

Youth Policy and Motivation of the Future Leaders

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Abstract. In the process of youth policy development, the main issue that deals with the area of young people motivation is the inclusion of young people in innovative ventures and research and development processes happening not only in the country but also in the world. As modern society challenges young people, the future leaders, to actively interact with social institutions in different spheres like economic, political and religious, the leading role of youth could not be disclaimed. Youth initiatives in the field of science and innovation and their desire for independent participation in the life of society and the state allow them to implement leadership needs and interests. Although youth work has been recognized greatly in comparison to the past, there is still a need to contribute a lot to work practices. Many organizations expect their young employees' outcomes, but not all types of activities result in many proliferating outcomes. The youth sector is gaining a growing emphasis on professionalism and collaboration. And it is becoming possible only meeting the priorities set by young employees, responding to the individual needs and wants of young people. The disconnection between the purpose and the expectations is serious. However, it may indicate that in the near future the contribution of young employees will be a trend. Our paper analyses the theoretical aspects and philosophical approach to the disclosure of the concepts of motivation among young people in the field of leadership and innovation.

1 Introduction

The problem of motivation, motives of behavior and activity is one of the core ones in philosophy, psychology, management. The modern science of management divides the grounds of youth for it into two groups: the choice of area of activity and motives for activity (Harris 1982; Gullen 1994; or Duncan 1999).

Understanding the main terms enables managers to not only understand personnel motivation in the workplace, but also increase young employees' grounds for motives and behavior. Motivation of young people in their chosen area of activities could be defined as a process of meeting their needs and expectations that lead to the implementation of their goals (Shapiro 2016). A need for something, as one of the main structural elements of motivation, can make a person fulfill their drives as a result of the awareness of the absence of anything (Mescon et al. 1988). It is impossible to observe or measure the need directly, the existence of the need can be judged indirectly, by human behavior, as it manifests itself in the form of a motive that leads to an activity. All individual needs that force a person to achieve success, include the source and the grounds for this activity (Armstrong, 2006).

The origin of the word *motive* comes from Latin *motus* "a moving, motion," and it is defined as a material or ultimate object that impels and directs the activity for which it is carried out. The researchers consider motivation as a result of the integrated interaction of feelings and consciousness, which is externally expressed in the conscious choice of the type of behavior determined by the complex interaction of external stimuli and internal motivational factors. A person can be aware of them, he or she can maximize or smother their actions, or finally, a person can eliminate them from their driving forces (Gashkova and Morozova 2015).

The drive for any purposeful activity is encouraged by the desire to satisfy an identified need. Human behavior is determined by a set of motives, unequal by the degree of their impact, which can be changed in the process of education, training and work. Since a person is motivated to work by a work motive connected with the

satisfaction of his needs by obtaining certain benefits, the motivational structure of the employee should be considered as the basis for their work.

2 Literature review

According to many researchers whenever a need arises a person is driven to fulfill that need or want. If there is no need, there will be no behavior.

Any person engaged in any work activity is driven by different forces that guide and direct out their motivations in a workplace. There are 3 major components to motivation (Ilyin 2015):

- behavior that is motivated by social intentions. Such behavior is associated with the awareness of the need to benefit society and to help others, for example, in the sphere of education, healthcare, charity, service, etc. Public directive for the implementation of this activity could be added to this group;
- behavior that is motivated by the desire to obtain certain material benefits for yourself and your family;
- behavior that is motivated by self-actualization, self-expression, self-realization, which is reflected in the creative nature of man, who in the process of creation receives satisfaction from the process of creativity itself, as well as from public recognition, respect from others, thereby justifying the meaning of his existence (Ilyin 2015).

In order to form these motives the activity should be the main condition for obtaining the desired benefits with less material and moral costs than any other activities (Levinson 2017). The assessment of the probability of achieving the goal plays an important role in the formation of the work motive. It is considered to be immature when receiving a good requires no effort or, on the contrary, it is very difficult to obtain. The condition for the motive formation is the presence of the necessary set of goods corresponding to the needs. The degree of relevance of a certain good for young people determines the so-called "motive power": the more urgent the need and the stronger the desire to satisfy it, the more active the employee will act. Thus, the motives of labor differ in the needs that a person seeks to satisfy, the benefits that he needs, and the price that the worker is willing to pay for obtaining the desired benefits (McGregor 2005).

Professional behavior could be explained with the help of a certain method developed for characterizing different factors of any activity (Dodonov 1984). These factors include pleasure from the process of activity; satisfaction from the direct result of activity; remuneration for result of activity in material and intangible form; desire to avoid punishment in case of evasion or unfair performance. Each of the factors can have values, denoting the degree of extent in a person and have a negative "valence", if this factor does not attract a person to the activity, but repels from it. In this case an employee working only for the sake of a salary will consider the factor of remuneration as the highest one, and the employee willing to obtain satisfaction will seek only pleasure in his activity.

