

PROMOTING VOLUNTEER MOTIVATION AND ENGAGEMENT USING THE AMO MODEL AND JOB CHARACTERISTICS MODEL

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Abstract

Volunteer activity is one of the most important social and economic resources for achieving the goals of non-profit organizations and for the thorough implementation of their activities. Volunteers are not only a significant force of human capital, but they also play a major role in achieving organizational goals and bringing about positive changes in society. Accordingly, it is important for non-profit organizations to understand what motives urge people to engage in volunteer activities and how their motivation can be increased and engagement supported.

The study of volunteer behavior is a complex issue, since it is influenced by both individual and organizational factors. These can be motivational incentives, social relationships, work environment, and development opportunities. The AMO model (Ability–Motivation–Opportunity) helps us to understand this context, which perceives a person as an active individual with skills, motivation and opportunities in organizational activities, while the Hackman and Oldham job characteristics model reflects the mechanisms of strengthening intrinsic motivation through work structure and psychological states.

The present paper aims to analyze the factors determining volunteer motivation and engagement through various theoretical frameworks, in order to identify approaches that will help nonprofit organizations create a motivational and supportive environment with opportunities for self-realization.

The paper represents a theoretical review of scientific literature and is based on the AMO model and Hackman and Oldham's Job Characteristics Model, which are used in an integrated manner to explain volunteer motivation and engagement. The combination of these two theoretical frameworks makes it possible to interpret volunteering behavior from the perspective of both individual motives and the structure and opportunities provided by the work itself. The reviewed literature shows that training, support, feedback, autonomy, and job meaningfulness significantly influence the enhancement of volunteer motivation and effectiveness, while their regular assessment helps nonprofit organizations ensure long-term volunteer engagement.

Keywords: Volunteering, motivation, AMO model, training, job characteristics, engagement, non-profit organization

Introduction

When recruiting volunteers, nonprofit organizations must consider a variety of factors. First and foremost, it is essential to ensure that potential volunteers share the organization's goals and mission. It is also important to become familiar with them, maintain active communication, and establish a positive, friendly relationship. In addition, organizations should gather certain information about their volunteers, for example, what skills and knowledge they possess that may assist the organization, how willing they are to dedicate their time without compensation for a specified period, what motivates them, and whether they are seeking to develop specific skills or gain new experience through volunteering. Such information may be obtained through interviews or specially designed questionnaires.

In this context, it is particularly important to understand how the existing scientific literature explains the factors that determine volunteer motivation and engagement. Accordingly, the present paper offers

a theoretical review of scholarly literature and aims to analyze volunteer behavior within the frameworks of the AMO model and Hackman and Oldham's Job Characteristics Model, in order to identify theoretical and practical approaches that will enable nonprofit organizations to manage volunteers more effectively.

Methodology

The present paper is a theoretical review of scientific literature, aimed at analyzing the factors that determine volunteer motivation and engagement based on the AMO model and Hackman and Oldham's Job Characteristics Model.

Academic databases such as Google Scholar, Scopus, and Web of Science were used for literature selection, along with journals from leading publishers in the fields of human resource management, nonprofit management, and social psychology. The search included studies published from the late 20th century to the present, with particular emphasis on empirical and theoretical articles published after 2000 that address volunteer motivation, engagement, job design, and human resource management practices.

Only sources that met the following three core criteria were included in the review:

1. Published in peer-reviewed academic journals;
2. Directly related to volunteer motivation and human resource management in the nonprofit sector;
3. Contain theoretical frameworks or empirical findings that could be integrated into the context of the AMO model and the Job Characteristics Model.

The AMO model was selected as a widely used conceptual framework in the human resource management (HRM) literature, which links abilities, motivation, and opportunities to effective individual behavior. Hackman and Oldham's Job Characteristics Model is considered as a complementary theory that specifically explains how job design and structure can influence intrinsic motivation, perceptions of job meaningfulness, and engagement. Discussing these two models within a single paper makes it possible to analyze volunteer motivation from both HRM and job design perspectives.

