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Мотивация как основной фактор коммуникационных и управленческих процессов в молодежных организациях Санкт-Петербурга и Праги

Motivation as a key factor of communication and management processes in youth organizations of St. Petersburg and Prague

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Table of contents

Generating Table of Contents for Word Import ...

Introduction

This multidisciplinary research has its aim to find the answer for the question about turnover and fluctuation processes in youth organizations. The applied research is based on the

request of Presidium of Youth council in Kirovsky district in order to reduce the fluctuation problem with members of their organization. They are willing to change their organizational system in order to maintain the level of motivation and satisfaction among present activists and also attract more new people. This research provides information for general orientation in the decision-making process among superiors of Youth council. Hence, *the research problem* can be formulated as follows: the coordination and management of young people in voluntarily organizations like Youth council are troublesome due to several reasons, which are weak motivation, organizational conflicts, lack of time, and absence of experience. The privation of worthwhile and convenient solutions for these problems leads to crucial outcome which restricts the quality of work they do. This outcome implies the fluctuation of members in a sense of them leaving this organization. Thus, the *key research question* of this paper is: how to reduce fluctuation and turnover processes in Youth council in Kirovsky district and keep its members motivated?

Therefore, *specific research tasks* of this study are:

1. To identify key motivational factors which keep young people motivated for volunteering work.
2. To describe how work process is organized in youth organizations.
3. To examine types of organizational behavior which youth organizations have.
4. To explore what the main principles of qualitative work in youth organizations are.
5. To make an organizational proposal to Presidium of Youth council in accordance with identified issues and researcher's recommendations.

Comparability overview

The cases of this comparable research are Youth Council in Kirovsky district of St. Petersburg and non-profit organization "Youth Included" based in Prague. Both these organizations were established nearly at the same time: the first one in 2011 while the second one in 2012. It is highly important to emphasize that these youth organization consider themselves as open platforms for young people, for their integration into society, and for enabling their personal experience. Both these organizations also have same goal which is to encourage and provide participation of youth in social and cultural life of the city. Moreover, it

has to be noted that these organizations are voluntarily-based which means that they do not have permanent financial support. Therefore, both Youth council and Youth Included have difficulties with funding, and, consequently, use the system of barter for exchanging services. And, finally, another important similar aspect of their work is the fact that they both solve local problems in the society they work in.

Paper structure

The paper consists of three main parts which are theoretical chapter, empirical chapter, and conclusion with several appendixes. This first chapter discloses key theoretical concepts and assumptions which are necessary for this research. While the second chapter relates to the empirical part of this paper, in particular, to case study research with data description and analysis. The conclusion finalizes both data obtained and theoretical framework used. Appendixes represent research design of the paper, organizational proposal with recommendations, guide for the interview, questionnaire, and samples of interview and observation notes.

Thus, the first chapter reveals theoretical framework which was used in this research. Organizational development served as a central framework and complex approach which consists of concepts and theories regarding organizational behavior and motivation of workers. Then one of the important theories which was considered as a foundation for this study is an organizational theoretical perspective developed by Douglas McGregor. He proposed the assumptions of motivation theory X and theory Y, which are related to managerial behavior in the organizations. These assumptions indicate that members of organization are motivated either via direction and control (theory X) or integration and self-control (theory Y). The central principle which derives from Theory Y is related to integration process: the creation of working conditions such that members of organization can achieve their own goals best by directing their efforts toward the success of organization.

Moreover, some other motivation theories are examined, such as Maslow's hierarchy of needs, job characteristics model developed by Hackman and Oldham, expectancy theory proposed by Vroom Victor H, and two-factor model theory by Frederick. Maslow's hierarchical pyramid of needs was relevant in terms of its theoretical continuation in Douglas McGregor's work. The author proposed that there are five basic categories of human needs which we can apply to everybody while investigating people's behavior: physiological needs, safety, social,

esteem, and self-fulfillment. Job characteristic model was proposed by Hackman and Oldham. The main focus of this theory is the job that workers perform while working. Expectancy theory introduces the idea of certain expectations and beliefs which individuals keep in mind regarding possible consequences and outcomes of their efforts. And, finally, two-factor model draws attention to the concept of intrinsic (motivators) and extrinsic motivation (hygiene factors) in employee participation and performance.

Also the learning organization theory by Peter Senge was examined in this research. The author put forward an idea that learning organization is determined as a group of people working together collectively to enhance their capacities in order to create results they really wish to have. In these terms we can speak about youth organizations as samples of this study. Senge also believed in the theory of system thinking, which focuses on how the individual that is being studied interacts with the other members of the system. In other words it was considered that youth organizations are whole complex systems.

The second chapter involves the data description and analysis. The methods which were used for analysis are descriptive, cross-tabulation, correlation and regression. The empirical chapter consists of several paragraphs: interviewing and observation conclusions, observation interpretation quotes and analysis, and questionnaire results. For illustrative purposes comparative tables and statistical charts are provided in this chapter as well. The empirical chapter is followed by the conclusion.

The paper is terminated with key overall conclusions which are made in accordance with both theoretical perspective and data collected. Moreover, limitations of research are provided in order to investigate future research relying on the present one. Limitations were made so that to demonstrate that the research provides only current picture of youth organizations' structures, cultures and inside relationships. The situation now looks quite stable. However, everything can change for different reasons.

Chapter 1. Theorizing the framework for organizational development

Organizational development

In my research I decided to use an organizational development approach as a whole system of concepts and theories regarding organizational behavior and motivation of workers. This approach assists me in both analyzing the most significant aspects of the question under my consideration and finding the proper answers for it. I bear in mind the fact that it is highly important to develop and formulate recommendations in the end of my research. Therefore, organizational development process is necessary to examine because it can provide me with a full picture of studied issue.

"Organizational development is a system-wide process of applying behavioral-science knowledge to the planned change and development of the strategies, design components, and processes that enable organizations to be effective"[1]. Organizational development (OD) seeks to apply scientific approach in behavioral knowledge and put it into practice in order to help organizations in their change with a view to achieve greater effectiveness. Moreover, it assists organizations in improvement of their internal functions and external environments with a view to gain both better quality of work life and high performance. This change, which OD emphasizes, is consciously planned and then implemented into practice.

It is highly important to mention that organizational development is primarily concerned rather with the process than organizational system or structure. The core idea of OD is not that what is done in the end but the way all the things are done. Basically it means that OD refers to the processes in which people interact with each other with a specific objective to increase effectiveness of organization they work in. Organization, in return, is considered as a total system with its interactions and interrelationships among members.

[1] Dynamics of organizational change and learning, Jaap J. Boonstra, John Wiley & Sons Ltd, England, 2004

Organizational development was also defined by Wendell L. French and Cecil H. Bell in their book "Organizational Development: Behavior Science Interventions for Organizational Improvement" as follows: "A planned systematic process in which applied behavioral science principles and practices are introduced into an ongoing organization towards the goals of effecting organizational improvement, greater organizational competence, and greater organizational effectiveness"[2]. The main focus they emphasize is on organizations and their improvement. The orientation which they underlined refers to action, which implies the achievement of "desired results as a result of planned activities"[3].

OD is based on several assumptions[4], which are significant in our research as well:

1."Most individuals are driven by the need for personal growth and development as long as their environment is both supportive and challenging". Young people who are engaged in the volunteering participation in youth organizations basically seek for their personal growth as well. We will consider this point further in details.

2."The work team, especially at the informal level, has great significance for feelings of satisfaction and the dynamics of such teams have a powerful effect on the behavior of their members". The atmosphere in youth organizations depends on mostly informal communication among members since they do not have specific divisional organizational structure. One of the key factors which influence the behavior of young people in these organizations is the fact that interpersonal relationships are considered to be one of the retaining elements in their work.

3."OD programs aimed to improve the quality of working life of all members of the organization". Inherently, the superiors (managers) of the organizations in both cases of my research are willing either to change or to maintain working conditions for young people. One of the principal challenges which they encounter is either absenteeism or turnover of the organization members.

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[2] Organizational Development: Behavior Science Interventions for Organizational Improvement, Wendell L. French, Cecil H. Bell, 6th edition, Englewood Cliffs, N.J. : Prentice-Hall, 1999

[3] Same

[4] A Handbook of Human Resource Management Practice, Michael Armstrong, 10th edition, Kogan Page Limited, London and Philadelphia, 2006

4.“Organizations can be more effective if they learn to diagnose their own strengths and weaknesses”. In fact not every person is able to consider their actions without fear or favor. One of the significant points in doing any kind of work is to discern things which can be done better and more effectively. In case of youth organizations it is highly important to say that young people control organizational environment themselves. By that I mean they have a huge challenge in objective evaluation of their job and performance since they are themselves still in the process of human development. It is too difficult for them to analyze their actions from outside since they only just start learning how things should be done.

5.“Managers often do not know what is wrong and need special help in diagnosing problems”. This assumption can be considered as a consequence from the previous one. Since this research is based on the request of the Presidium of the Youth council in Kirovsky district of Saint-Petersburg, it has to be mentioned that this is an applied research with the aim of implementing researcher’s recommendations into practice.

Generally, all approaches which are connected with the changes of organizations in general and of people in particular, include assumptions regarding human beings nature. It can be expressed either explicitly or implicitly. In other words, we are talking about how people’s behavior can be explained, then changed and then developed. Humanistic psychology (Maslow, Rogers), for instance, “calls attention to people’s subjective experiences and the values, intentions, and perceptions that guide their choices about how to behave and interact with the environment”[5]. The main principle of this approach is that people are naturally self-determined, creative, and have an extraordinary capacity for their psychological growth.

Same with young people who are traditionally considered to be well prepared to “adjust, work hard, learn a lot and do their utmost if they have a feeling of being accepted, appreciated and treated as equals with a specific individuality which is respected”[6]. Young generation constitutes a tremendous challenge that demands comprehensive and innovative workplace learning initiatives, which involve extensive range of possibilities for them. Furthermore, another core principle of humanistic approach is that human beings are not only obsessed with the idea

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[5] Dynamics of organizational change and learning, Jaap J. Boonstra, John Wiley & Sons Ltd, England, 2004

[6] The fundamentals of workplace learning: Understanding how people learn in working life, Knud Illeris, Routledge Taylor & Francis Group, New York, 2011

of achieving things they do not have. They also are highly motivated to seize the opportunities in experiencing something new along with getting to the top by achieving their full human potential. However, as Douglas McGregor said, "A satisfied need is not a motivator for behavior"[7]. Likewise not necessarily all the people whose lower-level needs are satisfied, are willing to make the grade by satisfying higher level needs.

Therefore, the fundamental issue emerges: how to consolidate individuals' and organization's interests and needs in the same direction? Basically, the answer for this question lies in understanding of organizations that they need to enable their members acquire psychological maturity. This is a necessary step in achievement of desired effective results for the organization. OD believes that if organization provides its members with opportunity to realize their human potential, it would lead to promotion of their psychological maturity. Members of this organization might prefer to be self-controlling, to have long-term perspectives regarding their activity and performance in this organization, to take responsibility in doing their job. Therefore, we have to mention "Theory Y" which was developed by Douglas McGregor in 1960. It would seem that there has passed so much time and everything has already changed in terms of organizational environment. However, I do believe that this theory captures the essence of current cases in our point.

Organizational practices

Theory X and theory Y controversial styles of management

When Douglas McGregor firstly claimed that under proper conditions, boundless resources of human creative energy could become real and accessible for mangers within particular organizational setting, nobody believed that it could be possible. He was sure that this new knowledge and theoretical conception will require years of both exploration and practical implementation. Industrial management, in his opinion, was not aware of methodology for applying this knowledge to the process of human efforts organization in different companies, no matter what area of activity they have. Oxford leadership journal named book "The Human Side of Enterprise" by Douglas McGregor as the most influential in management literature[8]. With its simple but powerful observation which McGregor has done this book expresses two deep and competing theoretical assumptions about nature of human beings in terms of managerial world.

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[7] The Human Side of Enterprise, Douglas McGregor, McGraw-Hill book company, USA, 1960

[8] Theories X and Y, Revisited, Matthew Stewart, Oxford leadership journal: Shifting the trajectory of civilization, Volume 1, Issue 3, June 2010

Ha assured that "conventional organization structures, managerial policies, practices, and programs reflect several assumptions"[9], which he formulated as a set of propositions and called "Theory X":

1.Management is responsible for organizing the elements of productive enterprise – money, materials, equipment, and people – in the interest of economic ends.

2.With respect to people, this is a process of directing their efforts, motivating them, controlling their actions, modifying their behavior to fit the needs of the organization.

3.Without this active intervention by management, people would be passive – even resistant – to organizational needs. They must therefore be persuaded, rewarded, punished, controlled – their activities must be directed[10].

Moreover, these theoretical assumptions require additional beliefs, in McGregor's opinion. He pointed out that these beliefs are not that explicit, but rather implicit and widespread:

4.The average man is by nature indolent – he works as little as possible.

5.He lacks ambition, dislikes responsibility, and prefers to be led.

6.He is inherently self-centered, indifferent to organizational needs.

7.He is by nature resistant to change.

8.He is gullible, not very bright, the ready dupe of the charlatan and the demagogue[11].

Theory X implies that mostly all the people are lazy and self-centered; they prefer to be told what to do and how to do it, they are resistant to change and are not ambitious at all. However, Douglas McGregor was sure that inappropriate and disrespectful behavior of workers is not a consequence of their human nature, but rather consequence of organization's nature. He claimed that the most significant problem consists in management philosophy and policy. And

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[9] The human side of enterprise, Douglas McGregor, Leadership and motivation, Essays of Douglas McGregor, Volume 2, Number 1, Reflections, MIT Press, 1966

[10] Same

[11] Same

coming back to motivation and satisfaction of people's needs, we would like to emphasize again that if lower level needs of employees are satisfied it does not necessarily mean that they are motivated to put any effort in their further behavior and actions. "This is a fact of profound significance. It is a fact which is unrecognized in Theory X and is, therefore, ignored in the conventional approach to the management of people. The man whose lower-level needs are satisfied is not motivated to satisfy higher level needs"[12]. Unless organization, in particular – managers, provides their workers with the opportunities to satisfy their higher level needs, people will be abeyant and deprived. Consequently, they will be not willing to change their behavior because of this deprivation.

On the contrary, theory Y implicates that human beings are rather active than passive in terms of formation of their lives and external environment; they are willing to assume responsibility. Moreover, in McGregor's opinion, people should be managed as little as possible. Management by direction and control will definitely fail, because these methods are meaningless in a sense of motivating people to put their efforts towards the objectives of organization. Therefore, he proposed other assumptions, which sound more adequate and decent for describing human nature:

1.The expenditure of physical and mental effort in work is as natural as play or rest. The average human being does not inherently dislike work. Depending upon controllable conditions, work may be a source of satisfaction (and will be voluntarily performed) or a source of punishment (and will be avoided if possible).

2.External control and the threat of punishment are not the only means for bringing about effort toward organizational objectives. Man will exercise self-direction and self-control in the service of objectives to which he is committed.

3.Commitment to objectives is a function of the rewards associated with their achievement. The most significant of such rewards, e.g., the satisfaction of ego and self-actualization needs, can be direct products of effort directed toward organizational objectives.

[12] The Human Side of Enterprise, Douglas McGregor, McGraw-Hill book company, USA, 1960

4.The average human being learns, under proper conditions, not only to accept but to seek responsibility. Avoidance of responsibility, lack of ambition, and emphasis on security are generally consequences of experience, not inherent human characteristics.

5.The capacity to exercise a relatively high degree of imagination, ingenuity, and creativity in the solution of organizational problems is widely, not narrowly, distributed in the population.

6.Under the conditions of modern industrial life, the intellectual potentialities of the average human being are only partly utilized[13].

These assumptions indicate that organization should focus on the creation of opportunities for its members, identification of human potential, facilitation and guidance. Managers should follow the idea of eliminating obstacles along with strengthening growth. They also should provide their workers with straightaway adaptation and development opportunities. And the most important belief which McGregor formulated in accordance with this theory is the fact that "the limits of human collaboration in the organizational setting are not limits of human nature but of management's ingenuity in discovering how to realize the potential represented by its human resources"[14]. In other words, in the situation when employees are unwilling to take responsibility and prefer being lazy, unimaginative and uncooperative, the causes lie in the methods of managerial organization and control.

Generally, management with following theory X assumptions implies external control over workers' behavior, while management with following theory Y assumptions implies self-control and ability to direct own behavior without pressure. Many management gurus discovered these ideas; Peter Drucker was one of them. He could be called a "Y-man"[15], since he was the one who started to promote his own version of this theory even before McGregor gave its name. Furthermore, he was the one who distinguished these two types of managerial behavior as "management by objectives" (theory Y) versus "management by control" (theory X).

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[13] The Human Side of Enterprise, Douglas McGregor, McGraw-Hill book company, USA, 1960

[14] Same

[15] Theories X and Y, Revisited, Matthew Stewart, Oxford leadership journal: Shifting the trajectory of civilization, Volume 1, Issue 3, June 2010

Management by objectives

Peter Drucker believed that each member of the organization contributes something different. The core idea of this contribution process is that all efforts should be oriented towards one common goal. So, basically, performance in the organization requires that each worker does their job directed towards the objectives of whole organization. Drucker claimed that "organization, by its very nature, contains four powerful factors of misdirection:

- the specialized work of most managers;
- the hierarchical structure of management;
- the differences in vision and work and the resultant insulation of various levels of management;
- and, finally, the compensation structure of the management group"[16].

In order to prevent these obstacles, there should be structured and coordinated management by objectives in the organization. In the best possible way workers should be involved in the whole process of goal-setting. Then they might fulfill their responsibilities headlong since these goals could be common for both superiors and subordinates of the organization. In that case when people are directed, controlled and manipulated, they are willing to find satisfaction for their social, ego and self-fulfillment needs somewhere away from their job. The main principle of management by objectives is to facilitate and assist workers in this satisfaction of needs process. The best way for achieving it is, as I mentioned above, to provide employees with the opportunity to participate in the whole discussion of goals and objectives in organization process.

Another core idea which Drucker followed as well was his assumption that organizations work best when there is decentralization and simplification of organizational structure. He made no reckoning of command and control style of management. He claimed "the hierarchical structure of management aggravates the danger"[17]. He felt certain about consequences of hierarchy in organizations which can lead to low productivity, poor performance, human proc, and, finally, deprivation of confidence in the whole management system of organization.

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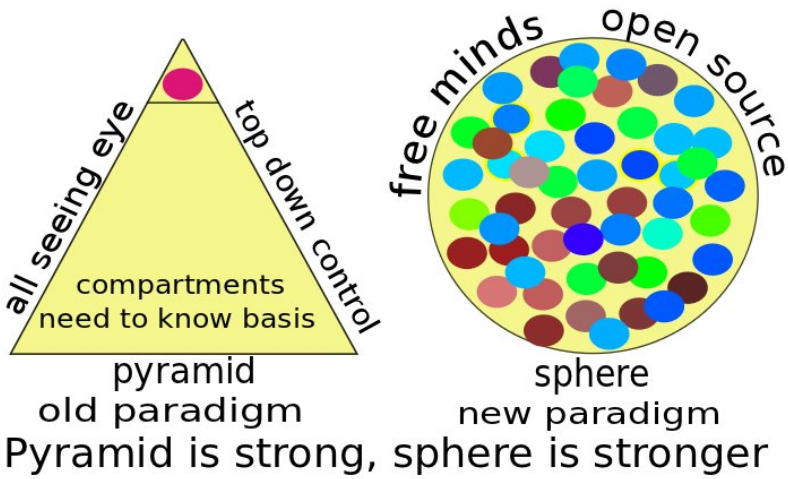
[16] Management – Tasks, Responsibilities, Practices, Peter F. Drucker, Truman Talley books, New York, 1986

[17] Same

Organizational types and structures

Douglas McGregor was also sure that managers should give their workers a degree of freedom in order to navigate and follow their own activities. This decentralization and delegation, in his opinion, might lead to employees' own wish to take the responsibilities, and, as a consequence, to satisfy their personal needs.



[18]

Pyramid of command-control structures is quite old-fashioned method for organizational structure. It seeks to control members of the organization and to arrange hierarchical structure of authorities. Furthermore, the prevailing features of such organizations are centralized decision-making processes, formal rules and systems, conventional and routine tasks for its members. Even though it is considered to be effective to coordinate the members of organization through usage of this type of structure, in my sincere opinion, it is not efficient for youth organizations to be structured as a pyramid of command-control. Management in such organizations cannot follow the ideas of direction and control; therefore, managers cannot treat their volunteers as immature adults even though their workers are predominantly young people. Moreover, pyramid structures include beliefs regarding human relationships, which are expected to concentrate on

[18] Electronic resource – http://2bcreative.org/?page_id=507

the goals and objectives of the organization first. These relationships must be formal, logical and deliberate. Apparently, it is not possible to have this kind of relationships among young people in such volunteering organizations.

Remarkably, it is forbidden for workers to emote and have informal relations with other members. According to Douglas McGregor, all these assumptions result in low level of interpersonal competence[19]. However, I do believe that this is considered to be the most indispensable skill for young people in their age, and it is unfairly to deprive such opportunity for acquiring this skill from them. Moreover, in McGregor's opinion, "this reduces information sharing, risk taking, and trust among members"[20]. Consequently, it can lead to interpersonal conflicts and inability to solve emerged problems in the organization. Knowledge and information sharing are extremely important processes in any organization, especially in youth organizations since their members are young, creative, and imaginative human beings.

For this reason it is more productive and beneficial to have a sphere paradigm in such organizations. Organizational development has focus on assistance organizations in creating an enabling environment and necessary conditions for encouragement of employees' interpersonal competence along with their psychological maturity. Therefore, it contributes to effectiveness of organization, which is the primary objective of managers' job. As Jaap J. Boonstra claims, "OD strongly values human development, democratic principles, and open inquiry. It seeks to develop organizations that encourage an open, problem-solving climate, trust, collaboration, and teamwork among members, and opportunities for members' self-control"[21]. Hence, the superiors in youth organizations should bear in mind the idea of sphere paradigm structure as it provides them with both distributed control over members and open platform for youngsters' free minds.

There are many different types of organization, but all of them are willing to achieve their objectives quickly and effectively. Youth organizations should be rather informal since they are flexibly structured. They can be more spontaneous and creative in terms of problem solving processes. Moreover, they should have less specified relationships. As for power, it should be decentralized and all the core members of these organizations should firstly agree a policy before

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[19] The Human Side of Enterprise, Douglas McGregor, McGraw-Hill book company, USA, 1960

[20] Same

[21] Dynamics of organizational change and learning, Jaap J. Boonstra, John Wiley & Sons Ltd, England, 2004

it is accepted. If the superiors of youth organizations follow these ideas, it can result in effectiveness and efficiency of organization performance.