Another proposed approach to define motivation is based on internal reasons for motivation, external positive motivation and external negative motivation (Fetiskin et al. 2002; or Kalyugina et al. 2015). Internal reasons (IRM) are generated in the human consciousness of needs when a person's work depends only on satisfaction without any external distraction. In this case, employees understand the social utility of their activities; they are pleased with the process and outcome of their labor. External motives are beyond the employee and his work process. External positive motivation (EPM) includes financial incentive, career growth, colleagues and line managers' recognition, reputation, all factors driving a person to a certain goal. Factors of external negative motivation (ENM) are criticism, condemnation, punishment, fines, etc.

From the point of view of work satisfaction, internal reasons for motivation are the most effective (Rean 2013). External positive motivation has a lower degree of influence, at the same time, external positive and external negative motivation have less steadiness, compared to internal reasons for motivation, as they are quickly to lose stimulating power. For example, financial incentive could not act as a motive if it remains at the same level for a certain time, as well as external negative motives could not be regarded as a drive when repeated many times. The correlation of the three types of motivation is believed to be the most acceptable when internal reasons for motivation are central, the external positive motives follow in track, and finally external negative motives when limited or even being excluded. In graphic form the optimal correlation looks as follows: $IRM > EPM > ENM$. Less optimal correlation should be avoided as it is as follows: $ENM > EPM > IRM$. It should be mentioned that the type of motivation adopted in the organization affects not only the work efficiency, but also the personality of the employee: the predominance of internal motivation contributes to high satisfaction, while the dominance of external motivation, turns labor into a means to achieve something, loses its meaningful value and is perceived as the price for the acquisition of goods necessary for a person. Internal motivation stimulates professional and personal development, whereas in contrast external motivation turns the process of work into the activity made under pressure in lieu of external necessity, focuses an employee merely on personal interests that leads to the loss

of morale. The negative motivational factors revealing narrow-mindedness, lack of responsibility and inactivity are considered to be the most destructive for the personality.

Therefore, the analysis of the different approaches to behavior and motivation shows that the knowledge of motivating factors and manipulating them is used in management and other aspects of economics. Motivation can arise from outside of the person and often involves rewards like money, recognition, or even praise. On the other hand, motivation can arise from within the person purely for personal pleasure of doing something.

3 Problem statement

The philosophical approach evaluates motivation as a result of the unconscious action of a person that is based on socially determined factors, where the decisive values in motivational processes focus on financial, spiritual values, traditions, etc.

The triviality of the philosophical approach to the development of youth motivation lies in the visceral and biological sources, of human behavior, its needs, attitudes, essence and experience, especially when we think about human nervous system, brainwork, disposition, or willpower (Strielkowski et al. 2016).

Therefore, the determination of the role of motivation in the context of stimulating youth policy is vital as it helps to define the dominant significance of principles imposed on young people (see e.g. Bordea et al. 2017).

The philosophical approach to the motivation of the young generation is based primarily on the psychology of its development. This suggests that the motives of human behavior are more irrational and depend on the era in which the individual is. Moreover, the younger generation is seen as a "pliable creature" able to adapt to anything required by different motivational factors. Thus, to motivate a young individual, it is necessary to consider him "from within", taking into consideration his emotional, moral, spiritual and social aspects of well-being. On the other hand, it is necessary to study his or her interaction with nature, society, culture and other individuals, i.e. the study of "from outside" should be applied.

In modern philosophy, there are many different philosophical pictures representing the individual motivation as follows:

- consciousness, psyche, spirit;
- vital force;
- willpower, faith, sense;
- love, being-within-self;
- being-for-other.

The philosophical motivational approach is built through the understanding of human nature, its motivation through thoughts, willpower, feelings and it is important to consider the motives that drive young people to participate in various types of projects, activities (Table 1).

Table 1. Motives that drive young people to participate in various kinds of projects, activities

Direction / Motivation	Innovations	Projects	Academic research work
Engineering	Reflection is the problem of finding a specific human characteristic that determines its position in the social world and its role in it.		
Humanitarian			
Socioeconomic			
Cultural			

Source: Own results

The problem of the unique character of the young individual confines in a number of its unique characteristics, forming a layered structure of inorganic, organic and spiritual factors (Hartmann, 1926).

The first personal need is reflected in the awareness of the meaning of his life. If this meaning is lost, the implementation of personal goals becomes meaningless. The second need is communication in society, which has several levels: the first level is linked with individuality, the second level is linked with social groups (family, team, associations, movements, etc.), the third level is linked with society and culture.

