Talent Management in the Social Sector: A Review of Compensation and Motivation

Abstract

This article is based on a systematic literature review of compensation practices and motivation processes in social sector organisations. The review is divided into two main sub-sections- compensation and motivation. The review of the compensation literature provides a holistic understanding of the factors (classified into organisation-level and employee-level) influencing compensation in the social sector. Findings of existing research reveal that compensation influences organisational performance and organisational commitment of employees. Other relevant factors influencing compensation that might need further research are also discussed. The review on motivation research in the social sector gives an understanding of the theories used to understand motivation thereby giving an insight into the factors influencing social sector motivation. Overall, the review indicates that the compensation and motivation literature is concentrated in North America and Europe. Moreover, the literature largely considers social sector organisations as one distinct category. However, social sector organisations widely differ across themselves in structure and functions. These overlooked differences between organisations in the social sector pose obstacles to understanding talent in the Indian social sector. We discuss these obstacles and suggest recommendations for practitioners and future researchers.

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Introduction

"The organisation with the best talent wins"- War for Talent (2001)

People are central to the functioning of the ecosystem in general and an organisation in specific. Organisational talent constitutes a make-or-break asset in social sector organisations due to the complex structure, nature of work and inherent uncertainty associated with these organisations. These organisations compete for talent with the assumption that the organisation with the best talent wins (Michaels et al., 2001). However, this approach to talent management ignores the possibility that organisational teams may outperform an even more talented collection of individuals in the labour market. When the teams are in alignment or compatible with appropriate systems and processes that support or nurture talent, the impact is greater than when the teams consist of more talented individuals but are not aligned with appropriate systems or processes. Consequently, recruitment is only a part of the talent management process - effective recruitment needs to be complemented with systems and processes that enable the recruited individuals to work together effectively as teams. Thus, talent management assumes a significant role in the functioning of social sector organisations.

To understand talent management in the social sector, it is necessary to study the current state of literature on the prevalent talent management practices. Talent management is a broad term as it encompasses any effort made by the organisation to manage talent. Thus, talent management can be classified into four main components: compensation, motivation, life stage of the talent and leadership style. A closer look at the main themes of the existing research indicates that the themes of compensation and motivation dominate the talent management literature. We undertake a systematic literature review of compensation and motivation in social sector organisations to understand the state of existing research in these areas. For this purpose, we searched relevant journal articles from the Scopus database using keywords relevant to talent management practices in the social sector[1]. In addition, we supplemented our literature search with searches on the EBSCO and SAGE databases. Due to usage of a common set of keywords across databases, the initial 2908 results included several duplicates. After the deletion of duplicates, we obtained a list of 2359 unique references. We then deleted books, book reviews and conference proceedings from our sample. Consequently, we scanned the title, abstracts, and introductions of the papers to check which of these a rticles are relevant for understanding compensation and motivation. This process yielded 58 articles that discuss compensation practices and 151 papers that examine motivation processes in the social sector. We discuss the observations from the literature on compensation in social sector in part 2 and the literature on motivation in part 3 of the review. Each of the sections below discusses the findings and recommendations in detail, but the overarching finding from the review is that compensation

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[1] The Scopus query used is as follows: (TITLE-ABS-KEY ("Motivation" OR "Compensation" OR "Performance Appraisal" OR "Learning and development" OR "Talent management" OR "People management" OR "Human resource management") AND TITLE-ABS-KEY ("nonprofit*" OR "voluntary organisation" OR "nongovernment* organisation" OR "philanthrop*" OR "funding organisation")) AND (LIMIT-TO (LANGUAGE , "English"))

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and motivation are interlinked, and it is difficult to understand compensation in isolation from motivation and vice versa.

Compensation

Introduction to compensation in social sector organisations

Nonprofit organisations are an integral part of not only India but the global economy in general. As of 2015, at least 31 lakh NGOs work in education, healthcare, and other sectors across India (Anand, 2015). Despite the widespread role of the nonprofit sector in India and abroad, compensation practices in the nonprofit sector have received little attention (Hallock, 2000). Consequently, it is necessary to understand the factors that influence nonprofit compensation practices. In this section of the literature review on the talent management in the nonprofit sector, we aim to provide an overview of the various theories, world views, challenges, and the factors affecting compensation.

A collection of non-mutually exclusive factors influences compensation practices in nonprofit organisations. In order to understand the current state of literature on nonprofit compensation practices, we focus on the following research questions:

- What are the factors that determine the level of compensation?
- What are the different forms of compensation?
- What are the challenges an organisation faces while deciding the level of compensation?
- What are the various processes or structures which determine the level of compensation?

A variety of compensation-related aspects are examined in the reviewed literature, wherein some focus on the differences in the compensation levels across for-profit and nonprofit organizations [for instance, Ben-Ner et al. (2009)], and others focus on gender differences in the pay levels within the for-profit and nonprofit sector [e.g. Faulk et al. (2013)]. Another stream of literature emphasizes on the compensation structure of executives and board of directors [Oster (1998); Frumkin (2001); Barragato (2002); Garner and Harrison (2013)]. A bunch of other papers discuss the determinants of compensation in nonprofit organisations (Ruhm & Borkoski, 2003) including some discussions on employee benefits and incentives [e.g., Balsam and Harris (2018)]. The review indicates the following inclusive list of factors affecting compensation in nonprofit organisations: size, financial performance, human capital, employee characteristics, intrinsic motivation, organisational commitment, etc. We discuss these factors in detail in the subsequent sections.

The contribution of this review is two-fold. First, the review contributes to an understanding of the overall state of literature on compensation practices in nonprofit organisations. Second, the review highlights the factors influencing nonprofit compensation and the challenges that nonprofit organisations face while designing compensation practices. The findings and recommendations are aimed to help practitioners and organisations understand the multi-

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dimensional aspects that need attention for designing effective compensation practices in nonprofit organisations.

The remainder of this section is divided into four sub-sections. The first section presents the factors affecting compensation, wherein we discuss the interrelationships among these factors and their impact on the pay level. The second section discusses the various challenges the organisations face and the processes they follow. The third section summarizes the critical insights for academics, practitioners, and organizations. The fourth section concludes with caveats of this review and directions for future research.

Components of compensation

Compensation is defined as the level of pay or salaries (in cash or kind) of employees in an organisation [Skloot (1987); Cleverley and Cleverley (2009)]. The literature indicates that compensation constitutes a monetary and non-monetary component. Although several studies focus on the monetary aspects of compensation, others discuss compensation in terms of incentives and benefits. These benefits might include healthcare benefits for employees or offering increased bonuses. Often, nonprofit organisations are unable to offer competitive monetary compensation and hence prefer to provide health insurance benefits to their full-time and part-time employees (Pitt-Catsouphes et al., 2004). Further, some organizations are able to reward employees and volunteers in the form of intangible benefits obtained through work, for example, the social and psychological implications of helping others which act as powerful motivators compared to the financial benefits offered in the for-profit sector [Sass et al. (2011); Chen et al. (2014); Balsam and Harris (2018)].

Factors influencing compensation - A conceptual model

Using a synthesis of the literature, we have identified the principal factors discussed in the literature which determine the compensation structure in nonprofit organizations. We synthesize these factors and their effects on compensation through the following diagram:

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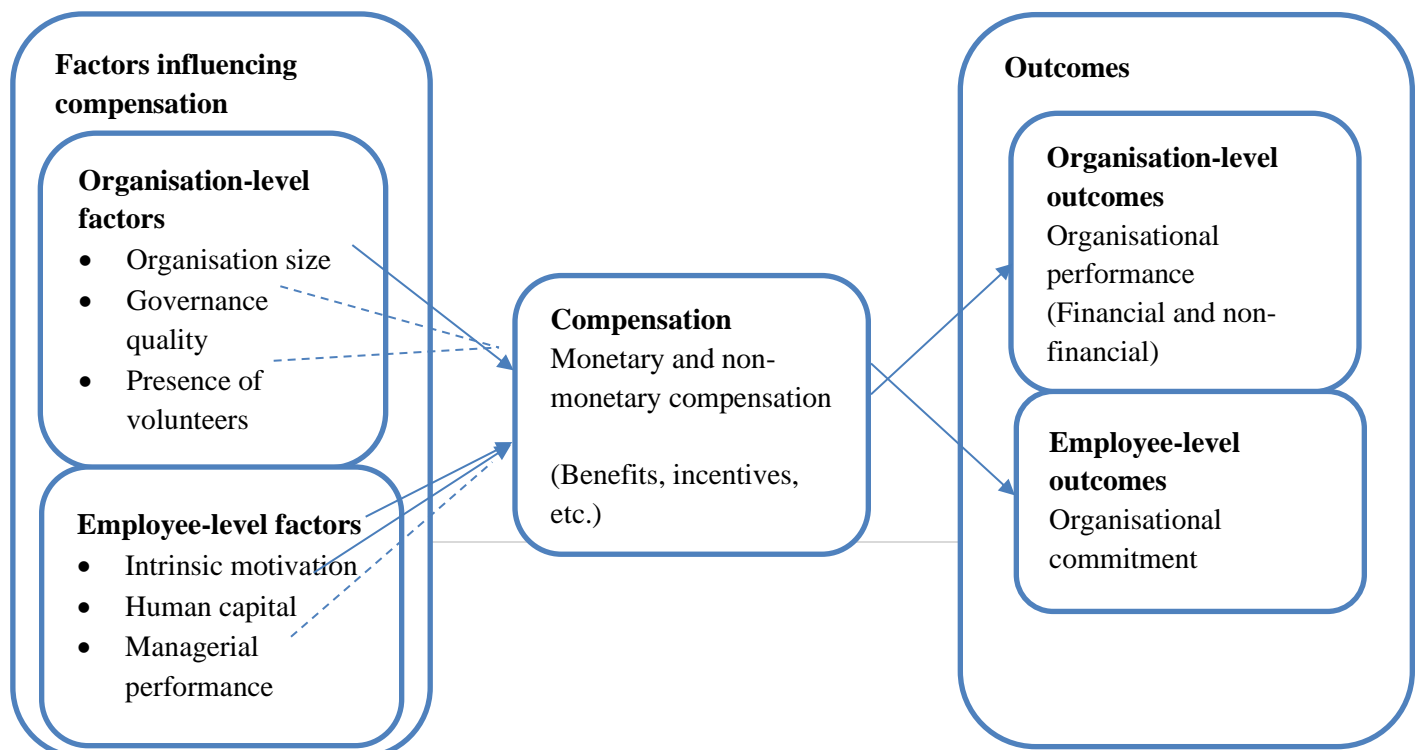
The factors can be broadly classified into organisational-level and employee-level factors, with each influencing compensation practices through different mechanisms. With respect to organisation-level factors, organisation size tends to have a strong positive association with monetary and non-monetary compensation. Low quality of governance may result in higher executive compensation, but lower employee compensation, i.e., a higher level of wage gap across hierarchies. The presence of volunteers sometimes has a negative influence on the compensation levels set for the employees of the organisation.

With respect to organisation-level factors, intrinsic motivation has a negative association with compensation. Although human capital is not often mentioned in the literature reviewed, it is an essential factor in determining compensation levels as it has a positive association with compensation. Similarly, managerial performance has a positive association with compensation.

It is worth noting that some of the above factors highlighted above are extensively discussed in the literature (e.g., organizational size, intrinsic motivation) while the others are relatively less explored (e.g., governance quality, the presence of volunteers in the organisation, and managerial performance). The model highlights both factors which have received sufficient attention from academics (thus has a high level of concentration of the existing literature) and factors that have been relatively less explored (thereby highlighting the potential areas for further future research). With respect to impact of compensation practices in nonprofit organisations, compensation affects both organisational level (organisational performance) and employee-level (organisational commitment) outcomes.

Factors affecting the compensation structure in the organizations

In this section, we discuss how the above-mentioned factors are related to the compensation structure, the composition of these factors, and the challenges related to these factors faced by different nonprofit organizations.

Organisation level factors

Organisational Size: The size of the organisation is pertinent in determining the level of compensation. Oster (1998) finds a robust relationship between organisational size and executive pay. The measure for organisational size varies across studies- the literature extends the definition of organizational size measured in terms of income or organisational revenues and continues to focus on size as a proxy for efficiency in management (Oster, 1998). Further, the number of employees, total payroll, number of clients (Gray & Benson, 2003), program expenses, and the size of tangible assets (Frumkin & Keating, 2010) are some of the other variables used to measure organisational size [for e.g., Hallock (2002); Grasse et al. (2014); L'Herrou and Tynes (2020)].

The review indicates that organisational size is one of common factors influencing compensation practices in nonprofit organisations and often acts in conjunction with other factors. Hallock (2002) and Gray and Benson (2003) examine executive compensation and find a robust positive

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relationship between executive compensation and organisational size. Besides, Frumkin and Keating (2010) stresses the importance of size or organisational scale as a relevant component in determining compensation. Further, they discuss that organizational size is an essential factor in nonprofit pay as the compensation is determined by benchmarking against executives in nonprofits which are comparable in size and industry focus.

The literature on compensation in nonprofits validates the role of organisational size in designing compensation practices in nonprofit organisations (Grasse et al., 2014). Similarly, L'Herrou and Tynes (2020) observe a strong association between organisational size and executive compensation. It is interesting to understand that researchers have found a moderating effect of organizational size. Saitgalina et al. (2018) found that organisational size moderates the relationship between CEO compensation and organisational performance. This indicates that organisational size may influence compensation in different ways and should be examined together with other factors to understand how the other factors influence the relationship between the size of nonprofit organisations and compensation.

Governance quality: The literature indicates a connection between the pay-for-performance hypothesis, agency-governance hypothesis, and its impact on the relative level of compensation across hierarchies. The governance quality of a nonprofit organisation is mapped through the efficacy of the governing body, governing policies, compensation policies, accountability, and transparency (Newton, 2015). According to the agency-governance hypothesis, if the governance mechanisms are not in place, the CEOs may exercise their control and try to extract higher levels of compensation and pay less to employees in an organisation (Jobome, 2006). An organisation with ineffective governance mechanisms leads to higher executive prerequisites like first-class travel, discretionary spending accounts, housing allowances, etc. Therefore, the literature highlights the importance of governance quality in an organisation (Newton, 2015).

Further, if the organisation's board members are paid well, it motivates them to be more transparent and accountable to the organisation (Blodgett et al., 2013). However, in certain situations, if the executives or the organization's CEO are paid in excess, it might lead to inefficient use of power, influence, and reduction in their efforts to uplift the organisation (Agency governance hypothesis). Consequently, this leads to deterioration in organisational performance. Therefore, it might be beneficial to have larger boards leading to sharing of power between executives, thus minimizing the fear of exploitation by any board member [Garner and Harrison (2013); Saitgalina et al. (2018); Dhole et al. (2015); Newton (2015)]

Employee compensation in the presence of volunteers in the organisation: The compensation of employees in a nonprofit organisation is also affected by the presence of stipend-paid volunteers and non-stipend-paid volunteers within the organisation (Pennerstorfer & Trukeschitz, 2012). The literature indicates that in the presence of volunteers, nonprofits pay relatively lower wages to their employees for the following reasons: first, the volunteers act as buffers in case the paid employees leave the organisation, thereby reducing the cost of turnovers. Second, volunteers lessen the need for an organisation to pay their employees efficiency wages,

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i.e., the wage level at which no shirking happens. These wages are higher than the competitive wages and affect the motivation and productivity of employees. Third, the presence of volunteers reduces the bargaining power of employees since the volunteers act as substitutes which in turn influences the compensation design practices of the organisation [Pennerstorfer and Trukeschitz (2012); Hunter and Ross (2013)].