Organizational development has several interventions which contribute to these ideas as well[22]:

1.Human process – team building, encouragement of interpersonal competence, and conflict resolution. It is highly important to pay attention to this social aspect of organizational processes in youth organizations since all the members are firstly willing to communicate and be actively engaged in the society development.

2.Techno-structural – employees' self-control, job enrichment, involvement to decision-making process. All decisions made in the organization should be rational and logical; both advantages and disadvantages of the outcomes must be taken into account while decision making processes. When a lot of members of the organization make a decision together, the chances for objectivity and rationality are growing.

3.HR management – career and potential development. One of the key objectives of the superiors of youth organizations is to provide its members with the opportunity to achieve their potential, as I mentioned before. By encouraging youth development, social integration, and personal growth, the superiors take a significant step in the development of their organization itself.

4.Strategic – organizational learning, flexibility promotion, innovation, organizational culture change. With a help of certain strategy which youth organizations should develop they will be able to change themselves by introducing new managerial values and advancing members' psychological maturity along with interpersonal competence.

Organizational development, in general, has its major aim to increase employees' commitment and to encourage effective teamwork. In fact, this approach is used in any organization which is concerned with the transformation of organizational structure. It has to be mentioned that basic principle which underpins OD is the evolvement of organization. And it also can include diverse activities which are related to organization's advancement. With regard

[22] Same

to question of structural change I have to say that with the usage of only this method for improvement and achievement desired result, there is no guarantee that it will ensure organization's survival and prosperity. It is extremely important to emphasize that apart from this method there are several other activities which seek to make the organization more effective. As one of the handbooks for organizational studies asserts, there are such typical activities for organizational development:

- Introducing new structures or processes;
- Working with teams to accelerate their development;
- Improving cross-department relationships;
- Embarking upon change management programs;
- Improving learning opportunities for individuals and teams[23].

The principle of Integration

Returning to the core subject of theory Y it has to be noted that central principle which this theory transpires, refers to integration process, which means "the creation of conditions such that the members of the organization can achieve their own goals best by directing their efforts toward the success of the enterprise"[24]. Generally, it implies that people working for the same organization should recognize both individual's and organization's needs. And what is more important – the fact that according to assumptions of theory Y, organization will perish unless integration is achieved there.

As might be expected, integration implies that people are working together so that their organization succeeds and they all have a possibility to share the resultant reward. However, it seems incomprehensible that employees, while satisfying their own needs and aspiring their own aims, would complete the organization's goals. The principal idea which lies in this supposition indicates management's implicit assumption about adjusting of all workers to the requirements of organization they work in. Moreover, in McGregor's opinion, "this can lead to anarchy, chaos,

[23] Understanding organizations: Part 1, Tony Greener, Tony Greener & Ventus Publishing ApS, 2010

[24] The Human Side of Enterprise, Douglas McGregor, McGraw-Hill book company, USA, 1960

irreconcilable conflicts of self-interest, lack of responsibility, inability to make decisions, and failure to carry out those that were made"[25].

In order to prevent all these consequences, organization's managers should create such conditions that all the members of this organization will conceive the fact that if they guide their efforts in the direction of the success of their organization, they will be able to achieve their own goals. This is the principal question which all managers or superiors of the organization should find the solution to. In case of youth organizations this is especially important since the achievement of organizational objectives depends on the commitment of young people to those objectives. If the superiors of these organizations create such necessary conditions, their volunteers will be able to exercise self-control while working and discharging their duties.

Thereby, Douglas McGregor emphasized the significance of workers' higher-level needs satisfaction since this can lead to the improvement of managerial capacity. In this motivation-need satisfaction assumption he referred to Maslow hierarchical pyramid of needs, which is considered to be the most famous and influential in terms of applying it into practice. He proposed that there are five basic categories of human needs which we can apply to everybody while investigating people's behavior. Basically, his assumptions regarding these categories are formulated as follows:

1.The first level of hierarchical pyramid concerns physiological needs, which are the needs for oxygen, water, food and sex.

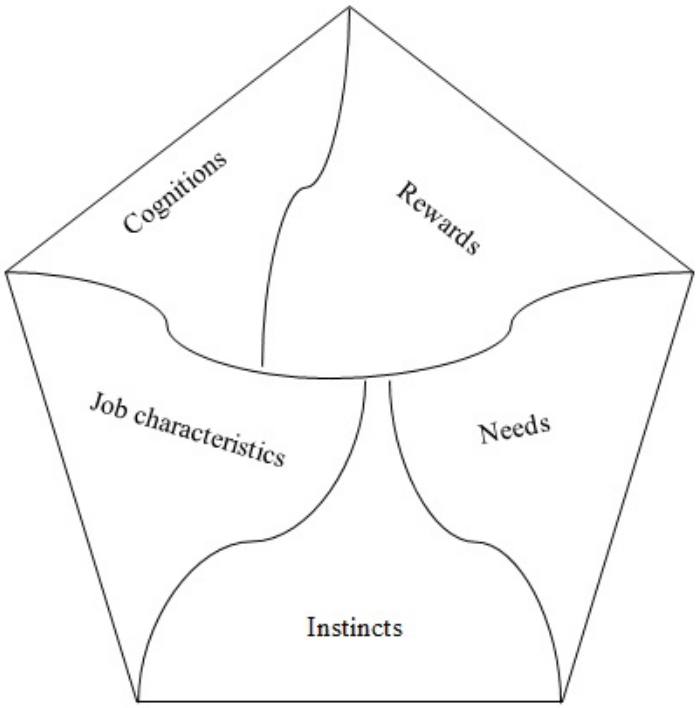
2.The second level – safety needs, which are the needs for protection against danger and the deprivation of physiological needs.

3.Next level – social needs, which are the needs for love, affection and acceptance as belonging to a group.

4.The forth level – esteem needs: the need to have a stable, firmly based, high evaluation of oneself (self-esteem) and to have the respect of others (prestige).

[25] Same

5.And the last level – self-fulfillment need, which is the need to develop potentialities and skills, to become the best one is capable of becoming[26].



In his need theory of motivation, Maslow claims that when a need from lower level is satisfied, the turn comes to higher level need, and individual starts to pay attention on this need. As I mentioned before, in Maslow's opinion, an unsatisfied need becomes dominant and can motivate his behavior. Likewise, young people who are working as volunteers for these youth organizations are willing to satisfy their social, esteem and self-fulfillment needs. Moreover, according to Abraham Maslow, these higher-level needs gain strength whenever they are satisfied. However, he emphasizes the significance of job that people do: if tasks are routine or deskilled, it does not necessarily mean that people will satisfy their needs while doing this job.

Robert Kreitner also highlights the importance of job characteristics as one of key elements in explaining employee behavior. He feels certain about five aspects which underlie prevailing theories of human motivation: instincts, needs, rewards, cognitions, and job characteristics. Kreitner believes that "an instinct represents an inherited or innate predisposition to behavior in a certain way"[27]. In other words, theories which hang upon instincts explain human behavior with regard to unconscious motives. Needs are quite intelligible aspect, they basically have reference to goal-directed behavior. While rewards relate to consequences arising from their behavior,

[26] A handbook of human resource management practice, Michael Armstrong, 10th edition, Kogan Page Limited, USA, 2006

[27] Organizational behavior, Robert J. Kreitner, Angelo J. Kinicki, Library of congress, USA, 1989

mental cognitions are considered to be a function for this behavior. Therefore, "human behavior is viewed as the result of rational and conscious choices among alternative courses of action"[28].

Moreover, Robert Kreitner depicted the subject of motivation as a puzzle. It illustrates alternative interpretations (five key aspects of motivation theories) which are composed as a psychological puzzle. Mangers/leaders in the organization can learn very significant lessons about workers' motivation from each inherent piece of puzzle. Their main objective here is to choose such motivational techniques which will be best suited to workers of this organization and situation which is happening.

[29]

Similarly youth organizations leaders have to acknowledge this psychological puzzle since each piece of it is of great importance for their work. Thus, instincts are related to young people aggression, which is uncontrolled and unconscious aspect of their behavior in such age. Needs are highly relevant for these cases as well since being young people the individuals predominantly have their main objective to direct their behavior in a certain way in order to achieve beneficial results which can influence their future. Certainly, they are willing to have worthwhile rewards which will result in favorable consequences which, in turn, will again have

[28] Same

[29] Same

an important impact on their future career or life perspectives. Mental cognitions are also supposed to be a focus of youth organization leaders because the members of such organizations are in the process of formation of their moral values, strongly-held beliefs, and life expectations. And, finally, job characteristics are essential aspect to consider as well for the sale of challenging tasks which are very indispensable for young people. The reason for that lies in the assumption that "young members of our society cannot stand routine work: they hate slow and dull processes"[30]. They do prefer being active and fulfilling daunting tasks along with resolving tricky situations.

One of the most important aspects which we should pay attention to is the age of workers. In our case these are young people who have special needs which are characteristic for their age. We have to bear in mind the fact that needs change among people with time and age. As youth grow older, the need for knowledge, understanding and self-actualization appears. It becomes a more valid motivator for their behavior since they are willing to find themselves and their place in the world. Therefore, all people are different, and it is highly important to remember that what motivates one person may not work for another. In any case, each manager has to start his managerial approach with relying on this framework, meanwhile developing individual plans regarding workers in this organization.

Work motivation and satisfaction

Coming to the key research question of this paper, it has to be mentioned that all the organizations regardless of its type, form and activities they do, are concerned with the performance of their workers and what should be done in order to maintain or improve the level of their performance. Basically it leads to the idea of motivating people through different factors which are relevant for each individual in the organization. They can differ from person to person: someone can be motivated through rewards or fair leadership, while another person can be motivated only through work he does, in particular, the responsibilities he has or job characteristics he performs. The fundamental objective of each manager or leader in the organization is to develop convenient motivation processes and create a pleasant work environment that will assist him in assurance that all the workers achieve desired results in accordance with their expectations of organizational and personnel management.

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[30] The fundamentals of workplace learning: Understanding how people learn in working life, Knud Illeris, Routledge Taylor & Francis Group, New York, 2011

Fundamentally motivation theories imply the consideration of motivation processes. In other words, these theories are able to explain why people in the organization behave in a certain way. It means that motivation theories account for individuals' behavior in accordance with efforts they make and actions they perform. Moreover, they describe necessary steps for organizations which they can take in order to encourage their workers to integrate their own needs with the organization's goals and objectives. And, finally, it is concerned with such a thing as job satisfaction. It implies specifically driving forces which contribute to this state of job satisfaction along with its impact on their performance in organization's activities. All these aspects are truly important for organizational effectiveness. If manager or leader of the organization bears in mind these ideas and deals with all these questions, his organization will succeed both in brilliant performance and internal environment.

The definition of work motivation

First of all, the principal question arises: what is motivation? Let's start with the definition of this concept. It is commonly known that a motive is considered to be the reason for doing something. Therefore, motivation is associated with the influential factors which have an impact on individuals' behavior in a certain way. This is quite comprehensible definitions, which do not require an academic verification. However, I decided to appeal to some dictionary explanations. For instance, according to Encarta dictionary, to motivate means "give somebody incentive" or "make somebody willing"[31]. So, basically, this is a leading objective of each manager. He is supposed to aspire to achieve the best from each worker in the organization. More importantly, he's got to motivate different members in diverse ways, whereas motivating all of them as a whole group. Youth organizations, in this regard, do not differ from any other organization. They also require building of a pleasant and satisfying work environment which should be established with a spirit of trust, mutual effort and cooperation between the core team (or chairpersons) and other members of the organization (activists).

It is important to note that there are three components of motivation process which were listed by Arnold and Robertson in their book "Work psychology":

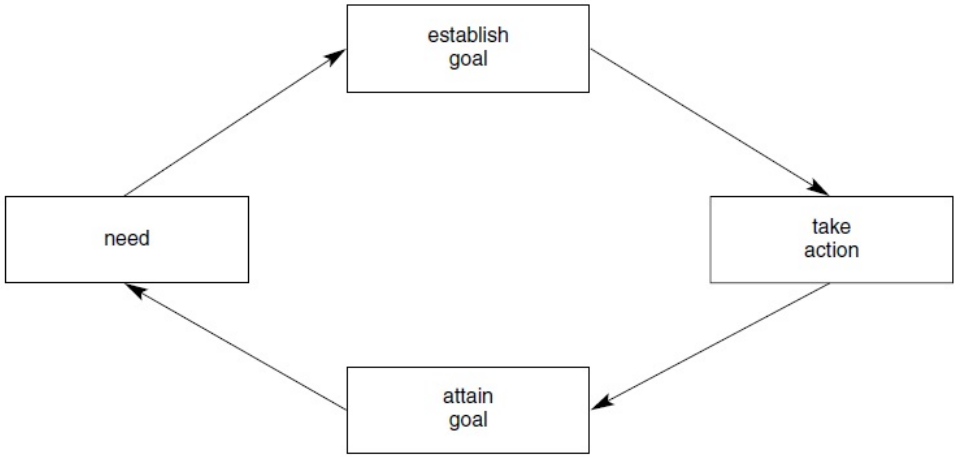
- Direction – what a person is trying to do;
- Effort – how hard a person is trying;

[31] Management basics, Susan Quinn, 1st edition, free eBooks bookboon.com, 2010

- Persistence – how long a person keeps on trying[32].

In other words, motivation can be described as a process of making a sustained effort based on individual's goal-directed behavior. For the most part, people are highly motivated when they expect something in return. In short it means that after a course of actions they do it is likely to attain a goal or receive a valued reward – anything that can satisfy their needs. It is truly difficult for managers to understand psychological processes which motivation represents. Terence R. Mitchell, professor of management in Foster School of business (university of Washington), defined motivation as "those psychological processes that cause the arousal, direction, and persistence of voluntary actions that are goal directed"[33]. As soon as managers understand these psychological processes of their workers, they will be able to successfully guide their employees towards achieving organizational objectives.

The emergence of motivation



It is also necessary to understand how motivation is initiated and to define key stages in the strengthening of the motivation process. Michael Armstrong is convinced that "motivation can be initiated by conscious or unconscious recognition of unsatisfied needs"[34]. These needs, in turn, create wants and wishes, which are aimed to achieve some result. Then individual establish a goal which he believes will satisfy these emerged needs. Thereafter he chooses a certain behavior pathway which is supposed to assist him in reaching this goal. And, finally, if this goal is reached, the need which was emerged at the first stage of this process will be satisfied.

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[32] Work Psychology, Arnold J, Robertson I T and Cooper C L, Pitman, London, 1991

[33] Motivation: New Direction for Theory, Research, and Practice, Terence R. Mitchell, Academy of management review, Vol. 7, 1982

[34] A handbook of human resource management practice, Michael Armstrong, 10th edition, Kogan Page Limited, USA, 2006

Michael Armstrong draws a plain scheme of a needs-related model, which shows these four key stages of a motivation process:

[35]

Interestingly, that in the subsequent this person will repeat such behavior since it is likely to satisfy similar need again next time. Clark Leonard Hull named this process of repeating successful behavior as "reinforcement" or the law of effect[36]. He claimed that individuals' habits are associations between stimulus and response. His explanation of reinforcement system implies that in learning processes the habits of person are originally formed by reinforcing certain behavior. To put it another way, he argued that the satisfaction of emerged needs helps individual to form habits from performed behavior.

Types of motivation

Motivation at workplace can occur in two ways: individuals can be motivated by themselves or by management. In the first case they are motivated through carrying out their work which further satisfies their needs or at least which can make an expectation about achievement of their goals. In the second case people at work are motivated through such managerial methods as payment, praise, acknowledgement, promotion, etc. Therefore, Frederick Herzberg identified two types of motivation: intrinsic and extrinsic:

- Intrinsic motivation – the self-generated factors that influence people to behave in a particular way or to move in a particular direction. These factors include responsibility (feeling that the work is important and having control over one's own resources),

[35] Same

[36] Essentials of Behavior, Hull C, Yale University Press, New Haven, CT, 1951

autonomy (freedom to act), scope to use and develop skills and abilities, interesting and challenging work and opportunities for advancement.

- Extrinsic motivation – what is done to or for people to motivate them. This includes rewards, such as increased pay, praise, or promotion, and punishments, such as disciplinary action, withholding pay, or criticism[37].

It is extremely important to understand that intrinsic motivation is the one which arises from sources inside the individual, whereas extrinsic motivation comes from the outside environment. Every manager/leader should be conscious of the notional assumptions regarding subsequent effects of these types of motivation. These assumptions imply that extrinsic motivators have an immediate and forceful effect, though it does not necessarily mean that it will last long; while intrinsic motivators are likely to have a long-lasting effect since they are deep-rooted inside the individual and are not dictated from the outside.

As one of management handbooks describes, "someone is being intrinsically motivated if they derive their satisfaction from the knowledge of a job well done or from the challenge of a job. An extrinsically motivated person is one who wants something given to them as a reward"[38]. The author emphasizes that it would not necessarily mean that individuals who have intrinsic motivators would not also seek for a reward. It just means that in a situation when a reward is the only one thing which they get as a result, they will not be motivated through this extrinsic motivator since the major source for them still remains intrinsic. The principal objective of each manager here is to realize which type of motivator keeps his worker being highly motivated. Furthermore, he should be acknowledged of these employees' needs while establishing motivational methods. Likewise, youth organization managers should bear in mind these ideas and predominantly follow the intrinsically motivational assumptions since their members cannot receive a material reward in accordance with type of their organization. However, they should also remember that extrinsic motivators can be not only tangible (money, e.g.), but also psychological (praise e.g.). Therefore, another core objective of youth organization managers/ leaders is to pay close attention to appreciation and recognition of their members' work.

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[37] The Motivation to Work, Herzberg Frederick with research colleagues Mausner Bernard and Snyderman Barbara, Wiley, New York, 1959

[38] Management basics, Susan Quinn, 1st edition, free eBooks bookboon.com, 2010

Work motivation continues to be a dominant topic in organizational behavior science since it is considered to have an influence on individuals' actions in the organization. Arndt Sorge distinguishes two groups of factors for employees' behavior: hard and soft factors[39]. Hard factors include hardware, costs and benefits, while soft factors imply exactly motivation and satisfaction of workers. And the most challengeable aspect here is that these soft factors can hardly be measured objectively. Therefore, it has to be noticed that motivation is considered to be the most significant and complicated challenge for every manager. And organization as a whole system is supposed to provide its members with high levels of their motivation by incentives and rewards practices, satisfying work environment, and, more importantly, opportunities for workers' learning and growth. Furthermore, this challenge leads to manager's both frustration and determination, which has to be solved as quickly as possible since it has influence on the effectiveness of all organization.

For one last important point regarding motivation as a process, it has to be mentioned that it is considered to be only one factor in the performance equation of employee. Generally, motivation and performance are believed to be same things. However, the researchers of organizational behavior studies argue that this is a faulty assumption. John P. Campbell and Robert D. Pritchard introduced a formula for proper perception and comprehension of performance equation:

"Performance = f (aptitude level * skill level * understanding of the task * choice to expend effort * choice of degree of effort to expend * choice to persist * facilitating and inhibiting conditions not under the individual's control"[40].

In this way, it has to be mentioned that they expanded well-known formula which expresses performance in industrial and organizational psychology as follows: performance = f (ability * motivation). The authors stated that motivation should be taken as a summary label which determines a group of independent/dependent variables relationships. In their opinion, performance "is not synonymous with effort, ability, or combination of the two"[41]. Therefore,

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[39] The IEBM Handbook of Organizational behavior, Arndt Sorge & Malcolm Warner, Thomson Learning Berkshire House, London, UK, 2001

[40] Motivation Theory in Industrial and Organizational Psychology (chapter 3 in Handbook of Industrial and Organizational psychology edited Marvin D. Dunnette), John P. Campbell, Robert D. Pritchard, Rand McNally College Publishing company, Chicago, 1976

[41] Same

they labeled a group of determinants as a motivation => motivation – choice to expend effort + choice of degree of effort to expend + choice to persist. Hence, this set of independent/dependent variables relationships labeled as a motivation can explain the direction and perseverance of individual's behavior. Consequently, a simplified form of performance equation can be performed as follows:

Performance = f (aptitude level * skill level * understanding of the task * motivation * facilitating and inhibiting conditions not under the individual's control).

Work motivation theories

Work motivation theories were categorized into two groups, which are content and process oriented types of theories[42]. The first group of theories involves assumptions regarding human needs and motives, primarily, extrinsic or intrinsic motivational factors which are responsible for of work feedback. While second group of motivation theories deals with variables which postulate that individuals' actions are determined by their cognitive choices. This paper relies on several motivation theories, which were taken from both groups in order to fully develop the issue being studied.

Organizational development draws on three psychological theories which can help organizations to improve its motivation aspects and workers' contribution, performance and satisfaction. These theories are[43]:

1. Motivation-need theory;
2. Job characteristic model;
3. Expectancy theory.

These theories explain motivation in the sense of peoples' psychological states, values, and expectations. Furthermore, they provide managers/leaders of organizations with the awareness of employees' differences as individuals and diverse organizational circumstances which motivation or do not motivate workers' behavior.

<u>Motivation-need theory</u>

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[42] The IEBM Handbook of Organizational behavior, Arndt Sorge & Malcolm Warner, Thomson Learning Berkshire House, London, UK, 2001

[43] Dynamics of organizational change and learning, Jaap J. Boonstra, John Wiley & Sons Ltd, England, 2004

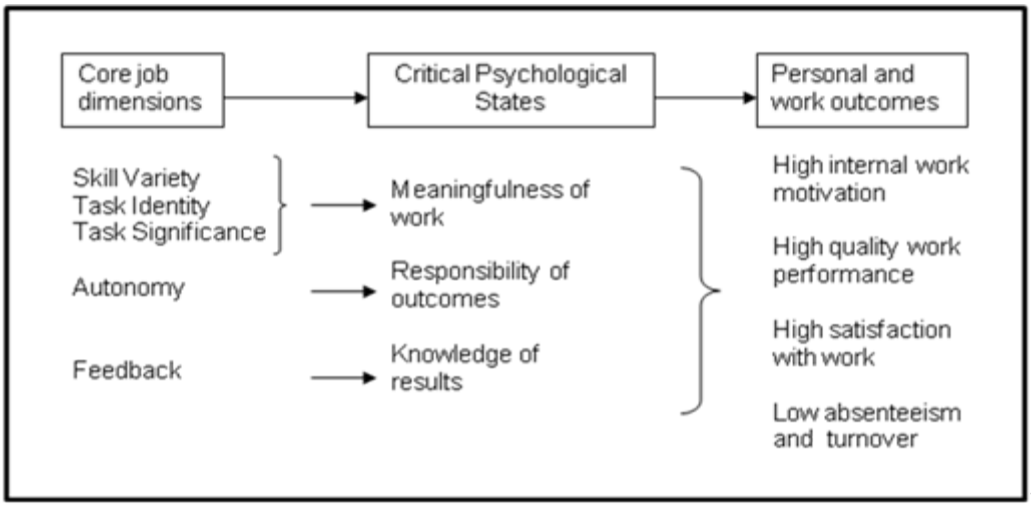
I defined this theory earlier in this paper. Abraham Maslow's hierarchy used widely in organizational development. The principal explanation for that lies in its humanistic origins and ease of understanding for organization managers and other members. The core idea which this theory emphasizes provides managers with full range of needs which can motivate their workers. As I mentioned before, the most significant needs in youth organizations are higher level needs, such as social, esteem and self-actualization. With assistance of assumptions of this theory manager is able to consider more alternatives for enhanced motivation since traditional incentives such as money and security of job are not appropriate for this type of organizations. Therefore, it has led to a huge variety of OD interventions which have its aim to satisfy workers' higher-level needs "including job enrichment, self-managed teams, employee involvement, and career development"[44].

