

THE CHALLENGES OF MANAGING VOLUNTARY WORK IN SOCIAL ENTERPRISES

AUDRONĖ URMANAVIČIENĖ, JANINA ČIŽIKIENĖ

ABSTRACT

This paper analyses the peculiarities of human resources management in social enterprises with a particular focus on the aspects of managing voluntary work. The aim of this article is to suggest means of improving and optimizing the process of managing voluntary work in social enterprises following the findings of the theoretical analysis and empirical research of the subject. The results of the study disclose the main challenges that executives of social enterprises, where the workforce tends to be volunteers, face. The study also analyses the impact of voluntary work to social enterprises. Following the theoretical and empirical research, the article suggests possible means of improving and developing the organisation of the voluntary work in social enterprises.

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AUDRONĖ URMANAVIČIENĖ¹

e-mail: audrone.urmanaviciene@gmail.com

JANINA ČIŽIKIENĖ

e-mail: cizija@mruni.eu

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Mykolas Romeris University in Vilnius,
Lithuania

¹ Corresponding author.

Introduction

Voluntary work is beneficial for the society as it draws attention to critical social issues, provides economic benefits and encourages the members of the local community to be more benevolent to one another. During voluntary work help and assistance are provided for those who require it the most. Voluntary work is also beneficial for the state as volunteering contributes to creating a certain percentage of the gross domestic product. Moreover, the volunteers themselves benefit significantly from such an experience. During volunteering the persons gain self-confidence, explore their skills, develop their communication skills and gain other skills that will benefit them in the future (e.g. decision-

making, problem solving, teamwork skills). Volunteering significantly contributes to the employment prospects of volunteers, as employers particularly value applicants who have volunteering experience. Furthermore, voluntary work contributes to developing certain skills that will facilitate the volunteers in choosing their career paths and developing their strong features.

Given that voluntary work delivers significant benefits to the society, state and the volunteers themselves it is necessary to promote the development of voluntary work in various organisations. However, usually only non-governmental, public and non-profit organisations are deemed as the subjects responsible for introducing

and implementing programs of voluntary work. Social enterprises are a novel phenomenon that is relatively difficult to comprehend due to its dual mission of pursuing both entrepreneurial and social objectives. Persons who seek to contribute to solving crucial social issues of the society can also engage in voluntary work at social enterprises. Due to the lack of financial and human resources, executives of social enterprises often tend to bring together and motivate mixed teams, which include both volunteers and paid employees. Subsequently, executives of social enterprises often face a significant amount of related challenges of managing such a diverse workforce.

The general issues of voluntary work have been examined by several researchers, such as Repeckiene et al. (2014), Kurapkaitiene (2014), Kurapkaitiene et al. (2011), Sakalauskas et al. (2012). In turn, voluntary work in social enterprises has been analysed by Starnawska (2016), Doherty et al. (2014), Volkmann et al. (2012), Liu and Ko (2011). Given the facts presented, the aim of this paper is to analyse the means of improving and optimizing the process of organizing and managing voluntary work in social enterprises. Accordingly, the object of the research is voluntary work in social enterprises. The research methods employ analysis of scientific literature, semi-structured qualitative interview, and generalisation.

1. Literature review

Hybrid organisations may be described as organisations that combine characteristics of public, private and (or) third sector or non-profit organisations (Billis 2010). Thus hybrid organisations are such organisations that combine several (often contradictory) organisational identities. According to Battilana and Lee (2014) social enter-

