

# QSCIENCE CONNECT

OPEN ACCESS

Research Article

## How to sustain motivation among the youth in Qatar beyond hosting the FIFA World Cup 2022?

Shayma H. Al-Marri\*

### ABSTRACT

This research aimed to explore and identify ways in which motivation amongst the youth can be sustained beyond the FIFA World Cup 2022 mega sports event. Findings collated via semi-structured interviews which were further validated by a larger sample through a questionnaire. Its main objectives were accomplished and the vast evidence suggested that motivation among the youth relates to key concepts of resilience, leadership styles and sustainability. This research affirms that resilience contributes to the development of youth and acts as a personal strength factor along with several other contributors, which collectively determine positive youth development. This paper also suggests that resilient and dynamic leadership styles are crucial for sustained motivation and that young people can be motivated by resilient leaders. Several recommendations have been suggested which are relevant to Qatar, youth and sustained motivation after the upcoming mega-event. One of which includes conducting and hosting similar mega events to create wider awareness related to sustainability and Qatar National Vision 2030 to contribute to its achievement positively.

**Keywords:** Sustainability, motivation, youth, Mega-events, World Cup 2022, Qatar National Vision, human development, strategic goals

### 1. INTRODUCTION

The youth represent an essential component of society as they are regarded as future leaders.<sup>1</sup> This reflects the importance of ensuring that proper training and encouragement are provided to youths, so they can engage in future leadership roles. Qatar is hosting the FIFA World Cup 2022 (WC 2022) mega event, which requires considerable involvement of the youth in numerous leadership positions. It is anticipated that since the young populace in Qatar exists as a potential market for FIFA, they play a critical role in delivering the WC 2022.<sup>2</sup> To support this, in 2013 the Josoor Institute was established to offer training for the upcoming mega event based on attained consultancy, education, professional certification, and research.<sup>3</sup>

At present, it seems that there is no guarantee that the level of support shown by the youth in Qatar will be sustained after the event. Based on this apprehensiveness, several concerns have arisen related to the initiatives that the Qatari government will adopt to sustain the current level of commitment so that it can realize the Qatar National Vision 2030 (QNV 2030) goals. Considering this potential issue, the main purpose of this study is to identify ways to sustain motivation among the

<sup>1</sup> Strategic Business Unit Management, HEC Paris, Doha-Qatar

\* Email: shayma.almarri@yahoo.com

<http://doi.org/10.5339/connect.2023.spt.1>

Submitted: 21 October 2021

Accepted: 26 October 2021

Published: 01 January 2023

© 2023 The Author(s), licensee HBKU Press. This is an Open Access article distributed under the terms of the Creative Commons Attribution license CC BY 4.0 (<https://creativecommons.org/licenses/by/4.0>), which permits unrestricted use, distribution and reproduction in any medium, provided the original work is properly cited.

كيساينس  
QSCIENCE

دار جامعة حمد بن خليفة للنشر  
HAMAD BIN KHALIFA UNIVERSITY PRESS

Cite this article as: Al-Marri SH. How to sustain motivation among the youth in Qatar beyond hosting the FIFA World Cup 2022? QScience Connect (Special Issue-Thesis) 2023(1):1.  
<http://doi.org/10.5339/connect.2023.spt.1>

youth in Qatar beyond the WC 2022. It also includes key concepts of leadership and resilience, relative to the aspect of the national sustainability of youth in Qatar.

### **1.1 Rationale and Research Impact**

The rationale for this research stems from the significant proportion of Qatar's young population. According to Qatar's Planning and Statistics Authority report (2018),<sup>4</sup> approximately 34% of the country's population are young adults between the age of 25-34, making up the highest rate among the various age groups. This segment of the population includes all youth currently living in Qatar. This requires the government to give utmost preference to the development and implementation of motivational strategies so that the youth can be inspired to remain involved in realizing the QNV 2030 and national sustainability goals. Furthermore, the goal of this research relates to the collective and individual contribution to being effective, active, and accountable citizens.<sup>5,6</sup> If suitably motivated and guided, Qatar's youth can contribute towards attaining the national vision. Therefore, this research will contribute to national decisions on the policies for its youth.

### **1.2 Youth in Qatar**

The term 'youth' has numerous definitions, depending on the institutional, geographical, and cultural parameters. For the purpose of this study, "youth" shall relate to the age group of 25-35 years. This aligns with previous research,<sup>7</sup> whilst also relating to Qatar's planning and statistics Authority report (2018).<sup>4</sup>

Young people are considered a key human resource who work as an effective agent for the development of the desired social transition in society.<sup>1</sup> Due to this, it is stressed that Qatar can attain its development goals, specifically QNV 2030, by giving support to innovation within the technological arena and interlinking it with enthusiasm, ideals, and creativity among the youth.<sup>8</sup>

### **1.3 Motivation and Resilience**

Motivation is considered one of the root causes of human behaviour. It is defined as an attribute that inspires an individual to either do or not do a specific thing.<sup>9</sup> Motivation often integrates closely with interlinked perceptions, interests, beliefs, values, and actions, which allows different approaches to consider non-cognitive and cognitive aspects of behaviour, such as strategy, monitoring, beliefs, perceptions, and attitudes.<sup>10</sup>

