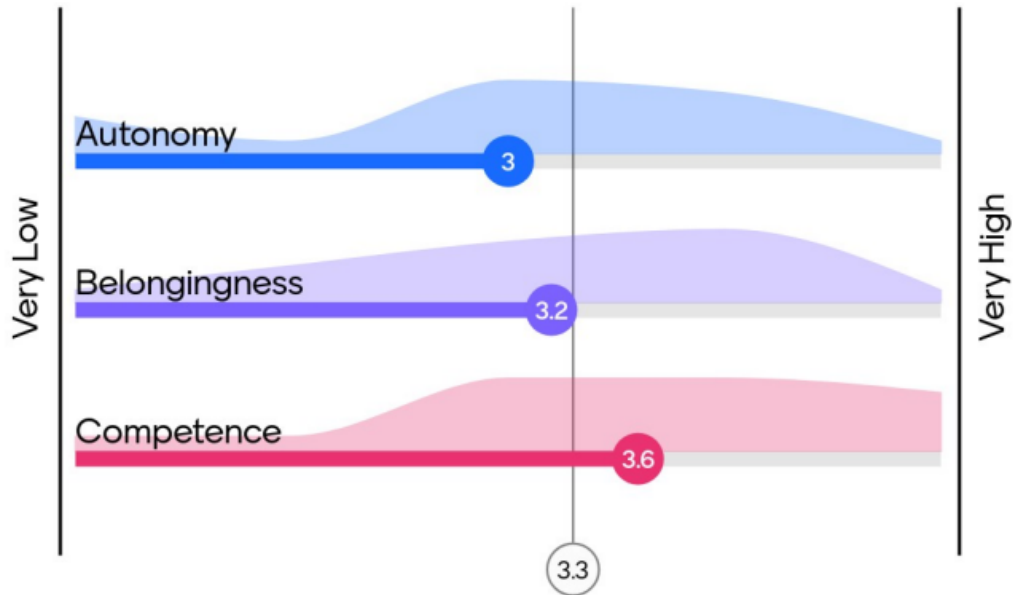
Poll

In *your* job/activity at the RCRC, on a scale of 1 (very low) to 5 (very high) how strong is your sense of

1. Autonomy
2. Belonging
3. Competence



In your job/activity at the RCRC, on a scale of 1 (very low) to 5 (very high) how strong is your sense of:



The 3 basic psychological needs

Moti measures people's sense of autonomy, belonging and competence with nine standard survey questions that have been tested in many different languages and contexts.

	VLP participants	Poll
Autonomy	4.0	3.0
Belonging	4.1	3.2
Competence	4.4	3.6

The Moti questions are statements answered on a scale of *1 - fully disagree* to *5 - fully agree*

The 3 leadership skills that motivate volunteers

Volunteers are more motivated and energetic when their supervisor nurtures their sense of autonomy, belonging and competence

In this example, the main difference between genders is **autonomy**

Data: Moti, VLP participants (2022)

	Male (n=32)	Female (n=32)	Gender difference
Wellbeing	3.8	3.7	0.1
Autonomy	4.1	3.9	0.2
Supervisors' leadership skills			
Listening	4.0	3.8	0.2
Understanding	4.1	3.6	0.5
Encouraging	3.9	3.5	0.4

The 3 leadership skills that motivate volunteers

In this 2nd example, male volunteers score lower on wellbeing, values (trust), autonomy and belonging than female volunteers.

This is because they *feel* less listened to, less understood and less encouraged by their managers.

