Employee and Volunteer Motivations in Iniciativa Dokořán Citizen's Association

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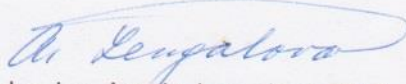Hendl, Jan. 2012. Kvalitativní výzkum: Základní teorie, metody a aplikace. 3. vyd. Praha: Portál.
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ABSTRAKT

Tato bakalářská práce se v teoretické části zabývá problematikou motivace jak v pracovním prostředí, konkrétně v neziskových organizacích, tak i motivací obecně. Jsou zde popsány a porovnány některé z nejvýznamnějších teorií motivace. Dále také teoretická část zkoumá otázku náležitostí správného fungování neziskové organizace. Praktická část aplikuje do praxe poznatky popsané v teoretické části a zkoumá motivaci pracovníků v neziskové organizaci Iniciativa Dokořán. Popisuje také použité metody kvalitativního průzkumu, který byl na neziskové organizaci proveden., jeho výsledky a doporučení pro organizaci, jak motivaci pracovníků zvýšit.

Klíčová slova: motivace, nezisková organizace, potřeby, management

ABSTRACT

In the theoretical part, this bachelor thesis deals with the problematic of work motivation, especially in non-profit organizations, and with motivation in general. The most important theories are described and compared. Furthermore, the theoretical part studies the correct functioning of a non-profit organization. The practical part put into practice, especially in the recommendation, the findings from the theoretical part and examines the motivation of workers in Iniciativa Dokořán. It also describes the methods of qualitative research that was done in the organization, its results and the recommendation for the organization, how to improve the motivation of workers.

Keywords: motivation, non-profit organization, needs, management

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CONTENTS

INTRODUCTION

Non-profit organizations, as the name indicates, are not founded in order to make profit. They are found to bring people what they need and what they do not get from other sources. The base of majority of non-profit organizations are the people who participate in; without a well-trained workforce and its enthusiasm, it is impossible to run well any type of organization, especially a non-profit organization. Many non-profit organizations keep people satisfied, help elderly or inspire youth. They basically shape the society, they form who we are, what ideals we follow, etc. Their coverage is so immense that it becomes inexpressible. Keeping non-profit organizations working well is in a humankind's own interest. In the theoretical part, there is described how it is done.

Iniciativa Dokořán is a non-profit organization that performs in Karviná, an absolutely unique town in Moravian-Silesian region. It delivers culture and commotion to the city for more than ten years. In the organization, mainly young people from Karviná and surrounding are active. The organization raised a generation of conscious people who take care of their hometown. Later on, unfortunately, a couple of obstacles appeared and the organization stopped worked as well as it used to, the members become demotivated. The practical part explains why, and what to do to prevent it, the assumption is that the leading workers fail in managing and why they should improve the situation.

The main question to be answered is how to motivate workers at work and how to motivate workers in a non-profit organization. The thesis examines the motivation from global and also from more detailed point of view. In the theoretical part the phenomenon of motivation is expounded; several theories are described and compared, the theories are further used in the recommendation.

In the practical part there is the theme applied to practice, namely on Iniciativa Dokořán and its workers. The organization itself is described. The workers are asked several questions according to the qualitative research methods in order to find out what their motivation is and what in their motivation lacks. The analytical results are delineated, also the process of the qualitative research is explained.

I.   THEORY

1 MOTIVATION IN NON-PROFIT ORGANIZATIONS

1.1 Motivation

The term motivation is derived from Latin word *movere*, which means "to move". To motivate someone therefore means to make him move. As Plháková (2003) states, motivation can be defined as a sum of intra-psychic dynamic powers (motives), that usually activate and organize behavior and experiencing with the goal of changing existing unsatisfying situation or achieving something positive.

While doing examination of the motivation it is searched for causation of people's behavior and experiencing. Motivation makes people to avoid or to achieve something. Nakonečný (1996) claims, that the term motivation determines the process initiated by the initial motivating state, which mirrors a deficit in physical or psychical of one's existence, and heading to the elimination of the deficit, which is perceived as a form of satisfaction. The initial motivating state can be determined as a need: to need something means to lack something, or more precisely keeping the situation in the condition that allows a trouble-free physical or psychical functioning.

An important feature of motivation is the fact that its influence is viewed in the dimension of direction (the orientation of the motivation), intensity (the level of motivation) and persistence (the ability level of overcoming the obstacles that can appear while the motivated actions) (Bendrnová and Nový 2002).

1.1.1 Related Terms

To be able to understand the phenomenon of motivation, it is necessary to understand several different terms that are related. To the basic terms for motivation we count mainly those mentioned below.

1.1.1.1 Motive

As Kagan (1972) claims, motive is a cognitive representation of some future desired state. "What is missing is consideration of the conditions of the organism that makes these future states desired" (Kagan 1972, 228). Bendrnová and Nový (2002, 242) state that motive is a unique inner psychological power that can be perceived as a psychological cause or a reason for specific behavior, it individualizes his experiencing and it gives a

sense to the particular action. It is stated that the goal of every existing motive is its fulfilling, reaching specific final psychological state, until the individual reaches the desired satisfaction. In this case, it is being dealt with the terminal motives. The second group is called the instrumental motives, where we cannot match a specific final state, but rather an aiming. For instance, an interest in art is classified here. Also, motives do not influence the behavior separately; usually it is being spoken about a collection of motives. Those motives can have the same or the opposite direction; they can be different, concerning their intensity and persistence (Nakonečný, 1996). Therefore motives do not represent a concrete sign of a future behavior of an individual, very often a process of deciding, which motive the individual is going to follow, is coming after.

Nakonečný (1992) also claims that it is possible to distinguish between biogenic and sociogenic. It is always an inner disposition that initiates the process of motivation, meaning a behavior that is ended when the individual reaches the state of satisfaction. However, biogenic motives are rooted in the physiology of the organism, they ensure the survival. Whereas sociogenic motives represent the need of an individual as a social being (possible to compare to the Maslow theory, where the biogenic motives are similar to the first two steps, namely Physiological needs and safety needs and sociogenic are the last three, namely Belonging needs, Esteem needs and Self-Actualization needs (Maslow, 1943).

1.1.1.2 Incentive, Impulse

The main difference between an incentive and an impulse is that incentives are exogenous, they usually activate an individual's motive; impulses are endogenic, they are the intra-psychic food for change in the body or the mind of an individual. As an incentive can serve mostly anything, it depends on the personality of the individual (Bendrnová, Nový 2002, 243). Therefore, to activate an incentive in an individual, it is necessary to know the person well, to maximize the efficiency of the stimulation. This is one of the straightest ways how to motivate and stimulate a worker. Since the motives are inner and the leaders cannot directly influence them, stimulating the incentives is a better way to go.

1.1.1.3 Stimulus

Terms motivation and stimulation are often interchanged by mistake. The difference is that motivation is endogenous and is being done by the individual himself, whereas

stimulation is an outer process and its effects psychological changes, motivational changes and lastly the individual's behavior (Bedrnová and Nový 2002, 243).