Conversely, resilience means the capacity of reverting to a prior state from any emotional, social, physical, or financial challenge. Both motivation and resilience are interlinked since the former is a necessary factor for being resilient.<sup>11</sup> Fuente et al. (2017) showed that resilience is important amongst the youth since it plays a critical role as a motivational-effective variable.<sup>12</sup> Similarly, Lee, Cheung & Kwong (2012) stressed that resilience contributes to the positive development of youth.<sup>13</sup>

### **1.4 Sustainability and Motivation**

Sustainability is defined as a state or a process's feature which can be maintained at a distinct level for an indefinite time.<sup>14</sup> It is also defined in terms of sustainable development, which means meeting current needs without jeopardizing the future generations' ability to meet their own needs.<sup>15</sup> Considering a social context, sustainability focuses on and respects both people and the overall ecosystem. This reflects the social aspect of sustainability, which is based on the attainment of the ecosystem and human well-being.<sup>15</sup>

Toland & Guidera (2017) highlighted the key role of leadership in attaining national sustainability.<sup>16</sup> The significance of sustainability creation within national systems can be realized from the fact that successive leadership is crucial for the incorporation of new skills, and maintenance of effectiveness within the system.<sup>16</sup> This reflects sustainability as an approach that transforms new avenues to undertaking tasks and roles along with augmented outcomes into norms.<sup>17</sup>

A significant association between motivation and sustainability exists considering the role of youth. Yahya (2020) showed that the long-term effectiveness and sustainability of national goals are based on the development and motivation of youth towards the planning of those goals.<sup>18</sup> Hansmann (2010) showed that the sustainability of learning process among the youth is determined by their level of motivation, such that cooperation increases motivation and plays an integral role in sustainable development.<sup>19</sup> Browne, Garst & Bialeschki (2011) showed that motivation and engagement of the youth in the promotion of sustainability lead to favourable outcomes for both them and the wider community.<sup>20</sup> Consequently, different motivation strategies are formulated and applied to young leaders, such as mentoring, curriculum, personal development, and training.<sup>18</sup>

### **1.5 Relationship between Types of Leadership and Motivation**

According to Karagianni & Montgomery (2018), motivation among the youth exists as enthusiasm and viewpoint, in the form of either extrinsic or intrinsic motivation, which liberates youth to adopt any leadership style as per their interest.<sup>21</sup> Aloysius (2018) investigated the association between the transformational leadership and youth motivation. Its findings showed that transformational leadership style leads to modernized community, innovation, and societal development, because it allows the youth to generate new vision and ideas.<sup>22</sup> Aponte-Moreno (2018) revealed that youth is motivated for the adoption of the transformational leadership style so that they can attain the required experience, skills, and ideas based on the specified aim and objectives at a national, global, or organizational level.<sup>23</sup>

Additionally, Buble et al. (2014),<sup>22</sup> Aloysius (2018),<sup>24</sup> and Musinguzi et al. (2018)<sup>25</sup> showed that motivation among youth is stimulated and positively affected by transformational leadership style. Yet, it is argued that transformational progress cannot be attained easily, rather, it requires a steady and gradual motivational process, which comprises a combination of interlinked viewpoints, interests, beliefs, values, and actions. This eventually results in the attainment of the utmost potential of the youth.<sup>26</sup>

### **1.6 Leadership types among the Youth**

#### **1.6.1 Eco-Leadership**

Eco-leadership requires a flexible relationship between different collaborating leaders. According to Friedel, Cletzer, Bush & Barber (2017), it is a revolutionary model of leadership in which different entities operate within an inter-reliant and associated global setting within which they start to operate their business.<sup>27</sup>

#### **1.6.2 Transcendental Leadership**

According to Arasli & Alphun (2019), transcendental leadership is significantly associated with work engagement and intrinsic motivation.<sup>28</sup> It is based on the idea of servant leadership such that it provides an accurate path for augmented trust levels which are essential for the sustainability of the global and national levels.<sup>29</sup>

#### **1.6.3 Situational Leadership**

This type of leadership requires key stakeholders to focus on fast adaptation so that they can better manage emerging needs and ensure the continual progress of the team. According to McCleskey (2014), a leader or manager is toned to adjust their leadership style by aligning it with followers' disposition or progress.<sup>30</sup>

### **1.7 Youth and Motivation – Motivational Factors considering a Major Event**

Several factors motivate the youth to take part in mega-sports events. Giannoulakis, Wang & Gray (2008) showed that the youth, including volunteers, are motivated to take part in Olympic games due to several factors including job-based competence, personal networking, job features, and social welfare matters.<sup>31</sup> Similarly, Arnold et al. (2007) revealed that motivational factors vary such as solidary and purposive incentives.<sup>32</sup> Garcia-Mas et al. (2010) reported that intrinsic motivational factors play an integral role in inspiring the youth to contribute to sports.<sup>33</sup> Moreover, Jones et al. (2012) highlighted the application of theory X by showing that leaders are one of the key factors that motivate the youth towards making contributions on a large scale.<sup>34</sup>

### **1.8 Key Factors and Conceptual Framework of the Study**

There exist various types of leadership that have subsequent implications for motivation among the youth. It has also been found that motivation among the youth is interlinked with key concepts of resilience, leadership, and sustainability. However, no study has so far studied the interlink between these concepts within the context of the youth in Qatar. Moreover, limited literature has analysed motivation among the youth considering Olympic games or FIFA World Cup. There exists a lack of studies relative to analysing the context beyond mega-sports events. Most importantly, there does not exist wider evidence related to motivational factors which might incite the youth to sustain their motivation beyond FIFA or similar events. Therefore, all these shortcomings within the existing literature will be addressed in this current research.