prises encompass elements of both profit and non-profit and public sector organisations. Due to their nature, purpose and operational characteristics, social enterprises are considered to be examples of classic hybrid organisations (Doherty et al. 2014). Haigh and Hoffman (2012) distinguish the following characteristics inherent to hybrid organisations. Firstly, the business model of these organisations is primarily focused on addressing social and (or) environmental issues. Secondly, the relationship with the suppliers, employees and customers of social enterprises is founded on mutual benefit and sustainable results, whereas the costs are estimated only after the social objectives of the enterprise are achieved. Furthermore, with regards to the interaction with the market and other subjects operating within the market, the industrial activities of social enterprises are aimed at creating a market for hybrid services and goods, whilst maintaining a capability of successfully competing with traditional business entities. Lastly, the operations of social enterprises are aimed at both making profit and addressing social and (or) environmental issues. Due to the hybridity of social enterprises their executives face challenges of dully managing such entities (Battilana, Lee 2014). The latter challenges encompass the issues of attracting, mobilizing, distributing and using resources. Starnawska (2016) argues that the hybridity of an enterprise also creates complex human resources management challenges. Subsequently, human resources management in social enterprises requires additional attention and effort from the executives of such entities in order to prevent and manage possible tensions within the enterprise.

In order to successfully implement the “dual” mission of social enterprises, *i.e.* achieving both entrepreneurial and social

aims, the executives of such entities should aim at reaching a balance of its staff members. Therefore the organisations should recruit employees from both the business sector and the sector of non-governmental organisations (NGOs) (Liu, Ko 2012). Employees of hybrid organisations have different backgrounds and expertise thus they aim to reconcile various values, including competing in the private sector, promoting social values characteristic to NGOs and applying the main principles of companies operating in the public sector. The hybridity of a social enterprise implies that the executives of such an entity constantly face the challenge of achieving a balance of pursuing and achieving diverse aims of the organisation and its members. It may be assumed that it is essential to create conditions for the employees of a hybrid organisation to exchange their diverse expertise and knowledge in order to avoid conflicts within the organisation.

It is noteworthy, that social enterprises often recruit persons who themselves are undergoing social issues and (or) belong to a particular social group (persons with disabilities, single parents, persons who suffer from addiction, etc.). Accordingly the executives of social enterprises often come across additional challenges of managing volunteers. Therefore they must, firstly, consider the special needs of certain employees, for example, the necessity to develop their socialisation or other relevant skills, and, secondly, the executives must aid their employees in discovering their strong features and to discern their potential and differences. The latter requires a certain level of empathy. Such executives focus more on helping their employees rather than pursuing authority and control of the organisation. Hence, the executives of social enterprises must focus on strengthening each employee's social

and psychological position in the organisation, ensuring the wellbeing of the employees, and generally being attentive to the moral climate in the workplace.

The majority of entities that follow the principles of social entrepreneurship are relatively small and their financial and workforce resources are limited (Bridgstock et al. 2010). Such organisations usually lack financial resources to recruit employees with experience in both traditional and social business. Therefore, social enterprises must attract, provide incentives for and rely on persons who are willing to sacrifice in order to implement their social mission and who agree on working for an accordingly smaller payment or without remuneration at all. Subsequently, volunteers are a crucial part of human resources of hybrid organisations. Social enterprises particularly lack specialists of certain narrow fields of expertise, e.g. lawyers, designers, photographers, lecturers. Therefore volunteers specialising in the latter fields are particularly valuable for the organisation as by sharing their expertise and giving advice they significantly contribute to the performance of the organisation, without requiring additional financial resources. Such form of volunteering is commonly referred to as professional volunteering (Pro Bono).

It is also noteworthy, that social enterprises lack staff members who could assist in carrying out the daily functions of the organisation and contribute to various projects and events held by the organisation. Due to the lack of certain resources, social organisations rely on volunteers in performing the daily operations of the organisation, even though the volunteers often lack the necessary skills. Usually such volunteers are young people, who seek to challenge themselves in a new, unfamiliar environment, to improve and develop their skills and achieve their potential.

By recruiting volunteers social enterprises become more open to the public and thus gain the possibility to attract more attention to the services or goods provided by the organisation, and the social and (or) environmental issues that they address. By employing the latter means the organisations increase their visibility to the public. Borzaga and Solari (2001) note, that in order to create a harmonious working environment, where paid employees and volunteers can successfully collaborate, social enterprises must implement effective strategies that would meet the different needs of the regarded stakeholders. According to Volkmann et al. (2012) the application of volunteer programs may improve the process of organizing voluntary work. Such programs encompass the procedure of recruiting and training new volunteers, and it foresees the conditions of assigning duties to the volunteers.