Executive-Employee-level factors

Intrinsic Motivation: Existing research discusses about the difference in wages paid across nonprofit, for-profit, and public sector organizations and highlights the role of intrinsic motivation in determining employee pay in the nonprofit sector (Narcy, 2011). Similarly, Ben-Ner et al. (2011) discusses the disparities in wages paid across different sectors and nonprofit organizations in Minnesota using the intrinsic motivation and the agency theory perspectives. They further define intrinsic motivation as the case when an individual is focused on the task or its outcomes and not so much on the financial incentives and other rewards. In addition, intrinsically motivated people choose to work in nonprofit and local government organizations where they can engage in activities that they and the organisation value but are not profit-oriented. The study indicates that such employees are willing to provide their services for lower wages than what is prevailing in the industry as they derive intrinsic rewards from their work and efforts to benefit others. Hence, it can be deduced that employees' intrinsic motivation affects the compensation level by accepting lower wages for similar efforts.

In some cases, such employees are willing to donate part of their incomes or accept lower wages to support the organization's goals. These employees are relatively less likely to accept extrinsic rewards; extrinsic motivation mechanisms can be counterproductive as they might reduce their motivation and self-perception of worth, value, and trust. Furthermore, Zhao and Lu (2019) prove that intrinsically motivated employees accept lower wages, exchanging them for the self-satisfaction extracted from their work. They refer to intrinsic motivation as one where an employee engages in work due to the inherent satisfaction derived from the activity itself.

Human Capital: Human capital constitutes one of the principal factors influencing compensation in nonprofit organisations. In the context of executives, the findings from the existing literature indicate that better education and higher experience in the sector can lead to better performance and take the organisation to higher levels (Gray & Benson, 2003). Consequently, several studies document a positive association between education, experience (tenure in office), and salary of the executive staff [McGinnis (2011); DeVaro et al. (2017)].

Managerial Performance: The literature reviewed refers to managerial performance in terms of the CEO performance of the organisation and often highlights other factors that moderate this association. Hallock (2002) documents that the association between pay and performance is robust only when performance is measured as some function of organisation size. While determining the CEO compensation, it is essential to consider the managerial performance of CEOs. The two measures of performance used by organisations are fund-raising and cost-

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effectiveness. The CEO often plays a crucial role in maintaining the financial position of the organisation (financial stability indicates better organisational performance). The utilization of resources or cost-effectiveness is another commonly used proxy for measuring managerial performance. Specifically, when it comes to nonprofits, frugality is an important virtue, and how effectively a CEO fulfils these functions together and influence the compensation levels [Frumkin and Keating (2010); Grasse et al. (2014)]. Hallock (2002) document the fraction of expenses spent on program services and the size of the firm as variables to which one can map managerial performance. Though the papers discussed until this point discuss managerial performance, performance is a relevant metric for employees across all hierarchical levels.

Outcomes related to Compensation

The literature review reveals that the compensation levels are related to significant organisational and employee level outcomes. The most significant organisation (employee) level outcome is organisational performance (organisational commitment).

Organisational performance: The existing literature recognizes financial performance as crucial for the continuity of the organisation and its long-term stability (Yan & Sloan, 2016). From the donor perspective, it is essential to understand how well the organization can run its current operations and how well it is positioned to continue its operations in the future. Specific measures that indicate financial stability include government grants, revenue concentration, and diversifying resources to reduce overdependence on a single source of revenue [Yan and Sloan (2016); Saitgalina et al. (2018)]. According to Yan and Sloan (2016), financial performance comprises equity ratio, operating margin, and revenue concentration. The study analyses the overall impact of executive compensation on donations attracted to the organization, taking into consideration the financial performance of the organization. The findings suggest that if the executive compensation is above the median level and the financial performance is below average, it decreases organisations' donations. However, the negative impact starts falling as the financial performance keeps increasing.

Besides, Saitgalina et al. (2018) investigate the association between compensation and financial (or nonfinancial performance) in trade associations and professional societies. Here, financial performance, which they refer to as organisation efficiency, is defined as revenue diversification, overhead cost, and cost savings. The nonfinancial performance measures, also called organisation performance, comprise the number of clients served, volunteers who participated, and satisfaction levels. The study finds that lower levels of CEO pay leads to efforts to improve financial performance. However, if CEOs are paid less than their peers, it leads to an improvement in the nonfinancial performance metrics. Further, Knox et al. (2004) examine the link between pay levels of the top executives and the firm performance thereby concluding the presence of a direct but weak link between management compensation and organizational performance.

Organisational Commitment: Existing research mentions certain factors that indirectly affect an organisation's compensation practices for instance, organizational commitment. Pitt-Catsouphes et al. (2004) talk about how compensation can help increase the organisational commitment of its employees. The study develops an organisation commitment scale to measure the workforce diversity and work-life issues or work-life balance of its employees and finds that nonprofit organisations make more effort to understand personal issues of employees. In other words, nonprofit organisations are more concerned about the well-being of their employees and strive to understand their problems in order to increase their motivation to continue working in the organisation with dedication and loyalty.

Discussion with implications for practitioners and researchers

From a critical review of the literature on compensation in nonprofit organisations and an in-depth analysis of the factors influencing compensation in nonprofit organisations, it can be seen that a range of factors play a significant role in determination of compensation in nonprofit organisations.

However, the insights obtained from this review is subject to certain caveats. First, the existing literature does not provide an exhaustive list of factors that might affect compensation in a nonprofit organisation. Certain factors such as organisational efficiency, accountability of board members, and pay disparities can be examined further. Second, some methodological issues remain to be addressed. For instance, the literature highlights the absence of appropriate metrics or variables to measure the performance of CEOs, board members, and employees. Though the literature has come up with specific proxies, there is scope for further research in this area and to find more accurate proxies that can map the performance of the employees thereby, making the design of compensation practices less cumbersome (Frumkin & Keating, 2010). Third, the gender pay gap in nonprofit organisations poses grave challenges to the sector [Gray and Benson (2003); L'Herrou and Tynes (2020)]. Faulk et al. (2013) also mention gender pay gaps differ across industries. Though the extent of gender pay gap differs across industries in nonprofit organisations, the existing research indicates confirms the existence of pay gaps. There is potential for further research on this dimension to identify the specific reasons for these existing disparities [Gray and Benson (2003); Saitgalina et al. (2018)]. Fourth, majority of the existing research is based on the U.S. nonprofit sector. As a result, the factors that are relevant for other national, cultural and institutional contexts remain under-explored. Research in the nonprofit sector outside the U.S. is necessary to develop a more holistic understanding of compensation practices in the social sector and be able to compare and contrast their variations.

While each of the limitations identified above points to potential directions for future research, we hope that this literature review provides a starting model for researchers, practitioners, and other stakeholders to understand the existing state of literature. Nonprofit organizations, practitioners, and other stakeholders may find the determinants of compensation identified in this review helpful in better understanding the factors that should be considered to design effective compensation practices.

Motivation

Motivation in social sector organisations

The word "motivation" has been derived from the term "motive" which refers to the needs, wants, desires of an individual. Over the past decades, academics have defined motivation in several ways. According to Robert Dubin (1974) p.53, motivation can be defined as "the complex forces starting and keeping a person at work in an organisation. Motivation is something that moves the person to action and continues in the course of action already initiated". Similarly, McFarland (1974) p.537 defines motivation as "the way in which urges, drives, desires, aspirations, strivings, or needs direct, control or explain the behaviour of human beings".

Human resources are central to social sector context and environment. Organisational human resources are a make-or-break asset in the complex, uncertain, dynamic space of the social sector. As human resources are the main drivers of an organisation and human behaviour is closely related to motivation, motivation influences organisational performance. Research on motivation has concentrated essentially on motivation of workers in general employed in different kinds of organisations. While motivation underlies all kinds of work, the motivation for working in nonprofit often differs from workers in for-profits because nonprofits are more likely than for-profits to have social missions that create intrinsic motivation (defined as doing something because of an inherent interest or satisfaction involved with the activity) for workers (DeVaro et al., 2017). This is because nonprofit employees may often not be sufficiently compensated in contrast to for-profit employees, with nonprofit work posing greater challenges due to requirements of higher persistence and working with the community under uncertain circumstances. Therefore, a certain degree of intrinsic motivation is necessary for nonprofit employees.

In view of the widespread differences in motivation required for for-profit and nonprofit work, there is a need to understand research on motivation in the context of the nonprofit sector. Therefore, our underlying research questions are as follows:
- What are the key drivers that motivate talent from the organisational and employee perspectives in social purpose organisations?
- What are the key challenges that organisations face in motivating talent? How do organisations design and implement motivation practices to solve for these challenges?
- What are the key motivation factors driving talent across the typology of organisations and their diverse contexts of talent management practices?

The contribution of this literature review is two-fold: first, the review gives a comprehensive overview of the state of the current literature from different fields on motivation in the social sector. Second, the overview of the literature highlights the key motivation factors and the challenges that social sector organisations face in designing effective motivation strategies. In these aspects, the literature is well-developed with needs for further research in the areas

recommended in section 3. A better understanding of the motivation theories is crucial to the effective functioning of nonprofit managers. The knowledge of underlying theories contributes to an understanding of how to balance extrinsic with intrinsic motivation and how motivation policies should be modified to meet the specific needs of their organisations. The remainder of the paper is structured as follows: the second section constitutes a description of the major motivation theories used to examine the motivation of nonprofit employees in research studies till date. The third section discusses major findings with implications of the existing literature for academics and practitioners. The fourth section concludes with some implications for practitioners and future research.

Theories used to explain motivation in social sector organisations

The review of the papers reveals that a wide range of motivation theories have been developed over the past century and they have been applied to the social sector in different parts of the world at different points of time. Consequently, our main framework for analysing the existing literature is the set of motivation theories used by researchers at different points of time to study motivation of nonprofit employees. Thus, the existing literature can be classified into groups based on the theories used to examine motivation in the nonprofit sector, where each group discusses studies utilising a particular motivation theory. The motivation theories including a discussion of the studies using them to understand motivation of nonprofit employees are as follows:

- **Public Service Motivation (PSM) theory**- The most common theoretical framework used to explain motivation in the social sector throughout the prior literature is the PSM theory. Perry and Wise (1990) defined PSM as "an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions and organisations".

  The literature survey shows that 28 papers use the PSM theory to examine motivation of volunteers and employees in the nonprofit sector. Sorce et al. (1985) assessed the changing nature of health services volunteer by comparing existing and prospective volunteers. The results indicate that women still make up the largest proportion of the volunteer pool. The current volunteers are more likely to express self-serving motivations while the prospective volunteers are more likely to express altruistic motivations. A possible explanation might be that motivation for volunteering change on the basis of experience with the volunteer activity. Besides, Jung et al. (2007) and Maes (2012) base their theoretical arguments on the components of PSM though they do not utilise the comprehensive construct of PSM for their theoretical development.

  PSM has been found to exist in all segments of the workforce ranging from prospective employees (university students who are yet to make a sector choice and enter the workforce) [Clerkin and Coggburn (2012)] to nonprofit employees of 65 years of age [Jung et al. (2007)]. The tenets of the theory have also been applied to different kinds of nonprofit workforce

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ranging from volunteers (full-time or part-time) to managers [for e.g., Christensen and Wright (2011), Maes (2012), S. M. Park and J. Word (2012)]. Several studies have used PSM to study the public sector and nonprofit sector simultaneously [Perry (2000); Stazyk (2010); Chen (2012); Sung Min Park and Jessica Word (2012); Leisink et al. (2018); Prysmakova (2020); Fennimore (2020)]. It should be noted here that the PSM theory was originally developed to apply in the nonprofit and public sector so its application in the public sector is justifiable.

The studies examined have discussed several motivation factors for the nonprofit workforce, but the overarching theme of the motivation factors is the motivation to serve the public or more specifically, intrinsic motivation. The analysis of the application of PSM theory has indicated that motivation for nonprofit work arises from an individual's predisposition to enact altruistic or prosocial behaviours regardless of the setting (e.g., Prysmakova (2020) which reveals that despite the relative novelty of the nonprofit sector in Belarus and associated unfavourable work conditions, the nonprofit employees are on average more public service oriented than their public sector counterparts). In an attempt to measure the required level of extrinsic motivation to achieve the optimum balance between intrinsic and extrinsic motivation of an employee, several studies have found that high levels of extrinsic motivation might tend to crowd out and diminish the levels of intrinsic motivation. Existing research posits that the motivation of an employee can be placed on a continuum with intrinsic and extrinsic motivation as the two extremes [e.g., Fowler and Birdsall (2020)].

The implications of PSM include choice of the nonprofit sector as the sector of employment by the young workforce [Clerkin and Coggburn (2012); Hamann and Foster (2014); Holt (2018); Ng and McGinnis Johnson (2020)], involvement in volunteering (Clerkin & Fotheringham, 2017), job engagement [Chen (2010); Bastida et al. (2018)], job satisfaction [Jung et al. (2007); Hayden and Madsen (2008); Stazyk (2010); Bastida et al. (2018)] and higher likelihood of continuing to work in the nonprofit sector (Hayden & Madsen, 2008).

- **Self-determination theory (SDT)**- Deci and Ryan (1980) posited the SDT which suggests that people are motivated to grow and change by three innate and universal psychological needs: autonomy, competence, connection, or relatedness. The concept of intrinsic motivation is essential to the tenets of the SDT.

The review indicates that 16 papers have used the SDT framework to understand motivation in the nonprofit sector. 12 other existing studies also use arguments similar to the tenets of the SDT [Puffer (1991); Leete (2000); Martinez and McMullin (2004); Kelley et al. (2005); K. Jaskyte and A. Kisieliene (2006); Harmer (2006); Jaskyte (2008); Hamann and Foster (2014); Houger (2015); Gorczyca and Hartman (2017); de Wit et al. (2019); Pratt and Yongvanit (2020)].

SDT has been applied to nonprofit workforce of varying ages [e.g., K. Jaskyte and A. Kisieliene (2006); Kristina Jaskyte and Audrone Kisieliene (2006)] and to different types of workforces

ranging from volunteers (Bidee et al., 2013) and Church members (Baard, 1994) to public and nonprofit managers (Chen & Bozeman, 2013) and professionals (Harmer, 2006). Similar to PSM theory, SDT has also been applied to both public and nonprofit sector employees.

Some of the studies have identified the three basic factors of SDT (autonomy, competence, connection) as the key motivation factors [e.g., De Clerck et al. (2019)]. Other identified motivation factors include program design and leadership (Houger, 2015). In a more in-depth study of motivation, Bidee et al. (2013) investigated the relationship of the type of motivation (autonomous versus controlled motivation) with volunteer work effort and whether this relationship is affected by the organisation in which one volunteers. The results show that with more autonomous, or self-determined motivation, volunteers will dedicate more effort to their volunteer work, thereby providing support to SDT with respect to how the type of motivation influences various outcomes. The key behaviours associated with SDT are a result of the mix between individual intrinsic motivation and extrinsic motivation. Intrinsic motivation, extrinsic motivation and amotivation (where amotivation can be described as the lack or absence of volitional drive to engage in any activity) can be placed on a continuum with intrinsic motivation and amotivation as the two extremes.

However, nonprofits usually attract people with a certain degree of intrinsic motivation (Leonard, 2013). The results of high levels of intrinsic motivation include higher job satisfaction [Puffer (1991); Borzaga and Tortia (2006)], higher levels of creativity (Jaskyte, 2008), more willingness to share knowledge (Liu & Fang, 2010), higher effort (Bidee et al., 2013), higher organisational commitment (Hamann & Foster, 2014) and satisfaction of different levels of individual needs [for e.g., Baard (1994)].

- **Volunteer Functions Inventory (VFI)**- Clary et al. (1998) discussed the volunteer functions inventory to assess volunteer motivation. According to functional theory, individuals volunteer in order to satisfy underlying psychological and social needs or goals, that is, to meet certain needs, to reach certain aims, or to satisfy certain motives. The VFI measures six motives for volunteering: career (developing and enhancing one's career), esteem (enhancing and enriching personal development), social (conforming to the norms of, or establishing norms for, significant others), protective (escaping from negative feelings), learning new skills and practising underutilised abilities (understanding), expressing values related to altruistic beliefs (value).