The main factors investigated in this research include independent variables of leadership styles and resilience. The dependent variables of sustainability and motivation (sustained motivation) are also included. All of these variables are found to be interconnected as shown in the following research model.



**Figure 1.** Conceptual framework of the research.

## **2. METHODOLOGY**

### **2.1 Research Design, Approach, and Strategy**

This research has adopted an exploratory design, in which the key focus is generally made on informing further research within the area of the subject.<sup>35</sup> The rationale for adopting this design was that it allowed the researcher to concentrate on the ‘how’ of the research question, observe the behaviour of the participants, clarify boundaries between the phenomena of youth motivation and the context of Qatar, and develop a better understanding of the overall concepts of motivation, sustainability, and leadership within the main event of WC 2022. It has adopted an inductive approach since this topic has received minimal academic exploration to date. The use of an inductive approach facilitated the data collection process and used analysed outcomes in developing new theories. It adopted a combined strategy that comprised conducting semi-structured interviews for a study of the youth in Qatar, followed by a survey (questionnaire) intended to get further verification and validity on the results gathered from the initial sample but from a larger population.

### **2.2 Research Method**

This research has adopted a mixed-method research method, which is defined as a systematic way of describing actual experiences in a meaningful way.<sup>36</sup> The rationale for adopting this method was that it helped the researcher in terms of getting statistical and credible outcomes from a wider population, in addition to gaining deeper insight, and discovering rich, detailed, and complex data related to the research question.

#### **2.2.1 Data Collection Methods**

Considering the research topics, limited data currently exists considering the case of Qatar. Therefore, primary data was also gathered through a series of semi-structured interviews. The results of the interviews were further verified and checked by developing and distributing a survey targeting the youth population in Qatar. In addition, this study gathered secondary data from existing peer-reviewed journal articles, published books, reports, newspaper articles, and textbooks. It also referred to the case studies of WC 2022 and other similar successful mega-sports events.

#### **2.2.2 Study Sample and Data Collection Tools**

The target population for this research comprised youth who were responsible for different tasks and roles related to planning and implementing the WC 2022 and the QNV 2030. Furthermore, the study sample included young adults aged 25-35 years who are based in Qatar. This included both Qatari

nationals and non-Qataris who were long-term residents of Qatar. The sample included young adults who were born in Qatar and planned to stay here which reflected their sense of belonging. Both male and female participants were included. Most importantly, both currently employed, and volunteers were included in the sample based on their consequent direct and indirect impacts. The rationale for including volunteers in addition to employed youths was that volunteers demonstrate the utmost dedication by investing their energy and time in large-scale sporting events and other national initiatives.<sup>31</sup>

The study sample comprised 20-25 young adults who were requested to participate in an online interview due to the global pandemic (COVID-19) restrictions. The interview questions were intended to seek their viewpoints regarding their involvement and motivation for the upcoming WC 2022 event and beyond. After conducting the interviews, an online survey was developed to test and verify the interviews' findings on a wider population aiming to target 75-100 young adults matching the sample's criteria. The sample was voluntary, and candidates had the opportunity to register and be part of this research, with the only condition that they must fit the research objectives. The researcher promoted the research through well-established alumni associations, peers at work or university, and acquaintances. The use of social media applications also increased the number of participants and encouraged young individuals to be part of this study.

### 2.2.3 Data Analysis

The data gathered from the interviews was analysed using the thematic analysis approach. As per this approach, codes were retrieved from the responses of the interviewees based on recurrent key words.<sup>37</sup> Subsequently, all key ideas and codes were clustered into sub-themes which identified a specific pattern, thereby leading to finalised themes. The finalized themes were used to develop questions targeted to young individuals to verify those results and test it on a wider scale, which was distributed in the form of a survey. The survey (online questionnaire) was analysed through calculation of frequencies and overall percentage of responses. The main goal of the survey was to reach conclusions and recommendations for the overall youth population in Qatar and to understand the effect of different variables on their motivation and what would help sustain it after such a major-sport event.

## 3. RESULTS

### 3.1 Interview Responses and Thematic Analysis

Interviewees included 47% volunteers and 53% workers. Moreover, there were 8 Qatari and 9 Non-Qatari. The age of all interviewees ranged from 25 to 35 years, and there were 8 male and 9 female participants.

#### Theme 1: Role of Youth in Achieving the upcoming FIFA World Cup 2022

The important roles identified by several interviewees included being professional while planning the event strategically and interacting with people, ensuring safe and strategic health initiatives in the country and especially for FIFA, active involvement in handling the security of project, attaining targets set by QNV 2030 through the upcoming event, and delivering services related to the architecture of the upcoming mega project of FIFA World Cup 2022.