Recruiting new volunteers and implementing volunteer programs may lead to major changes in the organisation. Thus, in order to avoid the possible tension and conflict between the paid employees and volunteers of the organisation, it is necessary to involve the paid employees into the decision-making processes regarding the implementation of the volunteer program.

Social enterprises focus on creating an external social effect. It may lead to the neglect of the management of volunteers of the enterprise. Nevertheless, it is necessary for social enterprises to include as much as possible volunteers into their operations as without them achieving the objectives of the organisation would become more difficult. Given the latter, it is necessary to identify the means of both keeping the current volunteers and attracting new ones.

2. Attracting volunteers and the motives for volunteering

The majority of volunteers are attracted via social networks or personal contact, meaning that the volunteers are usually discovered through the current employees of the organisation. Volkmann et al. (2012) argue that social enterprises ought to create and implement additional strategies of recruiting new volunteers. It may be assumed that in order to attract more volunteers, the enterprises could spread more positive information regarding their activities in the public, as they could also hold more “open-door” events and participate in events held by their local communities. In order to attract more volunteers, it is crucial to correctly clarify and provide detailed information regarding volunteering opportunities in the organisation and the benefits that volunteering brings.

Furthermore, it is important to duly assign positions and tasks to the volunteers. The volunteers must be allocated according to their individual aspirations and skills in order to protect them from having a negative experience, feeling disappointed with their volunteering experience and to prevent the organisation from failing the expectations of the volunteers. In cases when volunteers lack certain skills or knowledge, the organisation should hold training courses and provide the volunteers with the necessary information. Moreover, the organisation should ensure that the volunteers become involved in the activities of the organisation gradually by initially appointing them with the easiest tasks. A positive volunteering experience is perhaps the most important condition for meeting the volunteers' expectations and fostering their motivation to continue their volunteering work in the organisation, and it promotes the involvement of new members (Butkuvienė 2005).

Persons tend to get involved into particular activities due to various reasons. Choosing volunteering depends on the person's motives for deciding to get involved in such activities. Thus in order to improve the management of volunteers it is necessary to analyse the motives of involvement in volunteering as the motives of different volunteers vary accordingly. While some people may engage in voluntary work to gain or develop professional skills, to others volunteering acts as a means of avoiding their own personal problems and generally making them feel better about themselves (Dwyer et al. 2013).

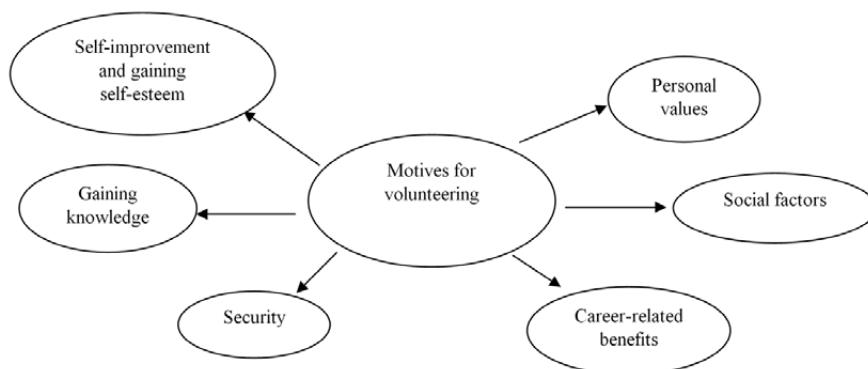
The motives of choosing volunteering usually are related with the aim of gaining or developing certain skills and getting the opportunity to establish new contacts. A person may also get involved in volunteering in order to spend their leisure time in a meaningful, exciting and purposeful way. Another motive for volunteering is gaining experience that will be useful in the future. During the process of volunteering skills such as time management, sense of responsibility, and organisational skills are

developed. This is an important benefit offered by volunteering as volunteers with the latter competencies find it easier to be employed (Repeckiene et al. 2014).

