

MILLENNIALS, MEANINGFULNESS AND HYBRID WORK – POLISH CASE STUDY

Introduction

Millennials – young adults born in 1980–2000 – differ in terms of their attitudes to work [Czarnik, 2019: 24]. Some of them perceive it as a source of meaningfulness, the others – as a necessary evil [Deloitte, 2018: 13]. However, for this generation the importance of the meaning of work is larger than for employees from older generations [Lewicka, 2019: 26]. This is why this topic may be important for the managers – also because the work performance was proved to be linked to the level of identification with the values of the organisation [Makowski, 2017: 86]. The sense of meaning in relation to values was described in Shalom Schwartz's model as *self-transcendence*, which consists of kindness and universalism [Cieciuch, Schwartz, 2018: 313]. It is linked to the professions with a social mission. The social mission is described as “the effect of missionary activity is not the achievement of a utilitarian ego, let alone hedonistic goal of an individual, but satisfying needs and achieving these goals by other persons or groups” [Czerw, Borkowska, 2017: 304].

Among Millennials, the average level of job satisfaction is comparable to that of the older generation [Czerw, Borkowska, 2017: 305]. This dimension is also closely related to employee effectiveness [Makowski, 2017: 86]. Hence, it would be beneficial for the managerial staff to expand knowledge about its sources and ways to increase it. A theme related to job satisfaction is the *flow* experience at work [Makowski, 2017: 86]. There is a limited number of research projects devoted to this topic in Poland. The *flow* may be described as “the state of an optimal experience”. M. Csikszentmihalyi defined it as “a psychological state characterized by total absorption in the activity performed, loss of the sense of time, a sense of control, concentration, strength and joy” [Makowski, 2017: 86]. The participation

* Małgorzata Pawlak, M.A. – SGH Warsaw School of Economics. ORCID: 0000-0002-9062-8349.

in projects that are ambitious but feasible at the same time increases the likelihood of emergence of *flow*. Interestingly, the selection factor would indicate that the people would have a tendency to experience *flow* during non-professional activities in their free time, however, the research projects conducted on this topic provided different results [Makowski, 2017: 87].

A. Czerw and A. Borkowska indicate four areas of social mission at work. First of all, a sense of high social utility, secondly – high commitment to work (with a higher risk of burnout), also – the expectation of social recognition and the detachment of work from an economic remuneration [Czerw, Borkowska, 2017: 304]. In general, the employees whose professions are linked to the social mission indicate lower level of satisfaction with the economic gratification [Czerw, Borkowska, 2017: 306]. Their subjective opinion is also accompanied with the statistics indicating relatively low level of remuneration of these professions in Poland. Industries in which the sense of meaning plays an essential role are, e.g. the non-governmental sector and the cultural scene. According to the reports, that kind of work is often provided for free and/or as an additional activity [Charycka, Gumkowska, 2018: 5] and/or with the remuneration below the national average [OZZ Inicjatywa Pracownicza, 2019: 16]. Another inconvenience is related to high employment instability [Bogacz-Wojtanowska, Siorek, 2017: 52].

Since the implementation of the social mission may be associated with an unfavourable level of financial benefits, it seems likely that employees with a strong sense of social mission will fulfil these needs outside of the main institution of employment, combining various types of activities within so-called hybrid careers. To have a hybrid career means to combine different roles and/or positions [Heilmann, Ekonen, 2020: 2]. This term is similar to the hybrid entrepreneurship, which is related to combining full-time employment with running one's own business. In case of hybridity of career or work it may consist of combining employment in two institutions, but also – of combining full-time job with voluntary activities related to arts, activism or freelance work. Such solutions help to maximise the sense of meaning at work [Dik, Byrne, 2013: 34].

1. Methodology

The aim of the research project was to provide the answers for 5 questions:

- a. How does the hybrid work look like in case of the respondents?
- b. What kind of reasons encouraged the respondents to enrol in it?
- c. What were the benefits and pitfalls of the hybrid work according to the respondents?
- d. What were the preferences according to the hybrid work?
- e. What kind of situations enabled the respondents to experience *flow*?