Twenty-one papers use VFI as their theoretical framework to understand motivation in the social sector. In addition, five papers use different components of the VFI to examine what motivates people to work in the social sector. Due to its intended use for volunteers, VFI has been applied to volunteer roles in the nonprofit sector. The studies reviewed here do not show evidence of use of VFI in the public sector organisations.

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The volunteer behaviours are principally a function of the varying levels of the six needs in volunteers. VFI has been used to study the motivation of volunteers in different stages of their life cycle because people volunteer for different reasons at different stages of their life. While young people volunteer to improve their career prospects (Principi et al., 2013), people in mature stages of their life volunteer for altruistic motives [Andrea Principi et al. (2012); A. Principi et al. (2012); Tayşir et al. (2013); Olsson and Gellerstedt (2014); Principi et al. (2016)] and to fulfil the value or social function [Roessler et al. (1999); Lopina and Rogelberg (2013); Senses-Ozyurt and Villicana-Reyna (2016)]. In addition to the fulfilment of the six functions highlighted by VFI, possible implications cited by the studies using VFI framework include effects on activity and possibility of retention (Cox et al., 2018), maintenance of volunteer participation (Yamashita et al., 2017), increase in skills and experiences (Mitra, 2011), improvement in volunteer experience Kay et al. (2017), self-reported enjoyment and satisfaction (Wiegand & Spiller, 2017).

- **Hertzberg's Two-Factor Theory of Motivation**- Often considered to be a pioneer in motivation theory, F. Hertzberg proposed the two-factor theory of motivation in the late 1950s. The two-factor theory of work motivation suggests that work motivation contains two separate and independent components, which can be called hygiene factors (dissatisfiers) and intrinsic factors (motivators). Hygiene factors include job security, working conditions, salary, and interpersonal relations. According to the theory, these factors usually do not lead to higher levels of motivation, though the absence of adequate levels of pay or job security can lead to dissatisfaction.

  Seven papers in our review have used this theory to examine motivation to work in the nonprofit sector, in addition four papers have used arguments along the lines of this theory. The two-factor theory of motivation has been applied to not only volunteers [Watts (2002); Cotter Mazzola et al. (2020)] and managers [Lee and Wilkins (2011); S. M. Park and J. Word (2012)] but also to the working population in general who have a choice to join any sector of employment (Auriol & Brilon, 2014). In line with other theories, this two-factor theory has also been applied to the nonprofit sector (Lee & Wilkins, 2011). The key motivating factors are classified into intrinsic motivators such as altruism (Deren, 1992), philanthropic motivation, prosocial motivation (Serra et al., 2011) and hygiene factors such as pay, job security [Lee and Wilkins (2011); S. M. Park and J. Word (2012); Word and Park (2015)].

  The key behaviours in line with the theory include frustration from negative reactions to nonprofit work by family members (Bjerneld et al., 2006), ensuring appropriate fit between job and individual characteristics [Lee and Wilkins (2011); Serra et al. (2011)], job satisfaction [Watts (2002); S. M. Park and J. Word (2012)]. The component of intrinsic motivation in the theory has implications such as higher probability of choosing the nonprofit sector for work by individuals with high intrinsic motivation [Lee and Wilkins (2011); Serra et al. (2011); S. M. Park and J. Word (2012); Word and Park (2015)], enhanced job satisfaction [Deren et al. (1992); Auriol and Brilon (2014)], fulfilment of individual needs [Bjerneld et al. (2006); Lee and Wilkins (2011)] and an effect of knowledge sharing behaviours (Liu & Fang, 2010).

- **Maslow's Hierarchy of Needs Theory**- Maslow (1943) theorised that human decision-making is guided by a hierarchy of psychological needs. The hierarchy of needs is a theory of motivation which states that five categories of human needs dictate an individual's behaviour- these needs are physiological needs, safety needs, love and belongingness needs, esteem needs, self-actualization needs. The hierarchy of needs can be shaped in a pyramid structure with basic needs at the bottom of the pyramid and more high-level intangible needs at the top.

  Seven studies in our review have examined motivation using Maslow (1943)'s hierarchy of needs theory. Besides, Alfaro-Trujillo et al. (2012) discusses the needs for self-esteem to explain motivation but does not consider the complete framework of the hierarchy of needs theory. The hierarchy of needs theory has been applied more to understand volunteer behaviour [Varner Jr (1983); Danoff and Kopel (1994); Boz and Palaz (2007); Christauskas et al. (2012); Cotter Mazzola et al. (2020)] and less to examine motivation of employees in general (Pulasinghage, 2010) in nonprofit organisations.

  The key motivating factors identified include some or all of the five individual needs [Varner Jr (1983); Danoff and Kopel (1994); Boz and Palaz (2007); Pulasinghage (2010); Christauskas et al. (2012); Cotter Mazzola et al. (2020)]. An analysis of the typical behaviours reveals that individuals strive to fulfil the five different levels of needs [Varner Jr (1983); Bjerneld et al. (2006); Danoff and Kopel (1994)]. Once the lower-level needs in the hierarchy are satisfied, individuals strive to fulfil the needs on the next level of the hierarchy [Boz and Palaz (2007); Pulasinghage (2010); Christauskas et al. (2012); Cotter Mazzola et al. (2020)].

  The findings indicate that fulfilment of individual needs leads to higher productivity [Pulasinghage (2010); Christauskas et al. (2012)], higher levels of board engagement (Cotter Mazzola et al., 2020), willingness to explore to fulfil self-actualisation needs once the lower level needs have been satisfied (Bjerneld et al., 2006) and change at the societal level due to higher levels of volunteering by the population in general [Varner Jr (1983); Boz and Palaz (2007)].

- **Social Exchange Theory (SET)**- Blau (1964) suggested the social exchange theory which further established the Homans (1958) social behaviour in exchange[2]. Blau (1964) defined as follows "social exchange as conceived here is limited to actions that are contingent on rewarding reactions from others". Thus, there is a two-sided, mutually contingent, and mutually rewarding process involving transactions or simply exchange.

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[2] Social exchange theory has its roots in Homans, G. C. (1958). Social behavior as exchange. *American journal of sociology*, *63*(6), 597-606. paper Social Behaviour as Exchange. In this paper, Homans contrasted the actions and exchanges of individuals to the actions of institutions. He believed that individual behaviours and exchanges could affect the actions of institutions.

Four studies in our review have used the SET as proposed by Blau (1964) but Christauskas et al. (2012) used the slightly modified version of the exchange theory discussed by Lederer and Jackson (1968) who suggested that altruistic behaviour in respect of other people is treated as seeking for personal benefit and superiority. Human interaction is a certain "social economics" because people exchange not only things, money but also "social" goods. Rendering assistance for others a person receives certain social reward: approval, prestige, respect, self-esteem, social acceptability. People can help others due to following reasons: self-esteem, expectation to get similar help in the future, to reduce felt guilt or bad health. Most of the studies based on SET have applied SET to volunteers [Christauskas et al. (2012); Cavanagh et al. (2013); Traeger and Alfes (2019); Mitchell and Clark (2020)] while Akingbola and van den Berg (2019) apply the concept to a sample of employees, all volunteers and employees are situated in the context of nonprofit organisations. The underlying motivation factor is the reciprocity of actions without any formal obligations.

The results of the application of this theory in practice focuses on the individual needs or expectations to get something in return such as acknowledgement of contribution, gratitude, or social approval.

- **Attraction-Selection-Attrition (ASA) Model**- The attraction-selection-attrition (ASA) model was introduced by Schneider (1987) as a psychological theory that describes why organisations look and feel the way they do. It explains how individuals join and leave organisations, stating that people are functions of three interrelated dynamic processes: attraction, selection, and attrition. Individuals are attracted to, selected by, and retained in organisations whose members are similar to themselves in terms of psychological attributes. The ASA cycle determines the kinds of people in an organisation which consequently determines the nature of the organisation, the structure, processes, and culture.

Four studies from the 20th century in our review use the ASA model to study motivation of talent in the social sector. This model has been applied to both entrepreneurs (Lukeš & Stephan, 2012) and employees, especially managers or leaders [Lukeš and Stephan (2012); S. M. Park and J. Word (2012); Hamann and Foster, 2014; Word and Park (2015)] of nonprofit organisations. The key motivation factors identified in studies using this model include personality traits (Lukeš & Stephan, 2012) and alignment of individual interests with organisational goals [S. M. Park and J. Word (2012); Hamann and Foster (2014); Word and Park (2015)].

Since the ASA model deals with recruitment and retention of talent in an organisation, the results suggest the matching of personality traits and individual goals with organisational goals and the subsequent selection of talent into different nonprofit organisations.

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- **Theory of Planned Behaviour (TPB)-** The TPB was first proposed by Ajzen (1985) and was developed on the theory of reasoned action by Ajzen and Fishbein (1980). TPB is a psychological theory which links individual beliefs to behaviours and is intended to explain all behaviours over which people have the ability to exert self-control. According to TPB, the three core components of attitude, subjective norms and perceived behavioural control together shape an individual's behavioural intentions.

  Four papers in our review have their theoretical development on the basis of TPB. The studies examine volunteer motivation [Dolnicar and Randle (2007); Lee et al. (2014); Veludo-de-Oliveira et al. (2015); Zollo et al. (2020)] among volunteers of different ages (Zollo et al., 2020) serving in nonprofits. The key motivation factors identified constitute the three components of TPB: attitude, norms, and perceived behavioural control [Dolnicar and Randle (2007); Lee et al. (2014); Veludo-de-Oliveira et al. (2015); Zollo et al. (2020)].

  An individual's behaviour is a function of these three components (Lee et al., 2014).The elements of TPB influence volunteers' above-average participation (Dolnicar & Randle, 2007), intention to return to volunteering (Lee et al., 2014), intention to stay in the organisation (Zollo et al., 2020) and commitment (Veludo-de-Oliveira et al., 2015).
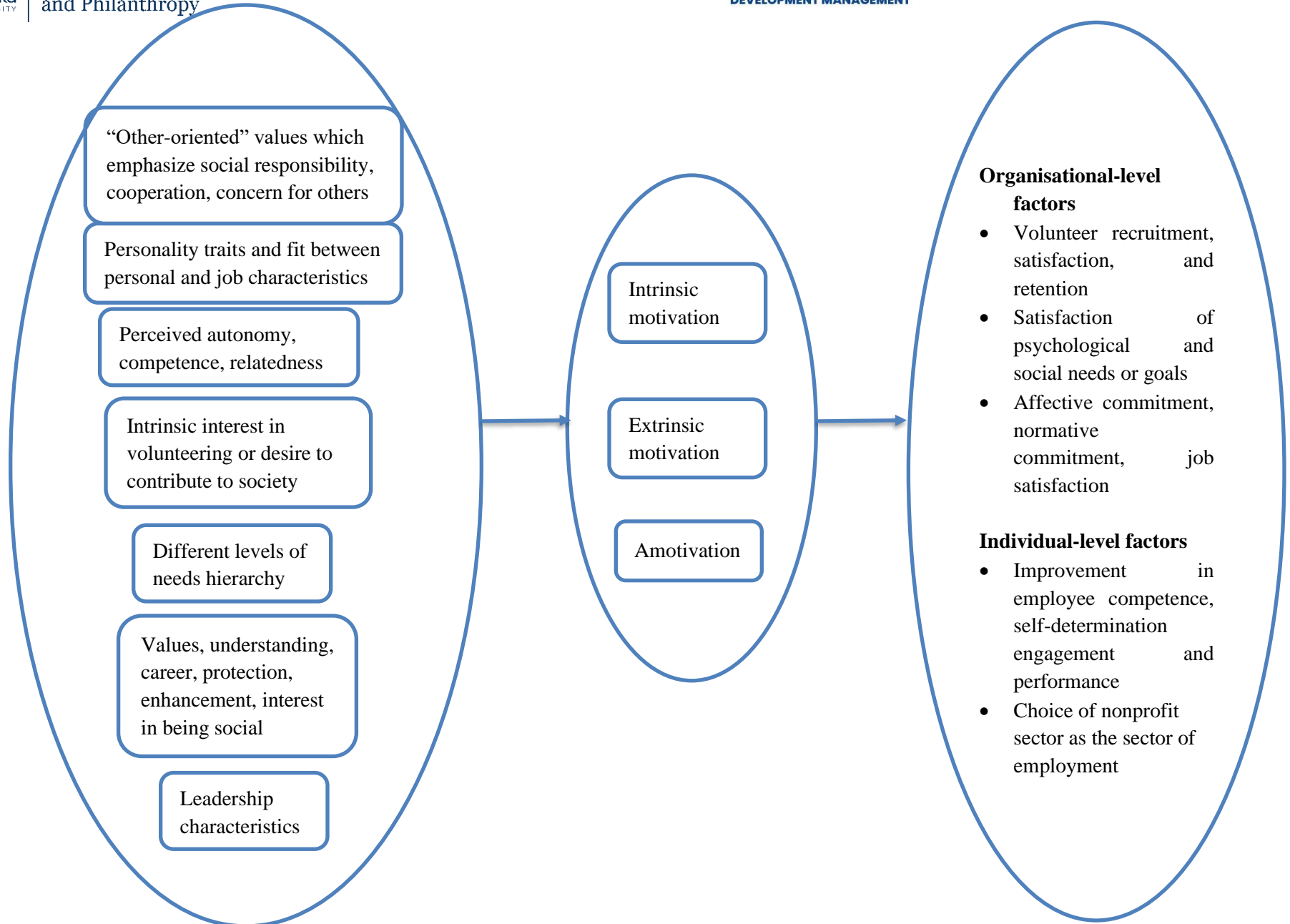
- **The other motivation theories applied to the social sector context-** The theories discussed above are the most extensively used theoretical frameworks for examining the motivations of talent in social sector organisations. It is worth noting here the other theories that have been used for social sector motivation studies though these theories have been less frequently applied in the context of the social sector. The dual process model of motivation posits that two independent motivational systems exist: implicit motivation (develops during the pre-linguistic stage) and explicit motivation (the development of explicit motives is a cognition-driven process that takes place after language, self, and conceptual representations have been formed) (McClelland et al., 1989). Aydinli et al. (2015) and Aydinli et al. (2016) have examined motivation using this theoretical framework both in the context of volunteers and individuals in professional networks and in general. Jabari et al. (2012) and Lukeš and Stephan (2012) also have theoretical discussions similar to the tenets of the dual process motivation theory. These studies find that behaviours and motivational implications are a function of the different levels of implicit and explicit motivation across individuals.