Job characteristics model

It was developed by Hackman and Oldham. The main focus of this theory is the job that workers perform while working. I have already mentioned briefly what it means, though I have to add more specific information regarding this theory and its relevance to the cases of this study. The core idea of this theory lies in the assumption that jobs that people do affect their motivation through three psychological states, which are meaningfulness of their work, responsibility for their woks, and knowledge about results of their activities. Hackman and Oldham claimed that "the more jobs are designed to enhance three states, the more motivating they will be, especially for people with strong growth needs"[45]. They drew a pretty simple and comprehensible scheme, which shows the connection between specific job characteristics, then these three psychological states, and then possible job outcomes:

[44] Same

[45] Motivation through the design of work: Test of a theory, Hackman J. R., Oldham G. R., Organizational behavior and human performance, 1976



[46]

The task itself, as I emphasized before, is considered to be the key to workers' motivation. Thus, a boring and routine job prevents worker's motivation and worker himself to perform well, while a challenging and entertaining job conversely enhances motivation. Thereby, as one of organizational behavior books states, there are three significant ingredients of a more challenging job: "variety, autonomy, and decision authority". [47] Moreover, the author of this book claims that "two popular ways of adding variety and challenge to routine jobs are job enrichment (or job redesign) and job rotation"[48]. Consequently, if manager of the organization follows these ideas while motivating employees, he probably can expect high quality of their work performance.

Therefore, core job dimensions have to be explained more precisely. I will start with first three dimensions, which are skill variety, task identity, and task significance. Skill variety basically implies the range of tasks performed by individual. It is highly important to say that there should be an appropriate variety of personal skills and talents used – it does not have to be overwhelming but at the same time it shouldn't be insufficient. Young people working as volunteers for youth organizations develop their personal skills and find a use for their hidden talents. As for task identity, it generally means that person should be able to complete the task from the beginning up to the end. Hence the outcome of this accomplished work will enable more pride for the person. This is a truly important thing for young people since having learned this competence they will be able to enter the labor market as competitive persons. Task significance expresses an ability to determine task as the one which is leading to something

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[46] Same

[47] Organizational behavior, Robert J. Kreitner, Angelo J. Kinicki, Library of congress, USA, 1989

[48] Same

wider and beyond oneself. In other words, it is about recognition of the impact on other people. In youth organizations work it is also very important aspect to learn because these organizations deal with public outreach and vulnerable people. So, we can say that this is the very foundation of these types of organizations. Together these three dimensions contribute to individual's meaningfulness of the work. Consequently, there is a direct relationship which means that the higher all these three dimensions are the more meaningful and valuable work will be for individual.

The fourth dimension is autonomy which is related to a degree of employee's freedom and his ability to be independent worker. While having this autonomy employee can schedule his work to some extent and choose necessary procedures which are suitable for his style of work. It has to be noted that the higher this dimension is the more responsible employee will feel for the result of his work. I sincerely believe that autonomy dimension is extremely valuable for young people since they work in voluntary organizations which have flexible work time. Being engaged in many other activities (education – school/university, side jobs, etc.), young people are not supposed to work under pressure from their core team/chairpersons. Therefore, they value freedom and opportunity for being responsible for what they are doing. And the fifth dimension is feedback, which leads to knowledge of results. This dimension expresses the amount of information which is provided to employee regarding effectiveness of his work performance. Thus, employee will be able to recognize and appreciate efforts which he made. It is also very important for the members of youth organizations due to the fact that they do not have any other rewards except for words of esteem and appreciation. They cannot receive money for their active participation in organization's work, though they can be thanked and praised properly.

Hackman and Oldham argued that as a result of giving to employees the opportunity to feel these positive psychological states, managers/leaders of the organization can expect effective outcomes which will be satisfying for both individual and organization: "high internal work motivation, high quality work performance, high satisfaction with work, low absenteeism and turnover"[49]. The core idea which this model performs is to determine motivational potential of specific jobs and then redesign ones which have to be renovated.

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[49] Motivation through the design of work: Test of a theory, Hackman J. R., Oldham G. R., Organizational behavior and human performance, 1976

Job enrichment represents an organizational intervention which can be created for the purpose of jobs reconstruction with the intention of having challenging, motivating and more satisfying work for the individuals. The principal idea of job enrichment is to enhance both worker's performance and satisfaction of doing his job. Hackman and Oldham believed that it could be done by providing employees with the opportunity for their achievement, growth and recognition. These theoretical assumptions resemble the core idea of Douglas McGregor's principle of Integration. This principle means that if managers follow these ideas of individuals' growth and satisfaction of their own needs, the organization will succeed and have effective results of this cooperative work.

Job redesign

It should be mentioned that job enrichment is considered to be one of motivation strategies regarding redesigning job processes. Human resource management handbook suggests several redesign attempts which can be done in the organization in order to enhance motivation of employees[50]:

- Job enlargement which means an increase of task diversity for employee;
- Job rotation which indicates practice of assignment diverse tasks to different people. Therefore, it can lead to reemergence of individual's interest and eagerness to contribute more in his work.
- Job enrichment which implies almost the same as previous ones but with the presence of responsibility and autonomy for employee.

Redesigning jobs, in its turn, is believed to be one of motivation procedures for the effectiveness of management practices in the organization. In addition to job redesign, there are some other specific strategies for employees' motivation development: empowerment, reward system, and flexibility. "Empowerment occurs when individuals in an organization are given autonomy, authority, trust, and encouragement to accomplish a task"[51]. As a matter of principle, that is what job enrichment theoretical assumptions constitute. The main objective of empowerment is also to give worker responsibility for his job. As for reward system, it should be implemented in the organization as well since it is considered to demonstrate all workers that

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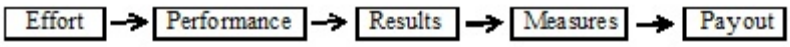
[50] Human Resource Management, Manmohan Joshi, 1st edition, free eBooks boookboon.com, 2013

[51] Same

their organizational behavior is appropriate and, what's more, it can be repeated on an ongoing basis. It is highly important to enforce this system in youth organizations as well because its elementary principle is that if a young volunteer feels that his work is valued and core team/ chairpersons appreciate his efforts, then his motivation would definitely increase. It also should be mentioned that youth organizations managers/leaders cannot provide their members with pay bonuses or some career promotions. However, they are able to do special assignments or say verbal praise, for example. Flexibility does not suit youth organizations as a particular motivation strategy since that type of organization has already flexible timetable for their members. Nevertheless, it has to be mentioned that it is incredibly important to respect volunteers' time; and leaders of these organizations should not forget about their members' other needs and obligations, like family, school, and other activities.

Expectancy theory

This theory was developed by Victor H. Vroom. Generally, it defines motivation in the way that people make their choices regarding how much effort they will spend on both accomplishment of organizational functions and tasks and performance of their administrative duties. This theory introduces the idea of certain expectations and beliefs which individuals bear in mind concerning possible consequences and outcomes of their efforts. Therefore, the decisions which people in the organization make about their work and operational efforts and intentions are directly related to these expectations and beliefs. People, in Vroom's opinion, "are likely to exert high levels of effort when they believe that it will result in good performance, that good performance will be rewarded, and that those rewards are personally valued"[52]. It is essential to note that relations between these variables are multiplicative, which means that if one is low, then the level of motivation will be low as well. Edward E. Lawler, the professor of management organization in the University of Southern California, named these relations as a 'line of sight'[53], which means that individuals must recognize the actual importance and opportunity to obtain this reward. To put it another way it I have to point out that workers in the organization should have a clear line of sight between what they do and what they will subsequently receive for it. 'Line of sight' concept was adapted from Lawler into comprehensible model by Michael Armstrong as follows:



[52] Work and motivation, Vroom Victor H., New York: Wiley, 1964

[53] Pay for performance: making it work, Lawler Edward E, from Personnel Journal, October 1988

[54]

Expectancy theory falls under the category of process theories. The key emphasis is on processes or forces which influence individual's motivation. Process theories are considered to be cognitive since they basically relate to employees' perceptions of organizational and working environment. Process theories, in general, explain how worker's behavior is given a direction or purpose through his interaction with environment. In comparison to content theories (Maslow's hierarchy of needs, Herzberg's two-factor model, etc.), process theories are more complex and dynamic[55]. Moreover, they provide managers with more realistic counseling regarding motivation techniques.

Being interested in the fields of industrial and organizational psychology, Victor Vroom was willing to find a particular theoretical structure which would be helpful for both researchers and practitioners in these fields. Thus, he called this structure as expectance theory or VIE (valence, instrumentality, expectancy) theory. As he emphasized, it helped him "to organize the evidence on such problems as occupational choice, job satisfaction, and motivation for effective work performance"[56]. This theory is based on the assumption that all human beings are rational, purposeful and resolved to do something. You could say that people are certainly aware of their goals, objectives and behavior.

Thereby, Vroom and his followers assume that people's behavior emanates from conscious and intentional choices from miscellaneous alternatives. The purpose of these choices is to maximize pleasure and minimize pain. Vroom recognized the basis of employee's performance, which is, in his opinion, such individual factors as personality, abilities, skills, knowledge and experience. He used several variables to explain it: expectancy, instrumentality and valence. It is important to highlight the implications of these variables. So, valence means values; instrumentality implies the belief about consequence of one thing after another; and expectancy implies feasibility of result and outcomes derived from efforts which were made.

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[54] A handbook of human resource management practice, Michael Armstrong, 10th edition, Kogan Page Limited, USA, 2006

[55] Organizational behavior, Robert J. Kreitner, Angelo J. Kinicki, Library of congress, USA, 1989

[56] Work and motivation, Vroom Victor H., New York: Wiley, 1964

The concept of expectancy with regard to organizational behavior was characterized by Vroom as follows: "expectancy is defined as a momentary belief concerning the likelihood that a particular act will be followed by a particular outcome"[57]. Furthermore, he described expectancy in terms of its strength. He claimed that it can be represented by any number between 0 (which means no chance) and 1 (which means certainty). The subjective certainty that individual act will be followed by specific outcome indicates a maximal strength, while the subjective certainty that this act will not be followed by specific outcome indicates a minimal (zero) strength. Moreover, the strength of expectations might be established in accordance with past individual's experience, which is reinforcement (it was explained above in the paragraph "the emergence of motivation").

With regard to the case of my research it has to be noticed that expectancy means a lot for young people since the only thing they have in their mind is that "if I work harder, this will be definitely better". They are focused on the achievement of better results, good future, and self-confidence. It is crucial for them to have necessary supervisor support and accurate information regarding job tasks. Instrumentality signifies a valued outcome which they expect to have as a result of their voluntary work. In other words, you could say that they are convinced that if they perform a good job, then something will be waiting for them in this job. The leaders of youth organizations have to imbue their workers that there is a reward system which has, in turn, a transparency of outcomes decision-making processes. Young people are supposed to understand and believe that there actually is the relationship between their performance and possible outcomes and paybacks. And, finally, valence stands for the significance of a valued outcome for a certain person in the organization. For example, when a young person is primarily motivated by his communication and contacts with other members of the organization, he might not value such rewards as career perspective or more flexible participation. In other words, the reward which he expects to have should be worthwhile for him, only then there will be a link between directional effort and this reward.

In such a way, it has to be generalized that Vroom's expectancy theory of motivation is rather about individuals' associations towards expected work outcomes than about their self-interest and focus on rewards for personal gain. Therefore, as 'YourCoach' team founders state, employees in an organization will be motivated when they believe that:

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[57] Same

- Putting in more effort will yield better job performance;
- Better job performance will lead to organizational rewards, such as an increase in salary or benefits;
- These predicted organizational rewards are valued by the employee in question[58].

Thus, in order to improve performance-outcome relationships, youth organizations leaders should apply such rewarding systems that best connect work outcomes of young people with their active performance and participation in organization's activities. Key features of these systems should be honored and followed: young members of organizations have to firstly want these rewards and, what's also important, deserve them.

Work (job) satisfaction

Work satisfaction is considered to be the most outstanding result and outcome of work motivation. This term refers to the attitudes, perceptions and feelings which people have regarding their work. Hence, researchers distinguish two opposite concepts: job satisfaction, which is a favorable attitude towards work performed, and job dissatisfaction which is an unfavorable attitude towards work performed. Edwin A. Locke, an American psychologist, was the one whose definition of 'job satisfaction' has been commonly and widely used in organizational research. He claimed that "job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences"[59]. Moreover, he connected this emotional state (job satisfaction) with the achievement of personal job values in work situation. For the most part definitions of work (job) satisfaction are quite similar. However, there might be difference in terms of conceptualization of what people perceive as 'achievement of one's job values'.

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[58] Electronic resource – http://www.yourcoach.be/en/employee-motivation-theories/vroom-expectancy-motivation-theory.php (Belgian company which focuses on organizational trainings, marketing and communication)

[59] The nature and causes of job satisfaction in Dunnette, M. D. Handbook of Industrial and Organizational Psychology, 1st edition, Locke Edwin A., Chicago, IL: Rand McNally, 1976

Job satisfaction was also defined as "an effective or emotional response toward various facets of one's job"[60] in the organizational behavior handbook by Robert Kreitner. The author also highlights that person while working in the organization can be relatively satisfied with one aspect of his work and at the same time dissatisfied with one or more other aspects. Moreover, he specified four prevailing models of job satisfaction:

1. Needs fulfillment which is concerned with the extent to which job characteristics allow worker to fulfill his own needs.
2. Discrepancies which identify job satisfaction as a result of met expectations (what worker expects to receive as an outcome of his job and what he actually receives).
3. Value attainment which affects individual's perception regarding fulfillment of his significant work values.
4. Equity which is about fairness treatment at work[61].

It has to be noted that work satisfaction can be interpreted as a product or result of an immediate interaction between individual and his work situation. A person can develop a certain degree of his job satisfaction or dissatisfaction in accordance with the match between: his expectations, needs and motives, on the one hand, and his work situation, on the other.

However, it is highly important to notice that organizational research has not established any strongly positive connection between work satisfaction and worker's performance. Many researchers have expressed their views regarding these relationships. However, the nature of job satisfaction and work performance relationships is not clear. From the textbook about management and organizational behavior I discovered that "the level of job satisfaction may well affect the strength of motivation but this is not always the case. The relationship between job satisfaction and performance is an issue of continuing debate and controversy"[62]. The author of this book assumes that satisfaction is not the same as motivation. And what's more appealing is the fact that same as motivation, work satisfaction can mean different things for different people in the organization.

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[60] Organizational behavior, Robert J. Kreitner, Angelo J. Kinicki, Library of congress, USA, 1989

[61] Same

[62] Management and Organizational behavior, 9th edition, Laurie J. Mullins, Prentice Hall Financial Times, England, 2010

Nevertheless, I would like to emphasize the significance of Frederick Herzberg's theory with regard to work satisfaction and work performance relationships. Although his two-factor model has been criticized by academics a lot, it still remains to be influential and valuable for organizational studies. An apparent reason for that is the fact that this theory is considered to be based on real life evidence, and what's more important, it corresponds with the well-respected ideas of Abraham Maslow and Douglas McGregor in terms of its focus on the importance of intrinsic motivators.

Two-factor model: motivators versus hygiene

Frederick Herzberg was an American organizational psychologist. His name has been one of the most famous and powerful in business management and organizational studies up to now. He proposed that there are certain factors in the organizational workplace which generate an individual's job satisfaction; he named them motivators. Meanwhile there are another sort of factors which, on the contrary, generate an individual's job dissatisfaction; he named them hygiene factors. For the record, he used this medical terminology with meaning of "preventive and environmental"[63] sense. It is highly important to emphasize that he did not separate these conditions of job satisfaction and dissatisfaction. Conversely, he assumed that they can exist and act independently of one another. He developed a fundamental hypothesis which claimed that satisfaction and dissatisfaction could not be measured on the same continuum[64].

As for motivation, Herzberg believed that it is a direct product of job satisfaction. Therefore, the two-factor theory was proposed in order to realize what the main principles of people's attitudes towards their work are. Herzberg conducted a study in collaboration with his colleagues Mausner and Snyderman. They interviewed in total 203 accountants and engineers. The main objective of this interviewing was to define key factors which could be responsible for workers' job satisfaction and dissatisfaction. During interviews the researchers asked their respondents to think and describe in details the situation in which they felt incredibly good regarding their work. The next round of interviewing was developed further and during these interviews respondents had to do the same but in the other way around – when they felt especially bad.

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[63] A handbook of human resource management practice, Michael Armstrong, 10th edition, Kogan Page Limited, USA, 2006

[64] The Motivation to Work, Frederick Herzberg, Bernard Mausner, Barbara B. Snyderman, John Wiley & Sons, New York, 1959

As a result, it was found that job satisfaction and 'good conditions' in the workplace are associated mostly with personal achievement, responsibility, advancement, and recognition. It is worth noting that these factors are related to the content of organizational tasks and work itself. Frederick Herzberg named these factors as motivators since they are relevant primarily to workers' supreme efforts and also to their great performance. These motivators lead person to change a state of no satisfaction to satisfaction. On the other hand, job dissatisfaction and 'bad conditions' are frequently concerned with administration, company policy, and working conditions. Consequently, they were labeled as hygiene factors which were related to the context of the job, in other words, work environment. Further he assumed that these factors are not motivational. Herzberg argued that in the best cases workers experience the state of no satisfaction if they do not have any complaints regarding hygiene factors.

Thereby, for illustrative purposes Motivation-Hygiene attitude model was established by David A. Whitsett and Erik K. Winslow and can be presented as follows[65]:

No Satisfaction	----------motivators----------→	Satisfaction
Dissatisfaction	----------hygiene----------→	No dissatisfaction

Repeatedly, it has to be emphasized that dissatisfaction and factors which contribute to dissatisfaction are separate and distinct from factors which contribute to satisfaction. According to the model presented above, the opposite of satisfaction is no satisfaction, while the opposite of dissatisfaction is no dissatisfaction. It is noteworthy to say that the traditional perception of satisfaction and dissatisfaction represents these states as simple opposites. These academic researchers also highlighted that this theory was the first to account for analysis of the 'good and bad conditions' through the individual's need structure explanation[66].

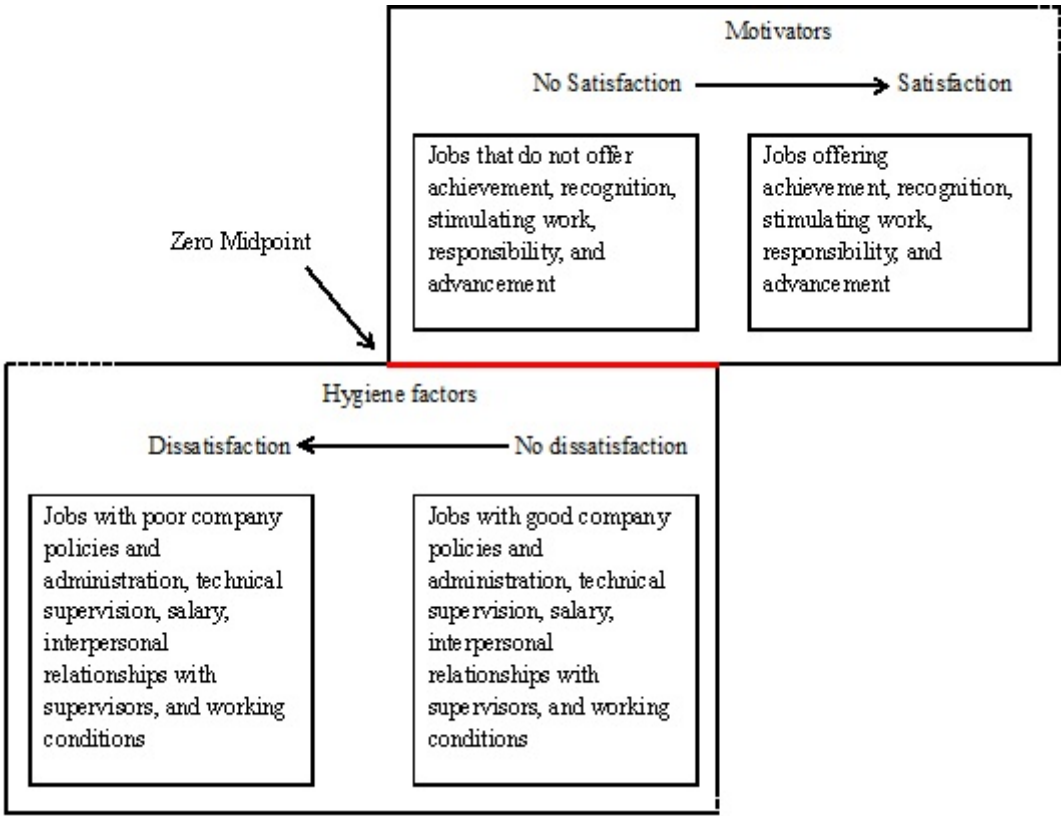
Frederick Herzberg also believed that there is a zero midpoint between the states of dissatisfaction and satisfaction. He attributed this ambivalent condition to the situation in the workplace when an individual has, for instance, good pay and working conditions, but at the same time an unchallenging task. In such a way, this organizational member would have no

[65] An Analysis of Studies Critical of the Motivator-Hygiene Theory, David A. Whitsett, Erik K. Winslow, Personnel Psychology journal, 1967

[66] Same

dissatisfaction (since there are good hygiene factors) and no satisfaction (since he lacks motivation). It is extremely important to say that Herzberg, in that way, informed managers and leaders of organizations that good payment and working conditions are not sufficient factors for strong workers' motivation. It takes "an enriched job that offers the individual opportunity for achievement and recognition, stimulation, responsibility, and advancement"[67].