The research was exploratory in nature, this is why instead of formulating the hypotheses I chose to ask the research questions. Research method combined non-structured interviews and the method of *flow* measurement designed by A. Bakker (based on the description of this experience) [Bakker, 2008: 2]. Thanks to the snowball sampling 4 Polish participants were selected – 2 women, 1 men and 1 non-binary person aged 25–35, living in Poland (Warsaw, Katowice) or Czech Republic (Prague).

“Regular job” was defined as the form of employment providing regular (monthly) income. It doesn’t mean that “regular job” have to be 9–5 job or the one that is based on full-time employment contract (“umowa o pracę” in Polish). It does not require the biggest time investment. To the contrary, the “additional activity” was defined as every professional, artistic, social activity conducted apart from the “regular job” – with or without remuneration. It consists of the tasks that are similar or different than those related to the “regular job”.

2. Results

The aim of the first part of the research project was to gain insight into the characteristics of hybrid work. In case of three out of four respondents the “regular job” could be defined as full-time (40 hours/week) or part time (32 hours a week) job contract. It consumed the majority of their time. Nonetheless, the fourth respondent, PS, declared to be “in the middle of the *freelance* machine”. Indeed, in this case the “regular job” didn’t consume the majority of his time, but provided moderate income essential to conduct monthly payments (such as rent and food). In his case the borders between certain “regular” and “additional” activities were blurred. This tendency was also visible in the additional activities of the other respondents. They were diversified: additional job contracts, social work as a volunteer or the society’s board member or artistic or grassroot activity. Another example of the blurred lines between certain activities was related to the situation of AF, who was the member of the music collective (art), that provided musical background during certain demonstrations (activism), also those organised by the anarchist groups that sometimes invited AF to join their social meetings or spontaneous, semi-legal protest actions.

The respondents who took part in the research projects were described in the Table 1 presented below.

Speaking of the “regular job”, the motives of providing financial security and health insurance were the most important ones, though sometimes they were not directly expressed (because they seemed so obvious to the respondents – e.g. “I get the money in euro, it allows me to freely pay for rent and food and I do not have to worry about my basic expenses” – PS). Other motivators were related to the inspiring tasks, easy access to certain industries, compliance with one’s aspirations and one’s working

style. At the same time, relatively low earnings at the primary job only in the case of PS motivated him to take up additional activities. Financial reasons were not that popular then. To the contrary, the respondents who were full-time employees were motivated by need for self-transcendence.

Table 1. Respondents and their hybrid careers

	Regular job (employment contract) (country of residence)	Additional activity
JJ	Project manager in NGO (full-time), Pole living in Prague (CZ)	Pro-choice collective member (Ciocia Czesia), queer movement (diverse projects)
BK	Export manager (full-time) (PL)	Wolne Sądy (Free Courts – one of the local leaders), Strajk Kobiet (Women’s Strike – one of the local leaders), LGBT+ society (former CEO), now volunteer
AF	Programmer (4 days a week) (PL)	Camp for Climate (activist), creator of the social initiative for trans youth, anarchist, member of the Rhythms of Revolution, programmer for several NGOs
PS	Editor (freelance: PLN), <i>social media</i> (freelance: EUR) (PL)	Playwright, activist, curator and performer, volunteer of the LGBT+ organisation, former film critic

Source: data from author’s own research.

The amount of time devoted for the additional activities differed among the respondents. Among those who were employed full-time (or part time – 4/5), the intensity of the additional activity differed significantly – from several hours a week to (as indicated) “almost a second job”. These fluctuations were also observed over time. The cases of burnout (according to the quoted research common in the case of activities related to social mission) also appeared among the respondents. Three of them indicated that they had experienced it at least once during their career. One respondent mentioned that her tendency to become socially involved after working hours had the characteristics of workaholism (“I gave everything I could into an activism” – BK, who also called combining her regular job and additional volunteer work as “sharp edging”). In addition to that, the psychotherapy was mentioned as tool to overcome professional burnout.

The degree of involvement differed not only due to the respondents’ plans and aspirations, but also due to quite random factors (“my colleagues said that they were migrating to Germany and as a result that there would be a new job position in our NGO (...) two years later I was not re-elected as an NGO board member – it was not easy for me to quit, but now I can take care of my health at last” – BK). One activity could also become a prelude and an inspiration to focus on the other role or activity, both professional and as an activist. Social connections played an important role in case of both obtaining one’s clients and engaging in new activities (“Through the Camp for Climate I got more in touch with the anarchists, this is

why I started not only socialising with them, but also participating in numerous demonstrations” – AF).