1.1.2 Individual's Personality and Motivation

Hartl (1993, 131) states that "personality is a dynamic organization of psychophysical systems in an individual which determines his adaptation to the surroundings and his characteristics manners of behavior and experience". There is a personal structure, where temperament, motivation, attitudes, character and skills are categorized in. Those elements create a profile of the individual, his desires and skills. Individually it creates also a "motivational profile", which is being developed hand in hand with the individual's personality since the tender age. It is individual and quite stable characteristics of an individual, which consists of individual's typical motivational orientation and tendencies (Nakonečný, 1996). The motivational profile is made of a wide spectrum of dimensions; the selection and understanding several dimensions of the individual's motivational profile can lead to fathom of his whole personality, therefore the leader can motivate more effectively (as it is described in the part 2.1.1.2.). In every worker all of the dimensions can be mingled, only a tendency to one or another pole of the stated dimension can be visible. There are dimensions such as situational orientation vs. perspective orientation, individual orientation vs. group orientation, activity vs. passivity, etc.

1.2 Sources of the Motivation

The understanding of the motivational sources is crucial not only for managers or leaders. Without understanding the sources of the motivation (globally and individually) it is impossible to motivate a worker, because motivation itself is individual. Bendrnová and Nový (2002) declare that as a the source of the motivation it is possible to mark those facts that create motivation, meaning facts, that create dynamic tendencies, as well as aiming people's activity, and those which significantly influence persisting of these tendencies.

1.2.1 Needs

Needs are the main source of motivation. It is a state of deficiency in something very important for the individual, not always experienced consciously. Hartl (1993) defines the need as the necessity of the organism to gain something or to divest something; also a state of organism which means a damage of the inner balance or a shortage in inner relationships of the personality. The opposite is the state of balance, the absence of a need (Hartl 1993,

152). Needs evoke an unpleasant feeling of tension and those evoke a tendency to remove this state. However, it is necessary to find a concrete goal, which enables the individual to fulfill the concrete need. We divide the need into primary and secondary. Primary needs are physiognomic, biologic and viscera-genetic. Secondary needs are psychogenic and social. Into this group, for instance, a need of love or a need of self-realization is counted (Nakonečný 1996). Secondary needs are exactly those, which an individual wants to satisfy when joining a non-profit organization.

1.2.2   Values

Values are basically an opinion to what is desirable and what is not. Values reflect not only the objective sense but also the subjectively colored point of view, they are differentiated in the process of socialization.

1.3   Motivation in Non-profit Organizations

In for-profit organizations and traditional business schools, the motivation of workers is a long-life issue and struggle to overcome to help the business work effectively. Luckily, study after study proves, that workers in non-profit organizations are usually more loyal, engaged, motivated and some of them even more satisfied with their job than those in other sectors. Notwithstanding, generalizing that motivating workers in all kinds of non-profit organizations is same would be a mistake and also that motivation is easier in all non-profit organization would be misleading. Furthermore, turning motivation into productivity is not as easy for non-profit leaders yet. Several theories dealing with motivation have been published, including the motivational theories concerning processing approaches like equity (Adams 1963), satisfying individual desires (Maslow 1943), and expectancy theories (Vroom 1964). Those emphasize the cognitive and choices and analyses that individuals make while deciding how much endeavor is worth their time and effort (Herman 2004).

1.3.1   Work Motivation

The individual's relationship to work, such as people's motivation to work, or as any other motivation, is determined by a number of factors; it is characteristic by a specific orientation, intensity and duration.

Nakonečný (1992) embeds the work motivation into a social ambit and delimits the individual's relationship to work by three basic dimensions, namely are attitudinal, which

perceives the work as a value, motivational, which is a psychological reason for working, and performance-related, which deals with the real work performance. In a typical for-profit sphere, the level of productivity or efficiency is easily measurable. Those are the terms usually connected with the level of motivation. On the contrary, in a non-profit sphere we cannot precisely determine the profit, efficiency or an output. Since it is not proven to be correct to adopt the economic terms into a non-profit sphere, it is necessary to understand the workers' perception of the terms.

As Bendrnová and Nový (2002, 262) state, the work motivation is an aspect of human behavior, that is connected to the performance of the work duty and doing the tasks related. There are two possible ways how to achieve the motivation: inner and outer. In the first case, the inner motivation comes directly from the person itself, corresponds with the inner needs, therefore the person tries to find and do the job that corresponds with his inner needs. This is connected with the inner psychological rewards, such as appreciation and the possibility to apply own skills. The outer motivation is the part of motivation that can be influenced by the leader or the manager; outer motivation is a complex of outer factors which influence the individual's performance (see chapter 2.1.1.2) (Armstrong 2007). Methods of remuneration, such as all of the leaders-usable methods can be classified here.

1.4 Theories of the Work Motivation

There are two types of division of work motivation; there are theories dealing with the process and theories dealing with the content.

1.4.1 Theories Dealing with Process

Theories dealing with process explain and describe the process of causing, managing, keeping and ending the behavior of an individual; these explain the main variables necessary for explaining the choice, effort or persistence (Donnelly, Gibson, Ivancevich, 2002, 370).

1.4.1.1 *Vroom's Theory of Expectancy*

Vroom's motivational theory describes the motivation as a relationship of three variables, namely valence (the subjective value of the result), instrumentality (a conviction that one performance leads to another performance) and expectation (subjective evaluation of the likelihood that the work performance will lead to a success) (Vroom 1964). The main thesis is that an individual raises his performance if the increase ensures a benefit

(money, respect). To reach the benefit, the individual performs an effort, the bigger the effort the bigger the value of the benefit (Donnelly, Gibson, Ivancevich, 2002). According to this approach, to motivate a worker is possible only when there is a clear and visible relationship between the performance and the result (such as in the case of hourly wage or performance bonus).

1.4.1.2 *Porter's and Lawler's theory of Motivation*

Vroom's theory was a foundation to the development of the Porter and Lawler theory of motivation. They state that the value of the reward (and the expectations of the relationship between the effort and the reward are the root factors of effort which are put into the work by an individual. Reaching the goal leads to the reward, this determines the individual's satisfaction. There are two variables that influence the reaching of the goal: skill (individual characteristics) and perception of the role (what the individual wants to or should do) (Lufthans 1981).

1.4.1.3 *Adams' Theory of Equity*

The theory is based on a principle of social comparison of workers and was strongly influenced by the theory of cognitive dissonance (Nakonečný 1992). Adams claims that a worker compares his working performance (effort, skills) and his results (respect, wage) with the working performance and results of his colleagues. If the individual comes to the conclusion that the efforts and results are not in equity, or more precisely that there is no equity in intra-individual comparison, a need to remove the disequilibrium appears. Adams claims that if workers are treated equally they are more motivated (Bendrnová and Nový 2002, 273).

1.4.1.4 *Latham's and Lock's Theory of Goal Setting*

This theory states that workers are more motivated if they are given certain precise demanding but doable goals (Armstrong 2007, 226). Locke and Latham themselves (1979) pointed to the threat of possible misuse, which would cause conflicts, feelings of failure and stress. However, features of this motivational theory are widely used in management practice. While using this method bureaucratically, the results are ineffective. Leaders, who want to apply the theory, need to let the workers to approve and support the goals that are about to be set. Also, it is very advisable to require a feedback (Armstrong 2007).

1.4.1.5   McGregor's Theory X and Y

The author distinguishes the workers into two types, X and Y. The X type is a lazy, not-motivated worker, who does only what is required and it is inevitable to force him to do his tasks; he is not expected to be surprisingly active or to bring any innovation. He works under the threat of punishment. It is necessary to reward a well done work. Whereas the Y type is naturally active and inventive, work hard is for him as natural as relaxing. The feeling of usefulness and importance is more important than money (McGregor 2006).

1.4.2   Theories Dealing with Content

The theories dealing with content try to distinguish what evokes in an individual specific behavior, what particular facts motivate people. Sometimes they are also called the theories of needs (Luthans 1981).