1. Training and Development

A significant factor in volunteer recruitment is the AMO model, developed by Appelbaum in 2000 based on Bell's 1993 model. This model is widely used in human resource management and reflects the relationship between employee management and performance outcomes. The model consists of three main components: A (Ability) - the skills and knowledge necessary to perform a task effectively (e.g., selection, recruitment, training);

M (Motivation) - the internal drive that encourages individuals to exert effort (such as formal and informal incentive mechanisms); and O (Opportunity) - the opportunities that arise through job design, teamwork, and social interaction. The combination of these three components determines individual behavior and performance level, expressed by the formula $AMO = P$ (Performance). Because of its universality, the model can also be applied in the context of volunteer management and motivation. When volunteers possess the necessary knowledge and skills, they are able to perform their assigned tasks effectively. Otherwise, they may require specialized training to help them develop the necessary competencies and engage successfully in volunteer activities. Within the AMO framework, training and professional development are considered practices for enhancing ability.

The study by Newton, Becker & Bell (2014)¹ explores the extent to which training opportunities offered by nonprofit organizations can influence volunteers' motivation to participate more actively in organizational activities. Their findings indicate that volunteers motivated by a "learning motive" that is, the desire to gain new knowledge and skills, participated more actively in organizational activities

¹ Newton, C., Becker, K., & Bell, S., "Learning and Development Opportunities as a Tool for the Retention of Volunteers: A Motivational Perspective," *Human Resource Management Journal*, 24, 2014. pp. 514–530. <https://doi.org/10.1111/1748-8583.12040>.

than those who were less motivated by such factors. Moreover, the research showed that volunteers oriented toward career development were less likely to commit to long-term participation in volunteering. This is likely because such individuals aim to acquire, through training and experience, skills that will help them secure paid employment in the future.

According to Cuskelly, Taylor, Hoyer & Darcy (2006),² the “value motive” significantly affects volunteers’ willingness to remain actively involved in nonprofit organizations. At the same time, training and development have a particularly strong impact on volunteers’ motivation to participate continuously in organizational processes.

The study by Saksida, Alfes & Shantz (2016)³ provided a deeper analysis of this relationship and revealed that offering training and development opportunities gives volunteers new knowledge, increases their self-confidence, and strengthens their sense of identification with the organization. When volunteers feel supported by paid staff, they perform their duties better and strive harder to contribute to the organization’s mission.

Many studies have confirmed that providing training substantially increases volunteers’ motivation and engagement in various activities within nonprofit organizations. However, there are also studies that indicate differing results. For instance, according to Vantilborgh et al. (2012),⁴ the impact of training on experienced volunteers can sometimes be the opposite - it may reduce their motivation. Furthermore, they argue that organizing such training sessions can impose an unnecessary financial burden on nonprofit organizations, particularly when certain volunteers perceive training attendance as a waste of time.

A similar view was expressed by Hartenian (2007),⁵ who noted that volunteers often reported dissatisfaction with lengthy training sessions. In her assessment, under such conditions, training may not be a worthwhile investment for an organization, especially when there is no guarantee that volunteers will continue participating in its activities in the future.

2. Intrinsic and Extrinsic Motivation

There are two main types of motivation: intrinsic and extrinsic. Intrinsic motivation arises when a person engages in an activity because it is interesting and enjoyable in itself. This type of motivation is driven by the process and the emotional satisfaction it brings, which is why it is often regarded as a form of self-expression.⁶

Extrinsic motivation, on the other hand, is based on external stimuli and is related to behavior aimed at achieving a specific outcome - for example, obtaining a reward, recognition, or some other benefit. In this case, a person acts not out of genuine interest in the activity itself, but in order to gain material or symbolic benefits expected as a result.⁷

According to the study by Allen & Shaw (2009),⁸ volunteers’ behavior is largely driven by intrinsic motivation - for them, participation in volunteering is itself a source of enjoyment. Moreover, their

² Cuskelly, G., Taylor, T., Hoyer, R., & Darcy, S., “Volunteer Management Practices and Volunteer Retention: A Human Resource Management Approach”, *Sport Management Review*, 9, 2006, pp. 141–163. [https://doi.org/10.1016/S1441-3523\(06\)70023-7](https://doi.org/10.1016/S1441-3523(06)70023-7).

³ Saksida, T., Alfes, K., & Shantz, A., “Volunteer Role Mastery and Commitment: Can HRM Make a Difference?” *The International Journal of Human Resource Management*, 2016, pp. 1–23. <https://doi.org/10.1080/09585192.2016.1244908>.

⁴ Vantilborgh & bb3., “Volunteers’ Motives and Behaviour: A Comprehensive Model,” *Nonprofit and Voluntary Sector Quarterly*, 41, 2012, pp. 869–889.