Non-financial reasons for taking up the additional activities included the following: the internal need to act (“calling”), the need to rebel, the will to have an agency and an influence over the situation in Poland, also in order to indirectly shape the future for one’s children. In addition to that: the desire to meet new people, the need to have an outlet for one’s creative expression and to become leader and/or role model of a certain community. Also, it was important for some respondents to give a sense of hope to the other people who were in a similar situation as the respondents used to be in the past. The detailed characteristics of the various reasons for choosing certain activities outside of the regular job were summarised and illustrated with the examples in Table 2.

In case of two respondents, the hybrid careers were a consequence of adding an additional activity to their profession (“regular job”), which didn’t offer an option to fulfil the social mission. In this case to professions of the international trade manager and the programmer. Two other respondents, in turn, tried to implement their postulates of “going beyond” (self-transcendence) within one activity, but over time they came to the conclusion that the hybrid model would be the most convincing for them. Paradoxically, in both of these cases it happened after the stage of their careers when they managed to combine their professional work with the self-transcendence. This topic will be discussed in a more detailed way in the context of a professional burnout.

What draws attention in the context of the type of the additional activity selected by the respondents is their minority group identity (such as migrant, Upper Silesian in Warsaw, gay, lesbian and transgender person). Sometimes the identities were combined together. The experience of alienation and exclusion motivated the respondents to engage in certain type of artistic and social activities. It also facilitated the understanding and creation of several initiatives devoted for a certain minority group. However, the sense of identity was sometimes the cause of conflict of values, which could either encourage respondents to take up additional activities outside of work or generate a sense of guilt and alienation in working environment. However, while the feeling of alienation was indicated as an effect of undertaking certain activity in a hybrid form, it could also be a cause:

“[four years ago] I started getting such a schizophrenia of the value systems, in the sense of what I am doing here [in this corporation] I am helping to destroy the environment... destroying democracy in other countries (...) during this movie night I realised that activist-leftist values are important to me (...) it also caused the sense of dissatisfaction with my work and the frustration related to the fact that the graduates of humanities (just like me) end up in corpo [Polish: *w korporatach*] instead of following their dreams” [J] on reasons for quitting her job at an international corporation].

Interestingly, another respondent, BK, did not report similar conflict of values despite being employed in the private sector, possibly due to the business traditions in her family that she mentioned (“I sucked business from the mother’s milk” – BK) or a sense of financial responsibility for her children. It is worth mentioning that the thread of family traditions also appeared in the context of selecting the opposite, not similar values and professional activities. PS mentioned being opponent to the Upper-Silesian work ethos. He also reported the sense of frustration related to the imposed definition of the “real professional work”:

“I had a need to escape the Silesian work ethos (...) [when I was younger] I heard from my father that I would not succeed. My job as a movie critic was not perceived as a real job (...) [but] when I was thinking about working in a coal mine I found it too overwhelming” [PS]

The reasons for selecting an additional activity (or activities) apart from one’s regular job were described in the Table 2.

The aim of the next part of the study was to analyse respondents’ benefits and costs of undertaking activities in a hybrid form. The benefits included: better work-life balance, flexibility (lack of structure and greater freedom in choosing a topic and method of certain activities), the opportunity to maximise earnings and meaningfulness at the same time and/or skills and time and/or stability and inspiration. The other benefits included greater variety and inspiration as well as the opportunity to gain time-organisation skills. A detailed overview is provided in Table 3.

Table 2. Reasons for taking up the additional activities apart from one’s “regular job”

Reason	Exemplary statement [respondent]
“Calling”	“Internal call that I can no longer sit and complain [about the political situation in Poland]” [BK]
Rebellion	“One [group] attracted my attention, because they had a rainbow flag and a transparent ‘F*** Donald Trump (laughs)’” [AF]
Impact on the situation of the (minority) group	“You feel you are not so helpless, at least you gain an illusion that we are capable of changing something [in Poland]” [BK] “It is such helplessness, powerlessness [that I feel in] this homophobic, anti-feminist system... [activism gave me the feeling] that I have influence on something, that I can help others” [JJ]
Increased earnings	“This motivates me, because if I only earn [what I earn at my regular job], I would have to live very poorly” [PS]
Creative expression	“Fulfilment, creative expression (...) now I do not have to write about the other people and their [films], I create my own stuff” [PS]
Meeting new people	“I wanted to meet other LGBT+ people and be useful in some way” [AF about joining LGBT+ society]
Better future for one’s children	“Actions for the future of my kids, if I want to hear that it is possible [to do something] in this country, I have to start with myself” [BK]