Some volunteers engage in the activities of a certain organisation due to them believing in the ideas of the said organisation and believing that they can significantly contribute to solving various issues. Others engage in volunteering with the belief that certain competencies and knowledge obtained during their volunteering activities will facilitate them getting a better paying job or a permanent workplace. Moreover, persons tend to start volunteering with the intention to more actively participate in the life of their community, to help others in need and improve their quality of life. Generally speaking, a volunteer is someone who is determined to sacrifice one's time and knowledge for the sake of the society (Christauskas et al. 2012).

Based on the functions performed by volunteers, Clary, Snyder, Ridge, Copeland, Stukas, Haugen and Miene distinguish six groups of motives for volunteering (Repeckiene et al. 2014) (Figure 1).

Figure 1. Motives for volunteering



Source: Prepared in accordance with Repeckiene et al. 2014.

- Personal values – volunteers provide support and assistance to others, due to their personal values encompass serving the community and assisting others;
- Social factors – a volunteer aims to maintain the strongest possible relation and bond with the society;
- Career-related benefits – volunteering experience increases employment opportunities and career prospects;
- Security – volunteering helps the volunteers to manage their feeling of guilt, which is caused by the fact that volunteers are doing better in life than others;
- Gaining knowledge – volunteering offers a possibility for the volunteers to fulfil their intellectual needs, to develop their knowledge in certain fields and to gain certain beneficial skills. The volunteer is keen on learning as much new information as possible;
- Self-improvement and gaining self-esteem – voluntary work contributes to the volunteers in gaining self-esteem and self-confidence. Volunteering also allows the persons to know themselves better, develop as individuals and achieve their potential.

The aim of social enterprises to achieve a particular social objective is often referred to as the main motivational power, which grants the essential sense of satisfaction in the workplace while working in such organisations (Bacchiega, Borzaga 2001). Volunteers of social enterprises aim to contribute to solving social issues. This motivates both professional volunteers (Pro Bono) and other volunteers. However, it is also important, that every volunteer would know and duly comprehend the “dual” mission of a social enterprise, *i.e.* that it not only aims to achieve social objectives, but that it also serves an entrepreneurial pur-

pose. A volunteer shall be more motivated knowing that his performance is beneficial to both the society and the organisation itself. If the volunteers are provided with the proper conditions for engaging in volunteering, they get involved into the activities of the organisation more willingly and actively.

However, the motivation of volunteers may gradually decrease. Therefore, it is crucial to develop means of maintaining a high level of motivation among the volunteers. The volunteers must be constantly supervised, provided with incentives and awarded for their performance. Moreover, volunteers must also receive feedback regarding the quality of their performance in order to better comprehend their level of productivity in the organisation. However, over time the motives of volunteers can change thus organisations must be prepared to react accordingly. The continuous voluntary commitment is a dynamic process, which depends on the process of providing feedback and acknowledging personal development. Motivational tools such as attention from the media, awards for accomplishments, events held by the organisations (e.g. festive or theme events) or granting the volunteers with certificates (for completing the volunteering commitment or for particular accomplishments) may motivate volunteers. On the other hand, volunteers may be significantly different due to their age, gender, way of thinking, *etc.* The motivation of some volunteers may be fostered by simply expressing gratitude for their performance, whilst others may value written certificates more. Therefore, organisations must additionally introduce and implement individual motivation tools, for example, assigning tasks that require a greater level of responsibility, allowing the volunteer to participate in the decision-making processes, providing op-

opportunities for the volunteer to participate in training courses, and generally expressing support for the performance of the volunteer. It is necessary that the motivational tools applied in the organisation would meet the needs of the volunteers, whereas the volunteers would be acknowledged and awarded for their effort.

Volunteers engage in voluntary activities due to a variety of reasons. Usually persons seek to gain new knowledge and expertise, to assist other persons and their community members in need. The volunteering experience helps the volunteers gain self-confidence, as the persons deem themselves as being more useful and needed, because volunteering contributes to the wellbeing of the society. Persons also tend to engage in volunteering due to having volunteering experience facilitates the process of being employed. Although volunteers already have a certain level of motivation to participate in voluntary activities prior to joining the organisation, the organisation must employ particular tools for fostering an active involvement of volunteers in the activities of the enterprise. Moreover, the organisations must constantly provide motivation by expressing its expectations regarding the performance of the volunteer.