  Other theories or concepts used to study motivation include: "other-oriented" aspect of public service [Brewer (2003); Piatak (2015)], agapic or gift giving [Belk and Coon (1993); Pitt et al. (2002)], Callow's framework [Callow, 2004; Shields (2009)], cognitive evaluation theory [Deci and Ryan (1980); Deckop and Cirka (2000); Resh et al. (2019)], components of social capital [Adler and Kwon (2002); Weisinger and Salipante (2005)], motivation crowding theory [Frey and Jegen (2001); Bengtsson and Engström (2014); Alam and Campbell (2018); Duchoslav and Cecchi (2019)], development theory [Greig et al. (2007); Rovers et al. (2016)], donative labour hypothesis [Leete (2006); Knutsen and Chan (2015)], dramaturgical theory [Goffman (2002);

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Christauskas et al. (2012)], engagement as an affective motivator [Kang (2014); Kang (2016)]; equity sensitivity [Huseman et al. (1987); Sass et al. (2011)]; exchange theory [Schram (1985); Boz and Palaz (2007)], expectancy theory [Shaw (1992); Lawless (1972); Boz and Palaz (2007); Singer and Coffin (1996); Zboja et al. (2020)], expressive and instrumental motivations [Gordon and Babchuk (1959); Vázquez et al. (2015)]; gift exchange theory [Bataille and Hurley (1988); Hayakawa (2014)], gift theory or reciprocity [Silk (2004); White (2015)], integrated theory of volunteering [Wilson (2000); Choi and DiNitto (2012)], job characteristics model [Hackman (1980); DeVaro and Brookshire (2007)], role motivation theory [Miner (1965); Nathan (2017)], labour donation theory [Preston (1989); Lanfranchi et al. (2010)], manifest needs theory [Smith et al. (1992); Boz and Palaz (2007)], mission match theory [Carpenter and Gong (2016); Resh et al. (2019)], sustained volunteerism model [Penner (2002); Tan et al. (2020)], motive-expectancy-incentive theory [Haynes and Trexler (2003); Kay et al. (2017)], multi-dimensional approach to social exchange theory [Saks (2006); Akingbola and van den Berg (2019)], opportunity cost model of motivation [Buchanan (1978); Hunter and Ross (2013)], organisational orientations theory [Presthus (1958); McCroskey et al. (2005)], over justification effect [Lepper and Greene (1978); Deckop and Cirka (2000)], PBS model of motivation [Parker et al. (2010); do Nascimento et al. (2018)], public goods model [Roy and Ziemek (2000); Ziemek (2006)], push-pull theory of motivation [Crompton (1979); Otoo and Amuquandoh (2014)], rational choice theory [Hausman et al. (2006); Lee (2014)], schematization of workers' motivation (Borzaga, 2009), service purchase behaviour [Bolton and Drew (1991); Patterson et al. (2020)], social cognitive theory of action [Bandura (1989); Singer and Coffin (1996); Cady et al. (2018)], social identity theory [Ashforth and Mael (1989); Laverie and McDonald (2007); Traeger and Alfes (2019)], social norms theory [Freeman (1997); Christauskas et al. (2012)], social psychological theory [Snyder and Omoto (1992); MacNeela (2008)], socio-emotional selectivity theory [Carstensen et al. (1999); Andrea Principi et al. (2012); Aydinli et al. (2015); Yamashita et al. (2017)], spill-over theory [Wilson and Musick (1997); Lee and Brudney (2015)], theory of exit-voice loyalty [Hirschman (1970); Garner and Garner (2010)], theory of incentive systems in organisations [Clark and Wilson (1961); Patterson et al. (2020)], theory of institutional logic [Alford and Friedland (1985); Teresa Flanigan (2010); Patterson et al. (2020)], theory of job engagement [Kahn (1990); Akingbola and van den Berg (2019)], theory of reflexive volunteering and pluralisation of motives [Hustinx and Lammertyn (2003); Hansen and Slagsvold (2020)] three needs theory [McClelland (1989); Cotter Mazzola et al. (2020); Ainsworth (2020)], typology of motive domains [Beard and Ragheb (1983); Kay et al. (2017)], valence theory [Shaw (1992); Theuvsen (2004); Ridder and McCandless (2010)], value-percept theory [Locke (1976); Ng and McGinnis Johnson (2020)], volunteer satisfaction [Locke (1976); Senses-Ozyurt and Villicana-Reyna (2016)]. The theories have been applied across different segments of the nonprofit workforce and in different types of nonprofit organisations. While some of these theories revolve around the fulfilment of individual altruistic motivations at different stages of life, the other theories concentrate on the alignment of individual and organisational goals for volunteer satisfaction. Further research on motivation in the social sector should seek to explore how the alignment

of individual with organisational goals and establishment of social identity improves volunteer satisfaction.

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"Other-oriented" values which emphasize social responsibility, cooperation, concern for others

Personality traits and fit between personal and job characteristics

Perceived autonomy, competence, relatedness

Intrinsic interest in volunteering or desire to contribute to society

Different levels of needs hierarchy

Values, understanding, career, protection, enhancement, interest in being social

Leadership characteristics

Intrinsic motivation

Extrinsic motivation

Amotivation

Organisational-level factors

- Volunteer recruitment, satisfaction, and retention
- Satisfaction of psychological and social needs or goals
- Affective commitment, normative commitment, job satisfaction

Individual-level factors

- Improvement in employee competence, self-determination engagement and performance
- Choice of nonprofit sector as the sector of employment

Given the wide range of motivation theories applied to the social sector, the challenges associated with the application of the motivation theories are manifold but tend to be similar across the different theories from a macro level point of view. The first challenge arises from the difficulty in measurement of proxies such as the measurement of equity sensitivity (Sass et al., 2011), criticism of Maslow's measurements as too Western in perspective (Bjerneld et al., 2006) and narrow concept of engagement which fails to embrace positive and negative affectivity (Kang, 2016). Second, the most widely cited challenges revolve around the results of the application of the motivation theory. Similar to other streams of research, findings in motivation studies of the social sector are also subject to certain caveats. Due to the relatively more complex nature of the social sector, certain factors negatively affect motivation to work in the social sector. For instance, Word and Park (2015) find that there is a negative relationship between being male and the effectiveness of motivational constructs such as work-life balance, security, and advancement. The negative association between being male and expressing a strong commitment to work-life balance policies is likely due to the more unpaid domestic labour performed by women. Third, one of the most widely cited limitations is that of generalizability of findings [for e.g., Andrea Principi et al. (2012), Clerkin and Fotheringham (2017); Mitchell and Clark (2020)]. The lack of generalizability of findings implies that the motivational factors explored in these studies might have different effects on the social sector workforce in other settings. Further, the effect of motivation on social sector organisation performance has not received sufficient attention from academics. In the context of the nonprofit sector, organisational performance can be measured in terms of the impact of outreach programs, or the coverage of development programs undertaken. Consequently, there is lack of research examining the relation between employee motivation and organisational impact. We discuss some implications and possible solutions to these challenges in the following section along with other implications for researchers and practitioners.

Name of the motivation theory	Theory propounded by	Year of theory	References	Key motivation factors	Key outcomes	Challenges/ critiques of the model
"Other-oriented" aspect of public service	A.G. Brewer, D.J. Houston	2003; 2006	Piatak (2015)	Other-oriented values which emphasize social responsibility, cooperation, and concern for others	Tendencies to volunteer both formally and informally	If an individual wants to help others through their work, how do they choose between the public and the nonprofit sector? In the bureaucratic environment of public sector work, how can it be ensured that these other-oriented employees feel like they are making a difference?
Agapic giving/ Gift Giving	R.W. Belk, G.S. Coon	1993	Pitt et al. (2002)	Unselfish gift without an expectation of receiving something in return	Gifts given are understood as something other than an exchange	Agapic giving can be understood as a continuum with economic exchange on the other end and social exchange lying somewhere in between
Attraction-selection- attrition model	B. Schneider	1987	Lukeš and Stephan (2012)	Personality traits, motives	Nonprofit leaders attracted into different employment forms based on personality traits and motives	Stakeholders such as funding agencies, potential partners or key employees might choose to work with NPO leaders that have certain personality traits and motives but not others
			S. M. Park and J. Word (2012)	Fit between personal characteristics or experience and job characteristics	Higher intrinsic motivation and job involvement in individuals who shift from for-profit or public to nonprofit sector	Individuals choose jobs that best matches their personal characteristics or experience
			Word and Park (2015)	Match between personal characteristics and organisational environment	Individuals' previous work and sector experience are critical predictors of job choice	Movement of employees between jobs may influence the way in which employees perceive their current position i.e., previous job experiences affect the level of motivation for the current job
			Hamann and Foster (2014)	Individual values and interests	The joint forces of employee attraction, selection, socialization, and turnover patterns reinforce the culture established by the organisational ownership	Between attraction and retention or attrition, there is a socialization process through which PSM could be increased
Callow's Framework	M. Callow	2004	Shields (2009)	The good of society and helping others, social skills, personal development skills, employment-related motives	Successful recruitment of volunteers with the possibility of young adults quitting a task is they are not impressed or engaged	Applied to the retiree volunteer segment but this approach is considered to be the most desirable for expansion into the young adult volunteer segment

Name of the motivation theory	Theory propounded by	Year of theory	References	Key motivation factors	Key outcomes	Challenges/ critiques of the model
Cognitive evaluation theory (CET)	E.L. Deci, R.M. Ryan	1985	Deckop and Cirka (2000)	Intrinsic motivation, performance	Increase in net individual and organizational productivity	Extrinsic motivators reduce intrinsic motivation
		1975	Resh et al. (2019)	Intrinsic motivation	Possibility of decrease in people's intrinsic interest due to strong emphasis on monetary rewards	If managers are expecting prosocial motivations to translate to prosocial work behaviours, they must be cognizant of how the incentives they offer for a given task might moderate that relationship
Components of social capital	P.S. Adler, S. Kwon	2002	Weisinger and Salipante (2005)	Opportunity, motivation, ability	Social capital of bridging type will likely be insufficient to sustain interactions among diverse members despite sufficient opportunity and mission-based motivation	Finding a dearth of racially bridging social capital in best-case situations where one expects it to dominate implies that it would not be found elsewhere. There are situations in which racially bridging social capital is being sustained in voluntaristic settings. If so, research can more directly investigate the processes that form and sustain such bridging
Crowding theory	B.S. Frey, R. Jegen	2001	Alam and Campbell (2018)	Intrinsic motivation, extrinsic motivation	Pecuniary incentives might not always increase participation for the common good	The relative value of intrinsic and extrinsic motivation is mixed
Development theory	A. Greig, D. Hulme, M. Turner	2007	Rovers et al. (2016)	Context of volunteer activity, intrinsic interest in volunteering	Volunteer participation on a medical service trip	With absence of data on motivations prior to MST, it is not possible to tell whether students' motivations, barriers and ethical understanding are affected by participation of MST or not
Donative labour hypothesis	L. Leete	2006	Knutsen and Chan (2015)	Willingness of paid staff to provide unpaid voluntary service	Staff volunteering is generated from volunteering expectations rather than a contractual promissory obligation	The boundary between paid and unpaid labour is blurred
Dramaturgical theory	E. Goffman	1959	Christauskas et al. (2012)	Self-consciousness	When individuals interact, they want to present certain sense of themselves and expect this sense to be accepted by other participants	Individuals expect their own sense of themselves to be accepted by others

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Name of the motivation theory	Theory propounded by	Year of theory	References	Key motivation factors	Key outcomes	Challenges/ critiques of the model
Dual process model of motivation	D.C. McClelland, R. Koestner, J. Weinberger	1989	Jabari et al. (2012)	Big-five personality traits: extraversion, agreeableness, conscientiousness, emotional robustness, openness to experience	Subscales-agreeableness, conscientiousness and openness to experience are related significantly to volunteer satisfaction. However, subscales extraversion and emotional robustness are not related significantly to volunteer satisfaction	Considering the association between subscales agreeableness, conscientiousness, and openness to experience with volunteer satisfaction, volunteer environment should be equipped with suitable coping atmosphere (related to agreeableness), well organizing (related to conscientiousness) and new experiences (related to openness to experience). Altruistic motivations and philanthropic feeling (related to conscientiousness and agreeableness) are key characteristics of volunteering. Voluntary organisations need to pay more attention to the evaluation of volunteers' performance (Jabari et al., 2012)
			Lukeš and Stephan (2012)	Self-realization, need for achievement, entrepreneurs are motivated by financial gains and social status	Nonprofit leaders might take autonomy for granted and not worth mentioning as there is a higher level of job autonomy and flexibility in the nonprofit sector	The results might not generalize to all entrepreneurs and NPO leaders in all countries, because our sample was restricted to entrepreneurs and NPO leaders from certain commercial and social services and from one city only. Underlying their argumentation about personality similarities and differences between NPO leaders and entrepreneurs is the notion that their jobs are similar in many regards and hence will – based on person-organisation fit theory - attract, select, and retain people with distinct entrepreneurial personality profiles and motives
			Aydinli et al. (2015)	Implicit motivation, explicit motivation	Non-parents' engagement in volunteering is related to explicit and parents' volunteering is related to implicit prosocial motivation	It may help voluntary organisations to recruit their volunteers by evaluating individuals' motivations against the background of whether they are parents or not. Further, parenthood may be confounded by other variables such as being married or having a partner
			Aydinli et al. (2016)	Implicit motives, explicit motives	Implicit and explicit prosocial motivation positively influence sustained volunteering	Implicit and explicit prosocial motivation interact with antecedents of volunteering

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Name of the motivation theory	Theory propounded by	Year of theory	References	Key motivation factors	Key outcomes	Challenges/ critiques of the model
Engagement as an affective motivator	M. Kang	2014	Kang (2016)	Volunteer organization identification, satisfaction, affective commitment, positive affectivity, empowerment	When the volunteers' level of identification with the organization is higher, the influence of satisfaction on affective commitment is greater	The concept of engagement is relatively narrow and does not embrace positive and negative affectivity (Kang, 2016)
Equity sensitivity	C.R. Huseman, J.D. Hatfield, D.W. Miles	1987	Sass et al. (2011)	Job satisfaction	Choice of the for-profit or nonprofit sector as sector of employment	Equity sensitivity instrument used to measure equity sensitivity suffers from the drawbacks of content ambiguity and sample-specific scoring feature of the instrument
Exchange theory	V.R. Schram	1985	Boz and Palaz (2007)	Costs (time, money, energy), rewards received from voluntary activity	Higher likelihood of volunteering is perceived rewards are higher than the costs incurred	It is relatively difficult to recruit volunteers on an exchange basis, as rewards can be motivators for participation and costs can inhibit participation
Expectancy theory	D.J. Lawless	1972	Boz and Palaz (2007)	Expecting recognition or rewards at the end of volunteer service and expecting satisfaction for self	Expecting satisfaction from voluntary service could be related to the volunteers themselves or the client for whom they volunteer	Organisations should attempt to provide opportunities for volunteers to observe the satisfaction of people for whom they are providing voluntary service
Expectancy theory	V.H. Vroom	1964	Zboja et al. (2020)	Expectancy, instrumentality, valence	Volunteers make choices and decisions as to which nonprofit to support, how often, and in what ways to support them based on an assessment of the ultimate reward, which they assess to deem as desirable or undesirable	Different studies interpret the model differently and all techniques are not accurately applied
			Singer and Coffin (1996)	Individual's expectations of various outcomes (i.e., instrumentality), subjective desirability of these outcomes (i.e., valence)	Volunteers are more highly motivated for intrinsic reasons (i.e., self-development) than extrinsic reasons (i.e., skill acquisition)	Cadets are more highly motivated for intrinsic reasons (i.e., self-development) than for extrinsic reasons (i.e., skill acquisition). Organisations need to emphasize more on providing cadets with intrinsic than extrinsic motivations

Name of the motivation theory	Theory propounded by	Year of theory	References	Key motivation factors	Key outcomes	Challenges/ critiques of the model
Expressive and instrumental motivations	W. Gordon, M. Babchuk	1959	Vázquez et al. (2015)	Expressive and instrumental motivations	Satisfaction of private interests of members or achievement of societal changes	Despite the utility of the expressive and instrumental categories, many associations are not easily classifiable according to the distinction because they perform various functions simultaneously or have different meanings for their members
Gift exchange theory	G. Bataille	1988	Hayakawa (2014)	Self-fulfilment	Volunteering motivation is a socially and culturally constructed discourse. Volunteering is a selfish act of giving. It mediates people-connects those who are in need and those who can afford to give	Volunteering does not fit comfortably either to a traditional model of gift exchange or to commercial exchange. It exists in an ambiguous zone between exchange and the gift, interests and disinterests, commercial market and giving without return benefits, public and private: it conflates spheres which are conventionally conceived of as being in opposition. Within a complex organisational context, there is a constant process of negotiation of meaning and appropriation of its expression
Gift theory or reciprocity	J. Silk	2004	White (2015)	Reciprocity	Aid is given and accepted as part of a process to establish social relationships, but can also include acts of symbolic power by the donor, invoking various degrees of reciprocity	Need to examine how motivations and expectations evolve over the career of workers
Hertzberg's theory of motivations	F. Herzberg	1959	Watts (2002)	Intrinsic motivation (achievement, responsibility, recognition), extrinsic motivation (supervision, working conditions, salary)	Negative effect on commitment, lower pay of volunteers perceived as evidence of poor performance, acceptance of lower salaries as it helps in mixing up with colleagues	The absence of what is usually experienced as a hygiene factor should be seen as a temperance factor
			Bjerneld et al. (2006)	Desire to contribute to society, search for new experiences	Expectations that jobs would make a difference to the society and give them a sense of achievement	The volunteers do not see humanitarian work as something they would continue long enough to move up a career ladder. Professionals prefer to have secure working conditions in the field and standard salaries. NGO officers should have Herzberg's satisfiers and dissatisfiers in mind when evaluating programs and considering changes in priorities