1.4.2.1   Maslow's Theory of Human Motivation

Maslow (1943) assumes, that needs are arranged hierarchically and once a need is satisfied, it does not function motivationally anymore. There are 5 levels in this hierarchy: first are physiological needs, followed by safety needs, love and belonging needs, esteem needs and self-actualization needs. The unsatisfied need creates a state of disequilibrium and dissatisfaction. To reactive the equilibrium it is needed to recognize a goal that satisfies the need and choose a way of behavior that causes the achievement (Armstrong 2007, 223).

1.4.2.2   Herzberg's Two Fact Theory

The two factor theory of motivation brought new elements into the perception of work and motivation. This theory is based on the precondition that to a human two basic and opposite needs are connected: the need of avoiding the pain and the need of psychical development (Bendrnová and Nový 2002). The researches in 1950's prove that the motivation affects inner (called also dissatisfiers, such as the wage, interpersonal relationships or working conditions (Herzberg 1971)), and outer factors (called also satisfiers, such as success, responsibility, respect (Herzberg 1971). The advantage of Herzberg's theory is that it presents the relationship between the working motivation and working satisfaction. The absence of long-termly missing dissatisfaction is a necessary condition for demanded work motivation. However, working satisfaction does not necessarily mean that the worker is satisfied. A satisfied worker is often stabilized in the

organization, but the output is not necessarily being increased (Bendrnová and Nový 2002). "To improve the motivation it is necessary to implement the motivators into the work itself" (Donnelly Gibson Ivancevich 2002).

1.4.2.3 Alderferd's ERG Theory

Clayton Paul Alderfer modified the Maslow theory into the working conditions and designed a theory of three motives: needs E – existence (basic physiological needs, the worker can satisfy these needs with the wage or social certainties), needs R – relatedness (interpersonal relationships between workers, respect), needs G – growth (the need of individual's development and growth, stimulates the worker to the full utilization of their skills) (Luthans 1981).

II. ANALYSIS

2   NON-PROFIT ORGANIZATIONS IN THE CZECH REPUBLIC

2.1   What is a non-profit organization?

A non-profit organization is not precisely defined in Czech legislation; even experts of law perceive the problematic as inexact, the definitions in legal codes appear rather sporadically (Telec 1998, 20-29). However, globally we can delimit the non-profit organizations as those, whose main goal is not to generate profit, but to fulfill other goals, mainly in social sphere. If the organization generates any profit, it should invest the money back into the functioning of the organization. To demarcate a non-profit organization according to the Czech Civil code, § 18 article 2, the non-profit organization is a legal person of a private or a public law, a taxpayer not founded for the purpose of generating profit (Knappová and Švestka et al). Furthermore, we can divide all types of non-profit organizations into the interest association of law persons founded according to the § 20f Civil code, citizens associations (since January 2015 they are called clubs or fellowships) including labor unions, political parties or political movements, registered churches and religious associations, foundations and endowments, charitable trusts, public universities, public research institutions, scholar law persons, villages, organizational components of the state, and other subject that law determines. This bachelor thesis, however, deals only with the citizens associations and its situations, complications and motivations.

2.2   How should a good non-profit organization look like and work?

As Drucker (1994) states: A good organization is not only the one that satisfy needs, but the one which creates demand. In a good non-profit organization, three circumstances should meet. To have an organization, which serves well and that has customers, the demand, the supply, and the need should meet. If there is a situation, where the product or the service is desired on the market, simultaneously the need of future clients is clear, and the organization is ready to offer the product and is having sufficient amount of sources being able to effectively use them, the situation means the perfect time for entering the market (Šedivý and Medlíková 2009, 18–19). Furthermore, as Šedivý and Medlíková state, there are four basic steps of creating and keeping a successful non-profit organization.

2.2.1   Founding of the Organization

To fulfill the legal standard of the organization, it is necessary to have a clear goal that the workers of the volunteers should identify themselves with. The goal should be also

easily intelligible for public. In other words, the goal, the mission of the organization has to be clear, brief, not complicated, saying what the organization does, for whom and where, stating the uniqueness of the organization and motivation (Šedivý and Medlíková 2009, 22). As a good example serves for instance the catchphrase from TED, which is "Ideas worth spreading" (TED 2015). The full mission of the organization is hidden in three simple words that are as well easily understandable for public; in addition it is easily memorable.

A well-formed and clean mission has following points: it predestines the legal form of the organization, it reacts to the social need the organization fulfils, describes the values followed by the organization, informs the public about its boons, defines the space for the organization's products, enables fundraising, motivates employees, workers or volunteers, and lastly defines the image of the organization.

When working on a good mission statement, it is necessary to remain creative and active; Šedivý and Medlíková recommend brainstorming, brainwriting, mental maps, etc. As many workers, volunteers and employees as possible, in smaller organizations all members, should be included in the process of creating the statement.

2.2.2 The strategy of a Long-term Sustainability and Establishing Values the Organization Follows

Strategic planning is highly effective process of securing the sustainable development of the organization. The process of establishing values is crucial for the organization, by cause of the fact, that the values determine the image of the organization.

2.2.2.1 *Strategic Planning*

The main goal of the strategy of a long-term sustainability is to define the condition the organization is in right now and the condition the organization should reach in following specified period of time. There are several different types of analysis that are usable for pinpointing the strategic plan, namely they are: STEEP analysis, which analyzes separate parts of outer elements that effect the organization; SWOT analysis, which not only evaluates the outer elements but also the inner elements, and strengths and weaknesses describing the inner conditions; competition analysis practically inspects data about competitors, meaning the organizations that can benefit from the same sources as our organization can, also the products and activities that the competitors evince. The outcome of the analysis is the information needed to prepare the organization to deal with the

competition in the future, how to compete the challengers, and perhaps who should the organization cooperate with. Furthermore Šedivý and Medlíková mention for example the Gruber and Mohrov matrix, which analyzes the programs and projects according to the possibility of financial return.

While establishing the values that the organization follows, it is necessary to pay extra attention, since the values establish the image and the whole functioning of the organization, also the values support and develop the mission of the organization, ethical codex, evaluating processes. They establish how the organization treats the workers, employees and volunteers. The values describe to what the organization is rooted (Šedivý and Medlíková 2009, 30-31).

2.2.2.2 The Target audience

The basic for a quality strategic plan of the organization is to determine the target audience and the supporters. We can mark for example direct clients, indirect clients, employees, volunteers and members of the statutory organs. The organization should become conscious of the composition of the audience and of the group of supporters. The organization should also be familiar with how the groups are big, and what the needs of their audience are. The group of supporters usually consists of members of statutory organs, the management of the organization and other employees, volunteers, founders, medias, groups of public that directly influence the activity of the organization, suppliers, cooperators and organs of public administration (Šedivý and Medlíková 2009, 38).

2.2.2.3 The Competition

Another specific group that gets in touch with the organization is the group of its competitors. Even though some authors claim that there is no such thing as competition, practical results prove the fact vice versa. Almost every non-profit organization can take all of the others non-profit organizations as their competitors, in situation when for instance a new program for support of institutional development of non-profit organization is announced. To beat all of the rivals, the organization should be unique, interesting, transparent, and extraordinary in its access to the clients, etc. Except for the financial issues, the organizations compete also for example when they run similar activities for a similar target group.

There are several options how to work with the competition. To be able to decide wisely, the management needs to have as much information about the competition as

possible. In order to be successful, managerial workers in big non-profit organizations purposefully keep their eyes on the activities of their competitors, such as their web sites, the events organized by them, the projects run by them, etc. Šedivý and Medlíková recommend watching the competitors closely and on regular basis. The management of each organization itself decides, whereas they are going to cooperate or ignore the competition.