3. Research methodology

Due to the lack of financial resources, executives of social enterprises tend to use voluntary work and the number of volunteers in social enterprises is gradually increasing. However executives of social enterprises, firstly, often lack experience and knowledge of managing volunteers and, secondly, are not always satisfied with the results of the work entrusted to volunteers. The latter challenges of managing volunteers in social enterprises comprise the key scientific problem of the article.

Accordingly the aim of the study is to suggest means of improving the management of volunteers following an overview and analysis of the key challenges faced by executives of social enterprises in working with volunteers. The research consists of a theoretical and empirical approach to the regarded scientific problem. In order to achieve the set aim, the objectives of the empirical research are the following. Firstly, the responses of the executives of social enterprises on the issues of organizing voluntary work in the enterprise are collected, reviewed and assessed. Secondly, after identifying the key challenges of volunteer management in social enterprises, the study suggests means of improving the management of volunteers in social enterprises.

The study, which took place in February, 2017, was carried out by applying the method of expert evaluation, i.e. expert interviews. The five experts were chosen as respondents based on their experience working with volunteers in social enterprises. Experts with special knowledge and experience in the management of social enterprises have expressed their views, opinions, attitudes in relation to the research object.

The data was collected during five individual expert interviews. Two of the interviews were conducted via e-mail by submitting a written questionnaire and receiving the regarded responses. The other three interviews were carried out by other means of direct communication (Skype, telephone call). The recorded conversations were transcribed following the requirements of qualitative research transcription. The analysis of the data was carried out by employing the inductive knowledge transfer method.

The study was conducted in accordance with the principles of research ethics,

including but not limited to the principles of voluntary participation, privacy, anonymity, and confidentiality of the respondents.

The expert interviews were carried out by preparing and presenting the respondents with a semi-structured interview questionnaire. The questionnaire included the following questions:

- does the workforce of your social enterprise include volunteers?
- would you deem it difficult to attract volunteers into your organisation? What methods do you employ to search for and attract volunteers?
- what challenges do you face when managing volunteer work in your organisation?
- do you apply a volunteer program (a plan on making appropriate use of voluntary work) in order to optimise voluntary work in your organisation?
- what motivational tools for promoting voluntary work do you employ? How do you assess the work of volunteers in your organisation? Does voluntary work benefit your organisation? If so, please explain what particular benefits it brings.

The respondents submitted relatively similar responses to some of the questions which led to identifying the key challenges of managing volunteers in social enterprises. The subsequent chapter of the article overviews and analyses the most recurring answers and accordingly clarifies the key challenges of managing volunteers in social enterprises.

4. Analysis of the research results

The study distinguishes five categories of voluntary work management issues based on the most reoccurring answers of the respondents. These categories include

the following: the process of finding volunteers, the challenges of planning voluntary work, voluntary work management aspects, fostering motivation in the organisation, and the importance of voluntary work for the enterprise.

The majority of the respondents noted that finding new volunteers is a difficult process. Two main methods of finding volunteers were distinguished, that is employing means of social media and finding volunteers through personal contacts of the current employees. The experts emphasized the significance of the role of social media and interpersonal contacts by stating the following: *“we use social networks, friends”, “volunteers are searched for through Facebook, cv.lt, our web page, by spreading the word around our current employees”, “it is a complex process; for finding volunteers we use social networks and personal contacts”*. The analysis of the respondents' answers shows that the methods of attracting new volunteers used by the enterprises are rather limited. Therefore it is necessary to establish new and more effective means of attracting and finding new volunteers. Accordingly, the study suggests employing more means of attracting and finding new volunteers. For instance, enterprises may hold more public events such as “open-door” events where volunteering opportunities could be presented directly to the visitors. It would be also beneficial to for social enterprises to include other related parties into the process of attracting and finding volunteers (e.g. volunteer agencies, universities, schools, NGOs).