Name of the motivation theory	Theory propounded by	Year of theory	References	Key motivation factors	Key outcomes	Challenges/ critiques of the model
			Serra et al. (2011)	Philanthropic motivation, pro-social motivations	Intrinsic motivation predicts health professionals' decision to work in the nonprofit sector and leads to higher organisational efficiency upon mission-matching	If intrinsic motivations are internalized through education and socialization, interventions that build intrinsic motivations may be an effective way forward. On the other hand, if motivations are formed at an early stage and constitute individuals' personality traits, policies should aim at improving mission-matching between employers and employees
			Lee and Wilkins (2011)	Motivators (factors intrinsic to the job- elements that relate to job content and task), hygiene (comes from external sources and involves job characteristics such as pay and job security)	Individuals choose a job sector that provides more fulfilment of their needs and is a better fit with their values than the other	If public agencies and nonprofit organisations differ in the work environment and provide different packages of needs satisfaction and values, individuals will try to make a choice between the two sectors based on their needs and values
			Auriol and Brilon (2014)	To contribute to the mission of the organization, to derive pleasure from destructive behaviour that is harmful for the society	Individual satisfaction, improvement in the lives of nonprofit beneficiaries or harm caused to intended beneficiaries due to destructive behaviour, fulfilment of nonprofit missions or reputational damage	Does not consider the differences in sources of financing for the for-profit and non-profit sector and ignores the effect of control on the intrinsic motivation of good workers
			S. M. Park and J. Word (2012)	Intrinsic factors or motivators, hygiene factors or dissatisfiers	Intrinsic motivation influences job choice motivation for individuals in the nonprofit workforce	Not all types of nonprofit agencies attract similarly motivated individuals, or lead to equivalent community outcomes
			Word and Park (2015)	Hygiene factors (dissatisfiers) and intrinsic factors (motivators)	Higher public service motivation increases the likelihood that an individual will seek membership in a public organisation	Being male has a negative effect on the motivational constructs of work-life balance, security, and advancement

Name of the motivation theory	Theory propounded by	Year of theory	References	Key motivation factors	Key outcomes	Challenges/ critiques of the model
			Deren et al. (1992)	Intention to continue as outreach workers or leave outreach work	Altruistic motivations are the primary source of satisfaction while stress is the most frequent source of dissatisfaction	Some of the suggestions by outreach workers for job improvements include improvement in terms of employment, more education and training opportunities, more support groups or help with recovery
			Liu and Fang (2010)	Intention to continue as outreach workers or leave outreach work	An individual will increase sharing behaviour when motivated by material rewards	Willingness to share may generate sharing behaviour. Moreover, sharing behaviour varies in frequency and degree
Hierarchy of needs theory	A.H. Maslow	1943	Varner Jr (1983)	Exhilarating experience, looking for self-expression; desire to become socially acceptable; need for praise or esteem of others; desire to develop talents as a means of upward progression; search for means to excel in something; need for the opportunity to participate in decision-making; recognition for the job done	Increased number of volunteers in organisations will help in bringing a change in society	Effective managers need to know what motivates volunteers to create the rights environment to satisfy higher need levels on the job. When volunteers and employees are taken for granted, morale goes down along with productivity and job effectiveness
			Danoff and Kopel (1994)	Survival needs, safety and security needs, the need to belong, self-esteem needs, self-actualisation needs	Volunteers gain intrinsic rewards from their volunteer work	A voluntary organisation and its volunteers are in a reciprocal relationship. If the organisation does not respond to the needs of its volunteers, morale will fall and volunteer turnover will rise

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			Bjerneld et al. (2006)	Desire to contribute to society, search for new experiences	Professionals who have all the lower needs but are not yet self-actualized feel bored and consequently express a desire to try new things, work in other parts of the world, experience other cultures, and have adventures	Maslow has been criticized for being too "Western" in perspective. Many traits of self-actualization are individualistic, and individualism is regarded as a positive phenomenon in the West. Recruiting officers should be familiar with Maslow's theory and design their interviews on the assumption that many persons volunteering for humanitarian work are doing so because of a drive towards self-actualization irrespective of whether they express this or not
			Boz and Palaz (2007)	Altruistic reasons, affiliative reasons, personal improvement, recognition	Altruistic reasons have the highest influence in persuading the members of Turkey's TOG to donate their voluntary service	Organisations should consider the fact that when individuals fulfil the lower-level needs, they might look to satisfy the higher-level needs
			Pulasinghage (2010)	Biological and physiological needs, safety needs, belongingness and love need, esteem needs, self-actualization needs	Fulfilment of the five levels of needs of an individual leading to higher productivity	The achievement of each motivator factor in each level differs across occupational categories and therefore, each occupation should be assessed separately to assess the fulfilment of motivational needs
			Christauskas et al. (2012)	Biological and physiological needs, safety needs, belongingness and love need, esteem needs, self-actualisation needs	Fulfilment of the five levels of needs of an individual leading to higher productivity	When one level of need is fulfilled, volunteers might strive to fulfil the next level of motivation
			Cotter Mazzola et al. (2020)	Physiological, safety, love, esteem (ego), self-actualisation needs	Individuals fulfil their need for self-esteem by volunteering for board engagement	Explains why individuals choose to volunteer in the nonprofit sector, it does not fully explain why an individual would want to participate on a governance board

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			Alfaro-Trujillo et al. (2012)	Learning, self-esteem	Economic compensation is a stimulus in addition to material compensation. The monetary factor adds motivation towards community participation	The assumptions made in this study were based on comparing these results with those of systematic reviews or intervention studies wherein they evaluated the efficacy of CHW actions and, finally, the analysis of work done by the CHW could have been better developed if the conceptual framework of Social Capital, wherein such facets as support networks, norms, confidence, and reciprocity, had been considered
Integrated theory of volunteering	J. Wilson	2000	Choi and DiNitto (2012)	Human capital (education, income), cultural capital (generative qualities, religious identification), social capital (time volunteering, charitable giving)	The level of education and household income are consistent predictors of time volunteering, religious giving, and secular giving. Self-reported generativity as cultural capital is significantly positively associated with the extent of time volunteering and secular giving	It relied on cross-sectional data, and correlational, rather than causal, relationships were analysed. Secular giving was the total amount of money contributed to many different groups/causes. The MIDUS data does not separate out religious from other types of time volunteering, although, as mentioned, more than one-third of volunteers donate their time primarily through religious organizations
Job characteristics model	R.J. Hackman, G.R Oldham	1980	DeVaro and Brookshire (2007)	Intrinsic motivation, mission of the organisations	The prominence of intrinsic motivation in nonprofits enables nonprofit employers to de-emphasize the incentive function of promotions and concentrate more on using promotions to achieve optimal job assignments	The key assumption of the theory is that a positive social mission (and thereby mission-driven intrinsic motivation) is higher on average in nonprofits than in for-profits
John Miner's role motivation theory	J. Miner	1965	Nathan (2017)	Hierarchic inducements, professional inducements, task inducements, group inducements	Higher level of employee engagement, better quality service delivery, positive revenue, improved employee retention	Out of the four inducements systems, hierarchical and professional inducements systems are particularly relevant for nonprofit organisations
Labour donation theory	E.A. Preston	1989	Lanfranchi et al. (2010)	Opportunity to help other people, work that is useful to society	The estimated marginal rate of substitution between wage and hours should be lower for nonprofit workers than for-profit workers	The motivation of nonprofit workers appears fragile and is likely to fade if nonprofit employers propose long weekly hours or monitor their workforce too closely

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Manifest needs theory	D.C. McClelland	1972	Boz and Palaz (2007)	Need for achievement, need for affiliation, need for power	Motivation lasts longer if the needs for achievement, affiliation, power are fulfiled	Each of the three types of needs influences the motivations of individuals but some of these might have stronger or weaker motivational influence
Mission match theory	J. Carpenter, E. Gong	2016	Resh et al. (2019)	The extent to which an individual agrees with the specific mission of an organization	Individuals' implicit self-concepts have informational and predictive value under conditions of potential motivation crowding	Need to balance incentives according to the task environment and recognize that such contingencies do not provide for a constancy of assumptions across tasks or employees
Model of sustained volunteerism	L.A. Penner	2002	Tan et al. (2020)	Fulfiling life goals, deriving meaning from experiences, striking balance in life	Episodic volunteers participate in short-term or one-time voluntary activities, whereas long-term volunteers commit themselves regularly to such activities for a sustained period of time	Episodic volunteering comes with elevated costs in terms of training for organisations. Such a shortcoming thus decreases the availability of volunteers
Motivation crowding theory	R. Titmuss	1970	Bengtsson and Engström (2014)	Intrinsic motivation (altruistic missions)	No evidence of motivation crowding out	To predict successfully where control has detrimental effects on productivity, additional experiments, both in the lab and in the field, are necessary
			Duchoslav and Cecchi (2019)	Faith or belief in God, performance-based pay	Performance-based financing increases output and efficiency thereby resulting in lower unit-cost	Incentivized output targets may lead to over-reporting of output. If relative weight given to individual output indicators does not reflect actual cost in terms of factors of production, the introduction of weighted output targets defined in terms of the standard unit of output can distort the balance of services provided, thereby leading to production of services with negative marginal value
Motive-expectancy-incentive theory	C. Haynes, C.J. Trexler	2003	Kay et al. (2017)	Material benefits, solidarity benefits, purposive benefits	Relationship between material, solidarity and purposive benefits enables volunteers and institutions involved to benefit	No conclusive evidence of how volunteer motivations change over time
Multi-dimensional approach to social exchange theory	A.M. Saks	2006	Akingbola and van den Berg (2019)	Employees' perception of organisational support and commitment	Organisational engagement	The cognitive, emotional, and physical energy that employees bring to their work roles is dependent on the level of resources and support that the organization provides to its employees

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Need theory	F. Herzberg	1968	Cotter Mazzola et al. (2020)	Motivators, dissatisfiers	Commitment to a specific mission or public good	Presence of dissatisfiers may discourage voluntary participation
Opportunity cost model of motivation	J.M. Buchanan	1999	Hunter and Ross (2013)	Potential costs versus opportunities	A person deciding to volunteer must always make an anticipatory choice about whether the opportunities associated with volunteering outweigh the costs	Factors that motivate volunteers initially tend to change over time as there is a reciprocal relationship between organisations and volunteers
Organizational orientations theory	R.V. Presthus	1958	McCroskey et al. (2005)	Employees' temperament, organizational orientations	Low neuroticism and psychoticism, and positive scores on extraversion are positively associated with job satisfaction and motivation. Negative ambivalence, indifference and to a higher upward mobility, are associated with both job satisfaction and motivation	Are there only three organizational orientations? There are at least three other orientations (achievement orientation, Machiavellianism, authoritarianism) which may contribute to organizational orientation theory
Overjustification effect	M.R. Lepper, D. Greene	1978	Deckop and Cirka (2000)	Intrinsic motivation, performance	Increase in net organizational productivity as long as the organization can sustain the merit-based compensation system	Extrinsic motivators substitute intrinsic motivation to improve performance. When extrinsic motivators are no longer given, intrinsic motivation does not increase to fill the gap thereby leading to a lower level of motivation
Parker, Bindl, and Strauss's model of motivation	S.K. Parker, U.K. Bindl, K. Strauss	2010	do Nascimento et al. (2018)	Role breadth self-efficacy, work values (self-direction/ stimulation and universalism/ benevolence), positive affect	Relationship between transformational leadership and proactive behaviour	Transformational leadership style is essential to stimulate proactive behaviour

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Public goods model, private consumption model, and investment model	K. Roy, S. Ziemek	2000	Ziemek (2006)	Altruism, investment, egoism	Volunteers will react differently towards changes in the level of contributions by others depending on their underlying motivation for volunteering	Further research needs to address the implications of different volunteer motives on the behaviour of volunteers. Particularly, it is of high policy relevance to understand how far differently motivated volunteers also differ in terms of their extent of volunteering, the type of voluntary activity carried out, and the donee industry in which they decide to engage
Public service motivation (PSM) theory	J.L. Perry, L.R. Wise	1990	Jung et al. (2007)	Six categories of job satisfaction (wages, job security, job content, work environment, personal development, and communication and human relations)	Employees are modestly satisfied with communication and human relations, but are least satisfied with wages which indicates that wage dissatisfaction is the major source of job dissatisfaction	No clear causal links between the factors examined here and job satisfaction. The association between job satisfaction and concepts such as motivation, job involvement, organizational commitment, and organizational performance (effectiveness) also needs to be examined. Further comparative empirical research using data from many countries is needed to enhance our understanding of motivation and job attitudes among nations and to examine the way that cultural traditions (e.g., Confucianism) affect the job satisfaction and motivation of public sector employees
			Chen (2012)	Commitment to social justice, civic duty, policy making, public interest and self-sacrifice	Public managers are less likely than nonprofit counterparts to feel involved or satisfied, show positive work attitudes and commitment towards their jobs. They are more likely to perceive stronger red tape and personnel inflexibility leading to frustration.	Imperfect measurement of work attitudes. The variables of motivation styles included in this study are not exhaustive. Some work-based values (e.g., whether the job is intellectually stimulating and challenging), prestige values (e.g., the ability to make a difference), and emotional values (e.g., mutual respect among coworkers) may influence work attitudes and differ between public and nonprofit managers

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			Sorce et al. (1985)	To help others, pressure from others, duty to community, personal interest, requested by family or friend, required by job, to receive a service, to learn a skill, physical fitness, to meet people, for professional development	Current volunteers are more likely to express self-serving motivations while the prospective volunteers are more likely to express altruistic motivations	There is a need to conduct an "image adjustment" campaign to accurately reflect current volunteers to not only portray the traditional volunteer but also should emphasize that the younger, single person can also fit in, and be rewarded as a volunteer
			Perry (2000)	Sociohistorical context, motivational context, individual characteristics, and behaviour	The influence of public service motivation may be highly influential in situations where behavioural rules compete or are weak, or where one's self-concept is tested	Identification of the domain of the theory a priori is difficult partially because the concept of self-concept needs further development particularly in terms of its relationship to behavioural outcomes
			Mann (2006)	Motivation to serve the public	Higher intrinsic motivation for the job	Human resource managers face the challenging task of recognizing and potentially influencing the public service ethic in order to positively affect the motivation levels of workers
			Hayden and Madsen (2008)	Individual, collective, and humanistic value perspectives	Value perspectives have significant relevance to employee job satisfaction and willingness to remain in the nonprofit sector	Workers' choice of organisation is partly based on the attraction of the sector in which it operates and partly on the motivation for the specific organisation within the sector
			Stazyk (2010)	Public service motivation, person-organisation fit, mission valence, person-job fit, person-team fit, person-supervisor fit	Employee fit and mission valence mediate the relationship between PSM and job satisfaction	Organisations must be careful to hire employees who fit well with the organisation and its goals and values. Once employed, organisational leaders must provide opportunities to workers to fulfill unique values and interests in ways that align with organisational interests
			Christensen and Wright (2011)	Motivation to serve the public	Individuals with stronger PSM are more likely to accept jobs that emphasize service to others	Simply linking PSM and employment sector is insufficient to determine person-organization fit