In order to gain a better understanding of this zero midpoint condition Robert Kreitner adapted Motivator-Hygiene attitude model and illustrated it with a full description of motivators and hygiene factors as follows:



[68]

The very

[67] The Motivation to Work, Frederick Herzberg, Bernard Mausner, Barbara B. Snyderman, John Wiley & Sons, New York, 1959

[68] Organizational behavior, Robert J. Kreitner, Angelo J. Kinicki, Library of congress, USA, 1989

significant conclusions of Herzberg's research were formulated as follows: "the wants of employees divide into two groups. One group revolves around the need to develop in one's occupation as a source of personal growth. The second group operates as an essential base to the first and is associated with fair treatment in compensation, supervision, working conditions and administrative practices"[69]. He also claimed that since the second group of employees' wants does not motivate them to make an additional effort and perform extraordinarily, all that managers can expect after satisfying this group of needs is the avoidance of their job dissatisfaction. Eventually, it can be deduced that Herzberg's two factor theory makes statements about human nature: a man takes different actions in accordance with two important needs, which are the need for growth and the need to avoid pain. Thus, this theory is indeed an extension of Maslow's ideas regarding people's needs and its impact on their motivational behavior.

Knowledge management and organizational learning

Knowledge nowadays becomes a very important resource of human growth and development. It is not a strict secret that by knowing how we can use properly our knowledge we will be stronger and more competitive even despite the changing environment. In this connection I would like to talk about knowledge management, which is itself the process of capturing, developing, sharing, and effectively using organizational knowledge. It has to be noted that a lot of companies are interested in becoming learning organizations by implementing the practices of organizational learning since they believe that this is an extremely valuable source of competitive advantage. Academic researchers, in turn, have this interest in organizational learning for the reason of verification theoretical basis of this aspect of organizational studies. As Moingeon and Edmondson claimed: "in recent popular management literature, learning is presented as a source of competitive advantage, but definitions and mechanisms involved in achieving this advantage are not specified"[70]. In my sincere opinion, it is extremely important to examine this aspect of organizational studies as well since it will help managers of youth organizations to develop necessary steps which are required in terms of achievement of organization's effectiveness.

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[69] Same

[70] Organizational Learning and Competitive Advantage, Moingeon B. and Edmondson A., SAGE, London, 1996

Certainly, there are no universal definitions for knowledge management and organizational learning. From my point of view, one of the most comprehensible and proverbial definition of organizational learning was developed by Fiol and Lyles: "organizational learning means the process of improving actions through better knowledge and understanding"[71]. Organizational learning is the process of creating, retaining, and transferring knowledge within an organization. Organizational learning is the distinctive organizational behavior that is practiced in a learning organization. As Denton John defined a learning organization, "an organization which has any claim to be a learning organization must be able to generate new ideas, to propose new, untried solutions to its problems and, in general, to be 'creative'"[72]. In other words, organizational learning is a process, a set of actions: organizational learning is something the organization does; a learning organization is something the organization is. An organization learns successfully when it is able to retain this knowledge and transfer it to, or spread it throughout, the various divisions within an organization.

As for knowledge management, it basically refers to a multidisciplinary approach which implies the achievement of organizational objectives best by benefiting from knowledge. By organizational objectives people typically involve the improvement of organizational performance, strengthening of competitive advantage, integration and innovation. In this regard, it is important to highlight that knowledge management efforts which have its aim to achieve organizational objectives described above, are overlapping with organizational learning. Ron Sanchez claimed in his book 'Strategic learning and knowledge management' that knowledge management is believed to be an enabler of organizational learning[73].

It is extremely important to note that there are two main aspects of knowledge management: information management and people management. It is clear enough with the second term, but the first term should be defined more precisely. Information management is mainly associated with the management of knowledge which is concerned with the objects under control of information systems. Both these aspects of knowledge management represent two critical concerns: "to make organizational knowledge more productive; and to produce benefits

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[71] Organizational learning, Fiol C. M. and Lyles M. A., Academy of Management Review 10(4), 1985

[72] Organizational Learning and Effectiveness, Denton John, Routledge, New York, 1998

[73] Strategic Learning and Knowledge Management, Sanchez R., Chichester: Wiley, 1996

that are significantly greater than those envisioned”[74]. Fundamentally, knowledge management involves the recognition and outlining of intellectual resources within an organization. In short, it implies the identification of who knows what in the organization.

One more valuable definition of knowledge management was formulated as follows: “knowledge management is the conversion of tacit knowledge into explicit knowledge and sharing it within the organization”[75]. Obviously, it has to be started with the explanation of what tacit and explicit knowledge mean. First and foremost, I have to note that that process of knowledge creation consists of these two types of knowledge, which are interconnected with each other. The first one is ‘explicit knowledge’, which refers, as Michael Polanyi said, to knowledge that is transmittable in formal, systematic language[76]. While “‘tacitness’ is something personal, an ability or skill to do something or to resolve a problem that is based, in part, on one's own experiences and learning”[77]. In knowledge management studies academics refer the concept of tacit knowledge to the one which cannot be completely codified. Thus, people can acquire it without language. But they can do it through experience. It is well-known that without certain form of mutual experience, people would face with difficulties in the exchange of each other’s thinking processes.

Ikujiro Nonaka, a Japanese organizational theorist, is incredibly famous for his studies in knowledge management. He took Polanyi’s work about ‘personal knowledge’ and extended it to now known field of organizational knowledge. Thereby, he presented a new description of knowledge in an organizational context. Thus, in his opinion, ‘tacit knowledge’ has a personal quality, which makes it hard to formulize and communicate. “Tacit knowledge is deeply rooted in action, commitment, and involvement in a specific context”[78]. Nonaka also claimed that successful innovation derives from mobilization and conversion of tacit knowledge. Altogether, knowledge management for him is about knowledge transfers between explicit and tacit, between individual and collective.

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[74] Introduction to knowledge management, Filemon A. Uriarte Jr., ASEAN Foundation, Jakarta, Indonesia, 2008

[75] Introduction to knowledge management, Filemon A. Uriarte Jr., ASEAN Foundation, Jakarta, Indonesia, 2008

[76] Personal Knowledge: Towards a Post-Critical Philosophy, Polanyi M., University of Chicago Press, 1958

[77] Same

[78] A dynamic theory of organizational knowledge creation, Ikujiro Nonaka, Organization science, 1994

In his work 'The knowledge creating company' he proposed a 'SECI' model which describes four modes of knowledge conversion: socialization, externalization, combination, and internalization:[79]

Tacit knowledge is created from tacit knowledge when one person shares his own knowledge with another person (socialization). The creation of explicit knowledge from explicit knowledge happens when a person or an organization reconcile current explicit fragments of information together and creates a new completed one (combination). The conversion of tacit knowledge into explicit occurs through the articulation process when an individual is able to effectively communicate and explicate his skills, this knowledge becomes explicit (externalization). And, finally, the conversion of explicit knowledge into tacit occurs with a help of individuals (internalization). By that I mean that people in the organization internalize some fragment of explicit knowledge and share it among other members. Interestingly, that this knowledge becomes a part of background information which is necessary for the job and, what's more appealing, it is usually taken for granted.

Six main antecedents of organizational learning

Organizational learning happens frequently within an organization and allows the organization to stay competitive in an ever-changing environment. It is a process of improvement that can increase efficiency and accuracy. Peter Senge argued that organizations must learn if they are

	To tacit knowledge	**To explicit knowledge**
From tacit knowledge	Socialization	Externalization
From explicit knowledge	Internalization	Combination

[79] The Knowledge Creating Company, Nonaka I., Harvard Business Review, 1991

willing to succeed since he seemed to think that "old, bureaucratic command-and-control model will not be good enough for the challenges ahead:

- It will not be fast enough to meet the new product development time of foreign competitors or to spot new market opportunities.
- It will not be wise enough to deliver the high levels of service customers will increasingly demand.
- It will not be smart enough to manage a diverse workforce or to motivate its smartest employees."[80]

It has to be mentioned that these three challenges correspond to six main antecedents which were formulated by Denton John. He defined them as driving forces, which constitute an organizational learning context where this process must be placed and further can be explored effectively. It is highly important to say that these antecedents do not create learning organizations; they just create a proper environment and contribute organizations to become learning ones. Therefore, six main antecedents of organizational learning have been formulated as follows:

1) The shift in the relative importance of the factors of production away from capital towards labor, particularly intellectual labor.
2) The increasing acceptance of knowledge as a prime source of competitive advantage.
3) The increasingly rapid pace of change in the business environment.
4) Increasing dissatisfaction among managers and employees with the traditional command-and-control management paradigm.
5) The increasingly competitive nature of the global business environment.
6) The greater demands being placed on all businesses by their customers[81].

These antecedents are the main factors which have raised to prominence the notion of organizational learning. They have been identified as a result of both an extensive literature

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[80] The Fifth Discipline: The art and practice of the learning organization, Senge Peter, Doubleday, New York, 1990

[81] Organizational Learning and Effectiveness, Denton John, Routledge, New York, 1998

survey and discussions with managers from the case companies in Denton John's research. Briefly key features of these antecedents are provided below.

The shifting importance of factors of production

There are three main factors production: land, labor, and capital. Further entrepreneurship was indicated as the fourth one. Although since the Second World War the role of land and capital has been diminished, labor (particularly intellectual labor) has become a much more influential in terms of production. Therefore, the increasing importance of people and their intellectual assets compelled companies and organizations to decrease bureaucracy and, what's more important, create organizational culture which would be able to provide organization's workers with greater freedom. Thus, as Denton John said "organizational learning is clearly a people-oriented philosophy"[82]. In this way, the leaders of organizations should manage their workers not focusing on mechanisms, as earlier, but rather on people, as it is stated in this antecedent. In youth organizations managers/leaders should take this antecedent for granted since young people represent untraditional and creative workplace learning initiatives. Moreover, they are believed to have inspirational and dynamic forces which can be simply implemented in the organization for its innovation and organizational learning.

Knowledge as a source of competitive advantage

Knowledge became an incredibly important source of competitive advantage. There is general agreement that organizations which are able to create and gain knowledge, are likely to have a clear source of power. As Peter Drucker claimed, "knowledge is the primary resource for individuals and the economy overall"[83]. Knowledge indeed is considered to be new strategic imperative of organizations. One of the most significant features of organizational learning is the fact that knowledge has to be shared within the organization in order for it to grow. If organization's managers and other workers share knowledge, it is believed that this organization will grow stronger and more competitive. Thereby, knowledge sharing is highly important in any organization which is willing to become the learning one. Youth organizations are not the exception, they also can benefit from knowledge exchange among their members. More

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[82] Organizational Learning and Effectiveness, Denton John, Routledge, New York, 1998

[83] The Fifth Discipline: The art and practice of the learning organization, Senge Peter, Doubleday, New York, 1990

importantly, young people themselves can take advantage of this sharing because they are in the process of learning; this is their life condition for now.

The increasingly rapid pace of change in the business environment

Change is indeed very interesting issue for many managers in a lot of organizations. However, it is not that simple to initiate change, manage it, and further benefit from it. Unconditionally, it is important to distinguish between short-term and long-term changes. Short-term changes are cyclical, for instance, fluctuating exchange; while long-term – are fundamental, for example, technological (advances in information technology) or social (increasing concern for environment)[84]. Obviously, youth organizations are also in an urgent need of change, though it has to be considered which sort of problems they encountered in order to define whether short-term or long-term changes should be implemented.

Dissatisfaction with the existing paradigm

The academics believe that this dissatisfaction is a key driver of the learning organization development. The classic bureaucratic command-and-control system is increasingly felt to be obsolescent, and many people believe that it is time for a significant change. Peter Senge explained the importance of organizational learning by incapacity of command-and-contol systems to motivate 'smart' employees[85]. By trying to adjust talented people into organization's profile, managers may fail to keep those people in the organization. On the contrary, effective learning organizations are able to recognize and value these brilliant workers. They do it through encouragement processes by allowing employees to take risks under their responsibility and thereafter rewarding their achievement and success. The leaders of youth organizations should trust their activists despite the fact that they are quite young. The activities youth organizations organize are not that intimidating, so young people will be able to feel free while carrying out their duties and fulfilling their responsibilities.

The increasingly competitive nature of the business environment

The key reason for that is the increasing globalization of business. Seemingly, this would lead to frustration of organizations, though there are some aspects which can be considered as

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[84] Organizational Learning and Effectiveness, Denton John, Routledge, New York, 1998

[85] The Fifth Discipline: The art and practice of the learning organization, Senge Peter, Doubleday, New York, 1990

advantages. As Denton John argued, "there are two key aspects of organizational learning: learning from competitors and learning from the environment"[86]. Thus this competitive organizational environment can be viewed as powerful driving force which stands behind the growth of the learning organization. Youth organizations are also required to react quickly to become more aware of competitors' actions. It would help them to remain in the social and political systems under the review of any other organizations which could be a source of youth organizations' strength. This is especially important for them since they are self-governing and have many funding and other difficulties with the organizations of theirs activities and events.

Increasingly demanding consumers

The sixth antecedent implies the process of learning of customers' needs and wants. Only by knowing it from customers themselves organization can have a reasonable and practical chance of providing an exceptional service. As for youth organizations, they should be aware of their potential social target groups and their needs. Being comprehensible of such facts as what kind of activities people really want, where and when they would like to participate in the events, and what else should be done in order to earn people's respect. This is crucial for them to develop effective participatory work which involves young and elderly people, children and their parents in the whole process because it can promote a mutual understanding in the society and bring substantial positive outcomes.

The feasibility of organizational learning

Organizational learning literature tells us a lot about organizational settings which are characterized by at least some of the following factors: a high level of environmental uncertainty, costly potential errors, a high level of professionalism, and strong leadership commitment to learning. And consequently, it has to be mentioned that there is a theory about feasibility of organizational learning which emphasizes that unless some of these factors are present, efforts to institutionalize organizational learning are most likely to fail[87]. In other words it is crucial to keep in mind these four factors in order to have an efficient organizational learning system.

1. A high level of environmental uncertainty. The basic rationale is simple enough: dynamism (rate of change), a basic component of uncertainty, requires adaptation, and

[86] Organizational Learning and Effectiveness, Denton John, Routledge, New York, 1998

[87] Organizational learning: mechanisms, culture and feasibility, Popper M. and Lipshitz R., Journal of Management Learning, vol. 31, 2000

successful adaptation is contingent on effective learning. Hence, organizations that do not learn will not survive, particularly if the environment is competitive – another basic component of environmental uncertainty[88].

2. Costly potential errors. A high perceived likelihood of potentially costly but avoidable errors facilitates learning. This proposition is based on research showing that failure stimulates risk seeking[89] and diagnostic behavior. Consistent with this proposition, some examples of organizational learning come from organizations under crisis.

3. High level of members' professionalism. Professionals are evaluated by the extent to which they master and keep abreast of the knowledge (both 'knowing that' and 'knowing how') pertinent to their field[90]. Accordingly, it was proposed that organizational learning is facilitated by a norm, or mindset, of professionalism.

4. Strong leadership commitment to learning. Managers are central figures on a stage watched by all and the creators of images that influence organization members' feelings and behavior[91]. It is thus not surprising that management's commitment and support has been found to be crucial for successful change programs in general and for the success of programs that involve cultural change in particular.

Learning organization components (the five disciplines)

If we talk about ideal learning organization, I should definitely mention a theory by Peter Senge about five main components of learning organization. He put forward an idea that organization has five components (disciplines) which are interconnected with each other:[92]

- "Personal mastery is a discipline of continually clarifying and deepening our personal vision, of focusing our energies, of developing patience, and of seeing reality objectively". This is a process of competences and skills proficiency which is developed by an individual in a lifelong perspective. It is believed that this process is never

[88] Organization Theory and Design, 3rd ed., Daft R. L., St Paul, MN: West, 1989

[89] Prospect Theory: An Analysis of Decision under Risk, Kahneman D. and Tversky A., Econometrica 47, 1979

[90] The Politics of Knowledge, Hoffman L.M., Albany: State University of New York Press, 1989

[91] Managers and Leaders: Are they Different?, Zaleznik A., Harvard Business Review 72, 1992

[92] The Fifth Discipline: The art and practice of the learning organization, Senge Peter, Doubleday, New York, 1990

completely finished. Senge claimed that it embodies two important ideas: clarification of truly important things and clear perspective of current reality.

- "Mental models are deeply ingrained assumptions, generalizations, or even pictures of images that influence how we understand the world and how we take action". These are the driving and fundamental values and principles of an organization. It basically means how people see the world, understand their position and form their actions. Managers and leaders of the organization have to be conscious of all members' mental models in order to ensure shared understanding of organization's vision.

- "Building shared vision – a practice of unearthing shared pictures of the future that foster genuine commitment and enrollment rather than compliance". Intrinsically, it highlights the importance of co-operation and a shared vision by team members. Shared vision is a compulsory element for learning organization since it provides focus, direction and energy for learning.

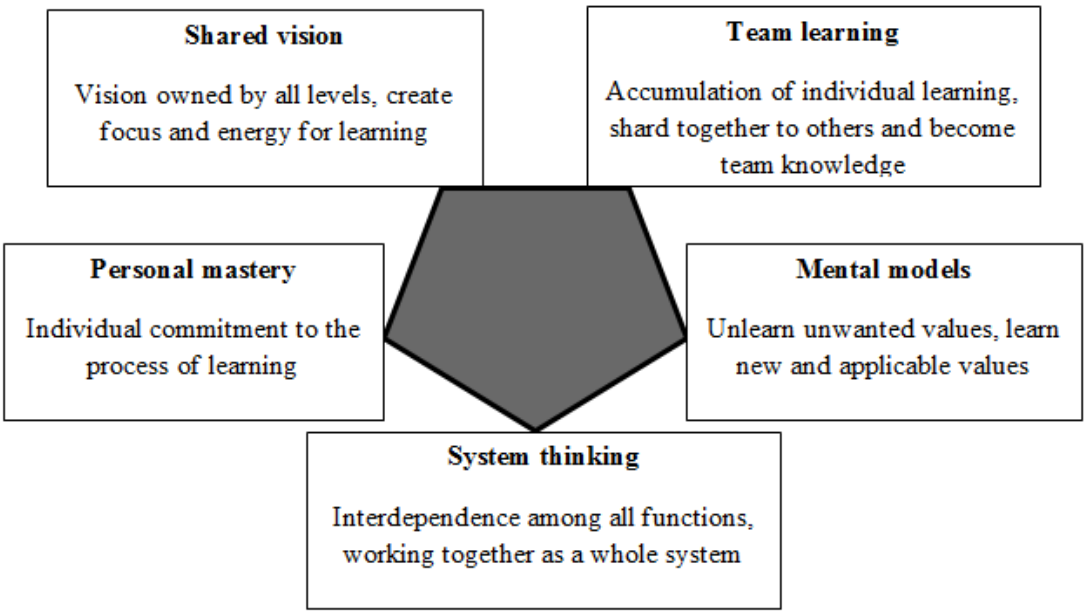
- "Team learning starts with dialogue, the capacity of members of a team to suspend assumptions and enter into genuine thinking together". It is about dialogue and discussion among members of the organization, which ensures employees to think together. Moreover, it helps organization's managers to discover insight.

- "Systems thinking – The Fifth Discipline that integrates the other four". This fifth component emphasizes recognition that things are interconnected and organization is a complex system. According to Peter Senge, systems thinking is the umbrella concept which comprises all four disciplines with the aim of enabling a learning organization. Senge was convinced that systems thinking shows people that "there is no outside, that we and the cause of our problems are part of a single system"[93].

The systems perspective allows people to look beyond their mistakes and themselves. This discipline provides people with the vision of structures which underlie complex situations. "All are concerned with a shift of mind from seeing parts to seeing wholes, from seeing people as helpless reactors to seeing them as active participants in shaping their reality, from reacting to

[93] The Fifth Discipline: The art and practice of the learning organization, Senge Peter, Doubleday, New York, 1990

the present to creating the future"[94]. As the fifth discipline, systems thinking is considered to be the cornerstone and foundation of the learning organizations' vision. Thereby, learning organization model can be illustrated as follows:



[95]

For youth organizations it is also highly important to make tremendous efforts in order to become learning organizations. They can lack either team learning or mental models, for example. Therefore, the key objective of the leaders of these organizations is to create conditions for the establishment of learning organization. It should be done systematically and efficiently. Moreover, they must not rely on fortunate coincidence of circumstances. For the purpose of creation of learning organization there must be people capable of seeing the world as system thinkers. In other words, the leaders of youth organizations must work on their selves, the enhancement of their personalities. Furthermore, there should be collaborative effort of both leaders and activists of the organization. This effort should seek to recognize and reconstruct intellectual models of youth organizations.

[94] Same

[95] Adapted from "The Fifth Discipline: The art and practice of the learning organization", Senge Peter, Doubleday, New York, 1990

Chapter 2. Youth organizations' practices: empirical research results

Interviewing and observation conclusions

Since key research question refers to motivation, the researcher identified several features of this process, which were mentioned by superior representatives of both organizations during the interview. In their opinion, motivation has been kept due to these principles of their work:

1.Non-formal communication and support

Youth Included case	Youth council case
○ *"We support them. And also we sometimes wanna meet in a non-formal way just to know how they are doing. If the person is studying, but sometime feels alone or reached out, we talk to him. And I think all these things are keeping them motivated"* ○ *"У нас организация молодежная, все такие активные, добродушные и доброжелательные, поэтому просто иногда весело"* ○ *"Ну, раз в неделю мы стараемся видеться именно в неформальной обстановке, не на собраниях"*	○ *"Еще следует часто помогать советом и не относиться с нисхождением к любой инициативе ребят. Следует их наставлять, им помогать и давать возможность"* ○ *"Все мои друзья и знакомые состоят в Молодежном совете. Мы очень часто вместе отдыхаем, проводим досуг и т.д."* ○ *"Есть ведь люди, которым вообще не интересна общественная деятельность, политика, они просто приходят пару раз в неделю пообщаться со своими друзьями и приятно провести время"*

Communication is a tool which all people use in their everyday lives. The core idea is that people were born with capacities, but they have to develop them in order to improve their communication skills. These organizations involve participation of young people in their work. It is a special case of enabling youngsters in the development of their learning process of communication abilities. Informal communication in the organization has a characteristic feature – relatively high speed of information dissemination. This positively affects the effectiveness of the entire organization. By using non-formal communication in their work, superiors of these organizations assist its members in their active assimilation of social experience along with dynamic exchange of values and standards of behavior. Together with acquiring personal skills it also has positive effect on both socialization process of young people and strengthening of group cohesion. Consequently, as I mentioned earlier, it can lead to better effectiveness of the organization. In terms of motivation this type of communication can lead to satisfaction of young people social needs, such as friendship, companionship, acceptance and belonging.