⁵ Hartenian, L. S., “Nonprofit Agency Dependence on Direct Service and Indirect Support Volunteers: An Empirical Investigation”, *Nonprofit Management and Leadership*, 17, 2007, pp. 319–334. <https://doi.org/10.1002/nml.152>.

⁶ Amabile, T. M., “Motivational Synergy: Toward New Conceptualizations of Intrinsic and Extrinsic Motivation in the Workplace”, *Human Resource Management Review*, 3, 1993, pp. 185–201. [https://doi.org/10.1016/1053-4822\(93\)90012-S](https://doi.org/10.1016/1053-4822(93)90012-S).

⁷ Ryan, R. M., & Deci, E. L., “Self-Determination Theory and the Facilitation of Intrinsic Motivation, Social Development, and Well-Being”, *American Psychologist*, 55, 2000, pp. 68–78. <https://doi.org/10.1037/0003-066X.55.1.68>.

⁸ Allen, J. B., & Shaw, S., ““Everyone Rolls Up Their Sleeves and Mucks In”: Exploring Volunteers’ Motivation and Experiences of the Motivational Climate of a Sporting Event”, *Sport Management Review*, 12, 2009, pp. 79–90. <https://doi.org/10.1016/j.smr.2008.12.002>.

motivation often stems from the feeling that their work is important and brings tangible benefits to others.

For example, when volunteers assist people in need, they satisfy an inner desire to help others, which enhances their emotional fulfillment and increases the duration of their involvement.⁹ Consequently, such volunteers tend to remain active for longer periods and rarely discontinue their service. Thus, the study concludes that for volunteers, the feeling of being part of a meaningful and socially valuable activity creates a rewarding experience that strengthens their motivation and commitment to the organization.¹⁰

As for extrinsic motivation, volunteer behavior arising from external factors has long been a subject of scholarly interest. Although volunteering is often associated with altruism and internal drives, in certain cases it can also be viewed as behavior motivated by external incentives.

The study by Vantilborgh et al. (2012) demonstrated that volunteers are often influenced by different types of rewards - for example, volunteer "thank-you" events, opportunities for social interaction, meeting new people, and forming friendships. Philips & Philips (2010) conducted a separate study to determine which types of rewards have a greater impact on volunteers. They divided volunteers into two groups and distinguished between material and non-material rewards. The results showed that non-material rewards - such as feelings of satisfaction and the sense of contributing to societal improvement - were perceived as far more valuable than material benefits. Among the most effective forms of reward, volunteers cited making new social connections, receiving letters of appreciation, and small symbolic gifts such as free sweets. These factors had a more positive effect on their motivation than, for example, free movie tickets or complimentary meals.

When explaining volunteer motivation, Hackman and Oldham's Job Characteristics Model additionally clarifies why intrinsic and extrinsic motivation should not be viewed as mutually exclusive categories. Work that is highly meaningful, provides direct contact with beneficiaries, and offers autonomy, creates conditions in which extrinsic stimuli (recognition, thank-you letters, symbolic rewards) gradually transform into intrinsic motivation. Volunteers begin to engage in activities not only to receive a reward, but because the task itself becomes a source of meaning and self-realization. Accordingly, the Job Characteristics Model demonstrates that a well-structured volunteer role reduces the apparent opposition between intrinsic and extrinsic motivation and creates a more sustainable and blended motivational system.

Although volunteers generally do not participate in activities for material gain, they nonetheless value the rewarding experiences that accompany their engagement. Volunteers' motivation is influenced simultaneously by altruistic and self-interested motives. The studies also revealed that individualized rewards tend to have a stronger motivational effect than collective or group rewards. Therefore, researchers recommend that nonprofit organizations avoid treating volunteers as a homogeneous group and instead take into account their diverse interests and needs.

When comparing intrinsic and extrinsic motivation among volunteers, it becomes evident that although many studies emphasize the greater importance of intrinsic motivators, external incentives also exert a significant influence on volunteer behavior and activity levels. There is no definitive answer to which type of motivation is more effective: some studies show that extrinsic rewards have a stronger impact on volunteers, while others consider intrinsic motivation to be the more decisive factor.