2.2.2.4 Product

To become capable of fulfilling the mission, the organization needs to offer a certain product or a service. The scale is wide, the organization can offer social services, medical services, consulting and educating services, also it can do ecological, cultural, free-time activities. The non-profit organization can also have under the patronage products from sheltered workshops or souvenirs for travelers to the place the organization is active at, or for instance trees from tree croppers.

2.2.2.5 Financial sources and Skilled Manpower

The sources needed for the organizational activity are following: financial sources, facilities and people. To access the financial sources, the organization can gain money support either from:

- Individual donors, whose financing is short-time, based on feelings, usually unplanned, and very influenced by the person who asks for the donation;

- Corporate donors, who are motivated mainly by their business interests, support the organization usually up to three years;

- Public sources, meaning European Union funds, OSN, regions, etc., this type of gaining donation are complicated by labyrinthine bureaucracy, by the strict policy that manages them, by providing the money retrospectively, after the project finishes;

- Funds and endowment funds, who decide according to their corporate policy, whether they offer the money (and money only) or not, do not ask much for their support, usually they want to see the good results and commonly their offer the support for 3 years period;

- Other entities, as for instance embassies, associations or other non-profit organizations, whose behavior we can compare to the behavior of individual donors.

For smooth and easy functioning of the organization, the multisource financing is crucial. Not only the number of sources is important, but also their percentage representation.

A non-financial support is also important and very useful. The organization can ask for example for a rental price reduction, or for other items, that are donated to the organization, the organization increases the added value and sells the items further while generating a profit.

Any organization would simply not work without people. The workers need to be motivated (see chapter 2). There are certain types of workers that a non-profit organization needs, namely visionaries, who determine the orientation of the organization, then executive workers, who take care of the production of the products and offer the services, further managing workers, who control other workers, finance and others and last but not least fundraisers, who are dedicated to marketing, public relations and collecting money. All four types need to be covered, although they do not need to be covered by four different people, only one worker can cover all of the functions. (Šedivý and Medlíková 2009, 44)

2.2.2.6 *Long-term Goals*

Based on the vision and values, the organization needs to establish strategic goals. To make the goals doable and evaluable, the creators shall follow the SMART method, which consists of definite number of properties. The word itself is an acronym formed from words Specific (the goals need to be concrete, clear and elaborated enough), Measurable (the goals need metrics, criteria, basically a tool to find out if they were successfully fulfilled), Attainable (the goals need to be doable, the workers must be familiar with them and willing to fulfil them), Realistic / Results-based (the goals need to be achievable in a specific time period, also they should be motivating and inspiring) and Time-specific (the goals have their maturity date, they are supposed to be fulfilled to the specific date) (O'Neil and Conzemius 2006).

2.2.3 Qualifications

2.2.3.1 *Public relations*

The main task for the PR section of the organization is to work on the mark of the organization and to strengthen the credibility of the organization, the culture of the

organization and the image of the organization, operation of the website, organizing events, communication with important partners and communication with media (Šedivý and Medlíková 2009, 51).

2.2.3.2 Fundraising

Fundraising consists not only of gaining money, but also gaining the support by donating services from other suppliers. Effective fundraising should work throughout the whole organization, people from all departments should think 'fundraisingly'. One of the main conditions of successful functioning is multi-source financing (as it is mentioned in chapter 1.2.2.). The professional fundraiser should know the donors well, because predominantly the individual or company fundraising is based on good personal relationships. Every fundraiser should create his own personal style, get involved socially, and be very active (Šedivý and Medlíková 2009, 65–74).

2.2.3.3 Marketing

Marketing, as the process of securing profits, handles the journey of the product from the organization to the right place for the right price. Possibly, marketing worker can proceed with following steps.

The organization should know as much as possible about the target group. For this point we use marketing research (which is usually not acceptable for majority of the non-profit organizations because of its financial difficultness, however, it is possible to do a basic research using accessible sources only). First, we need to ask who the receiver, who our target is. Following, how big is the group of receivers, where they live, perhaps what places they visit, what newspaper they read, basically how to approach them. And last but not least, who the receivers are, what they want, what their needs are. Also, marketing is one of the processes that goes hand in hand with fundraising and public relations. As all of the plans, also the marketing plan should be SMART (described higher), furthermore it should answer questions such as 'Is the program well designed?', 'Is the price adequate?', 'Is the organization capable of satisfying the customers' needs and the demand?', etc. (Šedivý and Medlíková 2009, 75–83).

2.2.3.4 Financial Management

Many non-profit organizations underestimate the part of financial and economic management, which is a crucial mistake. Petr Boukal (2013) considers those non-profit organizations functioning effectively, which fulfils following conditions:

- Are trustworthy with a good name, members of the organization and cooperators evaluates it positively

- Have a clear goal and are publicly beneficial

- Have transparent economic activities

- Are capable of promoting their activities; the best promotion for a non-profit organization is its beneficial and good results

- Have a wide range of supporters and friends, and primarily donors or sponsors, which speaks for the well done fundraising of the organization

- Are successful in gaining financial resources for the projects that are in agreement with the mission of the organization.

2.2.3.5 The Management of Human Resources

Peter Drucker (2000) says, that people are not supposed to be managed, but lead. People need to have challenges; they want to see the results of their work and want to be treated as partners. Leadership is described as focused further, strategic, heading forward; its power is deduced from values and principles, and is on the highest level of managing, it also deals with vision and strategies. The leader should be identified with the group; the group should feel that the leader is a part of the group. The leader should also be perceived as the biggest and most respected one, also the best one, he represents the values and the primary vision, he is an expert and is capable of leading experts, and he or she is capable of leading the cooperation inside the group. Last but not least, the leader should fulfil the expectations of the members, he is expected to be friendly, frank, fair, and trustworthy, can see an advantage in cooperation, has a clear vision, has a need of innovation, knows well his positives and negative sides (Šedivý and Medlíková 2009, 86–91). Also, leader should motivate his co-workers (see chapter 2).

2.2.4 Development

If the organization meets the conditions for fine functioning, described in chapters 1.2.1., 1.2.2., 1.2.3., we can consider it as working well. Therefore, the organization has

safe financial sources, all the processes work with no bigger problems and the organization has a product (a service or a product) that is desired by public, a routine settles. The organization meets the need of change and development. If leaders do not work properly on the development of the organization, they could unconsciously work on a collapse of the organization. There are several phases of the development of the organization. The first one is the foundation, then the phase growth follows, the third one is the phase of maturity and the last one is the phase of decrease. The organization needs to choose the means of the change, and the strategy of the development. We can choose the strategy of development of the product, which means to offer new products of services or to improve them. The leaders can also choose strategy of diversification, which goal is to strengthen the offer and purchase. The last strategy deals with the development of the market, its goal is to offer the products and services to other target groups. The leaders can stringent the image and the brand of the organization as well. The brand should be easily memorable and understandable, unique and visible on the market, preferred and should stimulate emotions. The organization should also work on its own development through the development of its workers. The members should feel the support of the leaders, the support to study, to learn and to blossom. Šedivý and Medlíková (2009) also recommend to the organizations to be interested in the feedback from the clients and supporters, the competition's activities, trends in philanthropy, the situation on the market and actual topics in media.

