

论文

非营利部门员工从业动机研究: 利他主义的反思

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摘要:

作为一个宗旨驱动型组织, 非营利组织主要依靠其员工来提供服务并满足组织利益相关者的期望与需求。然而, 基于何种动机个体才会选择到非营利组织而不是营利或公共组织从业呢? 对此问题的理解要比非营利组织为了从数量和质量上招募到理想员工而采取何种竞争战略更为优先。与营利部门和公共部门不同, 非营利部门有其独特的员工及其服务动机谱系, 利他主义也只能代表非营利部门的其中一面。相对于诸多学者所使用的“内因—外因”传统二分法分析框架, 从员工在非营利部门从业的服务约束性(积极性/被动性)和服务导向性(利他性/利己性)维度构建的非营利部门员工从业动机矩阵将员工从业动机分为四种类型, 这将有助于我们理解员工显性从业选择行为下实际的隐性需求, 并可成为未来实证分析的基础。

关键词: 非营利组织 从业动机 利己主义 利他主义

What Motivates People to Serve in Nonprofit Sector: Reflection on Altruism

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Abstract:

As the mission-driven organizations, nonprofit organizations rely on their employees to deliver the services that nonprofit stakeholders expect. The understanding of the issue what motivates people to serve in nonprofit sector rather than profit or public sector should precede the competitive strategies which nonprofit organizations adopt to enlist the desirable employees. The nonprofit sector has its own genealogy of employees and their service motivations are distinct from those for-profit and public sectors. Altruism is only one side of the nonprofit coin. Unlike the conventional frameworks of motivation theory such as the dichotomy between extrinsic and intrinsic motivators, the service motivation matrix categorizes individual motivation into four sub-types based on the service constraint level (Active versus Passive) and the service focus or orientation (Altruism versus Egoism). This matrix will increase our understanding of the underlying motivation for the explicit service choices of employees in the nonprofit sector and serve as a basis for future empirical analysis.

Keywords: nonprofit organization service motivation egoism altruism

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