Another significant issue that the experts noted are the challenges that they face in planning and coordinating voluntary work. The respondents distinguished the following issues of managing voluntary work within their enterprise: *“a lot of money*

should be invested in the training of the volunteers", *"harmonization of volunteering opportunities and desires is a significant challenge"*, *"sometimes volunteers spend too much time completing their tasks and time is a crucial element on which social enterprise depend on, moreover the result of the tasks entrusted to the volunteers vary and may not always be satisfactory"*, *"given that the experience, opportunities, and motivation of the volunteers is different in every case, we cannot assign all of the duties and functions only to volunteers"*, *"even though we have a lot of volunteers in our enterprise, we do not know how to manage their work properly as we do not have a specialist designated to manage voluntary work"*, *"I am not aware of the abilities of volunteers, it is difficult to distribute tasks properly"*, *"I do not know how to keep volunteers in the organisation for a longer period of time, sometimes the volunteers just disappear"*, *"the results of the task carried out by the volunteers are not always satisfactory"*. With regards to the challenges of planning and coordinating voluntary work within the enterprise, the majority of the experts noted that the experience, education, and motivation of volunteers are different in every case. However, enterprises lack both financial and human resources to train the volunteers and to dully distribute and assign tasks to the volunteers based on their abilities. Given the latter, the results of the performance of volunteers are often not satisfactory as some of the tasks are not completed qualitatively and in time.

Despite the aforementioned challenges of attracting new volunteers, organising and coordinating voluntary work within the enterprise, the majority of the respondents noted that they do not apply a volunteer program or any particular plan that would facilitate the process of finding new volunteers, coordinating voluntary work and

involving volunteers in the activities of the enterprise. This latter is mostly determined by the shortage of time that the executives of social enterprises experience given that most of their attention is focused on the main activities of the enterprises, that is carrying out the social mission of the enterprise and generating revenue. Moreover, the analysis of the data shows that the respondents tend to assign tasks to the volunteers individually based on their work experience and abilities (*"we draw up weekly task assignment plans based on the capabilities of every individual"*). Nevertheless, the respondents do not rule out the possibility of applying a volunteer program for managing voluntary work and involving volunteers into the activities of the enterprise in the future.

Another significant issue the executives of social enterprises need to tackle is the motivation of the volunteers, or more particularly the decline of the motivation of the volunteers during time and finding means of fostering it. The analysis of the answers provided by the experts shows a tendency for them to apply two distinguishable approaches. A part of the respondents specify that they apply material motivation-boosting means, such as *"organising joint evenings, meals, trips"*, *"various small gifts"*. Whereas another part of the respondents emphasise the importance of providing the volunteers with *"the possibility of getting a real 'taste' of the challenges of running a social business"*, *"the opportunity to develop and learn, recommendations for the future"*, *"a lot of knowledge about the process of finding a job"*, *"various consultations"*. The study shows that the approach to motivating volunteers differs. Some of the respondents employ more general motivational tools regardless the individual needs of the volunteers, whereas others focus more on fulfilling the particular needs of volunteers.

Regardless the aforementioned difficulties of managing volunteers, all of the respondents emphasised the significance and great value of voluntary work for the enterprise. The experts agreed that volunteers bring great benefit to the enterprise by stating that *"without them the activities would simply halt", "we get a lot of ideas, enthusiasm, support from volunteers", "they are crucial for the successful implementation of large projects, but the results vary", "I cannot imagine any bigger event being held without the help of our volunteers"*. The majority of the experts agreed that voluntary work is a crucial part of successfully carrying out the activities of the enterprise. In answering whether voluntary work is beneficial for the enterprise one expert noted that *"Yes, definitely yes: the benefits are twofold, i.e. volunteers help us in executing the orders of our clients and in the creative field (in cases professional pro bono volunteering)"*. The study shows that the executives agree that without volunteers, social enterprises would fail to achieve their objectives.