2.2.5   Recommendation for Leaders

The leaders should curb the risks that can come. For instance, one of the risks could be that after headmaster's leaving, the organization can vanish step by step. This risk can be avoided by training the successor. Another risk appears when something negative in the headmaster's image influences the image of the whole organization. If the headmaster is in a competitive examination, the evaluators should pay attention to the personal characteristics of the applicant. If the headmaster is also a founder of the organization, other statutory organs' duty is to guard the image of the organization and intervene in case of danger due to the headmaster's activities. Carl Rodgers claims, that a manager should carry four basic qualities: authenticity, acceptance, empathy and competence.

3   EMPLOYEE AND VOLUNTEER MOTIVATIONS IN INICIATIVA DOKOŘÁN, CITIZENS ASSOCIATION

3.1   Introduction of the Organization

Iniciativa Dokořán is a Citizen association, which is now in Czech legislatively named as "zapsaný spolek" (further only "organization"). The association's residence is in Karviná, Masarykovo náměstí 4/3, Czech Republic. The main purpose of the association is to approach youth in the region of Karviná and to try to interconnect them with the help of cultural, art and social activities. (Bordacs, 2015)

The initiative to start with social and cultural activities came from the students of Gymnasium Karviná in 2002. As they were connected with people from On-line street-working club (for problematic children and youth), they wanted to improve the insufficient, even alarming cultural situation in their hometown. (Daniel Cieslar, Karviná, March 1, 2015) In that time cooperation with an evangelic church started, and the charge helped the association to start. In 2005 one of the members asked Česká Národní Agentura Mládež for a grant and was successful. In 2007 the association gained a grant from Vodafone foundations, thanks to which it was able to provide a rehearsal room for starting musicians and bands. Iniciativa Dokořán also successfully applied for a financial support from the Ministry of Culture, consequently in 2008 a community center Agape was built to help to contribute a place for members to meet and plan the cultural happenings, equally to bring an opportunity for others to join the group of organizers, etc. Since 2009 Iniciativa Dokořán is one of the receivers of benefits from OKD foundation, which helped it to organize the bulk of the concerts. In 2011 the fellowship got under administration the recreational area Lodičky in Karviná, which is now a place where majority of the activities is set. Currently, the association plans to continue in doing the activities as it does now, probably until 2016. A stable process is expected, since the organization has stable and multisource financing and has quite good relations with the City hall (Daniel Cieslar, Karviná, March 1, 2015)

As the time went by, the association was accepting new members and volunteers; presently it has more than 20 mostly active (mainly during the summer season) members and workers.

3.1.1   Hierarchy of the Organization

The chairperson is a statutory and executive authority, is permitted to act in behalf of the association. The chairperson is elected by the council for a 2 years election period. The chairperson is under obligation, for instance, to assemble the council, super intent the agenda of the association, etc. Furthermore he is usually a spokesperson, if it is not decided differently, and he is supposed to know perfectly the whole organization, should be able to give a work-connected advice to whomever in the organization and is a supervisor for all working teams and its leaders. (Bordacs 2015)

The meeting of the members is supposed to democratically establish the council of the association and also to dismiss it, if necessary; likewise to authorize the articles of association, strategic plan of the association and its goals for the following season, etc. The council of the association is the executive authority of the association and is permitted to act and decide in the name of the association, considering the legal actions and decisions (connected with hiring members, management of the assets and property, etc.) and it is under obligation to archive all the documents required, etc. (Bordacs 2015)

Moreover the organization is divided into several teams and each team has its own leader. This provision was designed by the former chairman before he resigned from his post. Before this decision came into force, once in every two to three months were meetings arranged, where everyone could have any comments on any problem that was supposed to be solved on the meeting. The new provision was supposed to compel the teams to work more effectively, which prevailed. However, this lead to the unintentional, yet notional, closure, and discourage workers from different teams to raise objections, comments or recommendation to any problem other teams had (explained further in the chapter 3.4.1.). The teams guard every separate section of the full range the organization covers. The first team works in the Lodičky area, runs the snack-bar. The second team is the group of technical production, which consists of sound technicians, light technicians, security guards and entrance hostesses. The last team is concerned with the non-technical production, namely this team cooperates with media, creates posters for upcoming events, and cares about the relationship between the organization and the public. There is also a dramaturgical team, which controls the dramaturgical composition of the teams and controls the situation right when the event is happening to make sure the course of the event is smooth. Also, some of the volunteers work by themselves, for instance they ensure the grants from European Union or from the City Council. Some volunteers work for more

than one team concurrently. Yet, all the teams are supervised by the chairman and the meeting of members. (Bordacs 2015)

Every autumn the management of the organization arranges a relaxing weekend for workers and volunteers who helped during the summer season, when the organization is most active, or during the year on smaller events. Such weekend is used as a teambuilding for the whole organization, also as an evaluative session, all of the positives and negatives are compared and valued. The team is supposed to evaluate the work of the year and to provide new, better solutions for the organization. Furthermore a plan for the following year and upcoming season is designed and approved. A new management can be established, if being needed or desired.

In October 2014 the organization changed the system of leading. After 10 years, a new chairman was elected, as well as a new meeting of members. This lead to several changes also in the daily running of the organization.

3.1.2   Arrangement of the Organization

If a volunteer/worker helps for an hour as a technical or a non-technical support, such as light or sound technicians, entrance hostesses, security workers, bartenders, before or during an event, he or she is given a voucher of 50CZK value, which can be used to buy a drink at the Lodičky snack bar or exceptionally he is given the money in cash. The preparation or the organization of the concerts or other actions, such as production works, dramaturgical works, etc. are done voluntarily. All volunteers and workers have the possibility to benefit in other ways, such as borrowing the company's property, namely CD's or other music carriers the organization possesses, borrow a car, etc., all of this after consultation with the leader worker or the supervisor. Also, every autumn, the relaxing weekend (see chapter 3.2.2.) is for free for all members and is perceived as an immaterial reward for volunteers and workers altogether.

3.1.3   The Goals of the Organization

The prime intentions of the association are to make a net of contacts between young people which would be leading across the subcultures, genres, races and beliefs, to realize cultural and social actions on the regular basis. Mainly it is focused on the support of the youth's needs and interests. Furthermore, it focuses on strengthening the citizens' awareness of the surrounding fellowship and the local community, on organizing and

bringing out and to mediate alternative art music genres. Since the situation in Karviná is very specific, due to the social structure and inhabitants, migration and brain drain[1], the organization finds this goal very important in order to keep the city and the inhabitants able to stand on their own legs, tries to prevent them from staying behind the closed doors with their eyes shut, meanwhile the potential of the city is being wiped out. Moreover, the association supports the technical environment of new bands as well as it realizes the international cultural relationships. Last but not least, the association tries to establish stable club scene in Karviná. (Bordacs 2015)

To fulfil the intentions described higher, the association performs several actions, such as organization of educative, cultural and social happenings, the running of the community center Agape, technical and production securing of the happenings and mainly organizes the music festival Dokořán, which is the peak of the summer season. (Bordacs 2015)

3.2 The Goal of the Analysis

The goal of the analysis was to reveal the problems in motivations which employees and volunteers were suspected to have, because the level of participation in activities of the organization was sensed to be falling by the management in the course of time. Consequently the activeness of the whole organization was fluctuating such as the outcomes were poorer than they used to be. The main purpose of the analysis is to designate the main root of the problem in motivations and find a solution to them.

The analysis is expected to prove that the management failed in motivating the workers and in redistributing the orders and responsibilities. Second important part of the workers' motivation is the feedback from public.