Reason	Exemplary statement [respondent]
Setting a good example for others from one's minority group	"Action for young people [teaches them] how to help oneself and others (...) it facilitates the entry into the activism for the people who do not live in big cities" [AF]
Helping other people from the minority group	"I wanted to do something good for myself, so I thought that it would be nice, instead of focusing on the gifts that I would like to obtain, to support people who need these gifts more" [AF] "Working with migrants was important to me, because I have this experience as well" [JJ, who lives in the Czech Republic] "Activism – I work more with my identity, my emotions, I give my whole self, and at the regular job... I don't know, maybe the burnout speaks through me, but the work was OK for me... (...) I have to make money, but the activism [comes] from my heart, not from my head, not from my rational self" [JJ] "[It is important to me the] do the platforming and giving a platform to people who are not heard [in this case: LGBT+ community]" [PS]

Source: data from author's own research.

Table 3. Advantages of a hybrid work model according to the respondents

Advantage	Exemplary statement [respondent]
No confluence of work and non-work and smaller risk of burnout	" [Earlier] the <i>flow</i> ended up with burnout (...) I had the tendency to start intensively and forget about my limits (...) I even began to miss my [work at the] corporation: 8 hours a day at work, then I closed the door and the different world began" [JJ]
Greater freedom in choosing a topic and the way of implementing certain projects	"I don't have to think about the money" [BK] "When I <i>do</i> activism, I have freedom to choose the topic" [JJ] "[thanks to the hybrid model] I avoid the situation that I am obliged to create something new because otherwise I won't have money to buy food" [PS]
Flexibility, lack of structure and hierarchy	"I knew that I wanted to act in a way without a structure, bottom-up and consensual (...) it changed my view of what is possible, what is impossible" [AF on the blockade of a lignite mine]
Financial efficacy	"I am mother of two and in this field [human rights, LGBT+ rights] I don't see much financial background (...) so doing voluntary work after [working] hours seems more efficient" [BK]
Stability	"Freelance scares me a little, I need stability" [AF]
Networking	"My whole social life revolves around activism – it's hard for me to imagine leaving it, it's kinda sad that when you stop working, you fall out of the social circles" [AF]
Efficient use of one's skills	"I know some professional activists who have different skillsets than mine, they're good at communication, at providing the trainings... it's not for me then" [AF] "Activism through art – I do what I am good at" [PS]
Diversity of tasks	"Freedom. I do not like routine and repetition" [PS]
Opportunity to learn how to set boundaries	"I always had a rule that I should leave my job at work (...) they pay me for 8 hours, so afterwards I close my laptop and leave (...) I think that thanks to the activism it was possible to achieve it – after work I focus on activism" [AF]
More free time for creative work	"These jobs give me a lot of space for creative work, I can start to think (...) the situation is paradoxical, because I do not want to have an employment contract – a full-time job takes out 9 hours of the day" [PS]
Regular job as an inspiration	"From those works that are imitative and mechanical, I [sometimes] draw the inspiration for theatrical creativity" [PS]

Source: data from author's own research.

Apart from the benefits of combining various types of activities, the respondents also mentioned the costs – both objective and subjective. Objective factors included lack of free time for personal development and rest as well as lower efficiency at a regular job. As a result it translated into slower career development, lower quality of work, lower salary and level of possessed skills. It was perceived as an alternative cost of focusing on additional activities (art, activism) outside of regular working hours. This was partly in contradiction to the opportunity of greater personal development that was declared as benefit by some respondents. The feeling of alienation was also mentioned as a subjective cost. It was experienced both within the professional group and within group of activists and artists. On the other hand, it is very possible that the sense of alienation from professional group used to be present at the beginning and it was the reason for enrolling in an additional activity (as JJ mentioned). Nevertheless, the respondents also experienced several conflicts of values and priorities. A detailed description of disadvantages of hybrid career model is included in Table 4.