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			Lee (2012)	Rational motives, normative motives, affective motives	Nonprofit sector is more female-dominated and white-dominated, and its employees work less hours and earn smaller incomes than employees of the public sector, which all can contribute to a higher rate of volunteering in the nonprofit sector	The CPS does not contain questions on individuals' motivations, and because of this limitation in data, this study does not test how specific dimensions of PSM are linked to different types of volunteering organizations. However, this study provides empirical evidence that behavioural implications of PSM differ between public and nonprofit employees
			Sung Min Park and Jessica Word (2012)	Concern for the public good and motivation to serve the public	Public service employees are motivated less by extrinsic motivators and more concerned with intrinsic factors compared to private sector employees and managers	PSM has not explored service motives other than intrinsic motivation such as work conditions (job security or public sector retirement or benefit plans, monetary compensation, or family-friendly policies) which may be important to understand public sector employees
			Clerkin and Coggburn (2012)	Compassion, self-sacrifice, civic duty, attraction to policy making	Individuals possessing greater levels of PSM will be attracted to public sector work	If the goal is to attract candidates with high PSM, organisations should send clear and accurate messages in their job announcements about both the organisation's values and the nature of jobs being filled
			S. M. Park and J. Word (2012)	Intrinsic motivation, less interest in security and advancement	Gender is significantly and negatively associated with all types of motivation. Female nonprofit managers are likely to possess a higher level of nonprofit job choice motivation than male nonprofit managers	Need for application of a similar scale or creation of a new model to better understand the motivations of nonprofit employees
			Maes (2012)	Prosocial, religious/ spiritual, and self-interested motivations	Even ostensibly devoted and altruistic volunteers strongly question their service commitments. The complexity and ambivalence of volunteers' motivation reflect the uncertainty that they face in achieving improvement in their socioeconomic status	Volunteers face uncertainty in achieving improved socioeconomic status for themselves and their families among widespread unemployment and sharply rising food prices

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			Lewis and Ng (2013)	Desire to serve the public	Choice of the private/ public/ nonprofit sector as the sector of employment by fresh graduates	PSM motivates students to join the public sector when they expect their desires for job security and benefits to be fulfiled along with their desire to contribute to the society
			Clerkin and Swiss (2014)	Not charging a volunteer fee might lead to increased overall satisfaction	Volunteers' opinions on paying a fee are split. The impact of fees on overall satisfaction are both positive and negative and is related to both the consumer behaviour model and public service motivation model	If a nonprofit charges its volunteers, it runs the risk of appearing less selfless and more commercial. Introducing commercialism may undercut PSM and lessen volunteer satisfaction. Charges may be viewed as unfair if some volunteers seem to be excluded from the program or unduly burdened by the cost- a penalty imposed on potential volunteers only because of their family income
			Glied and Schachter (2014)	Service production, service regulation, nature of the public service organisation	A substantial share of current and future public service employees is motivated to pursue a public service career by a direct, often personal, encounter with a societal need in a particular field	Some of the previous models of public service motivation miss a critical third dimension of public service career choice in the U.S. and this is associated with the nature of public service organisations themselves
			Lee and Brudney (2015)	Rational motive, normative motive, affective motive, self-service motive	On-the-job satisfaction of nonprofit employees influences employees' propensity to participate in other prosocial activities, leading to the availability of nonprofit employees from other nonprofits as volunteers	Organizational characteristics influence employees' motivation to participate in volunteering outside the organisation
			Word and Park (2015)	Intrinsic motivation, extrinsic motivation	Individuals with PSM are attracted to work which values public service and personally motivates their work which leads to contribution to the well-being of society	In general, men are less likely to value public service and therefore, being male has a strong negative effect on intrinsic motivation
			Fazzi and Zamaro (2016)	Motivation to serve the public	PSM levels vary with leadership style	The transformational leadership style has a negative effect on employee motivation, especially on researchers and research collaborators

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			Bright (2016)	Rational motives, normative motives, affective motives	Females and non- minorities are significantly more likely to prefer nonprofit careers. Gender is a more meaningful explanation for career preferences than PSM. PSM is significantly higher among those who prefer nonprofit careers	Does not consider the degree to which preferences change over time. Individuals who desire nonprofit careers today may desire government careers tomorrow
			Walton et al. (2017)	PSM takes a multidimensional approach: attraction to policy making, desire to serve the public interest, compassion, self-sacrifice	Work in nonprofit organisations, volunteer time, donate money	PSM is not a strong correlate of board service, but is a strong correlate of regular volunteering
			Clerkin and Fotheringham (2017)	Attraction to public policy making, commitment to public interest and civic duty, compassion, self-sacrifice	Involvement in formal and informal volunteering and availability of formal and informal volunteer participants	The results on the relation of formal and informal volunteering to different motivational needs is based on a sample of undergraduates, thus generalizability of results may be challenging
			Ballart and Rico (2018)	Motivation to serve the public	Higher probability of seeking membership in a public organization	The presence of a high level of an overall measure of PSM can be insufficient to understand preferences related to the sector, the type of job and job security. It is necessary to study the different dimensions to uncover the links between the different facets of PSM and preferences for the public or the nonprofit sector, or for certain jobs with more service orientation and job security in either of the two sectors
			Holt (2018)	Motivation to serve the public	PSM related values directly affect the likelihood that a person will choose an occupation in the public sector	PSM instrument should be included in longitudinal data collection

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			Leisink et al. (2018)	Commitment to public interest	Participation in voluntary organisations	Need to disentangle whether CPI is just driving people to volunteer regardless of domain, or whether it has an impact on both the decision to volunteer as well as the domain in which the person volunteers
			Ng and McGinnis Johnson (2020)	Burden of education loan, desire to serve the public	Choice of employment sector is a function of education debt and individual public service motivation	Need to refine the PSM construct into sub-dimensions consisting of employer mission, the work itself and the work environment
			Fowler and Birdsall (2020)	Intrinsic motivators (achievement, self-esteem, etc.), extrinsic motivators (Becoming influential, financial security, debt)	Choice of employment sector is a function of the expected balance between intrinsic and extrinsic motivation factors	Public sector employers may be at a disadvantage in hiring the best and brightest attorneys as public sector organizations are less connected to alumni and their social networks
			Prysmakova (2020)	Altruism and pro-social behaviours	Self-sacrifice, compassion, and high attraction to public interest	PSM does not distinguish between the public and nonprofit sectors, but emphasizes the service provided by both types of organisations
			Fennimore (2020)	Self-oriented and mixed motive interests	Communal narcissists engage in self-serving behaviour, while presenting themselves as compassionate and self-sacrificial, or altruistic. They express entitlement and superiority cloaked under moral piety	PSM lacks the coherence of a "universal" construct under one definition and set of measurement criteria, as contextual constraints remain unresolved
			Hamann and Foster (2014)	Desire to benefit others and society	Individuals who have high levels of PSM are drawn to public and nonprofit sector jobs. Nonprofit employees are more intrinsically motivated than their for-profit counterparts	Pro-social and intrinsic motivation levels are expected to increase the demands employees place upon themselves

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			Bastida et al. (2018)	Motivation to serve the public	PSM concept emphasizes differences between public, nonprofit and public sector employees with respect to reward preferences, commitment and job involvement, employee sorting and job satisfaction	Variables used to measure job satisfaction might be broadened
Push-pull theory of motivation	J.L. Crompton	1979	Otoo and Amuquandoh (2014)	Altruism and learning, philanthropy, socialization	Volunteer motivations are multi-faceted with both altruism and learning as major factors that push individuals to volunteer	A need to explore how these motivations affect the experiences and overall satisfaction in the country. Further studies are therefore required to establish the resultant effects of motivations on satisfaction and experiences
Rational choice theory	D. Hausman, M. McPherson	2006	Lee (2014)	Intrinsic motivation (utility maximization, preference for helping), extrinsic motivation (earnings differentials across sectors, advancement opportunities for women, family orientation)	Choice of the sector of employment by an individual	Analysis of employment decisions should consider the decisions of both the employer and employee
Schematization of workers' motivations	C. Borzaga	2009	Borzaga (2009)	Intrinsic motivation, extrinsic motivation, social preferences, and organizational processes	Performance improvement from alignment of personal goals with organisational goals, reduction in opportunism, monitoring difficulties, cost of incentives	The satisfaction of the remunerated worker or volunteer depends on the characteristics of both the sector and the organisation in which he/she is employed
Self-determination theory	R.M. Ryan, E.L. Deci	2000	Chen (2012)	Intrinsic motivation, extrinsic motivation, amotivation	Individuals may have intrinsic motivation or may be motivated by extrinsic rewards. Individuals with amotivation choose a job within few alternatives. They show no care except for the job per se	Individuals tend to pursue product innovation, take risks, empower subordinates, and exhibit positive work attitudes such as job involvement, job satisfaction, and organizational commitment when they perceive an internal locus of causality. That is, positive work attitudes disappear when managers lose their internal locus of causality

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			Borzaga and Tortia (2006)	Intrinsic aspects, extrinsic aspects, economic aspects, relational aspects	Workers in nonprofits are generally more satisfied than workers in other organisational forms, though their level of monetary remuneration is, on average, lower	Intrinsic and relational attitudes are crucial factors in increasing worker satisfaction, whereas workers driven by economic attitudes appear less satisfied
			Cruz et al. (2009)	Extrinsic factors (expense account and allowances linked to the activity performed, labour stability, organizational recognition), intrinsic factors (self-confidence and self-fulfilment, involvement and sense of belonging, the feeling of working for a honest organization, autonomy in the performance of activities)	Intrinsically motivated employees tend to stay longer in the organization, which leads to sharing their knowledge with rest of the employees thus benefitting the organizational efficiency	"Crowding-out" effect does not exist between extrinsic and intrinsic motivations and a positive relation between extrinsic motivation and knowledge transfer exists because to transfer knowledge, employees need to feel that the organisation provides something concrete and meaningful to them- something that provides quality of life and not simply membership and recognition
			Bidee et al. (2013)	Autonomous versus controlled motivation	With more autonomous or self-determined motivation, volunteers will dedicate more effort to their volunteer work	The work climate of volunteers could positively influence volunteer-related attitudes and behaviours through the stimulation of need satisfaction. Work effort may possibly be influenced by the structure of the organisation. The degree to which people next to paid workers closely depends on the degree to which the nonprofit organisation is professionalized

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			Puffer (1991)	Normative motives and incentives, rational motives and incentives, affiliative motives, and incentives	Volunteers are most satisfied when incentives match motives. High level of normative incentives is associated with good performance when volunteers have low level of normative incentives	While satisfaction and performance may be unrelated from the incentive and motivation perspective, satisfaction may be related to other behaviours, such as the decision to remain as a volunteer
			Baard (1994)	Intrinsic and extrinsic motivation	Satisfaction of psychological needs for autonomy, competency, and relatedness	Extrinsic motivation leads to an observable response to a targeted behaviour more closely resembles and leads to amotivation or the cessation of involvement in an activity or institution. Member involvement should thus focus on intrinsic motivation or self-determined extrinsic motivation
			Leete (2000)	Feelings of competence and self-determination	All else equal, firms that rely more heavily on intrinsic motivation are less likely to rely on status differentiation as a motivating mechanism	Intrinsic motivation is likely to be crowded out when, among other things, the employee perceives unfairness in the relationship with the employer
			Martinez and McMullin (2004)	Competing commitments, efficacy	Active volunteer membership and improvement in participant recruitment and retention	Active and nonactive members differ in perceptions of efficacy and capacity that seem to be crucial in decisions regarding volunteer activity
			Kelley et al. (2005)	Desire to participate in AIDS politics, program requirements, and relationships with other volunteers or users	Reasons for volunteering are not mutually expensive and foster a sense of community with other volunteers and exchange participants	Deeply political context of community-based work might affect the underlying motivations of community-based work
			Kristina Jaskyte and Audrone Kisieliene (2006)	Intrinsic motivation	Employees who have innovative cognitive styles and are intrinsically motivated produce higher creative output	Maintaining creativity depends on maintaining intrinsic motivation. Moreover, different factors might have to be considered when setting up a system for supporting creativity at different hierarchical levels since the factors contributing to employee creativity differs across hierarchical levels

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			Harmer (2006)	Personal calling or vocation, self-image	Motivational differences, poor conflict management, interdisciplinary tensions, divergent attitudes towards volunteerism, strategic planning processes, and poor consultation are some of the starting points for tensions in hospices	Professionally oriented hospice members miss the point of palliative care, and the undoubted shift in that direction is stripping the hospice of its humanity perspective
			Jaskyte (2008)	Intrinsic motivation	Higher levels of intrinsic motivation lead to higher creativity	When employee creativity is related to intrinsic motivation, the challenge to managers is to create environments that allow employees to see their roles as important. When creativity is related to extrinsic motivation, managers may use compensation and benefits to boost creativity
			Chen and Bozeman (2013)	Public and nonprofit managers' motivational styles (service motivation, identified motivation, introjected motivation, external motivation, and amotivation)	The motivation styles of public and nonprofit managers differ with respect to their corresponding autonomy, locus of control and self-determination. Thus, their relationships with work motivation move from strongly positive to strongly negative	Given the insufficiency of measurement, scholars interested in SDT may consider adding more job selection motivation items, ones that more fully capture various motivational styles, especially intrinsic motivation, and introjected motivation
			Leonard (2013)	Intrinsic motivation, extrinsic motivation	Extrinsically motivated employees were more likely to rate their satisfaction with their supervisor higher than intrinsically motivated employees, by a significant margin	Future research should attempt to obtain a larger sample of employees that clearly describe their supervisors as one style of the other
			Hsu et al. (2013)	Autonomy support, structure	The adoption of autonomous rather than controlled regulation yields positive effects such as greater well-being and performance	Need to assess whether structure may cause controlled motivation as there is evidence of correlation between structure and autonomous motivation

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			van Schie et al. (2014)	Intrinsic motivation	Unnecessary tasks reduce the self-determined motivation of volunteers whereas unreasonable tasks directly reduce the volunteers' intent to continue volunteering	The sample size is small and should be increased and extended to include volunteer organizations in addition to the Red Cross in order to further explore the reported results
			Chen (2014)	Intrinsic motivation, identified motivation, introjected motivation, external motivation, amotivation	The five motivational styles resemble a spectrum in terms of their relationships with work-related attitudes, ranging from strongly positive to strongly negative	Intrinsic motivation is multidimensional and should be reflected in both altruism and interest in the job itself. The measurement of introjected motivation needs to include more typical items such as "I will become a despicable person if I quit now" or "I don't want to lose"
			Chen and Lee (2015)	Intrinsic motivation, identified motivation, introjected motivation, external motivation, amotivation	Nonprofit employees have a more internal locus of control and value job-related self-determination more in their work context, and accordingly, volunteer more than government employees	A lower level of volunteering among public sector employees does not necessarily signify that public servants are not as altruistic as their nonprofit peers. Instead, public servants adhere to political neutrality which is a desirable and ethical behaviour in public administration. Public organisations have more stable resources than nonprofits, consequently public servants are exposed to fewer inter-organizational ties as well as fewer opportunities for volunteering
			Houger (2015)	Program design, leadership	Higher employee engagement	The leader needs to understand the sensitive nature of volunteers
			Nencini et al. (2016)	Extrinsic motivation, intrinsic motivation, position between extrinsic and intrinsic motivation	When activities are not interesting, whether they are carried out depends on perceptions of positive expected consequences and often requires extrinsic motivation in the form of tangible rewards	Need to assess the level of autonomy of motivation perceived by active volunteers in order to predict their intention to stay committed to a nonprofit organization
			Alam and Campbell (2018)	Altruistic and collective motivations	Intrinsically interesting properties of the action coming from sense of self rather than external reward or sanction, internalised extrinsic motivation	The different dimensions of motivation can be considered as a continuum rather than dyadic extremes; at any point, a volunteer may be situated anywhere on the continuum, contributing to data and knowledge shaping activities