According to the findings of Fiorillo (2011),¹¹ monetary rewards positively influenced volunteers' motivation and increased their participation in various volunteering activities. Furthermore, it was found

⁹ Finkelstein, M. A., "Predictors of Volunteer Time: The Changing Contributions of Motive Fulfillment and Role Identity", *Social Behavior and Personality: An International Journal*, 36, 2008. pp. 1353–1363. <https://doi.org/10.2224/sbp.2008.36.10.1353>.

¹⁰ Valéau, P., Mignonac, K., Vandenberghe, C., & Gatignon Turnau, A., "A Study of the Relationships Between Volunteers' Commitments to Organizations and Beneficiaries and Turnover Intentions", *Canadian Journal of Behavioural Science*, 45, 2013. pp. 85–95. <https://doi.org/10.1037/a0027620>.

¹¹ Fiorillo, D., "Do Monetary Rewards Crowd Out the Intrinsic Motivation of Volunteers? Some Empirical Evidence for Italian Volunteers", *Annals of Public and Cooperative Economics*, 82, 2011. pp. 139–165. <https://doi.org/10.1111/j.1467-8292.2011.00434.x>.

that external rewards did not diminish intrinsic motivation; on the contrary, individuals who expressed willingness to volunteer were often characterized by both intrinsic and extrinsic motivation simultaneously. Accordingly, it can be concluded that volunteering behavior frequently represents a combination of the two types of motivation - where intrinsic motivation ensures interest and emotional satisfaction, while extrinsic motivators provide additional incentives and a sense of recognition.

3. Approaches to Enhancing Opportunities

Volunteers may possess the necessary skills and strong motivation to engage in volunteering and perform assigned tasks; however, another crucial factor in this process is opportunity, the creation of which lies within the responsibility of nonprofit organizations. Opportunities refer to the environment and conditions that facilitate volunteers' active involvement and self-expression.¹² When an organization provides support, encouragement, and a friendly atmosphere of cooperation, volunteers are given the chance to realize their full potential.

Research shows that volunteers are often more oriented toward social interaction and teamwork than individuals in paid employment.¹³ Accordingly, practices that enhance opportunities - such as encouraging collaboration, simplifying communication, and supporting initiative - strengthen their motivation. As a result, volunteers identify more strongly with both their activities and the organization itself, which in turn fosters long-term engagement and commitment.

Such approaches include not only supporting volunteers but also defining appropriate tasks for them and encouraging their active participation - responsibilities that nonprofit organizations are expected to uphold. Tasks play a major role in shaping motivation and are closely linked to the Job Characteristics Model, developed by Hackman & Oldham (1975).¹⁴ According to this model, motivation is influenced by the nature of the work itself - that is, by the type of tasks a person performs. Monotonous work leads to a loss of interest and reduced motivation, while tasks that require creativity, responsibility, and the acceptance of challenges, conversely, increase enthusiasm and engagement.

For volunteer work to be perceived as a meaningful and challenging process, it is essential that tasks be diverse, that volunteers are granted autonomy, decision-making opportunities, and the ability to see the impact of their own contributions in achieving the organization's goals.

Another way nonprofit organizations can create opportunities for volunteers is by ensuring organizational support. Volunteers' satisfaction is strongly influenced by the quality of their relationships with one another. According to Hustinx (2010),¹⁵ Red Cross volunteers tended to leave the organization when relationships within their teams became strained. This conclusion is supported by the research of Nencini, Romaioli & Meneghini (2016),¹⁶ who found that positive relationships among volunteers increase satisfaction and strengthen their willingness to remain involved in volunteering in the future. Similarly, the study by Hidalgo & Moreno (2009)¹⁷ observed that volunteers who maintained positive relationships with staff members, beneficiaries, and coordinators were more likely to stay with the organization.

Accordingly, a supportive and friendly environment enhances satisfaction, motivation, and loyalty. As noted in the study by Allen & Shaw (2009), nonprofit organizations must foster an atmosphere that promotes friendliness and motivation. Volunteers particularly valued coordinators who addressed them

¹² Boxall, P., & Purcell, J., "Strategy and Human Resource Management" (2nd edition), Palgrave Macmillan, 2008.

¹³ Pearce, J. L., "Job Attitude and Motivation Differences Between Volunteers and Employees from Comparable Organizations", *Journal of Applied Psychology*, 68, 1983. pp. 646-652. <https://doi.org/10.1037/0021-9010.68.4.646>.