Data: Moti, NS Moti workshop (2022)

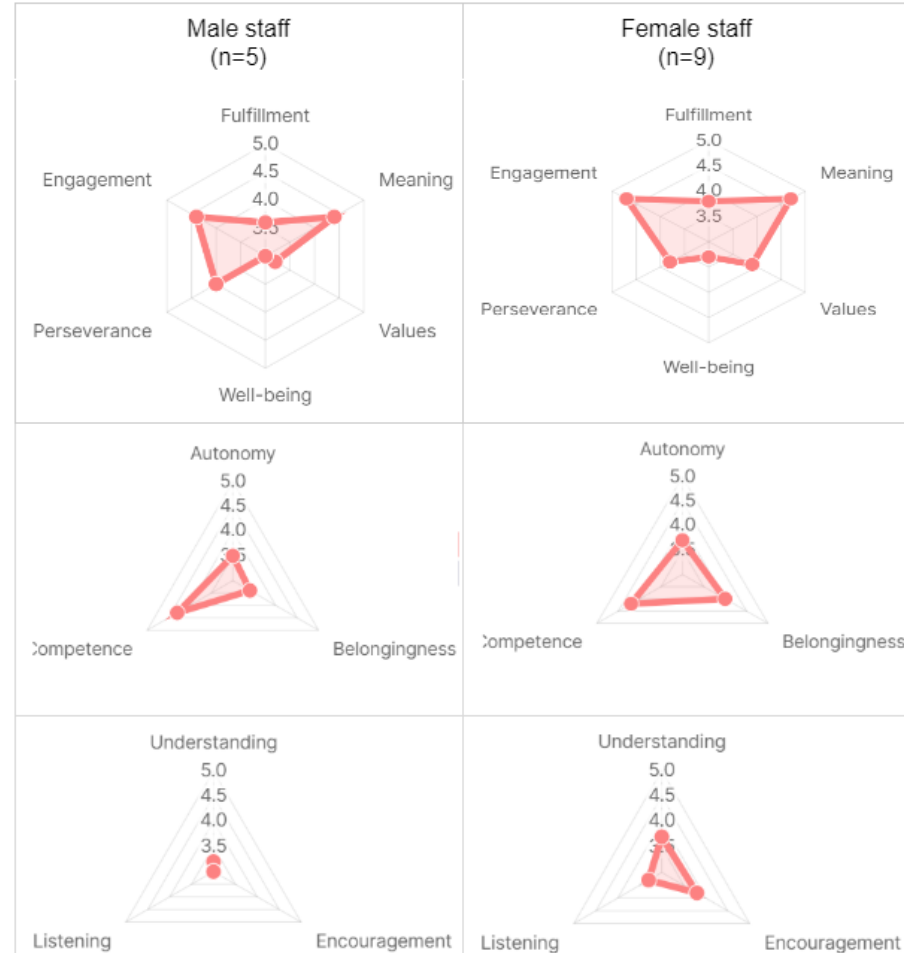
	Male (n=9)	Female (n=17)	Gender difference
Motivation	4.3	4.3	-
Wellbeing	3.8	4.1	-0.3
Fulfillment	4.4	4.1	0.3
Engagement	4.6	4.6	-
Meaning	4.6	4.6	-
Values	3.7	4.2	-0.5
Perseverance	4.6	4.6	-
Intrinsic Motivators	4.1	4.3	-0.2
Autonomy	4.0	4.2	-0.2
Belonging	4.0	4.2	-0.2
Competence	4.4	4.3	0.1
Leadership skills	3.8	4.2	-0.4
Listening	3.9	4.2	-0.3
Understanding	3.7	4.2	-0.5
Encouraging	3.8	4.1	-0.3

Gender differences in volunteer motivation are in large part due to differences in supervisors' leadership style and volunteers' expectations