The remaining participants were 6 volunteers, who were mostly Qataris and had prior experience volunteering for charity programs, at their universities, national sports events, Asian games 2006 mega event, and thus, they were found to be confident to capitalize on their prior experience and aspire to be volunteering for the upcoming FIFA World Cup 2022 mega-sports event.

#### Theme 2: Meaning of upcoming FIFA World Cup 2022 event for Youth

Most of the participants considered the FIFA WC event as a passionate, thrilling, and exciting event, and regarded it as a success for Qatar to host it as an Arab country. Most of them termed it as a 'prestigious opportunity, "dream comes true", and 'shared platform'. Some of them had prior exceptional experiences of volunteering in medium-scale sports events, and thus, were found to be expecting the same from this upcoming event. For instance, an interviewee stated:

*"As an individual, this event has allowed me to revive the memory of 2006 (15th Asian Games hosted by Qatar) and transform my role of fan...into a volunteer of the upcoming event."*

### Theme 3: Motivation of Youth towards the FIFA World Cup 2022 event

This theme was formed when participants were inquired about being motivated towards the event by providing proper justifications. Two interviewees stressed that this event has negated the extremist image of the Middle East and will show the hospitable nation of Qatar in catering a mega sports event. On a personal level, interviewees were found to be motivated by the event because most of them were obsessed with sports. Some participants highlighted that the event has made them hopeful that Qatar can survive and thrive amidst challenging situations (recent blockade and COVID-19).

### Theme 4: Motivational factors for Youth beyond the event

This theme was formed when participants were requested to share the motivational factors that could keep them motivated beyond the FIFA World Cup 2022. Participants highlighted wide-motivational factors such as youth empowerment and encouragement, contribution to the country. For instance, an interviewee stated:

*“Beyond the event, I will be motivated by boosted economy of Qatar, ability to interact with wider people of different ethnicities, and extended work experience...However, motivation might decrease once the event ends because there would be nothing to do further. So, I would be thrilled if there are other similar or mega-scale events to look forward to.”*

This reflects that despite the above-stated wide-ranging motivational factors, there could be a risk of demotivation among the youth if no similar events are hosted by Qatar in the future, suggesting that motivation among the youth should be sustained. Nevertheless, the following figure 2 provides an illustration of the relative importance of the motivational factors based on their frequency of occurrence in the interview responses:

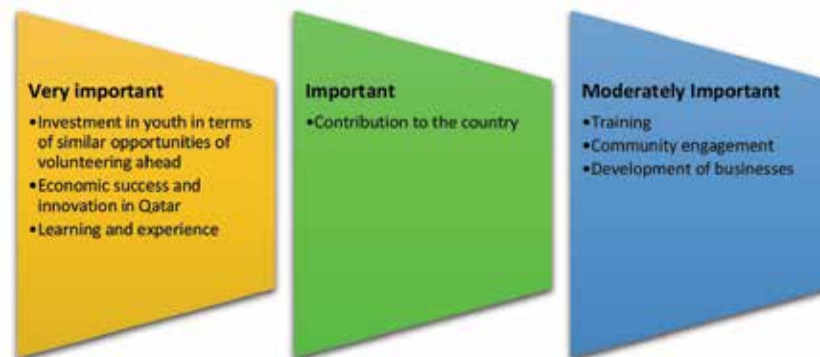


Figure 2. Relative Importance of Motivational Factors for youth beyond the event.

### Theme 5: Important Role and Motivation of Youth towards Attaining Sustainability and QNV 2030 Goals

This theme was generated when participants were inquired about being motivated towards attaining QNV 2030, and their important role in attaining sustainability and QNV 2030 goals. All participants were found to be motivated towards accomplishing QNV 2030. Among the 17 interviewees, most of them showed important roles in the environmental sustainability pillar by focusing on recycling and improving the environment.

Furthermore, it was found that non-Qataris showed significant interest in roles toward economic, social, and human sustainability pillars, in addition Qataris youth showed crucial roles towards environmental, social, and human sustainability pillars. This shows a contrast toward which roles Qataris showed more important roles serving the environmental sustainability pillar. Nevertheless, both Qataris and non-Qataris equally showed important roles towards other pillars.

### Theme 6: Relationship between Sustainability and Motivation among Youth

This important theme was generated when participants were asked to explain their important role in attaining sustainability. This theme also highlighted the association between sustainability and motivation among youth. Some interviewees showed motivation towards sustainability by following a healthy and safe environment criterion. Most participants also showed motivation towards sustainability by participating in different projects and community events, which in turn make them part of QNV 2030 and sustainability by being active and contributing to them. For instance, an interviewee stated:

*“My company has a sustainability strategy. It has set many targets, based on which I help on development of a 5-pillar strategy, including social, environment and human development. So, I consider myself important as all basic sustainability goals are based within my firm strategy.”*

The remaining interviewees who were volunteering said that they strive to attain sustainability as per QNV 2030 by volunteering and focusing on human development.