The results of the research are significant for determining the peculiarities of managing volunteers in social enterprises and for establishing means of increasing the effectiveness of involving volunteers into the process of tackling social issues. Summing up the answers of the experts on the challenges of managing voluntary work, the following issues were distinguished as the most difficult and common ones: the process of attracting and finding volunteers, the training of volunteers, dully assigning tasks to the volunteers based on their abilities in order for the results of their performance to be as high and satisfactory as possible, keeping the current volunteers in the enterprise and fostering their motivation in times of decline in their enthusiasm, motivation and willingness to work. It may be concluded

that the executives of social enterprises mainly focus on the implementation of the "dual" mission of the social enterprise, i.e. achieving its social objectives and gaining income, and subsequently less attention is paid to improving the process of managing volunteers. Despite the latter, all of the experts that were interviewed unanimously acknowledge that social enterprises would not be able to implement their objectives without the assistance of volunteers.

Conclusions and recommendations

In order for the social enterprise to successfully implement its "dual" mission, i.e. both of its entrepreneurial and social objectives, the executive body of such an organisation should aim at achieving a balance among its staff members. The latter may be accomplished by recruiting persons from both business and non-governmental sectors. However, the majority of organisations, which follow the principles of social entrepreneurship, lack certain resources, required to attract employees, who have relative experience in fields of both traditional and social business. Therefore, social enterprises rely on recruiting volunteers, i.e. persons who are willing to sacrifice in the name of achieving the set social mission of the organisation and who agree to settle for a lower salary or receive no pay at all. However, volunteers sometimes lack certain skills, expertise or general experience required to dully carry out their tasks.

In order to create a harmonious working environment where paid employees and volunteers can successfully cooperate, it is important to involve the paid employees into the ongoing processes of the organisation, particularly the decision-making processes of managing volunteers.

Furthermore, it is important to create conditions for the staff members to exchange their expertise and learn from different experiences. For the organisation to have sufficient resources of volunteers, the executives of these entities must constantly seek new means of attracting new volunteers and keeping the current ones motivated.

The study shows that executives of social enterprises usually rely on social networks and personal contacts to attract and find new volunteers. However, they usually neglect other means of attracting more volunteers. The study confirms that executives of social enterprises focus mainly on achieving the double objective of the organisations and subsequently neglect the issue of improving the management of volunteers, in particular fostering the motivation of the volunteers and implementing plans of effectively involving volunteers into the activities of the organisation.

The research also revealed that volunteers often have different experience, education, and motivation. However, there are not enough both financial and human resources to train the volunteers and to duly assign tasks according to their abilities so that the work is carried out qualitatively and in time. Therefore, the executives of social enterprises are not always satisfied with the results of the work entrusted to volunteers. Nevertheless, the executives of social enterprises confirm, that volunteer resources are a significant part of the organisation's overall resources because without volunteers it would be difficult to achieve the set objectives of the enterprise.

In order to improve the process of organizing voluntary work in social enterprises the article suggests implementing more means of attracting volunteers into the organisation. These means could involve holding more "open-door" events,

presenting the opportunities of volunteering in community events, involving other related parties into the process of discovering and recruiting volunteers (e.g. volunteer offices, universities, schools, NGOs). Social enterprises should also introduce and implement internal programs of managing volunteers and plans on effectively involving volunteers into the operations of the organisation. It is also recommended to involve as much as possible of the paid employees into the decision-making process regarding the issues of managing volunteers. The organisations should also focus on the volunteers themselves, particularly on training the volunteers and duly assigning them the tasks that best suit their capabilities. Moreover, it is suggested to combine both general and individual means of volunteer motivation taking into consideration the needs of a particular volunteer in order to maintain and foster their involvement and willingness to work in the organisation.

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Audronė Urmanavičienė is a PhD student of Mykolas Romeris university joint doctorate board (VDU, KU, ŠU,ASU and MRU) for Management Science. Author's research interests: management, changes in labour market situation, integration, social enterprises, social entrepreneurship. She has participated in international and national conferences The author is a member of AVADA – Academic association of management and administration.

Janina Čižikienė is a PhD student of Mykolas Romeris university joint doctorate board (VDU, KU, ŠU,ASU and MRU) for Management Science. She works as Management Lecturer at Mykolas Romeris University, Institute of Management. Author's research interests: management, changes in labour market situation, integration, social enterprises, social assistance to families.