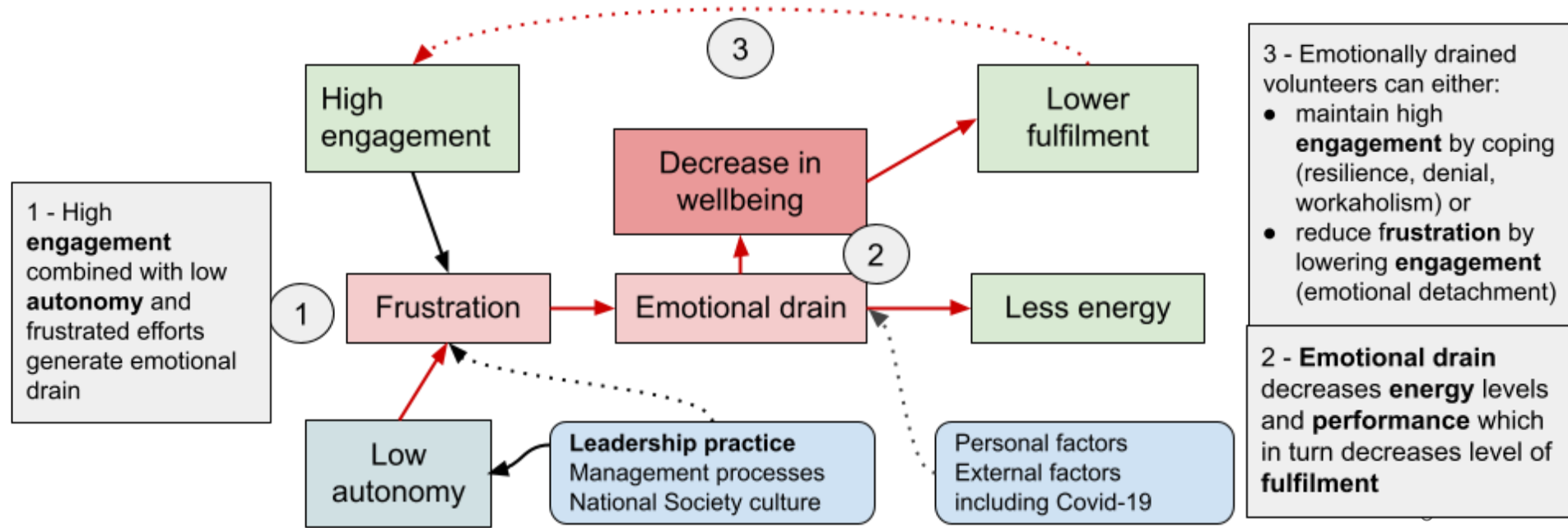
The two examples suggest that

- Gender differences in motivation can go either way
- The supervisor's "soft skills" are appreciated differently by male and female volunteers
- Male and female volunteers may have different expectations in terms of being understood, encouraged and heard

This is also true for staff →



High levels of engagement and frustration lead to emotional drain and burnout



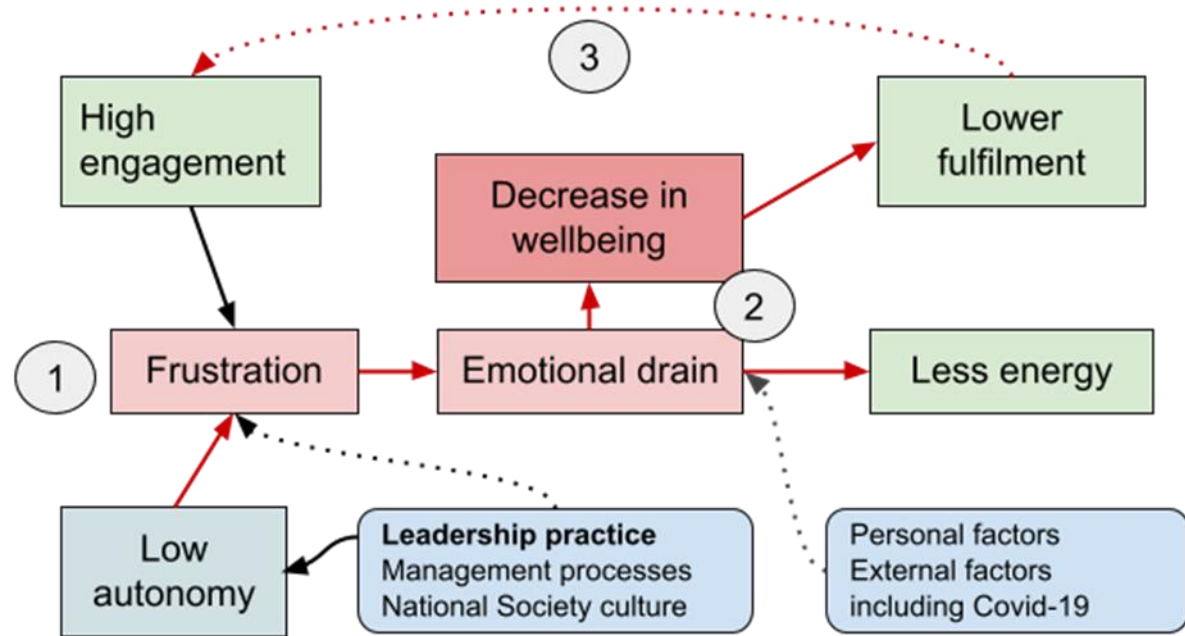
In team discussions volunteers and staff explain how they lose their motivation, engage less, and burnout –or want to quit
Solid arrows represent correlations that can be tested statistically with the Moti dataset