Name of the motivation theory	Theory propounded by	Year of theory	References	Key motivation factors	Key outcomes	Challenges/ critiques of the model
			De Clerck et al. (2019)	Psychological needs for autonomy, competence, and relatedness	Autonomous motivation and perceived group-task cohesion through volunteers' need satisfaction	Challenging to find the balance between offering choices (i.e., an autonomy-supportive style) and becoming permissive such that volunteers feel left to their own devices (i.e., a chaotic style), or between setting clear expectations and guidelines (i.e., a structuring style) and coming across as pressuring and rigid (i.e., a controlling style)
			Sung Min Park and Jessica Word (2012)	Amotivation, intrinsic motivation, extrinsic motivation	Nonprofit managers are the least motivated by extrinsic rewards and for-profit employees are least influenced by intrinsic rewards with public managers in between	An employee needs a sense of self-control to experience intrinsic motivation. One needs to feel that one is choosing to engage in the activity, based on internalized motives and values. A person with predominantly extrinsic motivation for a task can move toward intrinsic motivation
			Løvaas et al. (2020)	Perceived autonomy, competence, and relatedness	Improved employee output	Motivation suffers when workers experience psychological harassment or greater pressure on the job
			de Wit et al. (2019)	Altruistic motivations	Volunteers' intrinsic motivation are related to their contributions to social innovation	Rejecting all suggestions made by volunteers often demotivates them in their work with target groups
			Gorczyca and Hartman (2017)	Intrinsic motivation	Positive association between millenials' intrinsic motivation and intention to donate	Understanding how to structure volunteer tasks is crucial to create millennial engagement
			Pratt and Yongvanit (2020)	Pragmatic, self-referential motivations, factors beyond own needs and awards, broad external factors, less mission-oriented external motivations	The balance between motivation and challenge among idealistic individuals may be important in shaping their future commitments and impact on society	The most common challenges faced by Cambodian NGO employees are related to the external environment such as external interactions, working with the government, having the right knowledge and skills, and being recognized for them, risk-taking, absence of older staff in the organisation
			Hamann and Foster (2014)	Intrinsic motivation	Organisational commitment is higher in the public and nonprofit sectors than in the for-profit sector due to higher levels of intrinsic motivation	Assessing intrinsic motivation during the selection process is difficult. Potential employees may exaggerate their intrinsic motivation, so predictors more reliable than applicant self-reports are preferred

Name of the motivation theory	Theory propounded by	Year of theory	References	Key motivation factors	Key outcomes	Challenges/ critiques of the model
			Liu and Fang (2010)	Internal motivation, external motivation	The motivation and altruistic characteristics of internal motivation, reputation and mutual benefit factors are significantly and positively correlated with knowledge-sharing willingness and behaviour	Since the nonprofit sector is more likely to have employees with high altruism and willingness to share the public, nonprofit employees are more likely to share knowledge
Service purchase behaviour	R. Bolton, J. Drew	1991	Patterson et al. (2020)	Emotional value that is at the heart of what people seek from an exchange	Both affective and cognitive evaluations of performance attribute influence perceived value and customer satisfaction, thereby affection behavioural intentions	Personal and situational factors indirectly affect individuals' intentions to carry on their pro bono indirectly through perceptions of emotional value and satisfaction
Social cognitive theory of action	A. Bandura	1989	Singer and Coffin (1996)	Past performance appraisals, self-efficacy expectancies for future performance	Volunteers' self-efficacy expectancies are predicted by their past performance appraisals	The self-efficacy construct is multi-faceted in nature. The different aspects of the construct have differential predictive utility for different job attitudes
			Cady et al. (2018)	Self-efficacy, collective efficacy, perceived organizational support	Collective efficacy and perceived organisational support positively influence volunteer satisfaction. Collective efficacy is negatively related to effort, which in turn affects performance	Volunteers and paid employees may be motivated in a different manner. Volunteers operate in a less structured environment with intrinsic motivation and intangible incentives. In contrast, paid employees report to supervisors who conduct performance appraisals tied to compensation and promotion
Social exchange or gift giving	R.W. Belk, G.S. Coon	1993	Pitt et al. (2002)	Expectation of receiving something in return such as status, thanks or simply a feeling of well being	Motivation behind giving is considered to be egoist and the individual within the exchange is trying to maximize the outcome	The value of that which is given and received is symbolic, the motivation behind such giving is egoist. the underlying assumption is that each individual involved in the exchange is trying to maximize outcome
Social exchange theory	P. Blau	1964	Akingbola and van den Berg (2019)	Reciprocity of action between parties	Voluntary reciprocal obligation behaviour mediated by trust and gratitude that propels the individual making the gratuitous payment	The norm of reciprocity of action between parties are not set in any contractual framework to define the form, time, and degree of payback obligation

Name of the motivation theory	Theory propounded by	Year of theory	References	Key motivation factors	Key outcomes	Challenges/ critiques of the model
			Traeger and Alfes (2019)	High-performance human resource practices	Volunteers who feel appreciated and supported by their organization respond by demonstrating attitudes that are beneficial to their NPO such as higher level of engagement	Prior to this study, the theory neglected the specific characteristics of the volunteering context. This study fulfils the need to understand the theory in the nonprofit sector- this is essential undertaking because volunteers differ from paid staff and theories developed in the for-profit sector cannot be automatically applied to nonprofit sector
			Mitchell and Clark (2020)	Choice based on need, brand, role, cause, and availability or convenience	Volunteers identified seven major needs as reasons for their specific choice of NPO: self-respect, social recognition, sense of accomplishment, sense of belonging, living my values, pleasure and, excitement	Generalizability of the framework would be strengthened through replication with other causes, including the nonprofit health sector, as well as other volunteering roles, such as retail or fundraising
			Christauskas et al. (2012)	Personal benefit, superiority	A person receives certain social rewards from rendering assistance to others such as approval, prestige, respect, self-esteem, social acceptability	A person can help another person due to the following reasons: self-esteem, expectation to get similar help in the future, to reduce felt guilt or bad health
			Cavanagh et al. (2013)	Personal characteristics of the men (individual factors), management systems and processes	Member participation is motivated by a desire to interact with and benefit others, and to contribute to a worthy and legitimate cause	Members of the sheds did not speak about the need to maintain their status in a social group (status consistency) or competition as factors which motivated their participation. Members are motivated to participate by the idea of contributing to a common good rather than being stimulated by personal benefits in terms of status. These observations are subject to the caveat that members might have been afraid to reveal their true feelings for fear of being ostracized

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Name of the motivation theory	Theory propounded by	Year of theory	References	Key motivation factors	Key outcomes	Challenges/ critiques of the model
Social identity theory	B.E. Ashforth, F. Mael	1989	Laverie and McDonald (2007)	Possession commitments, social commitments, medial commitments, organization attachment, enduring involvement, pride, and optimism	Dedicated volunteers strongly identify with the organization to which they donate their time and energy thereby highlighting the importance of identity	The different aspects of the social identity theory may not hold in organisations where the purpose or the positive impact on society is not clearly stated in the organisational goals
			Traeger and Alfes (2019)	Organisational identification	Conscious effort to increase engagement level to avoid failures and foster successes on behalf of nonprofit organizations	Prior to this study, the theory neglected the specific characteristics of the volunteering context. This study fulfills the need to understand the theory in the nonprofit sector- this is essential undertaking because volunteers differ from paid staff and theories developed in the for-profit sector cannot be automatically applied to nonprofit sector
Social norms theory	R. Freeman	1997	Christauskas et al. (2012)	Reciprocity, norms of social responsibility	People tend to help not only people who helped them before but also other people who cannot repay in kind	People are informally bound by norms of social responsibility to help others
Social psychological theory	M. Snyder, A.M. Omoto	1992	MacNeela (2008)	Initial motives, connections to organisations and causes, benefits, challenges	Enhancement of self-esteem, satisfaction at helping a neglected or vulnerable target group, influence of personal connections to organisations and causes	The cross-sectional design of the study limits the identification of transition from motives to benefits over time, which could be addressed through a longitudinal design. The study focused on practicing volunteers, who often had a considerable length of time in their role, and as a result, the findings are particularly relevant to people involved in sustained volunteering
Socio-emotional selectivity (SST) theory	L.L. Carstensen, D.M. Isaacowitz, S.T. Charles	1999	Andrea Principi et al. (2012)	Change in awareness about the limited time left to live, shifts in priorities of one's social goals as an individual moves through a life cycle	Future is viewed as open-ended, and the pursuit of knowledge and career-related benefits are important goals in all stages of life	Sample includes already active volunteers which implies that the results can be useful to managers mainly to adopt strategies for retaining older volunteers rather than for recruiting them since the motives providing an impetus for individuals to start volunteering may differ from motivations that keep volunteers involved over time

Name of the motivation theory	Theory propounded by	Year of theory	References	Key motivation factors	Key outcomes	Challenges/ critiques of the model
			Aydinli et al. (2015)	Implicit prosocial power motivation, parenthood	Parents should be more selective in their social interactions, and these interactions should predominantly serve affective goals	No direct assessment of participants' perception of time as more or less limited
			Yamashita et al. (2017)	Activities that are subjectively important to and prioritized by individuals, and characterized as immediate contributions to their societies, communities, and future generations	Young people consider volunteering as an instrumental means to advance careers while older people are more selective about which organisations they engage with, and therefore contribute to relatively fewer organizations	Need to explore complex pathways (with longitudinal data) between volunteer motivation, volunteer participation, and sociodemographic characteristics over the life course
Spillover theory	J. Wilson, M.A. Musick	1997	Lee and Brudney (2015)	Type of experience in the workplace	Higher participation in prosocial activities outside the workplace when there are positive experiences at the workplace	Need to investigate the sectoral differences in the link between various aspects of paid work and employees' prosocial behaviour
Theory of exit-voice-loyalty	A.O. Hirschman	1970	Garner and Garner (2010)	Loyalty to the organisation	Exit or use of voice to improve job satisfaction	Voice and exit are the only options available to a dissatisfied employee. Loyalty may be equated with "suffering in silence" (a situation in which employees choose to live with the status quo, neither voicing dissent nor exiting the organization). Besides, employees may choose to reduce the amount of effort they give to the organization, a condition called "neglect"
Theory of incentive systems in organizations	P. Clark, J. Wilson	1961	Patterson et al. (2020)	Personal recognition, need for appreciation	Material, solidarity, and purposive benefits function as incentives to participation in organisations	There are likely other personal variables (such as prosocial values, altruistic tendencies, the joy of giving, self-image, efficacy) that might add more explanatory power to explaining professionals' emotional value, satisfactions, and intentions to continue

Name of the motivation theory	Theory propounded by	Year of theory	References	Key motivation factors	Key outcomes	Challenges/ critiques of the model
Theory of institutional logic	R. Alford, R. Friedland	1985	Teresa Flanigan (2010)	Sense of purpose, religious teachings, and faith	Employees are willing to sacrifice financial rewards in order to attain the sense of purpose through their work in NGOs	Human resource strategies should be culturally appropriate and taught in ways that consider cultural differences in learning styles and in perceptions of employee participation, leadership, and the ability to control external events
			Patterson et al. (2020)	Broad beliefs, values, and practices	Variation in the level of pro bono services offered by professionals	Tensions exist between the need to meet chargeable hour targets required by the firm and one's personal beliefs to help society
Theory of job engagement	W.A. Kahn	1990	Akingbola and van den Berg (2019)	Presence of meaningfulness, safety, and availability	The degree of engagement by employees	The meaning and explanation of employee engagement has evolved through different but interrelated pathways
Theory of planned behaviour	I. Ajzen	1985	Lee et al. (2014)	Attitude, subjective norms, perceived behavioural control	Attitudes, subjective norms, and perceived behavioural control explain an event volunteer's intention to return to the next event	Model tests a person's intention to return, rather than whether a person actually returns to a volunteering site, and that there may be a gap between intentions and actual behaviour. A greater gap between a volunteer's intention to return and actual retention may still exist in the even volunteering context because the returning behaviour happens a year later than the initial intention
			Dolnicar and Randle (2007)	Attitude, subjective norms, perceived behavioural control	Theory of planned behaviour helps predict above-average participation in volunteering	Generic model of behaviour rather than a specific theory of motivation
			Veludo-de-Oliveira et al. (2015)	Salient beliefs about sustained volunteering	Beliefs shape an individual's attitudes, norms, and perceptions of control, which are antecedents of behavioural intention and social behaviour	Different groups of volunteers differ from each other with regard to levels of empathy, altruism, and beliefs and limited to a particular organisation
			Zollo et al. (2020)	Personal attitude, such as the psychological appreciation of a behaviour	Volunteers' motivation and attitude towards NPOs' activities may positively and significantly influence their intention to stay with the organization	The three factors of the model need to be considered simultaneously to better understand the micro-mechanisms of attitudes and intentions in the nonprofit sector context (Zollo et al., 2020)

Name of the motivation theory	Theory propounded by	Year of theory	References	Key motivation factors	Key outcomes	Challenges/ critiques of the model
Theory of reflexive volunteering and pluralization of motives	L. Hustinx, F. Lammertyn	2003	Hansen and Slagsvold (2020)	Perceived lack of time, concern over future commitments, life situation challenges, health-related limitations, perceived lack of interest in their competency and age group, not having been asked	Commitment to volunteering by the ageing baby boomer population	The activity of reflexive volunteers is more likely to be irregular and temporary and with looser commitments to organizations
Three Needs Theory	D. McClelland	1961	Cotter Mazzola et al. (2020)	Need for achievement, need for power over others, need for affiliation or good relationships with others	The need for affiliation or good relationships with others can help explain why an individual may choose to accept an invitation to serve on a board	Individuals who volunteer may be inspired by an impure altruism, in that they possess a desire to help others but also are driven by the potential for personal gain
Three Needs Theory (the need for power over others)	J.L. Pierce, T. Kostova, K.T. Dirks	2001	Ainsworth (2020)	Sense of control over the target and/ or its use, intimate familiarity with the target, personal investment in the target	Volunteering behaviour can facilitate the development of a sense of ownership	As psychological ownership is an internalised state, it is individuals' perceptions, whether in fact or in fiction, that influence the degree to which psychological ownership is experienced
Typology of motive domains	J.G. Beard, M.G. Ragheb	1983	Kay et al. (2017)	Intellectual simulation, social interaction, competence mastery, stimulus avoidance	Leisure motives implicit in volunteers' responses	Broader, altruistic values and concerns for the community and society are largely absent from leisure motivation typology
Valence theory	V.H. Vroom	1964	Ridder and McCandless (2008)	Differences in personality characteristics, values, motives, occupational values, nonmonetary orientation	Stronger nonmonetary orientation among nonprofit workers	The variety of the nonprofit sector in terms of encompassing organisations differing in size, age, function, mission, tradition, cultural, sub-sector norms as well as social and environmental context needs to be factored in to understand the motivation of nonprofit employees