¹⁴ Hackman, J. R., & Oldham, G. R., "Development of the Job Diagnostic Survey", *Journal of Applied Psychology*, 60, 1975. pp. 159-170. <https://doi.org/10.1037/h0076546>.

¹⁵ Hustinx, L., "I Quit, Therefore I Am? Volunteer Turnover and the Politics of Self-Actualization", *Nonprofit and Voluntary Sector Quarterly*, 39, 2010. pp. 236-255. <https://doi.org/10.1177/0899764008328183>.

¹⁶ Nencini, A., Romaioli, D., & Meneghini, A. M., "Volunteer Motivation and Organizational Climate: Factors that Promote Satisfaction and Sustained Volunteerism in NPOs", *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 27, 2016. pp. 618-639. <https://doi.org/10.1007/s11266-015-9593-z>.

¹⁷ Hidalgo, M. C., & Moreno, P., "Organizational Socialization of Volunteers: The Effect on Their Intention to Remain", *Journal of Community Psychology*, 37, 2009. pp. 594-601. <https://doi.org/10.1002/jcop.20317>.

by name, offered assistance when needed, demonstrated trust, treated them fairly, and maintained a supportive tone in communication.

In summary, various studies indicate that creating opportunities for volunteers is based on a twofold approach: providing organizational support and ensuring active engagement. When an organization cares for its volunteers, shows interest in their well-being, and promotes mutual trust, such behavior is perceived as a sign of care and results in positive, outcome-oriented conduct on the part of volunteers.

4. Hackman and Oldham's Job Characteristics Model

According to the theory of Hackman & Oldham (1975), there are five core job characteristics that influence an employee's motivation, satisfaction, and performance quality. These components are: skill variety, task identity, task significance, autonomy, and feedback. Skill variety refers to the extent to which a job requires the use of different skills, knowledge, and experience. The theory suggests that the greater the range of skills required to perform a job, the stronger the individual's perception that they are doing meaningful work. Task identity reflects the degree to which an employee can see the outcome of their own work - that is, whether they understand the stages of the task, when it will be completed, and how their contribution affects the final result. Such identification increases the sense of responsibility and the perceived importance of the work. Task significance is determined by how much impact a given job has not only on the organization but also on the broader social or community context. The more meaningful the outcome is to others, the stronger the employee's motivation. Autonomy denotes the level of freedom an employee has in performing their tasks - how much control they have over the methods, timing, and pace of their work. Autonomy strengthens the sense of responsibility and control over one's performance. Feedback refers to the information an employee receives about their performance. Regular and constructive feedback promotes deeper learning, improves self-assessment, and consequently enhances confidence and motivation - all of which further increase work quality and performance.

The combination of these five characteristics - skill variety, task identity, task significance, autonomy, and feedback - produces the Motivating Potential Score (MPS). This score is used to determine how strongly a particular job can influence an employee's attitudes, behavior, and overall motivation. A high MPS indicates that the job is a strong source of motivation and can positively affect productivity and job satisfaction.

According to Hackman and Oldham, these five characteristics influence three critical psychological states, which ultimately determine work outcomes and satisfaction levels:

- Experienced meaningfulness of the work, which reflects the degree to which a person perceives their job as significant and worthwhile. This feeling primarily arises from skill variety, task identity, and task significance. The meaningfulness of work is the main source of intrinsic motivation, as individuals are inspired when they perceive purpose and value in their efforts.
- Experienced responsibility for outcomes, which represents the feeling that one is personally accountable for the results of their work - whether success or failure. This sense of responsibility stems primarily from autonomy, or the degree of freedom an individual has in completing their tasks.
- Knowledge of results, meaning the individual's awareness of how effectively they are performing their job. Knowing one's results fosters positive emotions and motivation in cases of success, and encourages learning and development in cases of failure. This factor is rooted in feedback, which allows individuals to analyze their performance and improve outcomes.

Together, these three psychological states are closely interconnected and determine how inspiring a job is, how emotionally connected an individual feels to the organization, and whether their motivation is stable and intrinsically driven.

Although all five job characteristics - skill variety, task identity, task significance, autonomy, and feedback - are essential, the presence of these features alone does not automatically guarantee that all three psychological states (meaningfulness, responsibility, and knowledge of results) will be achieved.

Their manifestation depends on the strength of certain individual moderators, which, according to the theory, include three factors: knowledge and skill, growth need strength, and context satisfaction.