2.Opportunity to become friends with other members of the organization

Youth Included case	Youth council case
○ *"And as for motivation, I would say that after one year we all are becoming friends, even though there is an age difference"* ○ *"Because mostly young people would prefer to meet in non-formal way and to feel that "well, maybe at some point this one can become my friend"*	○ *"Прежде всего, им интересен круг лиц, с которыми они потенциально могут взаимодействовать. Они могут найти себе друзей"* ○ *"Первая и самая важная мотивация – это социальная зависимость. Просто если там состоят все твои друзья, ты приходишь и тоже этим занимаешься. Очень много я своих друзей привел"*

There are several factors shaping the lifestyle of modern youth, who are willing to organize their own lives. One of key factors is their communication environment. Sphere of leisure and recreation, in its turn, is one of the most important areas of young people everyday life. They prefer to associate with people of their own kind, and consequently, they are willing to find those

people in these organizations. It is highly important to say that these young people are still in the process of socialization and formation of their communication circle. Therefore, one of the main objectives of organization superiors is to guide its members in their affiliation with the appropriate group of people. As for the motivation, young people are coming to these organizations to satisfy their social needs as well. These social needs are assigned to have a third role since they follow the physiological and safety needs. However, they are more significant for the human personality, especially in case of young people who are in the process of formation their personality. Young people tend to be active in the society, to perform socially useful work, to establish positive interpersonal relations. They want to be recognized and successful in the social environment. The leaders of these organizations realize that it is necessary to satisfy these desires of youth for their successful coexistence with other people in society.

3.Feeling of belonging and being valuable

Youth Included case	Youth council case

○ *“It doesn’t make them less valuable for us. So, yes there are more active people, but all the rest also have this feeling that they are belonging to this group”* ○ *“Природа нашей организации в любом случае нацелена на людей. И мы все объединились именно с такой целью, нам всем хочется сделать что-то стоящее, что-то, что будет полезно людям”* ○ *“Держит то, что мы единомышленники. То, что люди с определенным похожим мышлением имею тенденцию быть в таких вот группках”* ○ *“Ты занимаешься действительно чем-то полезным, не просто переводишь кислород”* ○ *“С другой стороны есть важность всего того, что мы делаем”*	○ *“Им действительно становится интересно, и они понимают, что это делается для благих целей, а не для личной выгоды и коммерции”* ○ *“Они могут в дальнейшем найти себе реальную возможность быть полезным и найти себе работу в этой сфере”* ○ *“А частью коллектива все равно все ощущать себя хотят”* ○ *“Это неплохое времяпрепровождение, которое направлено на какой-то приятный социальный результат”* ○ *“Это невероятные чувства того, что ты помогаешь людям, что они нуждаются в тебе”*

Everyday communication, broad social contacts, leisure preferences, which are forming the type of social life of various groups of modern youth, are the most important characteristics of the chosen lifestyle, one of the main criteria for the self-identification of a young person with a certain group or environment. It has to be mentioned that young people are willing to feel their significance that somebody needs them. In order to have more productive activities, organization superiors should maintain this feeling among their members by appreciation and recognition of their contribution. Moreover, it is always better to delegate and assign some people responsible for the event organization in order them to have a feeling of self-esteem. They need to evaluate their own worth towards themselves and other people. They should have a belief that they are competent and worthy in these activities. And following these core principles, their work participation might be more productive and they will have the will to give brilliant performance.

This is mostly about self-esteem needs, such as sense of achievement, confidence, and worth. Young people need to be appreciated in order to recognize their merits, their uniqueness and irreplaceability. But recognition by others is not enough. It is important to respect yourself, to have a sense of self-worth, to believe in your high destiny, to be busy with the right and useful things, to occupy a worthy place in life. Therefore, one of the key objectives of superiors of youth organizations is to provide their members with all these feelings by enabling them to experience responsibility and maturity while doing their job.

4.Perspective opportunities and future feedback

Youth Included case	Youth council case
○ *"So, at some point, it will pay back"* ○ *"Это хороший такой point для резюме. Очень часто это играет даже большую роль, чем нежели ты работал в какой-то коммерческой организации"* ○ *"Но это тоже определенная отдача, после которой ты получаешь то, чего не сможешь получить, работая на обычной работе"*	○ *"Еще это возможные связи, что тоже немало важно, возможные перспективы работы"* ○ *"Потом это возможность зарекомендовать себя, чтобы в дальнейшем стать депутатом или устроиться в ту же самую администрацию в отдел по молодежной политике специалистом первой категории"* ○ *"Кто-то считает, что это какие-то перспективы для него, а для кого-то действительно эти перспективы работают"* ○ *"Для амбициозных людей это перспектива"* ○ *"Сейчас у меня тоже цель одна – завести как можно больше полезных знакомств, проявить себя, чтобы в дальнейшем рассчитывать на эту поддержку"*

In this age people usually start to muse about their future and have long-term perspectives regarding their self-fulfillment. Nowadays young generation is considered to be the one with the perspective of lifelong learning. They reckon that experienced learning is a meaning of life and necessity for future work. They acknowledge the fact that even qualifying education is not enough for becoming a high achiever in any activity. Furthermore, their active participation can lead to lasting positive changes not only in their lives but also in the society life. The activity of youth in the present has become a condition for the survival and development of society in the future. After all, the development of modern society depends more on political, economic and cultural elections of young people. Therefore, the key objective of organization superiors is to provide youngsters with the space for their development and learning. Here it is important to note that by implementing knowledge management practices, for instance, both organization and individuals will benefit. In the first case, organization will be able to become more competitive at the city or even regional level. Despite the fact that these organizations do not have permanent financing, they still will be able to compete with other organizations by usage of efficient and impressive organizational learning practices. In the second case, the awareness of young people about opportunity to satisfy their self-actualization needs might enable them for more active participation, stimulate them to work hard even without payment. They will keep going for the benefit of their future.

5.Voluntary work as an intrinsic interest and part of life

Youth Included case	Youth council case

○ *“And as for us who are working, I think it became a part of our lives”* ○ *“Это говорит о том, что ты человек идейный, предприимчивый, у тебя есть свои какие-то beliefs, что ты работал не тупо ради финансового вознаграждения, а работал за что-то не материальное. Это показывает, что человек can be motivated through intrinsic interests”* ○ *“Я верю в предназначение человека. Если он чувствует, что он в том месте, в котором он должен быть, его внутренняя энергия будет бесконечна. Люди, которые готовы больше отдавать, чем получать, это счастливые люди, полные сил и энергии на долгие долгие годы”*	○ *“У них есть неподдельный интерес к общественной деятельности”* ○ *“Действительно есть пара человек, которые искренне пытаются улучшить этот мир. Я иногда поражаюсь таким моментам, когда они абсолютно бескорыстно, на добровольной основе ходят в детские дома, организовывают эти мероприятия чисто от души, по зову сердца”*

Intrinsic motivation arises in a person under the influence of one’s own aspirations and needs. There are self-generated factors that influence people to behave in a particular way or to move in a particular direction. In this way, it has to be noted that the primary driver for participation in voluntary work is self-serving, which means that all people require a purpose and a notion that they are making contribution to humanity in some way. Intrinsically, there are people who are volunteering for the benefit of others. They believe that they make a difference in this world; that every person counts. They reckon that volunteerism and participation in society life are an investment in the community they live in. They are convinced that activities which they organize can have a real and valuable positive affect on people they work with. This is about intrinsic energy and predestination of people. There are few people like that, but they do exist. As for satisfaction of their needs, it is called self-transcendence, which implies altruism and communal consciousness. Even though for the most part young people do not have these

altruistic motives, they still can consider volunteering as a part of their life for any other reason. The participation in these organizations can also serve as a process of mixing young members of the society with aim of providing them with the place for learning how to behave and become mature.

6.Life and event organization experience

Youth Included case	Youth council case
○ *“с одной стороны, ты получаешь прекрасный опыт”* ○ *“Для меня Youth Included это неоценимый подарок на пути этапа, когда человек чему-то учится, это дает ему определенный опыт”*	○ *“Прежде всего, как бы парадоксально это ни звучало, это опыт. Когда ты можешь делать мероприятия из воздуха, без денег, без всего, опыт ты получаешь различный”* ○ *“Я наращиваю сейчас опыт в организации мероприятий, например. Да, конечно, бывает, что я косячу и совершаю много ошибок, но это опыт, потому что умение качественно и в больших масштабах организовывать мероприятие пригодится в дальнейшем, куда бы ты ни пошел”* ○ *“И вот когда он выпускается из университета, весь этот наработанный опыт за эти годы возвращается ему. То есть он наработал вот этот опыт, эту практику, стажировку (называй, как хочешь), и потом может смело пробовать себя в этой сфере, если он в этом заинтересован”*

Experience in event management is an important step in young people lives. It assists them not only in the development of their own personal skills but also in social impact which these

events can have. Generally, it is worth noting that volunteering is rather widespread phenomenon in event sector. Young people are convinced that this is an invaluable experience to organize events having only great enthusiasm and voluntary energies. The organization superiors should monitor volunteers' satisfaction with their involvement in the whole process of event organization. They should encourage their members for sustained effort they make in order to maintain volunteer support and count on them in the future. As one of prevailing models of job satisfaction claimed, there should be equity in the organization. It basically means fairness treatment of all members of organizations. For young people it is highly important to be treated well and equally because it can lead to the feeling of being satisfied with and proud of themselves. And this, in turn, is likely to lead to their better performance as well.

7.Social activity and opportunity for achievement their potential

Youth Included case	Youth council case
○ *"Люди часто приходят к нам от знакомых и друзей знакомых. Приходят они всегда с новыми идеями и инициативами, кстати говоря. От части, потому что мне кажется, им просто некуда податься"* ○ *"И это дает платформу и возможность реализовать себя в разных ролях, получается"* ○ *"То есть у молодежи (кто бы это ни был: школьники или студенты) есть возможность что-то придумывать и в чем-то участвовать, реализовывать что-то свое. Направленность – в основном социальная"* ○ *"Есть еще люди, которые хотят быть активными в социуме"*	○ *"Подняться как можно выше – вот главная цель"* ○ *"В первую очередь, это работа с молодежью. То есть это помощь самим членам Молодежного совета как-то себя реализовать, посмотреть мир и что-то сделать полезное. Плюс организовать свой досуг, свою карьеру будущую, и при всем при этом сделать какие-то важные полезные дела. Совет это площадка для начинания какой-то взрослой жизни, поисков себя"*

Organizational development interventions imply the career and potential development of the members of organization. It is believed that by encouraging youth development and their personal growth, the superiors of organizations take a significant step in the development of their organization itself. As long as organizational environment is supportive and challenging, young people are willing to improve themselves and are driven by the need for personal growth and achievement. Therefore, it has to be mentioned that the main goal of both organizations is to provide young people with a perfect place to socialize. Everybody knows that socialization is truly a lifelong process as well as learning. Socialization is the means by which human infants begin to acquire the skills necessary to perform as a functioning member of their society and is the most influential learning process one can experience. These organizations are willing to create the conditions for youth self-realization, to educate them necessary skills for the adulthood. Consequently, in pursuit of effective organization of events and performance of the organization it is rather more important to analyze that their members are in the beginning of their socialization. That is why the leaders of youth organizations are trying to create an appropriate place and atmosphere for it.

Observation interpretation quotes and analysis

Points of issue	Youth Included case	Youth council case
Atmosphere	➢ I suppose that she is doing it in order them to feel like at home, so that everybody can experience their friendship atmosphere in the organization; ➢ Katya is a professional manager and mediator in terms of being thoughtful to all the members of the organization.	➢ There is no spirit of unity and solidarity in this team. It is divided into several groups of like-minded people who consider each other as friends. Others are considered to be strangers for these groups; ➢ This conflict includes disagreement over some issue, and, consequently, it results in debate. Plus it involves personal antipathy which results in dislike.
Organizational behavior	➢ No pressure; ➢ Everybody can feel the support and concern; ➢ Even that they don't know each other, they are so friendly, which can mean that they are seeking for affiliation with the existing team.	➢ He is frustrated with disrespectful behavior of these girls. Other people's reaction split into two groups: ones who support those girls, others who support the chairperson; ➢ They strive for finding points of contact with inactive members of Youth council.

Appreciation and treatment	➢ She recognizes contribution to work of everybody. Every time she has a chance to show them that it is teamwork, she catches these moments; ➢ She provides them with the feelings of belonging and being valuable constantly.	➢ I suppose that the chairperson deputy said it ("This merit is all your") only in order to leave a positive impression among members of Youth council. I don't think that he means it.

Certainly, human communication and interpersonal relationships include both concord and conflict. The researcher had the impression of presence of these two forms of human contact during my observations. According to the basics of communication, concord in the organization consists of two elements, which are agreement over some common issue and personal attraction towards other members. The researcher was observing this form of interpersonal communication between the members of the organization "Youth Included". The atmosphere during their meetings was comfortable and friendly. The director of this organization always was nice and charming to her volunteers. She is guided in her behavior by principles of cooperative work and equality. Mutual interaction and complementary influence strengthens the feelings of personal attraction among members of this organization.

Youth council, in its turn, had not so pleasant atmosphere during their meetings and events. At one meeting the researcher even noticed a form of interpersonal conflict during her observation. It was a debate, form of conflict which involves disagreement over common issue in the organization. It was an organizational problem, which they were discussing. It is hard to say if there was personal antipathy during this conversation. However, unconditionally, this communication did not lead to problem solving. The researcher did not feel the spirit of unity and solidarity in this team. I had an impression that this organization is divided into several groups of like-minded people who consider each other as a friend, and others – as strangers. Certainly, controversy is healthy in any organization, and this one is not an exception. However, both sides of this interpersonal organizational conflict did not come to a consensus, which tells

us about incapability of the chairperson of this organization. He was not able to manage the situation and achieve the desired result.

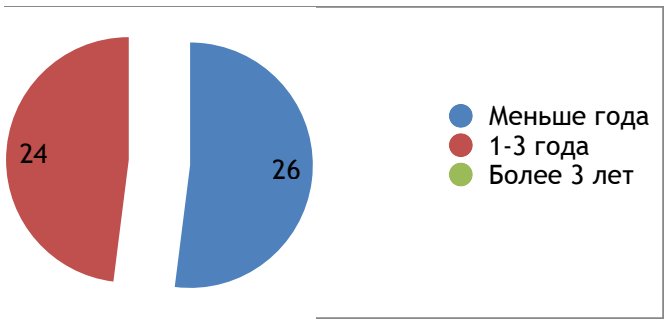
Observations assisted the researcher mostly in analyzing organizational behavior and atmosphere during meetings of organization members and events which they organized. However, I was able to observe some key points in the maintenance of motivation as well:

- ✓ Recognition and appreciation of volunteers' contribution to work;
- ✓ Positive interpersonal relations with superiors and peers;
- ✓ Division of responsibilities process;
- ✓ Advancement and development processes.

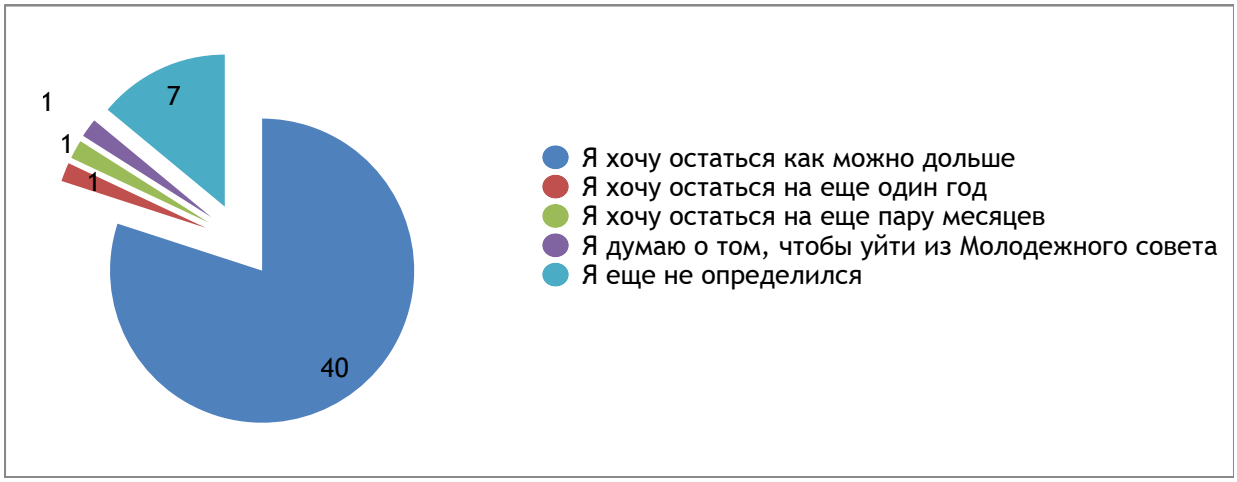
Questionnaire results

Youth council case

The survey has received responses from 50 members of Youth council. Data were collected quicker than expected: during less than a week. The questionnaire has revealed that mostly people who are engaged in the activities of Youth council are members of this organization less than a year (26 respondents). However, the second option is also predominated among the respondents – they are members of Youth council for already 1 year-3 years (24 respondents). As the chairperson said in his interview that members of Youth council are usually staying for maximum 2 years, and only a few people have a long-term interest in these activities: "У них есть неподдельный интерес к общественной деятельности. У многих он краткосрочный (год-максимум два), а у редкого количества он долгосрочный"/ "They have a genuine interest in social activities. For many, it is a short-term (a year or two) interest, and for a rare amount it is a long-term interest".



However, interestingly that on the question regarding their future plans for participation and membership in this organization they mostly answered that they would like stay as long as it is possible (40 respondents). We suppose that this can be explained by the enthusiasm and passion in the beggining of activists' work in this organization. The members of Presidium of Youth council are aware of this phenomenon that young people firstly are so inspired by everything what they are doing, but then after some time and with a lack of feedback they are burning out: "Просто когда люди на протяжении года-двух лет не получают никакой отдачи, то сама понимаешь, желание как-то угасает, мотивация падает"/ "It's just that when people do not receive any feedback for over a year or two then, you understand, the desire somehow fades and motivation falls".



Overall level of satisfaction with organizational culture in Youth council is 4 (3.94) on a scale from 5, which tells us that more than a half of the members of this organization are rather satisfied with the working conditions, climate and atmosphere in the organization (four on a scale – 24 respondents, 5 on a scale – 13 respondents). Though according to researcher's observation (behavior and comments of activists during meetings), there are cases of dissatisfaction with the chairperson's treatment: "Да потому что меня это бесит, мы и так много делаем. Я не хочу мероприятие "для галочки"/ "Because it makes me mad, we do so much. I do not want an event "for a tick". Moreover, several activists during an organizational meeting said that they are not satisfied with the existent working conditions: "Я не успеваю ничего, у меня еще экзамены впереди и учебы много, а вы требуете присутствия на большом количестве мероприятий"/ "I do not have time for anything, I still have exams ahead and a lot of studies, but you demand a presence on a large number of events"; "Я не могу столько работать, пусть делает кто-то другой. У меня много дополнительных занятий"/ "I

cannot work so much, let someone else do it. I have many additional classes". Interestingly that one of the members of Youth council also emphasized on the question "What do you like least about your work in this organization?" that he/she doesn't like one aspect of working atmosphere as well. He/she answered: "Другое: отсутствие понимания того, что за месяц до экзамена важнее подготовиться к нему, чем сходить на досуг"/ "Other: lack of understanding that it is more important to prepare for the exam than to go on a leisure event one month before the session time". However, there is a possibility that these were only isolated incidents since the questionnaire results indicated that the majority of the activists are enough satisfied with the working conditions and overall atmosphere in the organization.

Nevertheless, on average respondents consider that the chairperson of Youth council recognizes and acknowledges their work. That is, overall average scale number on the question "Please rate the below statements with the following rating: the Youth council chairperson recognizes and acknowledges my work" is 3.76. Moreover, one of the chairpersons during his interview also emphasized the significance of this aspect as he said "Важно давать им понять, что работа проделана не зря, что она может понести за собой какое-то поощрение. Не всегда, конечно, есть возможность уделить внимание каждому"/ "It is important to let them know that the work has not been done in vain, that it can result in some kind of encouragement. Of course, there is not always an opportunity to pay attention to everyone". According to this overall scale number, not every member of this organization feels that his work is being recognized.

Likewise, nearly the same result is obtained regarding the question about performance evaluation system in Youth council. For the most part, respondents answered that their organization has effective performance evaluation system (five on a scale – 15 respondents, four on a scale – 20 respondents). Thus, overall average scale number is 3.72. However, I would like to notice again that there is a slight discrepancy with my observation notes where I observed dissatisfaction among several activists regarding evaluation and feedback systems. For example, one of the members during an event said to his friend that the chairperson does not "even said thank you words" after organization of previous event: "Мне ведь много не надо, просто хотя бы благодарность услышать, я о большем не прошу"/ "I do not need much, just at least gratitude to hear, I'm not asking for more". The most provocative moment here is the fact that he did no say it out loud or at least to the chairperson himself. The other way around, he concealed his dissatisfaction from the Presidium.

As for division of responsibilities, young representatives of this organization do not feel that they are assigned for being responsible for event organization quite often. The answers of respondents are evenly distributed, as we can see from the scale. The explanation for that might sound as follows: the organization superiors (Presidium) assign usually same people for being responsible in doing something. Since less than a half of respondents answered that they are assigned for being responsible too often and often (five on a scale – 5 respondents, four on a scale – 17 respondents), it could mean that they quite often assist the Presidium in organizing events and complying with their instructions. The other part of respondents is almost never assigned for being responsible for the same tasks (two on a scale – 10, one on a scale – 12). Therefore, overall average scale number is only 2.86, which means that prevailing majority of respondents answered less than three (included) on a provided scale. Interestingly that one of the respondents answered that she likes the most about her work in this organization the feeling of responsibility. Thus on the question "What do you like most about your work in this organization?" she answered: "Другое: быть ответственной"/ "Other: to be responsible".

The most important question in the questionnaire was about motivation factors which stimulate young people for working without payment in Youth council. Interestingly, that more than a half of respondents emphasized these factors as the most influential in their motivation (five on a scale): open communication and feeling of being involved in the whole working process (31 respondents), incredibly friendly team (29 respondents), and interesting work (27 respondents). As can be seen, these factors are associated with social and communication aspects of this work. That is to say, we can conclude that there is a convergence between factors which were highlighted by superiors during interview and these most valuable factors which other members of Youth council mentioned. It means that social needs indeed are prevailing in young people's requirement system and their life organization. Overall average scale number for open communication factor is 4.46, for interesting work – 4.36, and for friendly team – 4.3.