Table 4. Costs/disadvantages of combining different types of activities

Cost	Exemplary statement [respondent]
Slower pace of one's career development	"I could have been in a different place in this company, if I had focused only on my professional career" [BK] "I don't have space to search for additional jobs" [AF]
Alienation (1)	"I don't know any other programmer who doesn't program in his/her free time – in this sense I feel totally alienated" [AF]
Alienation (2)	"While some activists can stay up very late [at the parties] during the week I have to remember I will have to get up [to work]" [AF]
Conflict of values	"I feel remorse that as an anarchist I work in a corporation" [AF]
No time for one's skills development	"I do not have time to think about improving my skills" [AF]
No time to rest	"I would also like to go on an ordinary vacation [but] I have to analyse: to spend my holidays on activism or on myself" [AF]
Lower quality of performed tasks	"In the programmer's work, there are many moments when there is nothing to do, as if we should browse the code then, I have a bit of remorse that I do not do it, but I spend this time on [online] activism" [AF]

Source: data from author's own research.

The aim of the next part of the study was to check how the hybrid careers met the expectations of the respondents and if any modifications would be appreciated. For all of the respondents hybrid work was the model of preference. None of them wanted to give up the additional activity ("I have so much frustration, because of how the world looks like that it is hard for me to imagine the situation in which I stand aside" – AF). Nevertheless, some of the respondents already took up the initiatives to set additional limits to their regular jobs ("I limited the full-time job to 4/5 to have

more time for activism” – AF, “I think about working only part-time” – JJ). According to two respondents, hybrid careers were an antidote to burnout. They indicated that the earlier transformation of certain hobbies into a profession was associated with the imposition of coercion and a structure, which eventually turned out to be frustrating for them:

“This dream was to focus on film studies and to be able to make a living out of it [but later it turned out that] the film festival curator has to watch hundreds of sh**** movies... you lose the pleasure of it (...) gradually I gained such a disgust I stopped watching movies at all (...) institutional machine, you reach the wall, you have no fun at work” [PS].

What is more, the diversification of activities enabled the respondents to avoid getting “lost” in one’s job and took away the fear that being paid for something that was enjoyable would make money an overriding value:

“I have such a concern that if I were a full-time activist, it would tire me somehow (...) I am afraid that at some point I would become motivated only by money, I would be afraid that activism... will not arouse this flame in my heart” [JJ].

On the other hand, an important issue for respondents was the sense of fairness related to their remuneration. Working “only for ideas, not for money” in certain circumstances was described as unacceptable. It depended on the point of reference (“I’d rather not agree and get into a situation where someone earns millions of coins and wants to offer me [only] prestige. I have no problem doing something for free if everyone in a team is doing it for free” – PS).

Motivation to enrol in a hybrid career was diverse. It was related to several needs: obtaining pension insurance, going on sabbatical leave (in case of burnout) and changing one’s employer (non-governmental organisations instead of corporation). One of the respondents wanted to turn her additional volunteer activity into a political career (“Parliament is a good place for activism” – BK). Focusing only on her career in business was acceptable as an option only under the condition that a portion of her future (high) earnings would be allocated for a good cause (“to have such a level of remuneration that would enable me to support some social organisation” – BK). Other aspirations included becoming a yoga instructor (as an alternative giving the opportunity to work abroad in the future under the threat of political repressions in Poland. One of the respondents was also interested in focusing only on art projects as soon as his personal brand is strong enough.

The aim of the next part of the study was to analyse the situations related to the experience of *flow*. It occurred that this happened more often during additional activities related to the social mission. Nevertheless, indirectly related professional tasks could contribute to the occurrence of *flow*, for example as an inspiration for certain performances [PS], opportunity to use certain skills in a new context [AF] or to undertake preferred type of tasks, which, however, was easier in non-professional

situations [BK]. All respondents indicated that in their case *flow* was achievable in the context of the regular job, but it was less frequent. Interestingly, the situations in which the respondents experienced *flow* were very diverse, both during individual and team activity, creative and non-creative work, etc. Examples of the situations are included in Table 5.