- Knowledge and skill refer to whether the employee possesses the necessary knowledge, skills, and competencies to perform the job successfully. When individuals have appropriate professional and technical abilities, they perform tasks more effectively, experience satisfaction from achievement, and display all three psychological states. Conversely, insufficient skills lead to poor performance, dissatisfaction, and demotivation.
- Growth need strength reflects an employee's internal desire for self-development, new challenges, and professional growth. Individuals with high growth needs respond more positively to skill variety, autonomy, and feedback, thereby experiencing stronger feelings of meaningfulness and responsibility. Those with low growth needs, however, may perceive challenges negatively, which hinders motivation.
- Context satisfaction refers to an employee's overall satisfaction with the work environment, including management, relationships with colleagues, compensation, benefits, and safety. When these contextual factors are satisfactory, employees are more open to new opportunities and are more likely to experience meaningfulness, responsibility, and awareness of results.

According to Hackman and Oldham's theory, when all five core job characteristics are fully implemented and the individual experiences the three critical psychological states - meaningfulness of work, responsibility for outcomes, and knowledge of results - the desired outcomes are achieved. These outcomes include: High internal work motivation: when individuals experience all three psychological states, they become naturally motivated and driven by intrinsic interests. High satisfaction with growth and development: employees who perceive their work as an opportunity for growth view challenges as a means of self-realization and respond more positively to change. General job satisfaction: the alignment of psychological states leads to higher overall satisfaction with the job, team, and organization. Improved work effectiveness: this outcome can manifest as both higher quality of performance and greater work output, both of which indicate enhanced efficiency.

Thus, the Job Characteristics Model serves as an important framework for organizations because it illustrates how job structure and attributes affect motivation, satisfaction, and performance. The application of this theory is particularly valuable for nonprofit organizations, as it helps them better understand how to strengthen volunteer motivation and increase engagement through effective job design and organizational support.

5. Application of Hackman and Oldham's Job Characteristics Model in Volunteer Management

Although the Job Characteristics Model was originally developed for paid employees, it later became the subject of study within the context of volunteer work as well.

One of the first scholars to extend this model to volunteers was Dailey (1986).¹⁸ According to his research, elements such as autonomy and feedback were of particular importance. Both factors had a direct impact on volunteers' sense of belonging and commitment to the organization. Dailey concluded that when volunteers are granted the freedom to act independently and receive feedback about their performance, their emotional attachment to the organization strengthens, and their willingness to continue participating in its activities increases.

This line of inquiry was continued by Neufeind, Güntert & Wehner (2013),¹⁹ who examined the influence of job characteristics on volunteer behavior across different types of volunteer engagement. Their study, conducted in Switzerland, found that the level of impact depends on the duration of

¹⁸ Dailey, R. C., "Understanding Organizational Commitment for Volunteers: Empirical and Managerial Implications", *Nonprofit and Voluntary Sector Quarterly*, 15, 1986. pp. 19–31. <https://doi.org/10.1177/089976408601500102>.

¹⁹ Neufeind, M., Güntert, S., & Wehner, T., "The impact of job design on event volunteers' future engagement: Insights from the European Football Championship 2008", *European Sport Management Quarterly*, 13, 2013. pp. 537–556. <https://doi.org/10.1080/16184742.2013.837083>.

volunteering. Specifically, volunteers who participated in short-term or one-time activities tended to evaluate their tasks positively, yet usually had little desire to continue volunteering in the future. In contrast, individuals with long-term volunteer involvement placed greater importance on task difficulty and significance. For them, such work was more motivating and strengthened their willingness to remain engaged with the same organization over time.

Consequently, it can be concluded that the Job Characteristics Model can be effectively applied to increase volunteers' motivation and engagement - particularly when organizations create conditions in which volunteers have autonomy, receive feedback, and perceive their assigned tasks as meaningful and inspiring experiences.

6. Relational Aspects of Work

Beyond the five core job characteristics, it is also important to consider the relational aspects of work in the context of nonprofit organizations. The relational architecture of work refers to the structural features of tasks that determine the extent to which employees and volunteers can interact with other people, whether colleagues, partners, or beneficiaries.