Motivation factors	Average scale number
Open communication and feeling of being involved in the whole working process	4.46
Interesting work	4.36
Incredibly friendly team (I have a lot of friends here)	4.3

Gained experience and professional skills	4.26
Career perspectives and establishment of valuable contacts	4.14
Recognition from the core team/president	3.72
Appreciation letters, certificates of honor	3.66
Incentive awards (tickets to the concert, theatre or others)	3.42

In that way gained experience and professional skills combined with career perspectives and establishment of valuable contacts are considered to be less influential but in the meantime substantial in terms of young people motivation. By that I mean that perspective opportunities and future feedback which were mentioned by chairpersons also have implications for the activists of Youth council. Unconditionally, the idea of the future importance does not leave their bright heads since they do believe it will contribute to positive outcomes after they will graduate schools and universities. Incentive awards were placed on the last position in this table of motivational factors since overall average scale number for it was 3.42. That means young people overlook this factor during their work for this organization.

Even so, on the question "Do you think that incentives and other benefits might influence your performance?" most of the respondents answered "yes, absolutely" or "yes" (five on a scale – 22 respondents, four on a scale – 11 respondents). The most interesting thing is that they did not choose this option in the question of motivation factors as most influential, as I mentioned above. Consequently, it can be explained by the fact that they are mostly motivated through their intrinsic motivators rather than through extrinsic one. Undoubtedly, they do believe that good working conditions and rewards from the chairperson will influence their performance. However, to this very day it has not been the most powerful and authoritative aspect of their work. In this regard, their work satisfaction might depend on the motivators rather than on hygiene factors such as organization policy, working conditions, and rewarding system.

On the question about things which they like least about their work in Youth council 17 respondents answered that they do not like the fact that they do not have salary, 11 respondents wrote their own option, equally 10 respondents marked that there are no career perspectives and 10 young people indicated that it is time-consuming work, and only 2 indicated that it demands a lot of effort. Among "other" options of respondents were: "Отсутствие понимая того, что за месяц до экзамена важнее подготовиться к нему, чем сходить на досуг"/ "Lack of understanding that it is more important to prepare for the exam than to go on a leisure event one

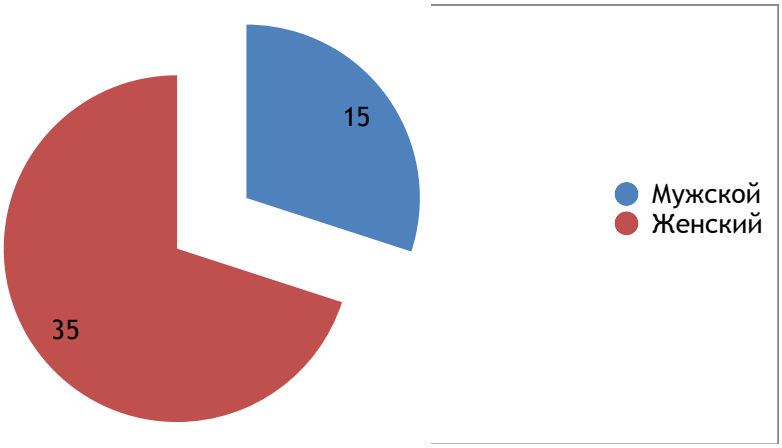
month before the session time”, “Часто случаются провалы в организации мероприятий”/ “Often there are failures in the organization of events”, “Другие менее активные люди”/ “Other less active people”, “Отсутствие мотивации”/ “Lack of motivation”.

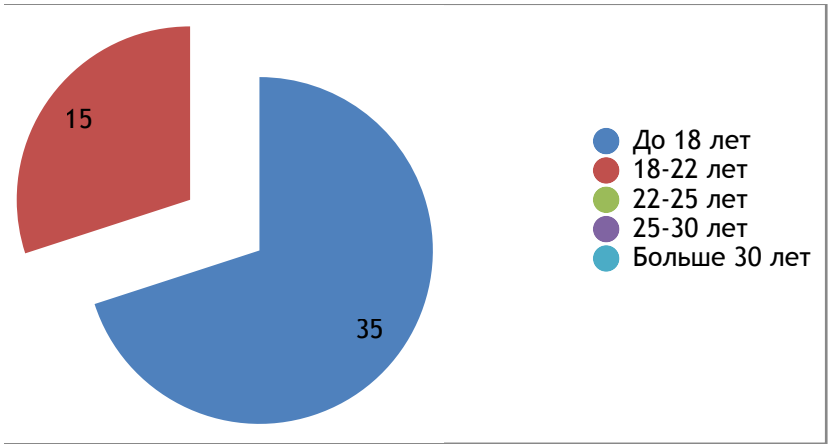
While on the question regarding things which they like most about their work in this organization almost half of the respondents answered that they enjoy entertaining leisure and pastime (19 respondents). Then 1/3 of the respondents chose the option “New acquaintances” – 16 respondents. At the same time 9 of them chose “Friendship atmosphere”, 5 of them wrote their own option, and only 1 person answered about “Treatment as equals”. Among “other” options of respondents were: “Саморазвитие, обучение чему то новому”/ “Self-development, learning something new”, “Приобретение нового опыта и навыков”/ “Acquiring new experience and skills”, “Быть ответственной”/ “Be responsible”.

The most interesting thing, which, in my opinion, deserves a special attention is the fact that only one respondent said about treatment as equals as the most pleasing thing in their work for Youth council. We suppose that it is mostly connected with the hierarchical management system which this organization has. This is a well-known fact that organization should have board members for signing the papers or negotiating with other authorities, for instance. Yet this shouldn’t affect the relationships among all the members of the organization. In the best possible way, organization like this should have a division of responsibilities, but all members must be treated as equals. Since this is an organization, where young people can join voluntarily, there should be no pressure and “superior-subordinate” relationships. Even one of the members of Presidium mentioned it in his interview: “без иерархии внутри совета не обойтись. Звание ничего, по сути, не дает, ну заместитель ты, и что? Председателя выбирают единогласно, потому что это видно, кто лидирует и больше всего делает. А вот заместителя председатель назначает сам. И ты понимаешь, может, к чему я веду? Начинается какая-то ревность, зависть может даже, борьба или недопонимание. Но это субъективное мнение председателя о том, с кем ему проще работать и кому проще доверить какие-то дела. Но люди этого не понимают, ты же не станешь объяснять каждому”/ “It is indispensable to work within council without hierarchy. The position does not give you anything. Well, you are the deputy and what? The chairperson is chosen unanimously, because it is clear who is in the lead and who does for the organization the most. But the chairperson deputy is designated by the chairperson himself. And maybe you understand what I’m getting at? Some jealousy, even envy, struggle or misunderstanding occur. But this is a subjective opinion of the chairperson about who

it is easier for him to work with and who is easier to entrust some business. However, people do not understand this, and you will not explain to everyone". In the situation when people do not want to offend others and be offended themselves, it is better not to focus on the hierarchy as a command-control system, but rather to establish a new organizational structure with a division of labor in accordance with the preferences of organization members. That is why a decentralization and simplification of organizational structure should be implemented in this organization.

As for respondents' age and sex, the prevailing majority is young ladies aged less than 18 years old. There are no young people elder than 22 years old. It basically can be explained by the fact that youngsters after graduation are no longer interested in this voluntary since they start finding a permanent job at this age. And it is most likely that they cease their activities in Youth council for this reason.





The cross-tabulation analysis has revealed that young people who are working for Youth council less than a year are more satisfied with overall organizational culture than people who are working for already 1-3 years. Thus, 22 respondents who are working less than a year answered that they are highly satisfied and satisfied with existent working conditions, climate

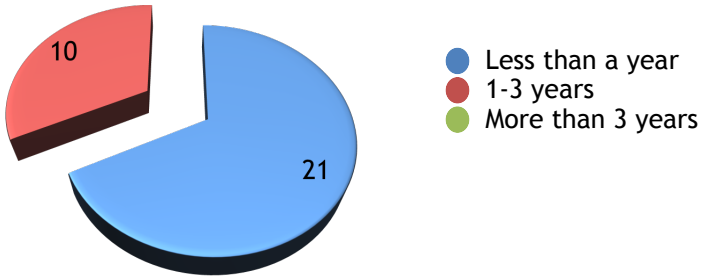
and atmosphere (five on a scale – 8 respondents, four on a scale – 14 respondents). That is to say that the majority of responses were highest level of satisfaction. On the contrary, 17 respondents who are working for 1-3 years noted that they are rather satisfied and middle of a scale (four on a scale – 10 respondents, three on a scale – 7 respondents). It means that we can assume that the level of satisfaction depends on the duration of young people participation in this work: the longer they work, the lower the level of satisfaction. The chairperson also noticed this tendency during Youth council organizational meeting: "Вы ведь были такие активные и инициативные, когда только пришли в совет. Что случилось сейчас?"/ "You were so active and enterprising when you just came in the council. What happened now?" During my observation I noted that there is a discontent on the part from the chairperson regarding this issue of Youth council – inactivity of members of organization.

As for future plans of young people regarding their continuation of Youth council activities and the level of satisfaction, the respondent' answers were distributed in this way: 31 respondents who are planning to stay as long as it is possible are rather satisfied or highly satisfied with overall organizational culture (five on a scale – 12 respondents, four on a scale – 19 respondents). It makes perfect sense that young people who are satisfied with the existent working conditions are willing to stay for a long and indefinite period.

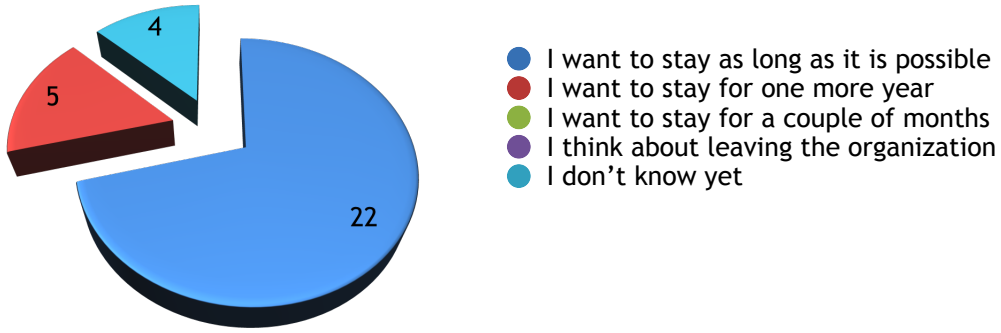
The correlation and regression analysis has showed the relationships between several variables. Thus, questionnaire results indicate that the level of satisfaction of young people depends on the recognition and acknowledgement from the chairperson of the organization. The correlation coefficient is 0.6, which means that there is a relationship that appears to exist between these two variables. Although these variables are moderately correlated, they do move in the same direction together, so when the recognition of the chairperson increases, so does the level of overall satisfaction. Moreover, the relationship between performance evaluation system and level of satisfaction also appears to exist. Thus, the correlation coefficient is 0.6, which means that there is same moderate correlation as with the previous variables. However, the results of the questionnaire have indicated a relatively low correlation between level of satisfaction and 'good relationships and support from other volunteers' variable. This correlation coefficient is only 0.4, which implies that there is almost no dependence of satisfaction on personal relationships with other members.

Youth Included case

The survey has received responses from 31 members of Youth Included organization. Data were collected much slower than expected: almost two weeks. The questionnaire results showed that young people who work for this organization for the most part are engaged in these activities for less than a year (21 respondents). The rest of the respondents work as volunteers in Youth Included for 1-3 years (10 respondents). Same way that Youth council respondents, there are no members of this organization who work for more than 3 years. As the President of this organization mentioned during the organizational meeting: “I know how initiative you are right now. It’s because you’ve just joined our team. Further after a couple of months your enthusiasm will go down. I know it for sure”. She said it to the newcomers while my observation. Likewise, Youth Included has the challenge of people leaving their organization after a certain period of time. Same tendency can be observed in the Youth council case.



However, the same situation with the future plans can be examined in Youth Included organization as it was with the Youth council case: long-term perspectives regarding their voluntary work in the organization. Thus on the question “What are your future plans for working as a volunteer in this organization?” more than a half of respondents answered that they would like to stay in the organization as long as it is possible (22 respondents). At the same time 5 respondents chose the option “I want to stay for one more year” and 4 respondents do not know yet about their plans regarding this aspect. Moreover, one the core team members said in his interview that this is a typical thing for the organization of this type: “Это совершенно обычное явление, что ребята уходят после нескольких лет. Но на моей памяти никто не уходит просто так, обычно на то есть весомая причина: будь то переезда в другую страну или свадьба, например”/ “It's quite common that guys leave organization after a few years. But in my memory no one leaves just like that, usually there is a good reason: whether it's moving to another country or a wedding, for example”. Therefore, it means that young people do not leave this organization without any reason or with a lack of motivation.



Overall level of satisfaction with organizational culture is almost 5 (4.58). It is considered to be the most impressing fact that nobody in this organization chose the options less than four on a scale. Thus, 18 respondents chose five on a scale and 13 respondents chose four on a scale. Such a level of satisfaction can be confirmed and illustrated by observation notes which were made during organizational meetings: "I can feel a friendship atmosphere in this organization. I think that these new guys feel a bit uncomfortable to speak aloud about themselves. However, those experienced people were trying to support them by starting the conversation". Accordingly, no pressure, no angry, no dislike exists in this organization. The core team is always trying to be polite and supportive towards all other members of the organization. It may also be confirmed by the answers of respondents on the question "What do you like most about your work in this organization?" Impressively, that the answers were divided almost equally: 14 respondents noted treatment as equals and 13 mentioned that they like best friendship atmosphere in the organization. Only 4 respondents chose an option "New acquaintances". Communication as equals is believed to be the basic feature of Youth Included work since it is a voluntary based organization. Thus, in the interview with the President of Youth Included she said: "We have people from 16 to 30-35 years old. But within the organization we never say "I'm older, you're younger, so you do a dirty job". So we all are equal". Equality is the thing from which they benefit since new people keep joining the organization. I counted 6 newcomers who came for the first time on one of the meetings which I observed. They do not have a real hierarchy in the organization since they believe that it will not lead to positive outcomes in members' performance. The President of Youth Included mentioned in her interview: "We don't have hierarchy, which brings us to the side that there is no usual division of labor and also leads to the situation when you don't know who would do the dirty job and so on. But when you work with volunteers, this is just not possible, because if at the moment you treat volunteer like that, next day you won't have this volunteer. If the person is smart, he will leave". She considers this aspect of their work as both challenge and strength at the same time. Another core team member

also emphasized this aspect of their work and structure: “Да, у нас нет какой-то иерархии, позиций директора или его заместителей. Просто те люди, которые стоят у нас в органе как руководящие, на них просто больше административной ответственности падает. Вот и все”/ “ Yes, we do not have any hierarchy, positions of the director or his deputies. Simply, those people who stand in our body as leading, they have more administrative responsibility. That’s it”. Although they do have almost the same position regarding hierarchy as Youth council, they indeed do not prefer to build their work and communication on the hierarchical structure. They just have it rather for administrative work duties than for the construction of communication processes and organizational atmosphere.

Furthermore, the respondents mentioned that good relationships and support from other members of the organization assists them in being highly motivated. Thus, the average scale number for this statement is 4.1 which mean that they do believe in the significance on interpersonal relationships during their work for this organization. More than a half of respondents agree with the statement “Good relationships and support from other volunteers is helpful to get motivated” (five “strongly agree” on a scale – 9 respondents, four “agree” on a scale – 16 respondents). It is confirmed by identified factors during interviewing with the core team members: ‘non-formal communication and support’, and ‘opportunity to become friends with other members of the organization’.

Meanwhile, Youth included members believe that the President of their organization is interested in motivating other volunteers. Thus, the average scale number for the question “How do you evaluate the statement “The core team/president of the organization is interested in motivating other volunteers”?” is 4.52 which means that they consider the behavior of the leader of their organization as motivating and inspiring to do their job. The Youth Included members admit efforts which are made in order to motivate them. Hence, almost all respondents agree with this statement (five “strongly agree” on a scale – 18 respondents, four “agree” on a scale – 11 respondents). This survey result can be confirmed by my observation notes as well. During one of organizational meetings I noticed that Katya (the leader of organization) is trying to keep all members excited and passionate during the conversation and discussion. That is a note from my observation diary regarding my feelings about what was happening: “Katya is only suggesting the idea concerning different topics. Her main objective is to navigate other team members so that they can participate in the whole discussion. They look passionate while expressing their opinions”.

As for recognition and acknowledgement of the core team, on average, respondents do agree with the statement "The organization (core team/president) recognizes and acknowledges my work" (4.58 on a scale from five). Likewise, the President of Youth Included highlighted that they do appreciate each member's contribution: "but it doesn't make them less valuable for us. So, yes there are more active people, but all the rest also have this feeling that they are belonging to this group". So, we can assume that the core team of this organization also uses extrinsic motivators such as words of gratitude and appreciation. She (the President) mentioned in the organizational meeting that "this is a merit of all members of organization". The core team never holds the stage, the do prefer to emphasize the significance of all participants of the organization. However, the respondents do not agree fully that Youth Included has an effective performance evaluation system for its members. The average scale number for this statement is 3.81 which mean that there are still people in this organization who do not believe in the effectiveness of current performance evaluation system (three on a scale – 6 respondents, two on a scale – 1 respondent, one on a scale – 1 respondent).

As for division of responsibilities, on average, the members of this organization do feel that they are assigned for being responsible from time to time. Thus, 8 respondents mentioned that they have responsibilities too often, 11 respondents – often and 9 are in the middle. Only three members of Youth Included noted that they are responsible for some task or organization of event not often enough. There are no people who are assigned for being responsible not at all. The evidence of that was also observed during organizational meetings. The fundamental question of 'how work should be organized' has its solution in the group discussion and matrix of responsibilities which is being posted in their Facebook group. This discussion starts with the ideas offer and then with the identification of people who are going to be responsible for the parts of the events organization. I observed it, for instance, on several meetings. Moreover, the President of the organization emphasized this aspect of their work in her interview: "So, generally, when we organize something, we first of all, ask who wants to be responsible for what, and then we (the core team), we just helping out. So basically we just facilitate, and young people themselves organize things. And they always have the possibility of mistake, so it's not a problem, we will be there for them. And also it's a good experience".

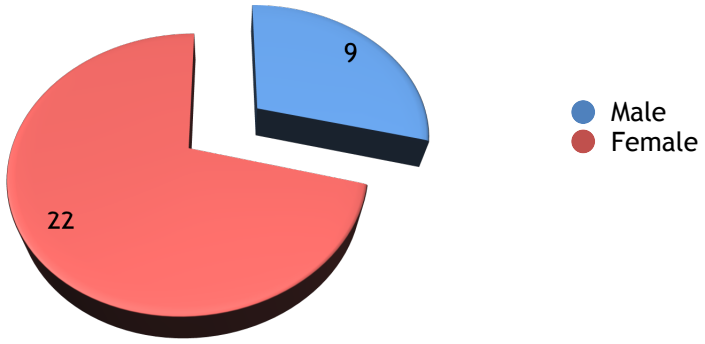
Again one of the most important questions in the questionnaire was about motivation factors which stimulate young people for working in this voluntary organization. Interestingly, that the most motivational factor for them is 'Gained experience and professional skills' (overall

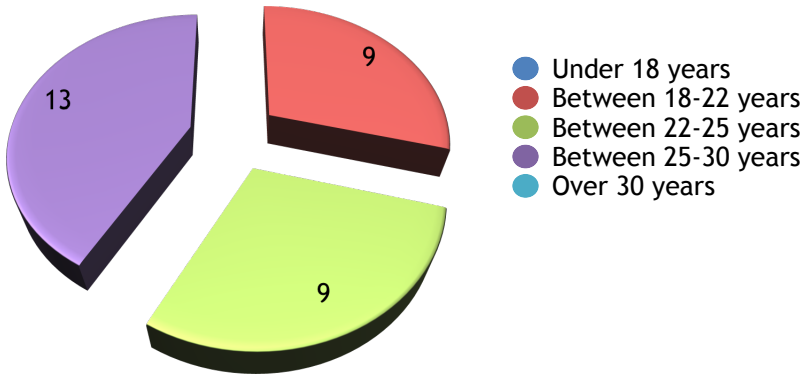
average scale number is 4.71). Almost the same average scale number is for 'interesting work' and 'incredibly friendly team' factors (in the first case it is 4.68, while in the second – 4.65). It turns out that improvement of their skills is slightly more important than socializing with other members. Hence, life experience is of great importance for them.

Motivation factors	Average scale number
Gained experience and professional skills	4.71
Interesting work	4.68
Incredibly friendly team (I have a lot of friends here)	4.65
Recognition from the core team/president	4.52
Open communication and feeling of being involved in the whole working process	4.13
Career perspectives and establishment of valuable contacts	3.32
Incentive awards (tickets to the concert, theatre or others)	2.74
Appreciation letters, certificates of honor	2.03

The most intriguing result for this question is the fact that incentive awards and appreciation letters almost do not matter for young people working in this organization in terms of their motivation. Such a small average scale number indicates that extrinsic motivators do not play a huge role for these young people. Likewise, on the question "Do you think that incentives and other benefits might influence your performance?" 9 respondents chose four on a scale (yes, it will), 12 respondents – three on a scale, 6 respondents – two on a scale, and four respondents – one on a scale.

As for respondents' age and sex, the prevailing majority is also young ladies (22 respondents) but aged more than 18 (9 respondents – between 18-22 years old, 9 respondents – between 22-25 years old, and 13 respondents – between 25-30 years old).





As cross-tabulation analysis has revealed there is a ratio between several variables. Likewise, it became clear that young people who are working for Youth Included less than a year are almost same satisfied with overall organizational culture as people who are working for already 1-3 years. Hence, 12 respondents who are working less than a year answered that they are highly satisfied with the overall organizational culture and 9 respondents working for the same period of time answered that they are rather satisfied with existent working atmosphere and conditions. In the same way, there are 6 people working for already 1-3 years who answered that they are highly satisfied with organizational culture and 4 respondents working for the same period of time said that they are rather satisfied. We can assume that in this organization the level of satisfaction might not depend on the duration of young people participation in this work: despite the duration of volunteering activism young people in this organization are same level of satisfaction regarding existent working culture. Furthermore, it has to be noted that there is no answers lower than four on a scale. It is one of the most appealing results in this case. Everybody in this organization chose the answers either five on a scale or four. Consequently, it means that every person in Youth Included is rather satisfied with the existing atmosphere and working conditions. It was also noticeable during my observation since there was no discontent from the activists or confrontation between them and the core team.