3.3 Methods of Research

The members of the organization were asked several questions and were observed by the researcher and author of the thesis. The goal of the semi-structured interviews was to ask members about their feeling about the organization and to prove that the management

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[1] In the last 30 years, 27% of inhabitants migrated to different cities mainly due to weak possibilities of finding qualified jobs, unemployment, high percentage of criminality and the air pollution, the trend is continuously being developed and is common for almost whole Moravian-Silesian region, yet is most visible in Karviná. (Štalmach 2013)

fails in redistributing the orders and it does not handle the organization of the development of the organization well enough. All active members were interviewed, 19 interviews were done.

3.3.1 Semi-structured interview

The research was done by semi-structured interviews with open questions, possibly some other questions were added when it was necessary. The respondents were asked following questions (not necessarily in order):

1. What is your main function in Dokořán Organization?
2. When have you joined Dokořán Organization?
3. What have lead you to the job in Dokořán Organization?
4. What do you like about working in Dokořán Organization?
5. Is there any point that lacks according to you concerning the work in Dokořán Organization?
6. According to you, what are the main advantages and disadvantages that Dokořán Organization now has?
7. What do you think is the public opinion of the Dokořán Organization? Have you ever got in touch with negative references?
8. What is your best experience connected with working in Dokořán Organization?

And some others were eventually added or specified if it was necessary (see the appendix). Respondents were given the space to enlarge their answers as they wanted, they also had time for their notes or comments, which was done in order to obtain as many details and opinions as possible. This method proved itself efficient; respondents knew that the interview is recorded, so the results could have been rewritten. The interviewed members also knew the purpose of the interviews (which is to help the organization work more effectively), therefore they cooperated actively. Since the respondents know the researcher well and the atmosphere was friendly, no nervousness appeared.

Respondents were contacted in advance and via telephone and the interviews were recorded after the respondent's acceptance. Respondents were given the opportunity to add any ideas during the interview and also via e-mail after the interview ended.

As a member of the organization, I was also a part of many incidents during the analyzed period. I functioned as a participated observatory (Hendl 2005). The whole group

knows me well and was also familiar with my work and my research. Though I am a long-term member, dramaturge, production manager and concert coordinator of the organization and I have good relationships with the members, the analysis was doable. I observed the interactions between the members during the conversations, how the interactions differ when formal and when informal.

3.3.2   Group Brainstorming

The group brainstorming was lead on the topic of Dokořán's problems. Participants were 4 former members that are no longer active in the organization, but are still in touch with the organization. Those were included to provide an objective view with a benefit of hindsight.

3.4   Analytical Findings

3.4.1   Results of the Semi-Structured Interviews

Since the respondents cooperated very actively, gaining the answers was not problematic. According to the results of the analysis, the members can be divided to several groups based on the answers they gave.

The answers to the first question were the same in the full range, every volunteer was brought to the organization by some of his friends currently working there or the friend recommended him or her. According to this fact, we can basically assume that the organization is a group of friends, while some of the members knew each other before they joined the Dokořán Organization.

Groups of Members

The members can be divided into three groups based on the year they joined the organization. The first group consists of people that are a part of the organization since it was founded (which means for approximately 11 years), then there is a group of members that joined in the era of the largest activity, which means roughly and generally after 4 years of its activity, the third group joined in last 2 or 3 years. All of the groups are approximately the same size.

The Main Source of Motivation

Furthermore we can divide the members of the organization to the groups according to their main motivation for the work (as reported by themselves in the interviews). Here are

only two groups, those who are interested in the job because they do what they like and also in a good group of people, in the group of their friends. The second group claims that the main reason the work for Dokořán is that they feel the social duty or obligation to work for their home town and to cultivate the still weak seedling the organization created, knowing that if they stopped, no one would replace them and the situation in Karviná would soon become even worse. Through the groups sometimes also an opinion, that they watch their personal development and they work on themselves, therefore an opinion that Dokořán is only a means to an end occurred. Nevertheless this does not necessarily mean, that the work for the organization is not important for the workers or volunteers, moreover they approached the responsibilities with even greater enthusiasm, because the picture of the Dokořán's activity is perceived as a picture of their representation and they feel responsible for the job even more. As a result of the interviews, we can say that the social group of volunteers and the work in a friendly collective with the same goal could have functioned as a healing factor for those in uneasy life situations, One of the volunteers confessed that by joining the organization he was searching for an escape from his problems with family and former girlfriend At the end of the interview he emphasized that even though he already left the group of members, he is grateful, because finding new friends and occupation was crucial for him during the time he joined. Majority of the respondents answered, that working for Dokořán helps them to shape themselves and to progress, to advance their soft skills. Likewise a very important factor was, that while doing the job, the volunteers have a leeway for their creativity and self-expression (in the city where possibilities are limited, which bestows on even greater value). A total majority agreed that the feeling at the end of the successful even is priceless and gives them the basic drive for their next work.

Management vs. Workers

Moreover, the group can be divided into two groups, when it comes to the question of what lacks concerning the work in the organization. The first group consisted of 4 members, the members of the main management of the organization. They agreed that there are no problems in the organization itself, yet admitted that the propagation of the events could be better. The second group is noticeably bigger and it is the group of common members, who found appreciably more problems and issues the organization has according to them.

Problems

The first main and mostly mentioned problem was the lack of communication between the management and the members. The workers and volunteers are unsatisfied with the demeanor of the management and the way they are approached. As stated in the answers, the workers and volunteers assume that they are not involved and not informed. "Whenever I do not directly ask, I do not know, what is going on" claims Daniel Cieslar, the former chairman of the organization. Moreover he admits that the change of the management can be positive and negative simultaneously. Same mistakes are repeating, he continues, but every chairman and every new meeting of members needs to acquire the experiences by themselves to learn its lesson from each situation that appears. However, every new person in any managing position can bring a breath of fresh air to the organization and modernize the habits.

The root of the problem here is, that since the management changed, workers and volunteers feel uninformed and according to the results of the interviews, a confusion dominates globally. Apparently the new management has not dealt with the restructualization yet, or at least did not inform the rest of the team perfectly. This was obvious right with the answers to the first question, where workers, who are not a part of the main management, were supposed to answer, what is their position in the organization, and merely a half was not able to clearly answer, as for example Barbora Šmýrová, former manager of the non-technical production, stated, "Since the management changed, I am not sure". Some of the distant members (or those who work during the festival only) even claimed that since the new elections, they do not even know if and how the organization works. As it became clear also from the brainstorming (see chapter 3.4.2.), the new provision of functional working teams serves effectively, although has negative effects on those who are not directly allocated to a concrete team and thus feel inevitably excluded (even though they still function as a members, workers or volunteers, they are not directly invited to the meeting of other teams, which disables them to cooperate actively or to have an impact to the organization's development).

This problem was also mentioned in connection with the inclusion of new members or when people from other teams wanted to intervene to the other part of the division than he is a part of. One of the members acknowledged that he tried to suggest his ideas to the dramaturgical team and after couple of times he was unsuccessful he stopped trying, consequently his activity deteriorated.

Double Standards

The next problem often mentioned was that the members have the feeling that very often are used double standards, which is basically connected with the lack of awareness of the organization functioning. To support this statement with evidence, mainly workers from the Lodičky snack-bar, followed by several technical support workers, explained that they are not always completely familiar with the system of compensation for the laborers during smaller events, because some of them get money in cash and some get a voucher of the similar value for consummation in the snack-bar. This feature was explained as not fully understood, but respected with the belief in the main management, that even though it is partly confusing, the management surely knows the reason and the rules for rewarding. Yet it was mentioned as a feature that discourages from a more active participation and a full faithfulness to the main management.