Name of the motivation theory	Theory propounded by	Year of theory	References	Key motivation factors	Key outcomes	Challenges/ critiques of the model
			Theuvsen (2004)	Valence of outcomes, subjective probabilities of attaining these outcomes	Pay-for-performance plans improve organisational efficiency through improvement in employee performance and are a means of gaining legitimacy or showing congruence	Effectiveness of pay-for-performance compensation plans depends on the relevance of extrinsic rewards (motivation as the result of a cognitive process, valence of higher contingent rewards, existence of crowding-out effects) and applicability of output control (knowledge of the relevant goals, controllability and compatibility of goals, measurability of goals)
Value-percept theory	E.A. Locke	1976	Ng and McGinnis Johnson (2020)	Individual priorities and their degree of fulfilment	Choice of employment sector is a function of education debt and the fulfilment of individual priorities in the chosen job sector	The decision to pursue a career in one sector or another depends on how well an individual perceives the sector will satisfy his or her most valued or important needs
Volunteer Functions Inventory (VFI)	E.G. Clary et al.	1998	Erdurmazlı (2019)	Values, understanding, career, protection, enhancement, being social	Affective commitment, normative commitment, job satisfaction	Different volunteers may have different motivations to be satisfied, even for the same work in the same voluntary organization
			Zollo et al. (2020)	Relationship-oriented motivations, altruistic other oriented motivations, egoistic self-oriented motivations	Religiosity is a significant predictor of volunteering intentions	Focused mainly on why individuals choose to volunteer but are equally effective in understanding the intentions of volunteers to stay in the organisation
			Phillips and Phillips (2010)	Values, understanding, career, protection, enhancement, being social	Volunteer coordinators can improve recruitment and retention by matching volunteers with appropriate rewards	Volunteers may value relationships that have been established more highly in some forms of organisations than others. Also, educated volunteers may emphasize less on monetary compensation than low-income volunteers
			Veludo-de-Oliveira et al. (2015)	Values, understanding, career, protection, enhancement, being social	Continued volunteering is motivated by both altruistic and egoistic motives. Control beliefs are the only construct that differentiates between committed and non-committed volunteers	People who undertake volunteer service may do so out of altruistic and egoistic motives and the participant's initial motivation to volunteer- whether altruistic or egoistic- do not explain the levels of volunteer participation in a long-term project or the levels of long-term commitments

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			Cox et al. (2018)	Values, understanding, career, protection, enhancement, being social	Activity and retention levels are positively (negatively) associated with understanding and values motivation (social and career motivations) whereas protective motivation is positively associated with volunteering activity	The importance of different motivation factors changes at different stages of the volunteer process
			Yamashita et al. (2017)	Values, understanding, career, protection, enhancement, being social	Identification of specific motivations is critical to promote and maintaining volunteer participation	Factors such as culture, family, sociodemographic factors, personality, health and engagement in other social roles may coalesce to shape motivational pathways associated with volunteering
			Dolnicar and Randle (2007)	Altruistic motivations, egoistic motivations	Most individuals who volunteer because of a genuine desire to help others still want to have a rewarding experience	The number of reasons for involvement is different for different segments of the market. It seems likely that individuals who volunteer regularly and consistently over a long period are motivated by a greater number of reasons for involvement
			Olsson and Gellerstedt (2014)	Altruism, self-interest, social aspects	Among the three motivational dimensions, altruism is the strongest motive. This is followed by self-interest and then the social motive	Members might seek benefits for themselves at different times. Besides, the lower rank of the social motives of membership indicates a need to consider the member's relationship and the selection of social member offerings at the tourist attraction, but also to use social media and other information technology for long-distance members
			Inglis and Cleave (2006)	Values, understanding, career, protection, enhancement, being social	Five clusters of motivation are closely associated with the needs of the individual volunteer- enhancement of self-worth, developing individual relationships, learning through community, unique contributions to the Board, self-healing	The functions reflect motivations based on social validation or what others will think of you; for example, "people I am close to want me to volunteer"

Name of the motivation theory	Theory propounded by	Year of theory	References	Key motivation factors	Key outcomes	Challenges/ critiques of the model
			Roessler et al. (1999)	A desire to help other people, a desire to support the philosophy of hospice, personal growth, spare time, personal bereavement, religious beliefs	Friendship is especially important to older volunteers, whereas younger ones joined hospice because of the perceived ease of participating in the program	Diverse kinds of volunteer motivation, along with the training opportunities sought by the recent volunteers, mean that the hospice needs to set up a formally recognized training program that will attract volunteers and meet their various needs. However, there are considerable costs involved which are currently not met through government purchasing contracts in hospices
			Liao-Troth (2005)	People are motivated to volunteer for organisations that share the same values and advance joint interests of the individual and the organisation	The link between motives and psychological contract is through interaction between the individual and the organisation. Motives might affect the contents of the psychological contract that the volunteer forms	The motives for volunteers are assumed to be the ones that are most related to the individual's psychological contractual assumptions, but they may not have been. Their original motives to begin with the organisation may have shaped their psychological contracts, but the motives may have changed while the contracts remained the same
			Dolnicar and Randle (2007)	Values, understanding, career, protection, enhancement, being social	Individuals volunteer to satisfy underlying psychological and social needs and goals	Narrow approach as it only considers the benefits of volunteering and fails to consider other decision-making factors such as control factors and behavioural costs
			Mayer et al. (2007)	Values, understanding, career, protection, enhancement, being social	Employees with high organisation-based self-esteem participate in activities valued by their organisation and in other organisation-related behaviours that will benefit the organisation to display organisational citizenship behaviour	Different volunteers pursue different goals, and the same volunteer may have more than one important motivation. These complex motivations appear to have both other-interested and self-interested considerations playing equally important roles in deciding to volunteer
			Boz and Palaz (2007)	Values, understanding, career, protection, enhancement, being social	Individuals volunteer to fulfil these six different motivation functions	Organisations recruiting volunteers should pay attention to the fulfilment of the six motivational needs to recruit and retain volunteers

Name of the motivation theory	Theory propounded by	Year of theory	References	Key motivation factors	Key outcomes	Challenges/ critiques of the model
			Burns et al. (2008)	Values, understanding, career, protection, enhancement, being social	Appeals to esteem, protect, understanding, and value motivations to volunteer may be more effective when directed toward females than toward male members of Generation Y	Young adults who are not pursuing higher education also participate in volunteering, but they have not been considered. Other factors that influence an individual's motivation to volunteer or their volunteering activity such as social class have been ignored
			Mitra (2011)	Age, education, research, job opportunities	Increase in skills and experiences of women working in feminist NGOs	The impact of factors such as region, caste and religion need to be factored into the feminist standpoint theory
			Andrea Principi et al. (2012)	Values, understanding, career, protection, enhancement, being social	Altruistic motivations are more important for German older volunteers compared to older Dutch and Italian volunteers, but in Italy the altruistic motivations increase with ageing	Sample is not representative and hence, the findings are not generalizable
			Tays¸ir et al. (2013)	Getting-giving, continuity-newness, distance-proximity, thought-action	Governance volunteers first look for opportunities to create value for a group or for a whole society and they also expect to receive some social, psychological, and material gains	Establishing human resources policies in accordance with the expectations of governance volunteers would increase the effectiveness, efficiency, work satisfaction, and motivation of governance volunteers
			Principi et al. (2013)	Values, understanding, career, protection, enhancement, being social	Work status predicts career, understanding and protection	Higher levels of motivation in a given country may not be an indicator of more participation. In a given country, in terms of participation and in accordance with the socioeconomic resources theory, the welfare regime's characteristics may be much more important than motivations per se
			Principi et al. (2016)	Values, understanding, career, protection, enhancement, being social	Out of the six factors, the altruistic attitude appears as the most important one (i.e., with higher rates on average) for individuals	The relationship between individual resources and motivations is studied without a specific focus on other possible elements such as the intensity and type of volunteer work carried out

Name of the motivation theory	Theory propounded by	Year of theory	References	Key motivation factors	Key outcomes	Challenges/ critiques of the model
			Kay et al. (2017)	Values, understanding, career, protection, enhancement, being social	Improvement in volunteer and organisational experience	Volunteering can sometimes be driven by self-centered motivations resulting from an egoistic motivational domain, which forms two separate domains in the VFI: a protective function eliminating negative aspects surrounding the ego and an enhancement function involving positive strivings of the ego, its growth and development
			Wiegand and Spiller (2017)	Values, understanding, career, protection, enhancement, being social	Motivation of volunteers is closely linked to their self-reported enjoyment and satisfaction with the voluntary work	Different individuals may be engaged in the same volunteer work for very different reasons, and the same individual's motivation can change over time
			Saric Fashant and Evan (2020)	Values, understanding, career, protection, enhancement, being social	Individual engagement in volunteer activities	Though VFI helps explain why someone volunteers on the onset, research suggests that it is difficult to attempt to operationalize what altruistic behaviour might be
			Demir et al. (2020)	Values, understanding, career, protection, enhancement, being social	Volunteer categories can be used as a guiding reference for developing well-suited messages and communication tactics for the target group in the communication strategies, recruitment, and retention efforts of nonprofit organizations	Previous version of VFI does not include three motivations of enjoyment, religiosity, and team building. Future research should incorporate these three factors into VFI
			Mitchell and Clark (2020)	Values, understanding, career, protection, enhancement, being social	Personal needs motivate the decision to volunteer	Does not consider how individuals choose the organisation with whom to volunteer
			Lopina and Rogelberg (2013)	Values, understanding, career, protection, enhancement, being social	Value function is the most prevalent and consistently identified motive followed by the social function. The protective function is the least prevalent among volunteers	The ability to identify primary motivations for volunteering and the people most likely to possess such motivations is likely to be useful for recruitment efforts

Name of the motivation theory	Theory propounded by	Year of theory	References	Key motivation factors	Key outcomes	Challenges/ critiques of the model
Volunteer satisfaction	E.A. Locke	1976	Senses-Ozyurt and Villicana-Reyna (2016)	Leadership integrity, leadership inclusiveness	Higher volunteer retention when leaders greet them by name, take the time to get to know them, include them in the decision-making process of the organization, and make them feel valued and useful	Volunteers are engaged and are likely to continue volunteering only when they are satisfied (Senses-Ozyurt and Villicana-Reyna, 2016)

Discussion with implications for researchers and practitioners

The literature on employee motivation is vast and has been widely applied in the nonprofit sector. In spite of that, we believe there is further room for more robust research in the sector and therefore it is necessary to highlight some areas which might be explored by future researchers. In addition, the existing research highlights specific areas that need attention from practitioners as there is no best practice- certain decisions are to be modified based on circumstances.

With the wide range of theories on motivation, the existing literature on motivation is sufficiently matured. A critical analysis of the surveyed literature indicates that the motivation theories applied were not originally developed for the social sector and have been similarly applied to the public sector. An exception is the VFI theory (Clary et al., 1998) which was developed to understand volunteers. Given that the theories have been sufficiently applied to the understanding motivation of the social sector workforce, future research should be dedicated to theory development. Some possible areas of theoretical development can be to examine if the existing theories should be modified to better suit them to the needs of the social sector. Scholars should also explore if there is a need to develop new motivation theories specific to the social sector. Where scholars are interested in a comparative analysis between the public and nonprofit sector, they must treat the two sectors as widely different from each other in terms of motivation needs.

One of the prevailing practices among researchers is to examine the motivation of employees in the public and nonprofit sector simultaneously. However, this is subject to the caveat that the differences between public and nonprofit sectors vary across geographical locations. U.S. nonprofits possess many of the inherent characteristics of public sector organisations whereas public and nonprofit sectors are perceived to be different from each other in Europe (Steen, 2008). Moreover, the public and nonprofit sector are different in form and structure. While a certain degree of intrinsic motivation is required for public sector work, the public sector offers several benefits to employees compared to the nonprofit sector such as job security and stability of income. For some employees, motivation to work in the public sector may revolve around the job security and income stability associated with public sector jobs. Therefore, it is necessary to disentangle research on motivation in the public sector from the nonprofit sector. This will enable practitioners to have a better understanding of the motivation needs of talent in the nonprofit sector given the specific characteristics of the sector.

Some studies examine and find that extrinsic motivation is likely to crowd out intrinsic motivation in certain cases. When employees possess high levels of intrinsic motivation, the application of extrinsic motivation might negatively affect intrinsic motivation. Future research in this dimension can explore the characteristics of employees with high levels of intrinsic motivation and the effect of differential application of the extrinsic motivation on different types of

employees. However, it is unlikely that research can provide conclusive evidence on the varying levels of the optimum balance between intrinsic and extrinsic motivation with different degrees of intrinsic motivation. We would like to draw the attention of practitioners to find this optimum balance based on the specific circumstances of their organisation. In our opinion, nonprofit managers keep in mind the delicate balance between intrinsic and extrinsic motivation. Consequently, they should assess the intrinsic motivation levels of team members to determine the levels of compensation so as not to diminish the levels of intrinsic motivation. We do not suggest that nonprofit managers should pay different salaries based only on intrinsic motivation. Rather, we suggest that extrinsic motivation (may be non-monetary in nature) can be applied to varying degrees depending on the inherent level of intrinsic motivation in the team members. The priority here is to arrive at a sustainable level of extrinsic motivation which caters to the specific needs at both the individual and organisational levels.

The lack of research on how employee motivation influences organisational impact calls for further investigation into this area. A prerequisite is to develop a widely acceptable measure of organisational performance of social sector organisations. We acknowledge that research on the effect of employee motivation on organisational performance is subject to a self-selection bias. The self-selection bias might arise from the possibility that employees with high levels of intrinsic motivation are attracted to higher performing organisations (which leads to the positive association between employee motivation and performance). Researchers should examine this area with specific attention to the possibility of this selection bias. We suggest practitioners examine the incremental impact of recruiting employees with high levels of intrinsic motivation or the differential impact of providing employees with high extrinsic motivation.

Conclusion with an insight into the Indian social sector

Prysmakova (2020) highlights that public service motivation values found in some parts of the world may not be present in the same form and to the same extent in other parts of the world due to the different nature and origins of service providing organisations. For instance, nonprofit organisations in Eastern Europe drastically differ from U.S. nonprofits in their origins, functions, and scope, which might affect work motivation in the public and nonprofit sectors. In India, the distinctions between the social sector and public (or for-profit) sectors are in reality blurred and fluid. Organisations migrate from one sector to another or engage with hybrid structures to meet their impact aspirations. Besides, the nature and demands from the social sector in India are widely different from the developed Western world due to the different status and needs of the beneficiaries from the social sector. The reviews of the study reveal that the existing studies have been mainly conducted in U.S. and Europe. To the best of our knowledge, there is a lack of research on motivation of talent in the Indian social sector. This highlights the need for an examination of motivation of the human resources in the social sector along with a detailed study of the motivation practices used by the Indian social sector to keep the workforce motivated. An investigation of the prevailing motivation practices in Indian social sector organisations will not

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only provide a better understanding of such practices but also provide required benchmarks to Indian social sector organisations. This will help organisations to better customise their own practices based on the specific needs of their organisations. While the literature reviewed here and the proposed suggestions examine social sector organisations as a single category, there is a wide range of variation in size, structure, processes, forms, policies across organisations in the social sector. Consequently, this emphasizes that a nuanced application of motivation practices may not be an optimum balance. Rather, the Indian social sector demands implementation of motivation practices based on the archetypes of social sector organisations.

Conclusion

The key objective of this review was to do a critical analysis of the existing literature on compensation and motivation of volunteers and employees in social sector organisations. Using a systematic literature review, we synthesize and analyse prior research on compensation practices and motivation mechanisms used in nonprofit organisations. Prior literature indicates that compensation and motivation are related as they often complement each other. When intrinsic motivation of employees is high, extrinsic motivation (in the form of compensation) is relatively less critical than when intrinsic motivation is low. Consequently, compensation should be examined simultaneously with motivation and vice versa. The discussions above identify certain limitations of the existing literature with the most common shortcoming being the lack of research on social sector compensation and motivation in the context of the Indian social sector. The majority of the studies conducted to date are based in North America and Europe. However, the Indian social sector is widely different from the social sector in Western countries. This is essentially because the definition and legal structures of organisations the social sector varies across countries (Casey, 2016). Moreover, the differences in social sector organisations across geographical locations arise from the differences in nature and origins of service providing organisations (Prysmakova, 2020). Further, India being a developing country, the needs of and demands on the social sector organisations is relatively higher than social sector organisations in developed countries. Hence, the need for research in the specific context of Indian social sector is eminent. While future research on the Indian social sector should examine compensation and motivation issues not addressed in the existing research, it should also attempt to contextualize the existing findings in Western countries into the Indian social sector- thus giving an insight into how existing research findings could be applied to benefit the social sector organisations in India.

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