As for future plans of young people regarding their continuation of Youth council activities and the level of satisfaction, the respondent' answers were distributed in this way: 14 respondents who are willing to stay in this organization as long as it is possible are highly satisfied with organizational culture (five on a scale from five) and 8 respondents who are willing to stay same as long as it is possible are rather satisfied (four on a scale from five). This result is quite logical again since if young people are satisfied with the existent situation in their organization they will keep working whenever it is possible.

The correlation and regression analysis has showed the relationships between several variables as well. Hence, there is a moderate correlation between level of satisfaction and recognition from the core team: correlation coefficient between these two variables is 0.6 which mean that there is a slight dependence of level of young people's satisfaction on whether they are being recognized by their superiors or not. Moreover, the relationship between the presence of good relationships and level of satisfaction occurs as a result of the survey. Thus, young people who believe that good relationships and support from other volunteers are helpful factors for motivation maintenance are more satisfied with working culture in Youth Included. The correlation coefficient in this case is 0.6 as well. In relation to performance evaluation system it was discovered there is low correlation between this variable and level of satisfaction. Correlation coefficient is only 0.3. It would mean that young people's attitude towards existent evaluation system in the organization does not influence their level of satisfaction.

Conclusion

In the final chapter of this paper it has to be concluded that this multidisciplinary research has revealed several important features of work in youth organizations. These features have implications for motivation aspect, work satisfaction, management styles, and organizational learning. First of all, key overall conclusions will be deduced and the connections between first

and second chapters will be provided. Thereafter, the limitations of this research will be specified and discussed.

Motivation aspect

Considering that motivation is the key aspect of this research, I will start overall conclusion with it. Thus, since the process of motivation depicts the subject of motivation as a puzzle, I explored this indispensable element of organizational behavior from several perspectives: job characteristics, instincts, needs, cognitions, and rewards, as such a mental image of this concept was developed by Robert Kreitner in his book "Organizational behavior" (1989). The most important thing is that leaders of youth organizations learn significant lessons regarding activists' behavior and motivation from each piece of this puzzle. These five pieces of puzzle provide them with different explanation of young people behavior in accordance with either internal factors (instincts and needs) or person-environment interaction (job characteristics, cognitions, and rewards). I grounded this research on both content and process theories since I wanted to disclose the full picture of the management effectiveness in youth organizations in terms of proper motivational approach. Content theories of this research have its focus on the actions to satisfy young people needs that influence their behavior. In other words, needs which make contribution for energizing purposeful behavior of young people. Process theories focused on young people's perceptions regarding their working environment and their interpretations and understandings of this issue.

In this manner, young people in both organizations were driven by mostly social, esteem and self-fulfillment needs. It was revealed that in both parts of the research (interviewing+observation and questionnaire) young people follow the ideas of communication circles establishment, feeling of acceptance and belonging, and long-term perspectives regarding their future. All motivational factors which were identified in both cases of this research clearly demonstrate the presence of these driven forces inherent to young people working for these organizations. Motivation is indeed an intrinsic force operating inside youngsters, persuading them to choose one action over another. As one of the assumptions of theory Y claims that commitment to objectives is a function of the individuals' rewards associated with their achievement (The Human Side of Enterprise, Douglas McGregor, 1960). That is, the most significant of such rewards for young people are the satisfaction of their ego and self-actualization needs. This can be direct products of effort aimed at the organizational objectives.

However, I have to emphasize that the dominant factor in Youth council case was 'Open communication and feeling of being involved in the whole working process'. It may be connected to the absence of such feature in the working processes in this organization: not all young people are involved in the whole discussion of organizational tasks, objectives or even goals. It was observed as a result of both interviewing and observation data collection. On the contrary, Youth Included leaders consider an open discussion as one of their fundamental features: they always firstly put forward either the issue of discussion or the task ahead and reckon it with all members of the organization. As techno-structural organizational development intervention highlights that all decisions made in the organization should be rational and logical; both advantages and disadvantages of the outcomes must be taken into account while decision making processes (Dynamics of organizational change and learning, Jaap J. Boonstra, 2004). When a lot of members of the organization make a decision together, the chances for objectivity and rationality are growing. And thereby, the key motivational factor for the members of this organization is turned out to be 'Gained experience and professional skills'.

As for job characteristics, it has to be mentioned that one of the key objectives of superiors of youth organizations is to provide their members with the feelings of acceptance and recognition by enabling them to experience responsibility and maturity while doing their job. In Youth Included organization the division of responsibilities comes at the expense of open discussion as well. By delegating and assigning every time different people to be responsible for the event organization, the leaders of Youth Included provide their members with a feeling of self-esteem. While young people in Youth council do not feel that they are assigned for being responsible for event organization quite often, according to questionnaire results. As job redesign assumptions recommend, job rotation can lead to reemergence of individual's interest and eagerness to contribute more in his work (Human Resource Management, Manmohan Joshi, 2013). In this respect job rotation indicates practice of assignment diverse tasks to different people, which Youth Included superiors apply into practice unlike Youth council leaders. In this way, task identity and task significance play an important and influential role in the meaningfulness of young people's work, as it was argued by Hackman and Oldham in their job characteristics model (Motivation through the design of work: Test of a theory, Hackman J. R., Oldham G. R., 1976). It generally means that members of Youth Included feel that they are able to complete the task from the beginning up to the end and to determine task as the one which is leading to something wider and beyond oneself. Hence, the outcome of this accomplished work

will enable more pride for young people. Moreover, the core team members of Youth Included do believe in the importance of autonomy as a degree of volunteers' freedom and their ability to be independent workers. And therefore, they contribute to satisfaction of members of this organization since they value freedom and opportunity for being responsible for what they are doing.

As job characteristics model states, if the worker experience self-direction and self-control, it can lead to such positive outcomes as high internal work motivation, high quality work performance, high satisfaction with work, low absenteeism and turnover (Motivation through the design of work: Test of a theory, Hackman J. R., Oldham G. R., 1976). By applying job enrichment practice into Youth Included work, the leaders of this organization follow the ideas of young peoples' growth and satisfaction of their own needs. That is precisely why this organization succeeds and has effective results of cooperative work between superiors and other members of the organization.

The failure to comply with these important features of effective work in the organization, Youth council encountered a problem with the lack of integration among all members of the organization and organizational objectives. As theory Y assumptions propose, organization will perish unless integration is achieved there (The Human Side of Enterprise, Douglas McGregor, 1960). And this is where this principle does not work very well and thus, it is obvious that young people working for this organization do not recognize both their own and organizational needs. Therefore, since the achievement of organizational objectives depends on the commitment of young people to those objectives, there must be some strategy developed in terms of adjusting of all young people to the requirements of organization they work in.

Young people who are engaged in the volunteering participation in youth organizations basically seek for their personal growth. Thus, questionnaire results have revealed that this factor is also rather influential with regard to motivation. The leaders of youth organizations also emphasized the significance of future perspectives and achievement of young people's potential opportunities during interviewing. However, as it is was stated in the organizational development assumptions, most individuals are driven by the need for personal growth and development as long as their environment is both supportive and challenging (A Handbook of Human Resource Management Practice, Michael Armstrong, 2006). Then again, a boring and routine job prevents young people's motivation and thus, volunteers are not willing to perform well. While a

challenging and entertaining job conversely enhances motivation. Intrinsic motivation implies interesting and challenging work and opportunities for advancement as well.

However, the expectancy perspective has been also considered in this paper. The expectancy theory was developed by Victor H. Vroom. Generally, it defines motivation in the way that people make their choices regarding how much effort they will spend on both accomplishment of organizational functions and tasks and performance of their administrative duties (Work and motivation, Vroom Victor H., 1964). Therefore, it can be concluded that young people who are working for youth organizations have certain expectations and beliefs. These expectations are believed to result in possible consequences and outcomes of efforts which were made by young people. And consequently, the decisions which youngsters make about their work and operational efforts and intentions are directly related to these expectations and beliefs. The questionnaire results have demonstrated that incentives play a significant role for young people's motivation working in Youth council. However, Youth Included did not have such confidence that incentives and other benefits will influence their performance. Nevertheless, it has to be mentioned that perspective opportunities and future feedback as one of the factors influencing young people's motivation are considered to be certain expectations as well. Like that, they do believe that their good performance will be in some way rewarded. Consequently, they expect particular payout, even though it could take from different benefits depending on individuals.

Work satisfaction

The correlation analysis between several variables and level of young people's satisfaction with overall organizational culture has demonstrated that indeed there are certain factors in the organizational workplace which generate an individual's job satisfaction (motivators) and another sort of factors which, on the contrary, generate an individual's job dissatisfaction (hygiene factors), as it was stated by Frederick Herzberg in his 'Two-factor model' (The Motivation to Work, Herzberg Frederick with research colleagues Mausner Bernard and Snyderman Barbara, 1959). Therefore, as a result of this research it was disclosed that the level of young peoples' satisfaction depends on the recognition from the leaders of organization, performance evaluation system, and interpersonal relationships with other members of the organization.

As I drew a parallel between work attitude and work performance of young people, I based this research on the concept of motivation as a direct descendant of work satisfaction. Therefore,

it should be noted that work situation in youth organizations contains elements with separate and distinct clusters of factors which are associated with either satisfaction or dissatisfaction:

Intrinsic motivators (satisfiers)	Extrinsic motivators (hygiene factors)
Achievement, recognition, characteristics of work (stimulating and challenging), responsibility, advancement	Company policy and administration, technical supervision, salary interpersonal relations with supervisors, working conditions

In this way, it has to be concluded that Youth Included organization's members experience no job dissatisfaction and job satisfaction at the same time, which means that they do have motivators/satisfiers while working and discharging their duties. At the same time they do not have frustration with working conditions, interpersonal relationships with superiors, and organization's culture. As a maximum, it might give rise to better and greater performance of young people in this organization if the future.

In the situation of Youth council I have to mention that members of this organization are in the 'zero midpoint', as it was proposed by Frederick Herzberg that such situation can be the case (The Motivation to Work, Herzberg Frederick with research colleagues Mausner Bernard and Snyderman Barbara, 1959). That means, according to this two-factor theory, they have no satisfaction and no dissatisfaction at the same time. In general, they are satisfied with overall organizational culture and working conditions, but are not satisfied with the division of responsibilities among all the members. Hierarchical structure also prevents activists' work satisfaction. Moreover, stimulating and challenging work, achievement and advancement components are not really presented in Youth council workplace. All of this leads to no satisfaction point, according to one of the important theories which this paper is based on – 'two-factor model'. As it was proposed in this theory, good working conditions are not sufficient factors for strong workers' motivation. It takes rather an enriched job that can offer young people the opportunity for achievement and recognition, stimulation, challenge, responsibility, and

advancement (The Motivation to Work, Herzberg Frederick with research colleagues Mausner Bernard and Snyderman Barbara, 1959).

Management styles

As research results have demonstrated, these youth organizations follow opposing managerial styles, which are management by objectives – Youth Included (Management – Tasks, Responsibilities, Practices, Peter F. Drucker, 1986) and management by control – Youth council (The human side of enterprise, Douglas McGregor, 1966). In the first case, it is a question of self-control and ability to direct young people own behavior without pressure from the outside. While in the second case, organization follows the assumptions which imply external control over members' behavior. It might be confirmed by the usage of command-control type of structure in the Youth council. This organization seeks to control members of the organization and to arrange hierarchical structure of authorities. Furthermore, there are prevailing features such as centralized decision-making processes, formal rules and systems, conventional and routine tasks for its members. All these features are relevant to Youth council organizational structure, since it was revealed as a result of empirical research. Management in youth organizations cannot follow the ideas of direction and control; therefore, the leaders of Youth council cannot treat their activists as immature adults even though their workers are predominantly young people.

On the contrary, the superiors of Youth Included organization bear in mind the idea of sphere paradigm structure as it provides them with both distributed control over members and open platform for youngsters' free minds. Since organizational development has focus on assistance organizations in creating an enabling environment and necessary conditions for encouragement of young peoples' interpersonal competence along with their psychological maturity, it contributes to the effectiveness of this organization, which is considered to be the primary objective of their job. Hence, the core team of Youth Included organization realizes that each member of the organization contributes something different. The core idea of this contribution process is that all efforts should be oriented towards one common goal. That is what happens in this organization.

This theoretical framework which was used in this research proposed the idea that there should be structured and coordinated management by objectives in the organization. In the best possible way workers should be involved in the whole process of goal-setting (Management – Tasks, Responsibilities, Practices, Peter F. Drucker, 1986). That is what the leaders of Youth

Included keep in mind while organizing and structuring their work. Then young people might fulfill their responsibilities headlong since these goals could be common for both superiors and young people themselves. In that case when people are directed, controlled and manipulated, they are willing to find satisfaction for their social, ego and self-fulfillment needs somewhere away from their job. It is a good thing that it still does not happen to Youth council. Their members are still willing to satisfy their social and self-fulfillment needs while working in this organization. The main principle of management by objectives is to facilitate and assist workers in this satisfaction of needs process. The best way for achieving it, as I mentioned above while analyzing the work of Youth Included, is to provide workers with the opportunity to participate in the whole discussion of goals and objectives during organizational meetings.

There is a need to reiterate another important result which was observed during the research. It concerns the decentralization and simplification of organizational structure. There are certain negative consequences of hierarchy in organizations which can lead to low productivity, poor performance, absence of respect for the managers and superiors, and, finally, deprivation of confidence in the whole management system of organization (Management – Tasks, Responsibilities, Practices, Peter F. Drucker, 1986).). Thereby, one of the most appealing results was obtained after questionnaire: only one respondent said about treatment as equals as the most pleasing thing in their work for Youth council. While analysis of data collected I made an assumption that it is mostly connected with the hierarchical management system which this organization has. This is a well-known fact that organization should have board members for signing the papers or negotiating with other authorities, for instance. Yet this shouldn't affect the relationships among all the members of the organization. In the best possible way, organization like this should have a division of responsibilities, but all members must be treated as equals. Since this is an organization, where young people can join voluntarily, there should be no pressure and "superior-subordinate" relationships. Moreover, while observation it was noted that there was not so pleasant atmosphere during their meetings and events. I also observed that there were sometimes debates, interpersonal conflicts, or disagreements during organizational meetings.

However, it has to be mentioned that work team plays a remarkable and decisive role in the satisfaction of young people as well. The atmosphere in youth organizations depends on mostly informal communication among members since they are required not to have specific divisional organizational structure. One of the key factors which influence the behavior of young people in

these organizations is the fact that interpersonal relationships are considered to be one of the retaining elements in their work. That is, the questionnaire results have demonstrated a strong agreement of the respondents with the statement regarding good relationships and support as key factors for the maintenance or increasing of motivation. Human processes such as team building, encouragement of interpersonal competence, and conflict resolution are highly important in the work of youth organizations (Dynamics of organizational change and learning, Jaap J. Boonstra, 2004). The apparent reason for that is the fact that all members of youth organizations are firstly willing to communicate and be actively engaged in the society development. So, this organizational development intervention is also of great importance for the leaders of youth organization in terms of their choice of managerial style.

Organizational learning

Since organizational learning is the process of creating, retaining, and transferring knowledge within an organization, I decided to focus on this theoretical framework as well (Organizational Learning and Effectiveness, Denton John, 1998). Knowledge should be transferred in the organization between explicit and tacit, between individual and collective. In other words, young people are likely to exchange their ideas explicitly and internalize some fragments of this shared explicit knowledge into tacit one. Then this knowledge can become a part of background information which is necessary for their job and, what's more appealing, it can be usually taken for granted, that will expedite the work of the whole organization (A dynamic theory of organizational knowledge creation, Ikujiro Nonaka, 1994). It is highly important for young people to maintain four components of learning organization on the same level in order to achieve a system thinking perspective.

As a result of my research, I figured out that not all the components of learning organization attended by youth organizations which have been taken as subjects of this research (The Fifth Discipline: The art and practice of the learning organization, Senge Peter, 1990). As for personal mastery, it is obvious to mention that this is an essential part of young people lifestyle. This process of competences and skills proficiency is developed by youngsters in a lifelong perspective. They are considered to have the perspective of lifelong learning as a matter of fact. They do reckon that experienced learning is a meaning of life and necessity for their future work. They acknowledge the fact that even qualifying education is not enough for becoming a high achiever in any activity. With respect to mental models, it has to be noticed that they are relevant to both organizations since these are considered to be driving and fundamental

values and principles of an organization. However, the leaders of Youth council are more likely not to be conscious of all members' mental models. Nevertheless, they have to understand it since they are willing to ensure shared understanding of organization's vision. Building shared vision is resulted from the previous component of learning organization. Intrinsically, it highlights the importance of co-operation and a shared vision by team members. That is to say that Youth Included does have this shared vision since they prefer team work, equal division of responsibilities, and open discussion. Youth council, in its turn, does not have this component. Shared vision is a compulsory element for learning organization because it provides focus, direction and energy for learning. And, finally, team learning which is present in these organizations to the same extent: Youth Included members are able to think together as they have dialogue and discussion as a feature of open communication. Youth council does not have this component.

The systems perspective allows youth organizations to look beyond their mistakes and themselves (The Fifth Discipline: The art and practice of the learning organization, Senge Peter, 1990). And here it has to be mentioned that Youth Included core team members are able to diagnose their own strengths and weaknesses. During the interviews I revealed that they are aware of all problems they encounter but they do not call it 'issues', they prefer to use the term 'challenges'. They do control organizational environment themselves. By that I mean they have a huge challenge in objective evaluation of their job and performance since they are themselves still in the process of human development. But they do analyze their actions from outside so much objectively as it is possible. However, I would like to mention that Youth council chairpersons make an effort in this question as well. They must not rely on fortunate coincidence of circumstances. For the purpose of creation of learning organization there must be people capable of seeing the world as system thinkers. In other words, the chairpersons of Youth council organizations must work on their selves, the enhancement of their personalities. Furthermore, there should be collaborative effort of both leaders and activists of this organization. Hence, this effort will seek to recognize and reconstruct intellectual models of youth organizations.

Limitations of research

The very significant limitation of this research is considered to be the examination of cultural differences. According to, Geert Hofstede theory, an intercultural cooperation plays a crucial role in the organization. Since culture is believed to be a collective programming, it has obvious impact on motivation. Culture influences not only human behavior but also some certain

explanations which individuals give for their behavior. Considering that members of Youth Included organization have different cultural backgrounds, this limitation should be eliminated in further research.

It has to be noted that another limitation is the access to research field in the Prague. Apparently, many youth organizations either believe that they do not require any research or simply do not want to cooperate with a person 'from the outside'. Consequently, I encountered a substantial challenge in finding a proper organization which can agree to give me an access for data collection. Despite the official types of organizations are quite different, I have to emphasize that this research had its focus on the internal organizational structure and atmosphere. Therefore, the external environment and existent surrounding context did not play a significant role in this research.

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Appendixes

Appendix 1. Research design

Motivation as a key factor of communication and management processes in youth organizations of St. Petersburg and Prague

Topicality: the applied research is based on the request of Presidium of Youth council in Kirovsky district in order to reduce the fluctuation problem with members of their organization. They are willing to change their organizational system in order to maintain the level of motivation and satisfaction among present activists and also attract more new people.

Research problem: the coordination and management of young people in voluntarily organizations like Youth council are troublesome due to several reasons, which are weak motivation, organizational conflicts, lack of time, and absence of experience. The privation of worthwhile and convenient solutions for these problems leads to crucial outcome which restricts the quality of work they do. This outcome implies the fluctuation of members in a sense of them leaving this organization.

Key research question: how to reduce fluctuation and turnover processes in Youth council in Kirovsky district and keep its members motivated.

Specific research questions (tasks):

1. To identify key motivation factors which keep young people motivated for volunteering work.
2. To describe how work process is organized in youth organizations.

3. To examine types of organizational behavior which youth organizations have.

4. To explore what the main principles of qualitative work in youth organizations are.

5. To make an organizational proposal to Presidium of Youth council in accordance with identified issues and researcher's recommendations.

Subjects of inquiry:

- ⇨ Youth Council in Kirovsky district of St. Petersburg
- ⇨ Non-profit organization "Youth Included" in Prague

Comparability

Both these organizations:

1) are open platforms for young people, for their integration into society, for enabling their personal experience;

2) have same goal which is to encourage and provide participation of youth in social and cultural life of the city;

3) have difficulties with funding, and, consequently, use the system of barter for exchanging services;

4) solve local problems in the society they work in.

Access to the field:

The access to the field in the first case was easy to arrange since the researcher also works for this organization as a volunteer. In the second case access was arranged in a different way by negotiating with the director of the organization via Facebook and e-mail.

Data collection:

1. First step: semi-structured interview (7 people: 4 – Youth council chairpersons, 3 – Youth Included core team members), observation (6 times: 4 – Youth council, 2 – Youth Included);

2. Second step: online questionnaire (81 respondents: 50 – Youth council members, 31 – Youth Included members).

The usage of semi-structured interview as a tool for data collection allows the researcher to get reliable and comparable qualitative data by interviewing the superiors/managers of these youth organizations. Moreover, the researcher appeared competent during the interview because of being prepared in advance, while the informants had a chance to express their views on the research problem. Interviewing assisted the researcher in completing several research tasks, such as identification of common issues and motivation factors.

Observation helped the researcher to be included in the studied society and examine organizational behavior and communication processes within organization meetings and events. In the first case the researcher was a complete participant as she is completely integrated in studied organization. While in the second case the researcher was a moderate participant as she maintained a balance between "insider" and "outsider" roles while observation. This method of data collection helped the researcher to have tacit intra organizational knowledge by being involved in the day-to-day or routine activities of youth organizations.

Online questionnaire served as the second step in this research. Only subordinate members of youth organizations were asked to fill in the questionnaire forms since it was oriented towards motivation aspect only.

Data analysis methods: a comparative analysis is necessary to use in these two cases. In particular a narrative analysis was useful while analyzing observation notes and semi-structured interviews.