According to the study by Omoto, Snyder & Martino (2000),²⁰ volunteers' satisfaction and commitment to the organization significantly increase when they maintain close relationships with beneficiaries. Such relationships enhance the sense of belonging, deepen emotional connection to the organization, and foster the feeling that their work leads to real and positive change.

Additionally, the research of Galindo-Kuhn & Guzley (2002)²¹ demonstrated that volunteers' motivation largely depends on their perception of how useful and impactful their work is for others. The stronger this perception, the greater the volunteers' desire to continue participating in various activities and to remain involved in the organization for longer periods.

7. Integrating the AMO Model and the Job Characteristics Model in Volunteer Management

Both the AMO model and Hackman and Oldham's Job Characteristics Model offer distinct perspectives on what drives effective behavior within an organization. Within the AMO framework, performance is determined by the combination of abilities, motivation, and opportunities, whereas the Job Characteristics Model provides a more detailed "micro-design" of the contextual conditions that enable these components to be realized.

In the context of volunteer activity, the "ability" component of AMO reflects volunteers' knowledge and skills, which can be strengthened through training and development. "Motivation" encompasses both intrinsic and extrinsic motives: the altruistic desire to contribute, the satisfaction derived from doing meaningful work, as well as recognition and symbolic rewards. "Opportunity" is associated with the structural and social conditions that enable volunteers to actually utilize their abilities and participate in organizational processes. It is precisely here that the role of the Job Characteristics Model becomes evident. Hackman and Oldham's five characteristics: skill variety, task identity, task significance, autonomy, and feedback demonstrate specifically how an organization can enhance the "opportunity" component of AMO:

- Skill variety and task identity enable volunteers to use the full range of their capabilities, strengthening their sense of competence and reinforcing the practical realization of their "ability";
- Task significance and autonomy increase responsibility and initiative, which is especially important for strengthening intrinsic motivation;

²⁰ Omoto, A. M., Snyder, M., & Martino, S. C., "Volunteerism and the Life Course: Investigating Age-Related Agendas for Action," *Basic and Applied Social Psychology*, 22, 2000. pp. 181–197. https://doi.org/10.1207/S15324834BASP2203_6.

²¹ Galindo-Kuhn, R., & Guzley, R. M., "The Volunteer Satisfaction Index", *Journal of Social Service Research*, 28, 2002. pp. 45–68. https://doi.org/10.1300/J079v28n01_03.

- Feedback provides volunteers with clear insight into how their efforts affect beneficiaries and society as a whole, thereby reinforcing both intrinsic and extrinsic motivators.

Therefore, the AMO model offers a general conceptual framework for understanding the components of effective volunteer behavior, whereas the Job Characteristics Model breaks down the opportunity component into specific structural elements: job design, distribution of responsibility, and feedback systems. The integration of these two models provides nonprofit organizations with a practical tool to enhance volunteer motivation not only through individual characteristics but also through thoughtful modification of job structure.

Conclusion

In conclusion, it can be said that the motivation and involvement of volunteers is one of the important foundations of the success of non-profit organizations. As the AMO model teaches us, effective behavior is created by the synthesis of skills, motivation and opportunities, and the Hackman and Oldham model shows that the internal structure of work - its meaning, autonomy and feedback - plays a crucial role in maintaining the motivation of volunteers.

Moreover, the present paper constitutes a review of theoretical literature that brings together the AMO model and Hackman and Oldham's Job Characteristics Model within a unified framework. The AMO model reflects abilities, motivation, and opportunities, while the Job Characteristics Model describes the opportunity component in terms of specific elements of job design: skill variety, task identity and significance, autonomy, and feedback. The integration of these two theories creates a framework that enables nonprofit organizations to interpret and manage volunteer behavior through the combined lenses of individual motives, job structure, and organizational environment. In the future, empirical testing of this framework across different contexts may become an important direction for further research.

Volunteer motivation and involvement increase when the organization provides the necessary space for development and self-realization, establishes positive relationships with volunteers and creates a supportive environment, values the contribution of volunteers and allows them to see the results of their work. In such conditions, volunteering becomes not only an act of giving up time for free, but also a means of personal growth, social responsibility and doing the common good.

As a result, modern approaches to volunteer management must include strategies based on theoretical frameworks, but proven in practice, where training, motivation and opportunities are organically linked. Only in this way will nonprofit organizations be able to create a sustainable, innovative and individual-centered system that ensures long-term volunteer engagement and the effective achievement of organizational goals.

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