Table 5. Situations in which respondents experienced *flow*

Characteristics of the situation in which <i>flow</i> was experienced	Type of activity
"I can waste a lot of time on it... and it is not a waste of time" [BK]	additional
"At work [I experience <i>flow</i>] while building teams and setting up processes, while giving structure to the chaos... activism creates more opportunities for this type of work: you can sculpt there" [BK]	additional regular job
"When I do something on high adrenaline... I go out for the night postering for the first time in my life, I do not know what will happen (...) all things on the verge of legality (laughs)" [AF]	additional
"Direct actions give such a great agency, look, I have painted a poster, I hang it, some people can notice it, such actions also strengthen relationships with other activists" [AF]	additional
"When I have it in my head, I just sit and pat (...) it comes (...) when it goes smoothly, there are such very nice moments" [AF on programming]	additional
"I'm drawn to the tasks around which cool people revolve" [AF]	additional
"It was different than in Poland (...) we were chanting for 2 hours without a break (...) we had two times more slogans, because Belgium is bilingual (...) I totally scuffed my throat, but I was also totally happy at the same time" [AF]	additional
"What gives me being in a public space, a very carnal experience, and anger and pride that on this street I can show, either by dancing or shouting, let go of energy, it is such as <i>catharsis</i> " [JJ]	additional
"Writing a grant for Fem Fund [Feminist Fund] – I was excited about this idea, while writing I had such a feeling that wow, we are doing something important, that it is great and it was really fun to write" [JJ]	additional
"Writing grant applications, when you have a great idea and want to describe it, that all this will delight" [PS]	additional
"When you come up with something, while working with other people you think, think, think, it's hard and suddenly we got the solution or idea" [PS]	additional

Source: data from author's own research.

Conclusion

In the case of the analysed hybrid work, the sense of the meaning of work and the "internal need" (*calling*) were mentioned among the reasons behind choosing that type of career (or rather – for hybridising the existing career). However, it is worth mentioning that in the case of two respondents, the earlier idea makes the entire career path a "meaningful job". Nonetheless, after some time they decided to combine different

types of activities instead of focusing on a specific one. In both cases, it happened after the respondents experienced professional burnout. This thread of a hybrid career as an antidote to burnout would be worth exploring in further research projects. As already mentioned, the research shows that professions with a social mission usually do not bring a sufficient financial reward – financial considerations were indicated as important in the context of hybridisation. It also turned out that the additional activity was more closely linked to the identity of the respondents. Their approach towards it was also more emotional than towards their regular job. It was important for the respondents to act for the benefit of others, but their choices were also considered in the context of meeting one's own needs (intellectual, social – a sense of community, the need for a specific type of professional activity – usually less structured one). The orientation towards fulfilling one's own needs may result from the manner of conducting the interviews (i.e. due to the methodological reasons), but it may be related to the fact that all respondents had the experience of psychotherapy. In this context, it would be interesting to explore the meaning of work and of adjusting the career to one's needs in the context of being (or not) in the therapeutic process and general sense of self-awareness.

In case of the *flow* experience, the results are consistent with the part of the research results claiming that this state is more often experienced in relation to self-chosen activities. On the other hand, the respondents indicated that they were also capable of experiencing it during their regular job. The *flow* experience was strongly related to their general preferences regarding the characteristics of the performed tasks. In this context, the hybridity was also a response to their diverse, often contradicting needs (as in the case of AF, who at the same time wanted clear expectations and stability, on the other hand – rush of adrenaline and participation in the so-called “borderline actions” related to activism). However, this was not always the case – some respondents tried to build their careers based on the sense of meaning from the very beginning. In their case the hybridity was just another stage developed by trial and error.

The conducted study, despite relatively small sample group, outlines several challenges related to the human capital management. Firstly, the sense of meaning at work and the willingness to act for the benefit of the social mission constitute a significant amount of skills and energy. It may be beneficial to use it in the context of one's workplace. This solution would enable to avoid the difficulties mentioned by the respondents: lack of time to develop their skills, lower productivity and lack of motivation to take up new challenges. An employee volunteer programme implemented in certain companies may be a solution to this problem. Secondly, a flexibility turned out to be an essential value for the majority of the respondents. It was related both to the working hours and the tasks performed by an employee. An increase of flexibility (e.g. by reducing work to 4/5 of a full-time job mentioned by

one respondent) implemented by a company would facilitate combining different roles and activities by the employee. As a result it would increase employee loyalty related to a company. Thirdly, prevention of burnout and taking care of one's mental health at the workplace remain very vital issues. In this context, it would be recommended to implement appropriate procedures, enrich the benefit offer (e.g. by adding psychological and psychotherapeutic services) and educate managers about these topics in order to provide the corporate environment that takes care of the mental health of their employees.