Thus, when younger generation is driven to the realization of their needs intra-motivational changes are created, as well as the nature of the interaction of the individual with the social environment of one or several levels. In addition, there is an interindividual field, which is in constant motion, depending on the change and quality of relationships. From this perspective the motivational sphere can be represented as the primary source, as the driving force of any action, event, social process consists of a series of moments and includes factual and planned actual components.

4 Patterns of youth motivation

According to scientists and researchers there are several theoretical patterns of motivation (Taylor 1911; Mayo 1923; Maslow 1943; Herzberg 1968; Ken and Michael 2007; or Alderfer 2010). The first model is based on the needs of the individual, which are the main motive of their behavior, and, consequently, their activity. The second model is based on procedural theories of motivation. Without disputing the existence of needs, procedural theories proceed from the fact that the behavior of the individual is not fully determined by them, and is also a function of his perception, expectations and possible consequences of the type of behavior chosen by him. The third model is presented in McGregor's theory ("X and Y") (McGregor, 2005) and human relations theory, Ouchi's "Z" theory (Ouchi and Jaeger 1978). According to McGregor's "X and Y" theory, the approach to motivation can be chosen due to a person's attitude to the work they do. Accordingly, there are two types of workers:

- employee "X" – such an employee is lazy by nature, does not want to work, does not want to be responsible, avoids tensions, is not initiative, etc.

- employee " Y " - such an employee shows a natural need for work, strives for work, is characterized as a creative person, etc.

The detailed characteristics of the behavior of employee's types "X" and "Y", recommended management practices, methods of using power and influence, as well as leadership style are presented below (Table 2).

Table 2. Characteristics of the behavior of employee's "X" and "Y"

Characteristics	Theory «X»	Theory «Y»
Employee's representation by the management	People have no ambitions, avoid responsibility, prefer to obey, appreciate a sense of security, need control and coercion, fear punishment	People strive for responsibility, use self-control and self-government, have the need for higher levels, characterized by the ability to creatively solve problems
Planning practice	Goals are determined individually, the distribution of tasks is centralized	Encouragement of subordinates to define goals in line with the organization's goals
Practice of labor organization	The structuring of objectives, lack of delegation of authority	High level of delegation
Motivation practice	Appealing to lower-level motives, imposing one's will	Appealing to higher-level motives
Control practices	Total and comprehensive control	Self-control in the process of work, control by the management after completion
Communication practices	Behavior is strictly regulated	In the exchange of information the manager acts as a link
Decision-making practice	There is no right to make decisions by subordinates	Subordinates participate in the decision making process
Use of power and influence	Power based on coercion, psychological pressure, threat of punishment	Influence through positive reinforcement, persuasion and participation
Management style	Authoritarian	Democratic

Source: Own results

Another theory of human relations, developed by Mayo (1923), Roethlisberger et al. in the 1930-1940s in the United States, was widely adopted in the 1960s (Bruce and Nylan 2011). The basic principles of this theory of human relations are as follows: first of all, work motivation is determined by the existing social norms in the organization, and not by physiological needs and financial incentives; job satisfaction is the main motive for high performance, it involves the orientation of managers to employees, good pay, interesting content of labor, the possibility of career growth, progressive methods of labor organization; social security and care for each person, informing employees about the life of the organization is important for the motivation of labor.

This theory is often criticized for exaggerating the importance of job satisfaction in motivating employees and their social needs, which do not always coincide with the goals of the organization. Nevertheless, the theory of human relations has had a great influence on the practice of collective motivation, and also contributed to the creation of generalizing the Japanese experience of the theory of "Z", developed by Professor at the University of California William Ouchi.

The "Z" theory complements the "X and Y" theory of D. McGregor. The ideal type of organization "Z" combines a basic cultural commitment to individual values with a pronounced collectivist model of interaction. It both satisfies the old norms and assumes the satisfaction of the need for participation. The basic principles of the organization "Z" are: trust the staff; activation of the employee's behavior and intellectual activity in the conditions of group work, and not on their own; limiting the number of employees in the group (3-13 people); work directly at the workplace, in the usual working environment and atmosphere; voluntary entry into the group; the principle of defect-free work; competitive nature of the group; the presence of a system of incentives; formulation of tasks and problems as an integral part of the activities of the production group; the policy of mutual learning, enrichment of knowledge.

Modern large companies often take as a basis the construction of a system of personnel motivation based on the theory of "Z". However, the ideal type of organization "Z" is not without drawbacks: conservative values and traditions are not always useful for the organization, and the slow rise in the career ladder suits not everyone.

On the basis of these theoretical characteristics the model of development of youth motivation is presented in Figure 1.