High levels of engagement and frustration lead to emotional drain and burnout

Poll

Does this finding apply to your experience as a volunteer or employee?

- Yes
- No



Does this finding resonate with your experience as staff or volunteer?

Absolutely

Definitely

For sure

100%

Yes very much, i ve witnessed the to options daily with my colleagues

Of course !!!

Yes it resonates

it doess

Yes!! I burnt out before I relate!

Does this finding resonate with your experience as staff or volunteer?

yes

Mais bien sûr

I see volunteers leaving for these reason. Lack of experience in leadership means leaders can micro manage and take autonomy away from volunteers

yes, especially when there is a strong emotional connection with the idea of the red cross to help others.

Yes

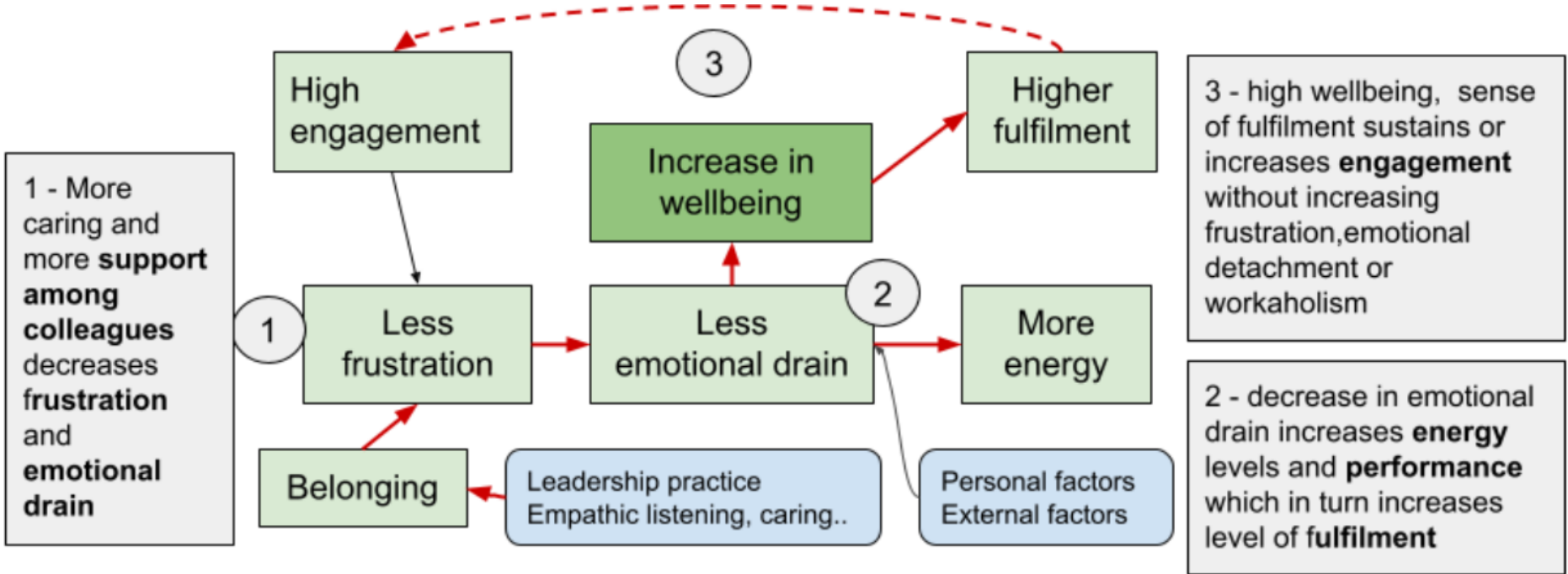
Yes

Similar findings in our qualitative research

Yes.