### **Theme 7: Relationship between Leadership and Motivation among Youth**

This theme was generated when participants were inquired about being motivated by leadership to show similar performance beyond the event. Moreover, one interview highlighted that he would be motivated by leaders who keep reminding him that he has something to do with attaining QNV 2030 goals beyond the event. The motivational role of leadership is reflected by the response of an interviewee who stated that:

*“There is a change in culture of thinking. Leadership now is more in use. They are open to new ideas. They are not typical but are modern and supports learning. Leaders are motivators and influencers, who give us hope and help us stay motivated.”*

Furthermore, some interviewees highlighted that FIFA World Cup 2022 will prove the role of Qatar and give it recognition worldwide. So, leaders in any fields in Qatar will definitely motivate the youth and support the WC in any way possible in order to invite future events. They also shed light on the idea that entities and various companies can motivate and lead people to continue showing good performance. Most importantly, interviewees stated that the use of appropriate leadership and motivational skills can motivate them to attain set goals.

### **Theme 8: Leadership style for sustaining motivation**

This important theme was generated when interviewees were asked to describe a leadership style important for sustaining their motivation. Overall, transcendental leadership style, transformational leadership style, democratic leadership style, and affiliative leadership styles were highlighted by interviewees. For instance, an interview stated that:

*“I believe in the leadership approach that helps people in achieving set goals. Inspire them constructively.”*

Similarly, another interviewee associated leadership with sustained motivation by stating that:

*“I am motivated by a leader who can focus on my professional development, focus on sustainability, and commit to my needs.”*

### **Theme 9: Relationship between Resilience and Motivation among Youth**

This theme was generated when interviewees were asked to explain the importance of resilience in terms of motivating them sustainably. For instance, an interviewee stated:

*“Being resilient allows me to do my job well, excel at it, and come out of the shell by sharing innovative ideas, irrespective of recent blockage imposed on Qatar. So, resilience will definitely help me in terms of motivation. Even considering the COVID-19 pandemic, resilience is crucial to handle prevalent emotional, social, and financial challenges...Resilience is naturally uprooted in me as I am easily adaptable to changing situations. I believe in using accessible resources to handle any challenging situation.”*

Two interviewees also provided meaningful responses by highlighting an association between resilience and leadership. They stressed that the personality and attitude of the leader affect the performance of all team members. So, resilience is important to cope with challenging situations gradually as long as it is shown by the leader also.

### **Theme 10: Ways in which the Qatari Government can Sustain Motivation among the Youth beyond the Major Sport Event**

This final theme was generated when participants were inquired about the extent of involvement of the Qatari government at present, and suggestions for the government related to motivating the youth beyond the event. A few interviewees also suggested using the built facilities for health and education sectors in the future and enhancing the local capacity of business in the country. For instance, as an interviewee stated:

*“If Qatar hosts similar events in the future, it can motivate me. Because it will be having all facilities and infrastructure already for that.”*

Another interviewee suggested the need to create an independent system, or body for all youth in society to cater to their needs, by stating the following:

*“Youth should have a separate body that enables them to participate, give them support, and try to meet their goals.”*

### 3.2 Questionnaire Results and Frequency Distributions

The interviewee responses were validated through conducting an online questionnaire among a wider sample, comprising 137 youth in Qatar. However, 62 responses out of 137 were incomplete. Therefore, 75 valid responses were considered which reflected a response rate of (55%).

**Table 1.** Number of Valid Responses gathered from the survey.

		<b>N</b>	<b>%</b>
<b>Cases</b>	<b>Valid</b>	75	54.74
	<b>Excluded</b>	62	45.25
	<b>Total</b>	137	100.0

Initially, participants were asked few questions related to their demographics. When inquired about the age, it was found that most of them were 25 – 28 years old (53%), followed by 29 – 32 years old (30%), and few were 33 – 35 years old (18%). This reflects that most of participants (youth) were 25 – 28 years old. As for gender, it was found that most of them were females (55%), and remaining (45%) were males. This reflects that higher ratio of female participants in contrast to men.

When inquired about nationality, it was found that most of them were Qataris (53%) and remaining (47%) were non-Qataris, yet they were found to be living in Qatar for a long period of time.

When inquired about professional role, it was found that most of them were workers (66%) and remaining (34%) were volunteers. Regardless of the difference numbers between workers and volunteers, it can be viewed as a reasonable distribution which helped in gathering valuable responses for the purpose of this study.

Remaining questions in the questionnaire aimed to focus on key variables of motivation, leadership, resilience, and motivational factors related to the upcoming event of FIFA World Cup 2022 and even beyond that.

Secondly, when inquired about the meaning of the upcoming event for them, it was found that most of them considered the event as an exciting event (72%), a way to gain exceptional experience (53%), challenging event (43%), dream comes true (42%), motivation event (24%), whereas (20%) considered it as a volunteering opportunity. Among participants, Qatari showed more concern and regarded it as a challenging event (51%) in contrast to non-Qataris (34%).

Next, when inquired about motivational factors beyond the event, the top-rated motivational factors or aspects included economic success of Qatar (36%), emerging role of Qatar in hosting mega sports event (22%), new development in Qatar (14%), and for nationalistic pride (8%). In other words, most participants were found to be motivated beyond the event by economic success and development of the country in terms of hosting mega-sports events in Qatar.

