Civil activism and social innovation – in context of transformational dynamism of the civil society

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Abstract

The role of civil activism and social innovation can increase as ways and tools to affect and shape globalization and digitalization (processes) that play important, even decisive role in shaping current development trends practically at all level. The civil activism in fact carries out structural social innovation (Marques et al. 2018) which impacts and can generate changes in social institutions. Both the civil activism and the social innovation interplay with the civil society organizations transformational dynamism which provides the capability to carry out social agency - the study argues.

The research literature indicates that the civil society can play significant role as change agent in the knowledge-driven society's emergence. The paper assumes that the exploration of the third sector's role in the globalizing world can capitalize on the research identifying interplaying constructs constitutive of the CSOs dynamism and its capacity to generate transformations in context of knowledge society emergence (Veress 2016). The feed backing constructs allow running dynamic simulations which can outline a proto-model of the transformational dynamism of the civil society organizations. The study argues that these interplaying constructs and quasi-models propose a coherent frame and a set of exploratory tools for the analysis of various civil society related phenomena including social innovation and civil activism.

The analysis of the feed backs among the social innovation, activism and civil society dynamism can shed more light on alternative dynamics they can generate. Considering complexity and non-linearity can help to explore potential broader effects also in context of the emerging Anthropocene.

Introduction

Currently the globalization and the digitalization become generally seen as driving tendencies capable to affect and shape close to everything from socio-economic dynamics till daily life of the individuals. However, the growing recognition of their robust transformational capacity does not mean their automatic acceptance as favourable phenomena. While among market sector players they are mostly acknowledged and treated as positive tendencies to be supported, the public sphere players appraise them following more ambivalent approach, while significant part of the civil society organizations protest several negative consequences which globalization and digitalization generate.

There is a growing recognition[1] that the globalization and the digitalization bring about multidimensional, feedbacking and frequently also mutually catalytic changes, which can aggregate into major, overarching transformation serving, operating as a transition (era). This transition by deploying new technologies brings growth and prosperity for all by enabling to solve and prevent environmental challenges like climate change - the technology optimists argue. The continuation of the currently dominant tendencies generates exponential trends of destructions - warns increasing number of researchers who point out at rapidly growing importance of environmental aspects in broader sense. Upon them, the externalities, which the global economic system creates and that generate social and environmental destructions, serve simultaneously as drivers of the emergence of Anthropocene that menaces with mass extinctions following exponential dynamics. The negative trends emerge - according to the opinion of numerous researchers - because (the characteristic patterns of) globalization and digitalization follow and re-generate the dominance of capital accumulation logic. This constellation drives the accelerating growth of inequalities, weakens (even questions the very existence of) the welfare state and the effectiveness - and threatens the survival - of the representative democracy.

The various tendencies that these diverse and diverging approaches indicate are simultaneously present and feedback with one another. What will be the shape of the resultant pattern of their interplay - it remains to be seen. It's a growing evidence, that a positive outcome requires more conscious and long-term regulatory capacities and activities of the public sector[2] to overcome and prevent the accelerating challenges' aggregation into global disruptions which can turn to be irreversible and irretrievable – by occasionally turning fatal… The current trends indicate that the public sector alone is and remains incapable to prepare, get approved and implemented due legislative, regulatory measures, and (even less) to institutionalize corresponding cultural changes which can prevent such fatal outcome. The activism of the civil society[3] is required (again) also to enforce due effectiveness of the public sector in establishing and enforcing proper regulations, since the latter is subject to robust and increasing institutional isomorphic pressures of the market sector (DiMaggio and Powell 1983).

Such activism is nothing new, since the civil society historically was and remains simultaneously the product and the driver of the emergence of the industrial era. The capacity

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[1] One of the important aspects of the globalization seems to be the global enforcement of the Western perception of modernization based on and driven by the market economy and the parliamentary democracy. Attempts of such global synchronization following the European-Anglo-Saxon value perceptions and market dominated (socio-economic) approach generates growing aversions - even enmity - in "other parts" of the world (Escobar, 2015).

[2] The public-sector actors' capacity to effectively enforce the implementation of these regulations - at national and global level - has special importance and creates growing concerns and doubts.