Theoretical framework: one of the important theories which was used in this research is an organizational theoretical perspective developed by Douglas McGregor. He proposed the assumptions of motivation theory X and theory Y, which are related to managerial behavior in the organizations. These assumptions indicate that members of organization are motivated either via direction and control (theory X) or integration and self-control (theory Y). The central principle which derives from Theory Y is related to integration process: the creation of working conditions such that members of organization can achieve their own goals best by directing their efforts toward the success of organization. Also the learning organization theory by Peter Senge was examined in this research. The author put forward an idea that learning organization is determined as a group of people working together collectively to enhance their capacities in order to create results they really wish to have. In these terms we can speak about youth organizations as samples of this study. Senge also believed in the theory of system thinking,

which focuses on how the individual that is being studied interacts with the other members of the system. In other words it was considered that youth organizations are whole complex systems. Moreover, some other motivation theories were examined, such as Maslow's hierarchy of needs, job characteristics model developed by Hackman and Oldham, expectancy theory proposed by Vroom Victor H, and two-factor model theory by Frederick. Maslow's hierarchical pyramid of needs was relevant in terms of its theoretical continuation in Douglas McGregor's work. The author proposed that there are five basic categories of human needs which we can apply to everybody while investigating people's behavior: physiological needs, safety, social, esteem, and self-fulfillment. Job characteristic model was proposed by Hackman and Oldham. The main focus of this theory is the job that workers perform while working. Expectancy theory introduces the idea of certain expectations and beliefs which individuals keep in mind regarding possible consequences and outcomes of their efforts. And, finally, two-factor model draws attention to the concept of intrinsic (motivators) and extrinsic motivation (hygiene factors) in employee participation and performance.

Appendix 2. Organizational proposal

Youth council chairpersons should follow several ideas which were developed by researcher in order to reduce fluctuation and turnover processes in Youth council in Kirovsky district and keep its members motivated:

- ⇨ They should firstly introduce the role of HR manager, who will be responsible for establishment of contacts with school and universities in Kirovskiy district (since they need to attract new people), also for organizational conflicts solving and for maintenance of motivation level.
- ⇨ They should create sections and departments for better transferring of tacit and explicit knowledge among absolutely all members of the organization. The principle idea is to show all activists how work is organized so that all of them will be involved in decision-making process and will direct their efforts towards the success of organization.
- ⇨ They should implement rotation of responsibilities in the working process so that there will be variety of activities and challengeable tasks for everyone. In this

way, it will lead to reemergence of young people's interest and eagerness to contribute more in their work.

Some motivation strategies are also compulsory for consideration:

Motivation factors which influence young people's work	*Chairpersons' contribution*
Young people will be more likely motivated if the organizational environment enables them to feel valuable for what they are doing day by day. This basically means that there should be recognition and acknowledgement from the chairpersons.	⇨ Develop such managerial processes that will provide young people with the opportunity to agree their expectations and receive positive feedback and outcome. ⇨ Develop such rewarding system that will provide young people with the opportunities for receiving non-financial rewards such as vouchers for attractions, gift cards and posters, etc.
Principal needs should be satisfied, thus it will provide young people with the techniques for achieving their goals, becoming autonomous, using variety of skills and competencies.	⇨ Develop a redesign of jobs which will take into account job enlargement, job rotation, and job enrichment. Moreover, young people have to be given responsibilities and as much self-control as possible.
Young people are also seeking for opportunities for their personal growth.	⇨ Provide young people with learning opportunities and personal development through planning working processes in the way that all their abilities will be involved.

Appendix 3. Guide for the interview

Hello, my name is Alesia and I am currently studying communication and management systems in Youth organizations. I would like to ask you several questions concerning this matter. It will take approximately for 30-40 minutes.

1. Could you please tell me what position you take? How long do you take it? How long have you been working for Youth council (for this organization)? What is your major activity (school, university, job)?

2. Do you know what objectives Youth council has? Do these objectives coincide with yours? What for you are the main principles (goals) of working in Youth council?

3. How is work in Youth council constructed? What are the areas of this work? Do all members of Youth council participate in it? What kind of activities (events) does Youth

council organize? Who initiates it? How does the organization process of events pass? Have you ever been responsible for the events organization? Did you like it? Did you do it alone or with a help of somebody?

4. Do you think Youth council nowadays has some problems to deal with? What kind of problems? Who should be responsible for these solutions? Do you feel some pressure under the superiors of Youth Council?

5. How often do you communicate with your colleagues except for the working questions? Do you prefer to communicate with somebody more than with the others? What principle of selection do you have? Would you like to spend more free time with your colleagues? Do you have some people you are not interested to communicate with?

6. What in your opinion is the motivation for Youth council members to work here? What could you advice to improve it?

Thank you very much for the answers. Good luck with your work!

Appendix 4. Questionnaire for motivation in youth organizations

Dear respondent, I am a master student from Saint-Petersburg State University, Faculty of Sociology. Currently I am writing my master thesis about motivation as a key factor of communication and management processes in youth organizations. I kindly ask you to fill in this questionnaire as part of my research. Thank you in advance!

1. How many years have you been working as a volunteer in this organization?
   a. Less than a year

b. 1-3 years
c. More than 3 years

2. What are your future plans for working as a volunteer in this organization?
   a. I want to stay as long as it is possible
   b. I want to stay for one more year
   c. I want to stay for a couple of months
   d. I think about leaving the organization
   e. I don't know yet
3. Rate your level of satisfaction with overall organizational culture (working conditions, values and norms it has, working climate and atmosphere, etc.)?
   (highly dissatisfied) 1 2 3 4 5 (highly satisfied)
4. How do you evaluate the statement "The core team/president of the organization is interested in motivating other volunteers"?
   (strongly disagree) 1 2 3 4 5 (strongly agree)
5. How strong is your motivation as a volunteer for this organization? (Rate your options in accordance with provided scale, where 1 – not important for your motivation; 5 – highly important for your motivation)

Options	**1**	**2**	**3**	**4**	**5**
a. Interesting work					
b. Career perspectives and establishment of valuable contacts					
c. Incentive awards (tickets to the concert, theatre or others)					
d. Appreciation letters, certificates of honor					
e. Recognition from the core team/president					
f. Incredibly friendly team (I have a lot of friends here)					
g. Gained experience and professional skills					
h. Open communication and feeling of being involved in the whole working process					

6. Please rate the below statements with the following rating
   a. The organization (core team/president) recognizes and acknowledges my work
      (strongly disagree) 1 2 3 4 5 (strongly agree)
   b. Good relationships and support from other volunteers is helpful to get motivated
      (strongly disagree) 1 2 3 4 5 (strongly agree)
   c. The organization has effective performance evaluation system for its members
      (strongly disagree) 1 2 3 4 5 (strongly agree)
7. How often are you assigned for being responsible for some task or event organization?
   (not at all) 1 2 3 4 5 (too often)
8. What do you like least about your work in this organization?
   a. No salary

b. Expenditure of time
c. Effort
d. No career perspectives
e. Other_____

9. What do you like most about your work in this organization?
   a. New acquaintances
   b. Treatment as equals
   c. Friendship atmosphere
   d. Entertaining leisure and pastime
   e. Other_____
10. Do you think that incentives and other benefits might influence your performance?
    (definitely, not) 1 2 3 4 5 (yes, absolutely)
11. Your sex
    a. Male
    b. Female
12. Your age
    a. Under 18 years
    b. Between 18 – 22 years
    c. Between 22 – 25 years
    d. Between 25 – 30 years
    e. Over 30 years
13. Please write your current main activity (eg. student of faculty of social sciences, high school pupil, employee in NGO company etc.)

    _____

Thank you for your participation in my research!

Appendix 5. Interview transcript

Interviewer: Student who is doing the research
Interviewee: the President of the organization "Youth Included"

(Start of the interview)

Interviewer: First of all, thank you very much, because I was trying to reach any other organizations here, and like some of them completely ignored me, and some of them just didn't help me. So, firstly, can you please tell me where you're working, what kind of employees you have (volunteers, as I got), whim who you're working and what event you organize.

Interviewee: Well, I guess, it is better to split the questions a bit, because I already don't remember all of them.

Interviewer: Yeah, of course. I'm sorry. So, first of all, what kind of organization you are.

Interviewee: So basically, Youth Included is an open platform for youngsters who are coming from different backgrounds. We are not deliberately saying via our status, for example, that we are migrants' organization, but we are actually. We were established in 2012 by group of young enthusiasts who were working basically in Academia and who were somehow connected with non-formal education or intercultural education and so on. At the moment it was established, two of us were working in migrants' organizations. And we understood that there is a gap, because migrants' organizations here in the Czech Republic mainly work with social cases, so with poor migrants. And they basically are giving the possibilities of legal counseling or social services. And they also work either with kids or with people who already have problems in terms of their rights or seniors. But there was nobody who worked with usual youngsters who are studying at the universities. A lot of students actually are studying here from all over the world but there was no place where they could come and they had to integrate into society on their own. So we were thinking that there is a gap and we wanted to fulfill this gap. We were also working at different organizations, which mean that we had some part-time employment, so that's why we decided we will leave it on a voluntary base. So again we are working for already 4 years and we started with international projects. So, with the funding from European Union on the line Erasmus+. It's trainings, seminars, round tables, conferences, because we were academic related. Afterwards in 2015 we were thinking that it's time to give back to communities to organize local things. And we started with the project "Hungry for change". And within this project we are doing the activities for Prague. Now it's already the second year of doing local work. For sure, I can tell that local wok takes more time than international one, because it is quite difficult to coordinate and organize something, because we all are working or studying. As for funding, some of the activities are funded, some are not.

Interviewer: By government?

Interviewee: For these two years we have cooperation with City Council Prague 14. Last year they invited us to their neighborhood to organize activities for migrants. Both on the social level

and creativity level. We organized a community cooking, so migrants from different parts of the world were sharing their cuisines. And also some creativity workshops. So now we finished after two years. And we are planning to open up again in Prague 14 a round spring. Because this funding works like that: you're applying in January and wait for all the money till April. And last year we had a co-funding, so we could start in January. This year we don't have, because we start with new initiatives. So we will just start when the money is on the account. This is one, and on the local level we also have new initiative which is called "Czech friendly". This is a set of tools which will enable a social solidarity in the city. Because we know what are the sentiments against foreigners now here in Prague. So this is basically a platform for enabling personal experience with foreigners. There is a web page with an interactive map with ethnic food places. It also collects the stories of the owners of these food places in order to people to understand and know the whole story for the "Borsh" from Russian café, for example. The whole story, why this person opened this place and what is his life here. So we would like to collect around 50 place in Prague. And through these life stories which we are planning to do like videos and also in the written form we will be able to start think more what is behind these food places. Because we were thinking what is the easiest way for people to know each other. It's music, but there are already someones who are doing it. As for food, there is no such project. We were inspired by similar project in Bulgaria, it's already working. Afterwards there will be also recipes from specific restaurants. So people will be able to try to do it and bring to their home. And also there will be a printed map with which you can go around the city. And there will be a mobile application. We want to do it like an educational game. But the aim is again to know that there are not only Czech food places here. So this is our new initiative which is supported by Vodafone. And we are starting in January. We applied, passed through three selections and will start in January again. Then we are doing on the local level the coordination of volunteers on "Refufest". It's an intercultural festival. And we already third year helping them out with volunteers, because they don't have capacities for it. And it was supported by Ministry for 10 years, but now it's not. So it means we have more freedom, but at the same time it's also funny, Because earlier we did per one day, this festival. And now we do it for 3 days, and I think we actually are doing really good, since young migrants are able to join it and they are really active, they want to give back to a community. This year was started already in September. So we organize in collaboration with Czech team fundraise, charity concert, collection of things (we collected three cars of clothes and so on). And in January we start again with fundraise and community cooking. And also some dancing workshops. So this is like the big part of what we are doing. These events are every month. As for international, from 2015 we started doing long term initiatives. The big one was – "social inclusion out of the box". It's again the platform of tools, which you can use while working with different target groups (single mother or migrants or whatever). We also did one year project for young people competencies. And I would also really like to mention that we want to put this "Czech friendly" project on the international level.

Interviewer: This sounds really interesting, and a lot of things to do. And do you have time for it? I mean you said that you all are working or studying or whatever, but how do you find time for it? So I guess this is basically the question of motivation, I would say.

Interviewee: Well, first of all, after 4 year one thing is clear – we do not commit young people to do it, it's all like they can join on whatever thing they want. And on the other hand, it's like….let's say it's a charity concert. I'm working with a group of volunteers for 40-50 people. So when we meet, we give them different possibilities and then go with the majority. And then we organize the meeting on specific day, when only 20, for example will come. And then on this meeting, let's say, 10 people will be the core team, which are always there. But what we were really surprised at, that people who we thought wouldn't have time for it, they always have. And vice versa. So we have a one girl, who is always asking about the time through our Facebook group. And she would talk with everybody like how are you, what are you doing now, are you planning to stay in this group.

Interviewer: So she is kind of human resource manager?

Interviewee: Yes. We actually didn't do it last year, because they themselves (youngsters) introduce that they wanted to do this and that, but then in the end for 5 people not to do all the job we just need to understand if these 40 people are still here with us, or if it's less than 40. And this is why we need it, we need to address to them, to talk to them. Because, for example, now it's an exam period from December till the end of January, and a lot of guys ask to stay in the group though they don't have time now to do anything. And as for motivation, I would say that after one year we all are becoming friends, even though there is an age difference. We have people from 16 to 30-35 years old. But within the organization we never say "I'm older, you're younger, so you do a dirty job". So we all are equals. If there is a charity concert, let's say last year, simply one of the volunteers was 16 and another 22. They just decided they would be responsible for it together. And we just trusted them; I asked them "what do they need". Even though, of course, I can do it all by myself. But there is no point in doing this. And they actually did perfect job, because the girl is a professional singer. And the guy is just really passionate about music and photography and so on. They were the main who coordinated everything. And last year we also did a Syrian dinner for 180 people. So again we had a group of volunteers, who said they would like to fundraise it this way because the main guy is Syrian and he is really passionate about cooking, but he is also only 22 years old. At that moment he finished university. So he organized the group of people within our volunteers who helped him with cooking. And then he also organized a café in his university, which gave this space for free. So we had people who were serving, helping with the tickets, collecting money and so on. So, generally, when we organize something, we first of all, ask who wants to be responsible for what, and then we (the core team), we just helping out. So basically we just facilitate, and young people themselves organize things. And they always have the possibility of mistake, so it's not a problem, we will be there for them. And also it's a good experience. For example, on the 8th of December we had a really big event – French musician Zaz was coming to Prague, and her producer was contacting us and asking to speak from the podium. There were 3000 people, and it was a good possibility to talk. And first, when I agreed on this, I didn't know she is so popular. And we were 10 people, 10 volunteers. And we decided who did what, but in the place everything has changed, and we just wanted to be sure that everyone is okay. So this is one thing. We support them. And also we sometimes wanna meet in a non-formal way just to know how they are doing. If the person is

studying, but sometime feels alone or reached out, we talk to him. And I think all these things are keeping them motivated.

Interviewer: I thing yeah, the main point that you mentioned is about responsibilities. I would say that if you give some responsibility to person, he is motivated more than enough; because this is how he thinks that he is needed, like people need him. And this really supports his motivation. Well, yeah, than I also wanted to ask you about cooperation with local government. You said about Prague 14, right?

Interviewee: Basically because we don't have an official office, because we don't need it at this point. And Prague 14 was among those local governments, who really invited us to come in. and even though for us it's not super comfortable because it's 20 minutes by metro from the center. On the other hand, we have total freedom in what we are doing.

Interviewer: So they are providing you with some budget? No rooms for meeting?

Interviewee: Yeah, just budget. Because again we don't need these rooms for meetings. When we organize creativity shops, it's the place for this shops, like atelier or some others.

Interviewer: Yeah, but for regular meeting with volunteers?

Interviewee: Aah, yeah. We meet in the basic community center, for whom we did "Refufest coordination of volunteers. So yes, the space for meeting is there. And when we do other meeting, like for "Czech friendly", we meet at café. It's much easier, because mostly young people would prefer to meet in non-formal way and to feel that "well, maybe at some point this one can become my friend". Oh, and I remember you asked about the time. So, in this case, the core essence is that you help as much as you want, and every help counts. So there is no obligation to help, like 2 hours per week, 3 hours per month and so on. And also from our experience I can say that there are people who can honestly come every time and they are working on a regular basis. But there are also people who come once per six months and something big or just come and spend 48 hours at the festival, but it doesn't make them less valuable for us. So, yes there are more active people, but all the rest also have this feeling that they are belonging to this group. So, at some point, it will pay back. And as for us who are working, I think it became a part of our lives. But I'm not doing it at home, to be honest.

Interviewer: And what is your major job?

Interviewee: My major job is…at this point I am a project coordinator for the integration course "Welcome to the Czech Republic". So I'm working for an NGO. But from 1st of January I will manage the student department at the international office of University of New York. And I think I will still have time for that. I mean it seems like there are a lot of things, but in reality, as I said, we just facilitate, we are just helping out other volunteers. So we involve young people, and then a lot of time they are doing alone, we don't need to be there. We just give them the chance to be involved.

Interviewer: So it seems like you and your core team, you all are coordinators for the work of your organization? Like management superiors?

Interviewee: You can say that. But we don't have any hierarchy. Officially we have board members, simple because we need it for the papers. But in reality we don't have.

Interviewer: But who is the one who is always asking what is going to be done? You, right?

Interviewee: Me, yes. And in reality, I'm also the one who is doing dirty job. And they would do the good one. So, for example, on Sunday I was the one who had to spend half of the day sorting out the staff for the refugees together with another board member. And on Tuesday I had to collect all of the things and bring them to the work house and give it to the drivers. And nobody would say "how's that? President is doing this dirty job?" Because we don't have this management system. Officially, again, I have some responsibilities, for example, finances plus signing some things. But as for doing different kind of jobs, no.

Interviewer: Okay. That's great, I think, because one of main problems youth organizations could encounter, is that it originates from the hierarchy system they pretend to have. Some subordinates can think that "okay there are superiors who want us to do the dirty job" or whatever. Every time, I think, all the organizational conflicts originate from this, from hierarchy perspective in the organization.

Interviewee: Yeah, I completely agree. Because it's a human nature. However, in our cases, if you want to people be engaged, there should be no hierarchy. There can be levels of responsibilities. So we know, who would take the responsibility at some point, and in the situation of emergency he will come and do it.

Interviewer: Okay, yeah, I got you. Well, I think the last question can be…if you're not in a hurry, what would you say about some problems you have (if you have ones), some maybe organizational conflicts, and communication barriers? Could you point out them?

Interviewee: Well, I would say not problems, but challenges. Okay, again about the structure. Yes, we don't have hierarchy, which brings us to the side that there is no usual division of labor and also leads to the situation when you don't know who would do the dirty job and so on. But when you work with volunteers, this is just not possible, because if at the moment you treat volunteer like that, next day you won't have this volunteer. If the person is smart, he will leave. So on the one hand, it's a challenge again, because sometimes you have to take the responsibility and do it when somebody else cannot. But on the other hand, it's strength, because another time other people will cover for you. Well, second one is finances. So yes, we don't have stable salary or something. But I would say…well, I'm working in the NGO sector from 2010 and I can say that it also gives us freedom. And due to the fact that we work with young people, freedom is needed. If you see NGOs who are working with funding, they're really limited by funding lines. They have to work with the priorities which are funded at the specific year. And afterwards they have to write projects all the time. Because if they don't, they don't have salaries to pay the rent, for example. We are totally free of it. So, it gives us possibility to keep creativity up. For

example, one girl came to us and she said “I want to organize these salsa classes for fundraising”. She is working full-time, like every day, but she has this idea which she wants to fundraise this way. And we, of course, say “yeah, let’s do it”. And if you come to any other organization, this is simply not possible, because they don’t have capacities to do something like that; they don’t want to work extra time for things which don’t have money involved. I understand it, but we saw that with young people it doesn’t work like that. This is second. Next is about rotation of people, yes. The core team needs to be changed more or less every two years. Because simply people change their life priorities or move somewhere. Actually in the majority of cases, when people leave our organization, it’s basically because they move to other country. So they don’t leave just because they want to leave. And again, on the one hand, it’s a challenge, because every two years you have new people with new ideas and new ways, so we take it just as life circles. This period is over, but the next one is starting. So when we started, we had an academic view, we dealt with conferences and research, cultural education. But at that point we would never think we will do some local work as well. And as for the presence, not everybody has to be physically at the meetings, because he simply can read the report afterwards.

Interviewer: And who is actually writing these reports?

Interviewee: Every time it’s a different person. And then everyone can see what was discussed and what he wants to do, for example. And what I also wanted to say that sometimes people start working with us as interns for 3-6 months. For example, there is a high school girl, who had to find an internship, so we provided her with this placement. And there is a guy, who had to do a project with accordance to his master thesis, and he came to us and together we developed this project “Czech friendly”, so now he is one member from this core team of this project, You will talk to him, he is also 22 or 23 years old, just finished his masters. So he did a research with us from summer, and he actually was the best in his class, because it was really something valuable done.

Interviewer: Okay, yeah I see. Well, I really don’t want to bother you anymore, so again thank you so much for your time and I will text you and then you can contact me with other guys. Thank you and have a nice day!

Interviewee: No problem! It was a pleasure. Have a nice day you too.

Appendix 6. Observation diary

Location: InBaze community center

Date and time: 15.01.2017 11.00-12.50

What I see	How I feel about it	How I interpret it

The first thing which happened when we came into the room was the fact that Katya offered tea for everyone. A couple of girls said that they can help her out.	I feel that she as a Director of this organization is trying to be nice and polite.	I suppose that she is doing it in order them to feel like at home, so that everybody can experience their friendship atmosphere in the organization.
When they went to the kitchen space, other guys started to talk to each other. There were several new guys, who began to introduce themselves while telling their own stories how they came here and why.	I think that these new guys feel a bit uncomfortable to speak aloud about themselves. However, those experienced people were trying to support them by starting the conversation.	One of the objectives of core team in this organization is to attract new people to work with them. They need to interest newcomers not only with the exciting work they do but also with the pleasant atmosphere where everybody can feel the support and concern.
A couple of guys were late, Katya said “no problem, come on in, just take a chair from the outside”. Others are smiling to them and saying “hi” and are moving so that there will be space in the circle for everybody.	It’s not a big deal to be late for this meeting. The Director is not trying to put any pressure on the members of the organization. I think it’s nice of them to provide these latecomers with the space for their chairs.	Since the organization is volunteer oriented, they literally cannot press their members for being on time, because everyone can have its own plans and other things to do. Even that they don’t know each other, they are so friendly, which can mean that they are seeking for affiliation with the existing team.
Katya is telling the story why and what for this organization exists. She is turning to everybody and trying to look in their eyes with each her word. Other people pay attention to her words, especially ones that came for the first time. Plus every other minute she is asking others (the old ones) “did I miss something? What else?” She said “We're working for coordination of young people volunteers”, another guy reacted and said that it’s great. He continued talking and	She is definitely proud of the things which her organization is doing. However, she doesn’t hold the stage. While talking she pointed out several times that it’s a merit of all team members. When she asked to continue this guy, she is really nice to him and I think that they’re good friends.	Katya is a professional manager and mediator in terms of being thoughtful to all the members of the organization. She recognizes contribution to work of everybody. Every time she has a chance to show them that it is teamwork, she catches these moments. The objectives of this guy are rather social and value oriented than truly egoistic.