Next, when inquired about their important role in attaining sustainability and QNV 2030 goals, most of them highlighted their important roles in attaining human sustainable development (38%), economic sustainable development (30%), social sustainable development (20%), and environmentally sustainable development (12%).

Furthermore, when asked about the importance of resilience in motivating them sustainably, most of the participants considered resilience as either very important (27%) or important (30%) for their sustained motivation.

The majority of the participants identified ways in which resilient motivates them sustainably, which included, delivering outcomes despite of COVID-19 and blockade in Qatar (24%), coping with challenging situations when resilience is shown by my leader, and meeting QNV 2030 goals (23% each), and for personal development (20%).

Finally, participants were asked to recommend ways of involvement of the Qatari government in motivating them beyond the event. Key suggestions included creating an independent body for all youth in society to cater to their needs and affairs (28%), volunteering opportunities for youth empowerment (24%), offering better job opportunities (21%), offering financial incentives as per



boosted economy (10%), using built facilities for other sectors in the country (8%), providing business opportunities (7%), and conducting similar mega-sports events (3%).

#### 4. DISCUSSIONS

As per research findings, among survey participants, most of the volunteers were non-Qatari, which affected the provided answers. For instance, Qatari volunteers highlighted their important role in terms of volunteering, gave preference to the economic sustainability pillar, and preferred the affiliative and eco-leadership styles.

Both interview and questionnaire results showed that the majority of participants strongly agreed to being motivated by leadership, resilience, and certain factors that can lead to their sustained motivation. They identified three main ways resilience motivated them sustainably such as delivering outcomes despite of COVID-19 and blockade in Qatar, coping with challenging situations when resilience is shown by my leader, and meeting QNV 2030 goals, and personal development.

The interview responses showed that there existed a relationship between sustainability and motivation among the youth in Qatar related to human sustainable development, environmentally sustainable development, and social sustainable development pillars of QNV 2030. This can be supported by the findings of Yahya (2020) who showed that long-term effectiveness and sustainability of national goals are based on the development and motivation of youth towards the planning of those goals.<sup>18</sup> Hence, it can be deduced that motivation and engagement of the youth in the promotion of sustainability lead to favourable outcomes for both themselves and the wider community.<sup>19</sup>

Furthermore, interview responses shed light on several leadership styles that can be supported with questionnaire results in which the top four leadership styles preferred by participants included transformational leadership style, democratic leadership style, situational leadership style, and affiliative leadership style. Overall, the results reflect that leadership styles are crucial for sustained motivation among the youth. These leadership styles can be supported with a wide range of existing evidence. Aloysius (2018) showed that the transformational leadership style leads to modernized community, innovation, and societal development because it allows the youth to generate new visions and ideas.<sup>22</sup> Similarly, Arasli & Alphun (2019) showed that transcendental leadership is significantly associated with work engagement and intrinsic motivation.<sup>28</sup> Hersey, Blanchard & Johnson (2001) showed that situational leaders surpass generational and cultural differences, and have the skills required for enhancing productivity and driving behavioural change.<sup>38</sup> Sethibe & Steyn (2017) asserted that democratic leaders seek agreement by leveraging staff skills and encouraging them to commit to and participate in setting goals. Besides these, affiliative leaders focus on the development of emotional associations and collaboration between organisations and teams.<sup>39</sup>

In terms of identifying ways of sustaining motivation among the youth beyond a major sport event, the questionnaire responses suggested important ways of motivating youth sustainably beyond the event which was aligned with the interview results. Both workers and volunteers Qatari respondents suggested creating an independent body for all youth in society to cater to their needs and affairs, whereas, among non-Qatari, volunteers suggested the provision of volunteering opportunities for youth empowerment, and workers suggested offering better job opportunities. Overall, hosting similar events, similar opportunities for volunteers, and job opportunities for workers, in addition to a consideration of an independent body to represent youth were among the most important suggestions for the Qatari government.

#### 5. RECOMMENDATIONS

The following recommendations are made in an attempt to provide suggestions on ways to sustain the motivation of the youth behind hosting WC 2022 mega sports event.

The first recommendation is related to Resilient Leadership. It is suggested that the youth should be motivated by resilient leaders. Leaders in Qatar, whether they are government entities or companies, are suggested to cultivate resilience by preserving and sustaining the performance and capabilities of the youth so that the youth can emerge as resilient leaders of the future by consistently recovering their abilities, gaining experience, and relative skills.<sup>40</sup>

The second recommendation is related to Leadership style. It is recommended that leaders should focus on sustaining motivation among the youth beyond the event by adopting a suitable leadership style. They can adopt a dynamic leadership style by flexibly operating and effectively adapting to the

need of the current environment.<sup>26</sup> The third recommendation is related to the conduction of similar events in the future. It is apparent from the findings that the Qatari government should continue to conduct and host similar sports events on a large scale, which will motivate and engage the youth in the promotion of sustainability. This will eventually lead to favourable outcomes for both the youth and the wider community. Hosting similar mega-sports events will also result in better job and business opportunities along with volunteering opportunities for the youth.