The Public

As the following obstacle mentioned was that in Karviná a continuous brain-drain was detected which as well lead to the growing absence of audiences at the events. Basically according to the words of respondents, in Karviná, there is almost no one left to organize cultural events for. With the brain-drain inevitably goes hand in hand the decrease of working power. Majority of the volunteers and members are university students who spend time in their hometown mainly during summer holiday, some of them not even that, some of the members work externally only, which is most likely not enough for a smooth and problem-free progress of the organization and its events, mainly for setting the members meeting and consultation. Such complication was one of the reasons why separated teams were developed, in order to enable easier communication and setting of the meetings. As it was mentioned, it was not entirely a good idea, although it fulfilled some of its goals.

A Comfort of Volunteers

Sometimes, as it is normal, also in a group of friends as Dokořán is, is not totally easy to manage the interpersonal relationships without any problems, which was also referred to be one of the disputes. This feature was seen rather as marginal, nonetheless is still perceived as one of the barrier to a higher level of members' motivation.

Some of the volunteers also answered that the work for the organization is rather time-consuming, which according to their answers means that if they had more free time that could be invested into the work for Dokořán, they would be working harder. Such information was considered unchangeable; since the members are employed somewhere

else or they are being university students. Those who did not mention the lack of their own time, that is possible to be spent doing the work for the organization, stated that they do not see themselves working with less than a full level of determination.

Furthermore, volunteers and workers referred to the lack of comfort they face during the work on the events. A former member, who worked for the organization for more than 6 years and already ended the collaboration in a full range, answered that for him the main obstacle was the necessity to even invest his own money when he wanted to give a supportive hand at any of the events organized by Dokořán. Even though he determined this problem as the biggest one he spotted, he emphasizes that it was not the reason why he left the organization.

Management and Volunteers

Members of the main management stated that they are fully satisfied and that they do not see any difficulties in their own involvement, they also did not except other subordinate workers to have any objections. This statement created the main difference between the perception of the members' of the management and ordinary volunteers' approach to the work.

The Loyalty to the Organization

When the members were asked, if they ever thought about leaving the organization definitively, majority answered that they did not. Those, who answered yes, where asker following more detailed questions, how was their desire to leave connected to the problems they stated the organization has. None of them answered, that those two features are interconnected, the answers were that they either just needed a change in their lives, but lately realized that they are too connected to the organization they do not want to leave entirely, or they were just too tired to continue, but after a short time when they become relaxed enough they returned, because of the reasons they mentioned previously, those why they like working for Dokořán.

Public opinion

To elaborate more on the issue of public opinion and its connection to the motivations of workers, respondents were asked if they are familiar with the public viewpoint concerning the organization. Those, who said they have never heard anything negative, were not asked further on this topic. Those, who answered that they have already received a negative feedback, were asked what impact it had to them. In majority the feedback were positive, if they were negative, they were not constructively critical. However, those who

answered that the feedback was negative, they admitted that they tried to learn a lesson from it.

The Shape of the Organization

Moreover, when the respondents were about to comment on the current situation of the organization, its positive and negative sides, the similar answers appeared repetitively. The most frequent answer was that the organization is in a good shape, because it has a good position in Karviná, is well known and has a good tradition. Also, that the work of the members is valued by the target audience. Even though there were also negative responses and feedbacks, the positive perception still predominates. On the contrary, some of the respondents think that their work and the work of the organization would be more valued if it worked in a different city or region. Also, younger members mentioned that some of their friends perceive Dokořán as some kind of elitist group, which they look up to and want to be a part of. However, they did not provide the questionnaire with a certain answer to the exact question why they do not want to become members. The only thing the questionnaire was enriched by were estimates that the friends the respondents are talking about are probably too afraid to be confronted with a new collective and as their assumptions were highly improbable. This can be viewed also as both, positive and negative aspect. Even though it makes quite a good name of the organization and can function as a motivation for new members to come, it makes the people who do not know much about it and want to participate somehow, yet it obviously discourages new members to come. Furthermore, on the other hand, as some of the respondents mention, since the organization has the image of superordinate group, it is very probable that the external observers can easily grow a senseless grudge against the members, feeling that they are not welcomed, even though it is not well-founded, because none of the members answered that he is against hiring new members, rather vice-versa. Other positive parts were that people who attend the events noticeably appreciate the work of the organization. Besides, also a good relation with the city council was mentioned. Dokořán has been building this position since its beginning, as it is one of the crucial elements for the smooth development and functioning of the organization. The city council provides the organization with grants and other support, knowing that, excluding the council itself and its authorities, Dokořán is the only organization that takes care of the cultural events. As for others, Dokořán has its tradition, which is a possible foundation to get built on. On the other hand, as the reference was made before, according to the respondents the main problem is a bad scheduling and

communication, which prevents the organization from better results and the members from higher level of involvement. Additionally, another critique to the new management appeared. Apparently the new management is not yet as redoubtable as the previous was, which was counted as a positive and negative as well. The new chairman is not as feared as the previous one was which can be questionable if it is positive or negative, since every worker needs different approach. Some of respondents answered, that they work more slowly, because they are not supervised so persistently. On the other hand, some of the volunteers feel sort of a relief, because they have for example more time and space to develop their ideas or they can work on their tasks more freely. One of the criticized areas was also the promotion. According to the respondents, if the events were more promoted, he audience would be even more plentiful and the feeling of the reward after an event would be stronger, which would consequently lead to the stronger involvement of themselves. Globally, the reactions and references were positive, from which it is possible to deduce that the relationship of the members to the organization is positive, yet objective and critical, which is essential. However, none of the members said that to make the organization function better he or she should improve himself or herself or the approach to the work.

3.4.2   Findings of the Group Brainstorming

The group agreed on several conclusions. The first of the agreed conclusion was that what motivated the group of volunteers was the management, namely the former chairman, Daniel Cieslar. He was respected (as a founder of the organization), even though he also made a number of mistakes. He, as a founder, was familiar with all details. However, he was very strict and demanding, not rewarding equally the volunteers, which was the main reason why he was occasionally a target of a critique. Probably due to his engagement in several different organizations and in his family, he was not always precise in giving orders and leading the workers, therefore the chain of command was unreliable from time to time. This inevitably led to confusion, then to a haste while cooperating and preparing, at the end it sometimes resulted in anger, which could have been easily prevented but often was not.

Additionally, as the chairman was sometimes not that easy to deal with, on purpose, it basically strengthened the team, because since they had the same problem, they were encouraged to fight together. This situation on one hand excluded the chairman himself,

but on the other hand enclosed the team and built in them the will to continue in their work despite the obstacles, which has a beneficial influence for future.

One of the other things that become clear again was that the strongest aspect of the organization is the team. A strong sentiment is being built in every one of the members, because most of the members joined the group at their teenage which market as the age that was crucial to their development and personality shaping. The extraordinary structure of the organization, the uncommon surroundings, the special structure of the town, it all makes Dokořán and the group of workers and volunteers special. If it was desired to very strongly generalize and exaggerate, it would be said that volunteers either live it or leave it.