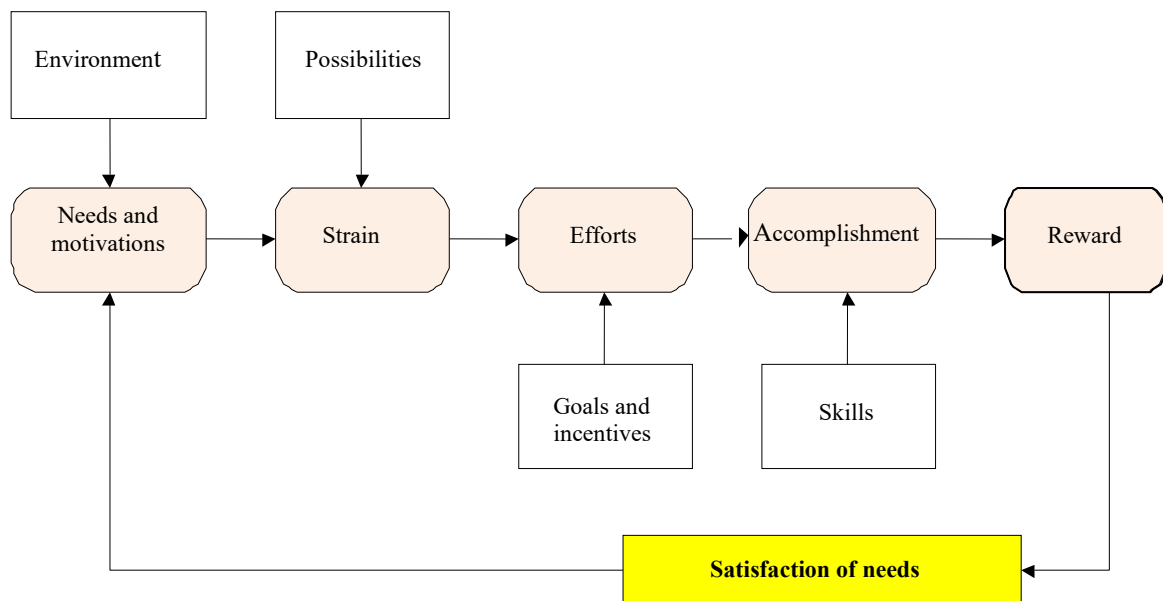


Fig. 1. Youth motivation model
Source: Own results

The external environment has an impact on the formation of internal needs and motives of a person. The conflict of needs and opportunities creates a tension that requires a person to make certain efforts to achieve the goals set for him through a system of incentives. Using their personal abilities, the individual makes efforts to perform the task to get the planned reward and meet their own needs. If the individual receives adequate compensation, his original needs are met. Then new needs arise, and the motivation model goes through the next cycle. Motivational motives have a direct impact on the implementation of the motivation model, which affect the attitude of young people to scientific and research activities, to leadership, to each other, and to life in general. In addition, motivational drives are created by organizational culture to be used by organizations to develop the motivational mechanism of employees.

5 Conclusions

Thus, on the basis of the above mentioned, we can conclude that the basis of motivation are incentives that serve as a "trigger element", triggering the action of certain motives. The incentives can be represented by objects, actions of other people, promises, and everything that a person would like to receive as a result of certain actions (Graham et al., 2003). The drive is caused by the action of an external factor in order to awaken, strengthen and accelerate mental, emotional and behavioral reactions. Such a drive should be distinguished from manipulation which is the hidden urge of another person to experience certain states, make decisions and perform actions necessary for the initiator to achieve his own goals. There are four main forms of incentives:

1. Coercion. It refers to administrative methods of influence and is used in the form of a remark, reprimand, offer of another position, strict reprimand, transfer of holiday leave, dismissal.
2. Financial incentive includes salary, remuneration for results of work, bonuses, compensations, credits, loans.
3. Moral incentive includes incentives aimed at satisfying the moral, spiritual needs of a person.
4. Self-esteem characterizes the achievement of goals without direct external encouragement, at the expense of internal driving forces of a person. An example is the achievement of scientific goals, patent registration, business education, etc.

The next elements of the motivational process are rewards and results. A reward is a positive result that is of value to a person, which he receives by taking an action. For each person, the reward is individual, there are internal and external rewards. Internal rewards are associated with self-esteem and satisfaction from the content of work, pleasure from communication. External remuneration is expressed in recognition and respect of colleagues, raising the status of the employee, bonuses, praise of the management, promotion and depends on the work indirectly. The reward received affects the result, i.e. whether or not the satisfaction of the existing need occurred.

Overall, it appears that most people have a high need for recognition of success, self-education and professional growth, positive assessment of achievements by colleagues, management, relatives. The state of success is characterized by realized goals, to achieve which a person has made every effort. If the reward does not bring recognition, it leads to disappointment, it demotivates the employee. To prevent this from happening, employees who have achieved success should be promoted, additional rights and powers should be delegated to them, they should be provided with an opportunity to show their professional and personal qualities, their desire to acquire new knowledge, expand professional interests, develop creative abilities.

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