The fourth recommendation is related to increased awareness related to QNV 2030 and sustainability. It is recommended that awareness should be created among the youth by promoting them on social media platforms. In this way, a wider audience can be reached and targeted in the same way FIFA World Cup 2022 is being promoted.

The last recommendation is related to the development of an independent entity for youth affairs. It is suggested that the scope of the existing elected Advisory Committee of Youth in Qatar needs to be enhanced, which can emerge gradually as an independent body to cater to the youth affairs and needs in society as a priority. The independent youth entity should indulge in extensive work for youth at national levels, such as introducing programs to enhance the voice and participation of youth, promoting social cohesion, promoting youth volunteerism, supporting the development and planning of policies for youth, promoting cross-cultural communication, promoting youth employment, and prevailing culture of shared experiences among youth.

## 6. CONCLUSION

Overall, the main study revealed that the youth is motivated by leadership, resilience, and motivational factors related to the professional development, volunteering opportunities, and hosting of similar events by Qatar. As per conclusion, resilience contributes to the positive development of youth and acts as a personal strength factor (catalyst) along with several other contributors, which collectively drive positive youth development. Similarly, resilient, and dynamic leadership styles are crucial for sustained motivation among the youth. Therefore, these factors can sustain motivation among the youth beyond the event. Besides these, the study suggested hosting similar events and providing opportunities for volunteers and workers in addition to a consideration of an independent body for youth to further sustain their motivation beyond the FIFA World Cup 2022 event.

This study was limited in terms of its scope and sample size. The scope was limited to one case study, i.e., the upcoming FIFA World Cup 2022 event in Qatar. Therefore, generalization of its results is not possible for all sports events in the country or even other countries. Furthermore, interview and questionnaire samples were small as it was challenging to get an interested candidate to participate in the research.

Hence, as per future directions, it is suggested that a large-scale study should be conducted in Qatar. After which, the findings can be benchmarked with studies conducted in similar countries in terms of scope and size. It is also suggested that future researchers conduct a similar study in other countries and compare results to identify any important trend. Furthermore, future studies should focus on one category of youth, i.e., volunteers, which would help in keeping to the defined scope of the study and gather more credible findings.

## REFERENCES

1. Woodman D, Wyn J. Youth policy and generations: Why youth policy needs to 'rethink youth'. *Social Policy and Society*. 2013 Apr;12(2):265-75.
2. Al-Sayed, K. *My Views: Selected Writings*. Doha: Qatar National Library. 2012:46.
3. [Internet]. the FIFA World Cup Qatar 2022 LLC (Q22) and the Supreme Committee for Delivery and Legacy (SC). 2019. Available from: [https://www.qatar2022.qa/sites/default/files/2022-08/FWC-2022-Executive-Summary\\_EN.pdf](https://www.qatar2022.qa/sites/default/files/2022-08/FWC-2022-Executive-Summary_EN.pdf)
4. Planning and Statistics Authority. *Population first section 2018*. Doha, Qatar; 2018. Available from: [https://www.psa.gov.qa/en/statistics/Statistical%20Releases/Population/Population/2018/Population\\_social\\_1\\_2018\\_AE.pdf](https://www.psa.gov.qa/en/statistics/Statistical%20Releases/Population/Population/2018/Population_social_1_2018_AE.pdf)
5. Empowering young people to participate in society [Internet]. EU. 2015. Available from: [https://ec.europa.eu/assets/eac/youth/events/documents/youthweek\\_brochure\\_en.pdf](https://ec.europa.eu/assets/eac/youth/events/documents/youthweek_brochure_en.pdf)
6. Richer RA. Sustainable development in Qatar: Challenges and opportunities. *QScience Connect*. 2014 Mar 1;2014(1):22.
7. Chung D. The eight stages of psychosocial protective development: Developmental psychology. *Journal of Behavioral and Brain Science*. 2018 Jun 12;8(06):369.
8. Talavera AM, Al-Ghamdi SG, Koç M. Sustainability in mega-events: beyond Qatar 2022. *Sustainability*. 2019 Nov 14;11(22):6407.
9. Witkiewitz K, Hartzler B, Donovan D. Matching motivation enhancement treatment to client motivation: re-examining the Project MATCH motivation matching hypothesis. *Addiction*. 2010 Aug;105(8):1403-13.
10. Lai, ER. *Motivation: A Literature Review* (pp. 1-44). Pearson Publisher. 2011. Available from [https://images.pearsonassessments.com/images/tmrs/Motivation\\_Review\\_final.pdf](https://images.pearsonassessments.com/images/tmrs/Motivation_Review_final.pdf)