While I would easily observe the workaholic approach, I don't know if I could directly relate it to this vicious circle and those two specific factors.

Attention to psychological needs like autonomy and belonging sustains motivation



In team discussion, volunteers and staff explain how their sense of belonging decreases their frustration with bureaucratic obstacles and increases their fulfilment and engagement

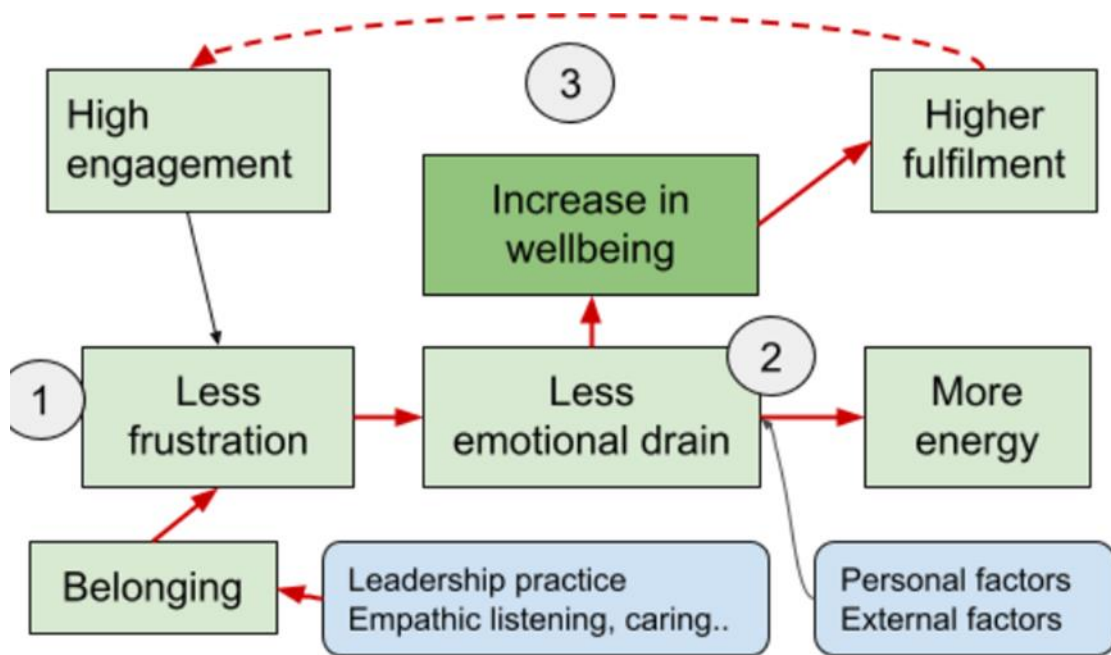
Solid arrows represent a possible causation that can be tested statistically with the dataset

Attention to psychological needs like autonomy and belonging sustains motivation

Poll

Does this finding apply to your experience as a volunteer or employee?

- Yes
- No



Does these findings resonate with your experience as staff or volunteer?

Yes



No



National Societies can measure progress in leadership development and volunteer motivation.