It is recommended to deepen and extend the qualitative research and supplement it with a quantitative component. During the qualitative research related to *flow* it would be beneficial to check the links between the emotional experiences and certain types of activities. Moreover, one respondent mentioned that “the state of *flow* leads to burnout”. This topic deserves further development – is an emotional engagement a risk factor of professional burnout? Where are the limits and how to set them in order to avoid this burnout?

The understanding of *flow* experience may be useful in creating more effective team management strategies – both in the context of increasing job satisfaction, but also preventing the burnout and providing lower employee turnover. This topic also deserves further analysis. The measurement of *flow* may assure more efficient allocation of the human capital.

It would be also beneficial to conduct the interviews with larger group of respondents. Interviews should be conducted with those who do not pursue hybrid careers and choose either “professional activism” or employment not related to the social mission. In this context, it would be interesting to analyse the benefits and costs of preferred form of activity and the frequency and circumstances of the *flow* experience. This would allow us to answer, inter alia, the question of how activities related to the sense of mission should be funded in order to maximise one's job satisfaction.

It would be also recommended to supplement the research project with a quantitative component. Study on a representative sample of activists and volunteers could explore the following topics: the valuation of their work, the way in which the valuation was made, the type of skills utilised at their regular job and during their additional activities. It should also focus on the assessment of hybrid work based on their own experience or attitude (with real or imagined benefits and costs). To sum up, the topic of hybrid careers in the context of work related to the sense of mission is no doubt worth exploring, especially because there are still many areas of the *flow* research that have not been analysed in the Polish context.

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MILLENNIALS, MEANINGFULNESS AND HYBRID WORK – POLISH CASE STUDY

Abstract

The aim of the article is to analyse the phenomenon of the hybrid careers of persons combining professional activity with the additional one. The participants of the study included young adults from the Millennial generation who combined two roles in their professional life, including one related to activism, cultural activity, volunteering or working for non-governmental organisation. The qualitative study conducted in the first quarter of 2021 included interviews with respondents born between 1980 and 2000. It focused on the reasons behind their engagement in the hybrid work, on the practical aspects of the hybrid careers, benefits as well as on costs and related preferences. Their hybrid careers were considered in the context of the *flow* experience. The discussion includes the preliminary conclusions from the project and recommendations for further qualitative and quantitative research.

KEYWORDS: COMMITMENT, SENSE OF WORK, FLOW, HYBRID CAREERS

JEL CLASSIFICATION CODE: M54

MILENIALSI, SENS PRACY I HYBRYDOWE KARIERY – POLSKIE STUDIUM PRZYPADKU

Streszczenie

Celem artykułu jest analiza zjawiska hybrydowych karier wśród osób, którzy łączą pracę zarobkową z dodatkową działalnością związaną z aktywizmem, twórczością artystyczną, wolontariatem albo pracą na rzecz organizacji pozarządowej. Analizie podlegało pięć aspektów: praktyczny wymiar karier hybrydowych, motywacja do podjęcia działalności dodatkowej, uzyskiwane korzyści, ponoszone koszty oraz sytuacje, w jakich respondenci doświadczali stanu *flow*. Badanie miało charakter jakościowy – wywiady swobodne przeprowadzono w pierwszym kwartale 2021 r. z czterema osobami dobranymi metodą kuli śnieżnej. Respondentami były osoby urodzone w latach 1984–1995 (milenialsi). Wyniki wskazują na zróżnicowanie sposobów i nastawienia do podejmowania hybrydowych karier. Do najciekawszych zaobserwowanych zjawisk należało wzajemne przenikanie się poszczególnych ról i aktywności, związki między karierami hybrydowymi a wypaleniem zawodowym oraz zróżnicowane motywacje

do podejmowania działań związanych z realizacją misji społecznej. W dyskusji omówiono uzyskane wyniki w kontekście dotychczasowych badań wraz z propozycją rozszerzenia ich o komponent ilościowy i jakościowy.

**SŁOWA KLUCZOWE: ZAANGAŻOWANIE, SENS PRACY, FLOW, KARIERY
HYBRYDOWE**

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