11. Resnick B. The relationship between resilience and motivation. *Resilience in aging*. 2018:221-44.
12. Fuente J, Fernández-Cabezas M, Cambil M, Vera MM, González-Torres MC, Artuch-Garde R. Linear relationship between resilience, learning approaches, and coping strategies to predict achievement in undergraduate students. *Frontiers in psychology*. 2017 Jun 30;8:1039.
13. Lee TY. Resilience as a positive youth development construct: Conceptual bases and implications for curriculum development. *International journal of adolescent medicine and health*. 2006 Jul 1;18(3):475-82.
14. Mohamad Z, Bukhari WN, Ismail IR, Omar K, Yaakop AY, Muda S. Relationship Between Motivation And Business Sustainability: A Study On Homestay Entrepreneurs In Malaysia. *The Journal of Social Sciences Research*. 2018;4(12):761-8.
15. Misra KB. Sustainability: Motivation and pathways for implementation. *Handbook of performability engineering*. 2008:843-56.
16. Toland L, Guidera J. Sustainability. 2017
17. Silvestre G. The social impacts of mega-events: Towards a framework. *Esporte e sociedade*. 2021 Feb 12(10).
18. Yahya, W. Engaging Youth Participation in Making Sustainability Work. In W. Leal, W. Filho, T. Wall, A. Azul, L. Brandil & P. Özuyar, *Good Health and Well-Being. Encyclopedia of the UN Sustainable Development Goals*. Cham: Springer. 2020.
19. Hansmann R. "Sustainability Learning": an introduction to the concept and its motivational aspects. *Sustainability*. 2010 Sep 13;2(9):2873-97.
20. Browne LP, Garst BA, Bialeschki MD. Engaging youth in environmental sustainability: Impact of the Camp 2 Grow program. *Journal of Park and Recreation Administration*. 2011;29(3).
21. Karagianni D, Jude Montgomery A. Developing leadership skills among adolescents and young adults: a review of leadership programmes. *International Journal of Adolescence and Youth*. 2018 Jan 2;23(1):86-98.
22. Aloysius OI. Review of youth motivation and transformational leadership style. *British Journal of Education, Society & Behavioural Science*. 2018;24(4):1-5.
23. Aponte-Moreno M. Transformational leadership: Lessons from the Venezuela's system of youth orchestras. *Journal of Leadership Studies*. 2018 Nov;12(3):40-7.
24. Buble M, Juras A, Matić I. The relationship between managers' leadership styles and motivation. *Management: journal of contemporary management issues*. 2014 Jun 16;19(1):161-93.
25. Musinguzi C, Namale L, Rutebemberwa E, Dahal A, Nahiryia-Ntege P, Kekitiinwa A. The relationship between leadership style and health worker motivation, job satisfaction and teamwork in Uganda. *Journal of healthcare leadership*. 2018;10:21.
26. Jabali, S. Achievement Motivation and Its Relationship with Characteristics of Leaders in Youth Centers in Jordanian Society. *Journal of Studies in Education*. 2016;6(1):185. doi: 10.5296/jse.v6i1.8244
27. Friedel CR, Cletzer A, Bush SA, Barber JD. Relationships between Eco-Leadership and Problem-Solving Styles of Gifted and Talented Youth. *Journal of Leadership Education*. 2017 Oct 1;16(4).
28. Arasli H, Alphun C. The Impact of Intrinsic Motivation in The Relationship Between Transcendental Leadership and Work Engagement: Evidence from Hotel Industry. 9th Advances in Hospitality and Tourism Marketing and Management Conference Proceedings. 2019. p. 389.
29. Isebor JE. Transcendental Leadership for the 21st Century: A Narrative Inquiry on Effective Leadership and Workplace Spirituality (Doctoral dissertation, University of Phoenix). 2018.
30. McCleskey JA. Situational, transformational, and transactional leadership and leadership development. *Journal of business studies quarterly*. 2014 Jun 1;5(4):117.
31. Giannoulakis C, Wang CH, Gray D. Measuring volunteer motivation in mega-sporting events. *Event Management*. 2007 Sep 1;11(4):191-200.
32. Arnold ME, Meinhold JL, Skubinna T, Ashton C. The motivation for and developmental benefits of youth participation in county 4-H fairs: A pilot study. *Journal of Extension*. 2007 Dec;45(6):1-5.
33. Garcia-Mas A, Palou P, Gili M, Ponseti X, Borrás PA, Vidal J, Cruz J, Torregrosa M, Villamarín F, Sousa C. Commitment, enjoyment and motivation in young soccer competitive players. *The Spanish journal of psychology*. 2010 Nov;13(2):609-16.
34. Jones A, Knobloch N, Orvis K, Esters L. Youth Motivational Factors Related to Performance in a State 4-H/FFA Career Development Event. *Polish Journal of Continuing Education*. 2012;79(4):26-38.
35. Saunders M, Lewis P, Thornhill A. Research methods for business students. 6th ed. Essex: Pearson Education Limited; 2012.
36. Astalin PK. Qualitative research designs: A conceptual framework. *International journal of social science & interdisciplinary research*. 2013 Jan;2(1):118-24.
37. Guest G, MacQueen KM, Namey RR. Supplemental analytic techniques. *Applied thematic analysis*. 2012:107-28.
38. Hersey, P., Blanchard, K., & Johnson, D. *Management of organizational behaviour* (8th ed.). Englewood Cliffs, NJ: Prentice-Hall. 2001.
39. Sethibe T, Steyn R. The impact of leadership styles and the components of leadership styles on innovative behaviour. *International Journal of Innovation Management*. 2017 Feb 8;21(02):1750015.
40. Magnano P, Craparo G, Paolillo A. Resilience and Emotional Intelligence: which role in achievement motivation. *International Journal of Psychological Research*. 2016 Jan;9(1):9-20.