Moti is a monitoring system that allows you to

- Define measurable targets for leadership development and volunteer motivation
- Monitor progress over time
- Anticipate volunteering issues before it's too late
- Reflect on the obstacles to volunteer motivation
- Compare teams and enable peer-to-peer learning and support

Improve volunteer motivation by developing the leadership skills of their supervisors

	Male volunteers	Female volunteers	Male staff	Female staff
Leadership	3.8	4.2	2.9	3.8
Listening	3.9 →	4.2	2.9 →	3.4
Understanding	3.7 →	4.2	3.0 →	3.6
Encouraging	3.8 →	4.1	2.9 →	3.6

We aim to improve 3 **leadership skills** among both men and women, with a special focus on avoiding gender stereotypes and triggered reactions.

Provide supervisors with direct feedback on these skills

	Male volunteers	Female volunteers	Male staff	Female staff
Intrinsic Motivation / needs	4.1	4.3	3.7	4.1
Autonomy	4.0 →	4.2	3.4 →	3.7
Belongingness	4.0 →	4.2	3.5 →	4.0
Competence	4.4	4.3	4.1 →	4.4

We expect the feeling of **autonomy** and **belongingness** of males to reach current female levels

Monitor progress in leadership skills and volunteer motivation

	Male volunteers	Female volunteers	Male staff	Female staff
Motivation	4.3	4.3	3.8	4.0
Wellbeing	3.8 →	4.1	3.0 ↗	3.3
Meaning	4.6	4.6	4.6	4.6
Values	3.7 →	4.2	3.4 ↗	3.9

Outcome: **well-being** scores reach 4.1 among volunteers of both sexes and 4.0 among staff of both sexes in 3 months. For this *trust* (shared values) needs to be improved

Questions?



To conclude

National Societies improve volunteer engagement, motivation and well being by developing key leadership skills.

As a result, ***they increase their pool of volunteers.***

By using **Moti**, National Societies monitor and improve the factors that contribute to volunteer (and staff) motivation.

In the process they develop leadership capabilities at all levels of the organization.

To conclude

Moti survey data and qualitative insights from team discussions show that

- The supervisor's leadership style strongly affects volunteer motivation
- Motivational factors can differ according to gender and to age
- Gender inclusion requires gender-sensitive supervision and management
- The motivational profiles of volunteers and staff are different
- There is an overall Red Cross Red Crescent culture that affect volunteer and staff motivation and wellbeing

References and further reading

- Deci & Ryan (2000). **The “what” and “why” of goal pursuits: Human needs and the self-determination of behavior.** *Psychological Inquiry*, 11, 227-268
- Deci & Ryan (2000) **Self-Determination Theory and the Facilitation of Intrinsic Motivation, Social Development, and Well-Being.** *American Psychologist* Vol. 55, No. 1, 68-78 DOI: 10.1037/110003-066X.55.1.68
- Gagné & Deci (2005). **Self-determination theory and work motivation.** *Journal of Organizational Behavior*, 26, 331-362.
- Kovjanic, Schuh, Onas, van Quaquebeke and van Dick (2012) **How do transformational leaders foster positive employee outcomes? A self-determination-based analysis of employees' needs as mediating links,** *Journal of Organizational Behavior*, J. Organiz. Behav. 33, 1031–1052 DOI: 10.1002/job.1771
- Kanat-Maymon, Elimelech, Roth (2020), **Work motivations as antecedents and outcomes of leadership: Integrating self-determination theory and the full range leadership theory** *European Management Journal* 38 555e564 DOI: 10.1016/j.emj.2020.01.003
- Oostlander, Güntert, & Wehner (2014). **Linking autonomy-supportive leadership to volunteer satisfaction: A self-determination theory perspective.** *Voluntas*, 25, 1368-1387
- Slemp · Kern · Kent · Ryan (2018) **Leader autonomy support in the workplace: A meta-analytic review** *Motivation and Emotion* 42:706–724 DOI: 10.1007/s11031-018-9698-y

Contact us:

<https://www.rc3events.org/>



Carine Fleury Bique
Swiss Red Cross
Carine.FleuryBique@redcross.ch

Salam Salloum
Lebanese Red Cross
salam.salloum@redcross.org.lb

Gabriel Pictet
IFRC
gabriel.pictet@ifrc.org

Moti app
<https://moti.team/>

Moti resources
[Moti service portal](#)