3.5   Résumé of the Analytical Findings

We can highlight the activity itself that the members and the organization does. All of the members feel the responsibility for the cultural environment in Karviná, which one of the main drive that pushes them further. Regardless of the obstacles, that were present from the beginning of the organization's activity, the volunteers and the members continue in their effort. Even though it is not stated, they fell their uniqueness, they feel that there is no one else to do their job. We cannot disprove the idea that if the organization ended, there would not arise a new one, maybe with different goals and practices, with a similar mission, anyway it is luckily wedged in the minds of Dokořán members. This habit is probably educated, because from the beginning of the volunteer's practice, he is told and led to the responsibility for his commitments. Those, who prove themselves responsible, usually keep their working attitude also during their further cooperation. The members feel, that they are developing not only the situation in the city but also themselves, from the point of view of personal development, social development and a meaningfully spend their free time.

The second strongest positive side the organization has is its collective, which is a great foundation that can get built on. The respondents feel a strong connection to the rest of the team or some of its parts. Whenever there are problems with the team it almost immediately shows the impact on the activity and the involvement of the members.

To touch the negatives, the biggest obstacle that keeps the organization from better working is the inner communication. The chain of command is not clear and not completely working properly. Since the management changed, the organization wrestles with problems of reorganization.

Moreover, one of the unlikely changeable conditions is the city the organization operates in. even though it has a certain fan base, it still can be widened and strengthened. If the fan base was wider, we can assume that the event would have bigger attendance and workers would be more motivated.

4 RECOMMENDATION

The organization should strengthen its positives, which means mainly the collective it consists of. The organization is nonprofit, therefore to enlarge and strengthen its positives it needs a not very expensive program. Since the workers also answered that the relaxing and meeting weekend are one of the most positive experience they have from working for Dokořán, to support the collective, the organization should have for example at least two relaxing weekends per year with a half-a-year interval. This can be financed for example it the organization saves 5% of earnings from Lodičky snack-bar after every week. Also, the relaxing weekend can be included in the year budget, when it is presented while asking for a city contribution or a European Union grant.

To open the organization more to the city, it will be usable to also organize larger range of different events that it traditionally was. To attract the attention and to tempt new members to join, it is recommended to settle events to familiarize the audience with the preparation of the events with help of collective games as it is once done by the organization at the exhibition at Colours of Ostrava with the support of Nadace OKD. The visitors were supposed to compete in the labyrinth of volunteer's duties, such as carrying the subwoofers, rolling the cables, taking the picture with a famous person, etc. The competition was rather fun, but all of the participants enjoyed it, because they could have won interesting prices and because the members showed also their "social face", not only their busy, working face to the public. Such a competition can be organized again, possibly not at Colours of Ostrava, but for example as a supporting program at some of the summer concerts. Participants can be offered for example free tickets to upcoming events or a voucher for drinks in certain value for consummation at Lodičky snack bar. The recruitment of new members can be also

Also, the management should treat all of the volunteers equally by following a list of rules of remuneration. Every performance should be valuated equally, not to distinguish between less and more valuable actions. For instance, every hour worked off should be appreciated in the same was, the workers should choose if they want a voucher for the bar at Lodičky or rather money of the same value cash.

CONCLUSION

Motivation is a crucial part of life. It is a foundation to be built on, it is an engine that pushes us further. Even though keeping the team active and satisfied, therefore motivated, is one of the essential parts of the leader workers' job, it is not always handled without any obstacles. Motivation is a complex feature that should not be underestimated. Non-profit organizations are a very important part of the economy and social surrounding. Since they usually provide products or services that are not delivered by government or a for-profit sector, they should be perceived seriously. Moreover, since they are non-profit, the workers, who perform there, are not motivated by money as much as the workers in for-profit organizations; it is necessary to find different ways how to keep the members working efficiently, thus motivated.

The thesis dealt with the question of motivation of workers. Not only was it described globally, but also from a more detailed point of view, focused on the motivation of workers in non-profit organizations, what are the sources of the motivation, how the individual's personality influences the way he can be motivated, etc. The theoretical part also shown, how the non-profit organization should work and look like. In the practical part there was a research described and its results

In the practical part, there was a research described. The research was done on the Iniciativa Dokořán and was expected to bring answers to the main question: How to motivate workers in Iniciativa Dokořán? The research prove, as it was expected, that the communication between the management and the members is crucial. Moreover, the importance of equal treatment is highlighted. The analysis proven the assumptions and recommended a solution, that is applicable also to different non-profit organizations.

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APPENDICES

APPENDIX P I :   **TRANSCRIPTION OF THE INTERVIEW**

Researcher: Jaký je Tvůj post v ID?

Respondent: No to bych taky ráda věděla, asi. Do té doby, co byl Dan předsedou se můj post nazýval vedoucí netechnické produkce, ale od té doby, co je nový předseda, tak netuším a dělám všechno, co je potřeba.

Researcher: Jak dlouho už v ID pracuješ?

Respondent: 3-4 roky.

Researcher: Jak si se k této práci dostala?

Respondent: Přes lidi, přes kamarády. 95% mých kamarádů tam pracovalo, tak jsem tam začala taky.

Researcher: Co Tě na této práci baví?

Respondent: Nejdříve to začalo, že jsme tam byli všichni. Že jsme jako kamarádi něco spolu dělali, tak to bylo strašně fajn, když jsme byli spolu a něco jsme vytvářeli. Ale teďkom už to víceméně beru jako něco, co si můžu napsat do životopisu, vzhledem k tomu, že se v této oblasti chci pohybovat i nadále.

Researcher: Co Ti při práci v ID chybí? V rámci toho jak tě manageruje vedení?

Respondent: Dobré jídlo *(smích)*. Jinak asi efektivní komunikace. Nějaká jasná definice toho, kdo co má dělat. Já vlastně nevím absolutně nic, pokud se nezeptám.

Researcher: Takže komunikace s vedením?

Respondent: Ano.

Researcher: Přemýšlela jsi někdy o odchodu z ID? A proč?

Respondent: No, jo. Právě kvůli tomu, jak se uvnitř všechny ty vztahy pokašlaly.

Researcher: Takže kvůli vztahům, komunikace s vedením nebyla klíčová?

Respondent: To byly spíše osobní vztahy než vztahy s vedením.

Researcher: Takže to, co Ti při práci chybělo, neovlivnilo Tvé rozhodování odejít?

Respondent: To ne.

Researcher: Jaký je podle Tebe současný stav ID? Kde má své výhody a kde nedostatky?

Respondent: V této chvíli do vedení moc nevidím, přijde mi, že nekomunikují se členy ID. Připadá mi, že si vše řeší jen mezi sebou. Já ani nevím, co se děje. Podle mě nikdo neví, kromě toho nejužšího vedení. Výhodou je určitě, že ID má určitou

pozici tady v Karviné, že jsou ty granty a takhle, že jsou nějaké věci lehčí. Nevýhoda? Že to je v Karviné. Nejsou lidi.

Researcher: Jaký si myslíš, že je názor veřejnosti na ID? Setkala ses s nějakými negativními ohlasy? Pokud ano, tak jak jsi reagovala?

Respondent: Mě osobně nikdo nic negativního neřekl. Ale předpokládám, že to bylo z důvodu, že všichni ví, že se tam nějak angažuji. Ale myslím si, že hodně lidí má nějaký divný názor na dokořán. Ale moc jsem nikdy nepochopila jaký a proč.

Researcher: Jsi spokojená s kulturním děním v Karviné?

Respondent: Jo to asi jo.

Researcher: Myslíš, že by se mělo něco zlepšovat?

Respondent: Vždy je co zlepšovat, to je jasné.

Researcher: Jaký je Tvůj nejlepší zážitek, který máš spojen s prací v ID?

Respondent: Bylo toho hodně... Asi ale úplně první fesťák, na kterém jsem pracovala.

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