[3] To be robust enough such activism presupposes the capacity and willingness of mass self-organizing.

of the civil society to ensure the enforcement of the ideals of liberty, equality and fraternity (currently coined as solidarity) in daily practice was and remains among most important drivers of the emergence and rapid development of the industrial society. The enactment of the robust potential that the productivity increase created was and remains dependent at significant degree from the civil activism promoting the practical implementation of the "glorious triad". This activism enabled through enforcing declining standards of working time and by re-shaping dominant patterns of social distribution (i) to liberate from wage work growing volume of time, as well as (ii) to re-mobilize this free time through multi-coloured voluntary activities aiming improvements in life quality (often shared not only with participants). Strictly speaking the civil society created and empowered itself through such activism what (re-) shapes the industrial society. This activism remains – and even becomes - crucial factor in affecting (i) the content and outcome of the current transition, as well as (ii) the character and the very emergence of the new megatrend and system which this transition (probably) can generate.

The civil society and its activism - that carries out structural social innovation (Marques et al. 2018) - provide and invigorates alternative socio-economic(-techno-cultural) dynamics - this study argues. Its association-prone dynamism proposes and catalyses the potential of approaching a cooperative, sharing and genuinely sustainable knowledge-driven society (and of preventing and overcoming changes bringing about mass-destructions aggregating into the Anthropocene). Such social activism is intertwined with the civil society's growing capacity of social innovation promoting among others an emerging solidarity economy. The diverse alternative patterns of value creation facilitate the civil society's self-empowerment unfolding through (re-)shaping (i) digitalization tendencies and (ii) the resultant pattern of the mutual approximation among the market and public sectors and the civil society, i.e. the societal macro-sectors. In efforts to shed more light on feed backing broad change tendencies one can capitalize on improved (the capacity of) modelling the transformational dynamism of civil society which provides its capability of social agency - the study argues.

The paper assumes that the analysis of the role of civil society in a globalizing world can capitalize on the analytic frame and constructs proposed by the research exploring sources, mechanisms and outcomes of the civil society organizations' (CSOs) transformational dynamism in context of the knowledge-driven society's emergence (Veress 2016). The next section discusses sources and characteristics of the empirical data and the deployed methods.

Data and methods
The research of the CSOs transformational dynamism in context of the knowledge-driven society's emergence collected empirical data in Finland acting as a forerunner of the European knowledge society and in Hungary demonstrating oscillating performance in this aspect therefore serving also as control case. The collection of the empirical data combined research interviews with (participative) observation and archival research. The sources primary, quantitative scrutiny allowed identifying five clusters of 21 case-communities (Table 2 -below) representing broad array of civil society organizations - by comparing 25 attributes (Table 3 - below). It also indicated the necessity to focus on qualitative methods to elicit, identify and describe constructs explaining causes and mechanisms of the civil society dynamism.

The analytic work progressed through continuous triangulation among the empirical data, literature and the emerging constructs. The analysis followed process approach (and ontology), capitalized on realist view of science (Bhaskar 1987, Tsoukas 1992) (Table 1), and deployed

mixed research design[4] by capitalizing on methodological pluralism (Van de Ven and Poole, 2005). This constellation enabled to examine the empirical domain by using narrative description of diverse change tendencies (Van de Ven and Poole, 2005). It was followed by exploration of the actual domain deploying subsequently case study driven concept creation (Eisenhardt, 1989; Eisenhardt and Graebner, 2007; Tsoukas, 1989) and resource driven approach (Veress 2016).

The analysis of the underlying causal relations effective in real domain took place by deploying structuration theory (Giddens, 1984; Sewell, 1992; Orlikowski, 1992, 2000; Stillman, 2006) and System Dynamics (Forrester, 1995). It facilitated to identify association-prone changes in structuration as wells as constructs and mechanisms aggregating into continuously unfolding self-organizing enabling to "organize without organization" (Shirky, 2008).

The continuous triangulation among emerging (pre-) constructs, empirical data, and literature indicated the expediency to deploy also "ideal-type description" (Weber, 1949). Such ideal-type description - despite its limitations[5] - can facilitate to identify and examine nascent local-global tendencies in early phase of their emergence, i.e. enables to explore also a fourth quasi-future domain by extending the realist view (Bhaskar, 1987; Tsoukas, 1989) (Table 1).

Table 1: Extended ontological assumptions of realist view of science based on indications of Tsoukas (1989:553) with reference to Bhaskar (1978:13)

The analytic strategy followed a two-stage approach. The first stage aimed to elicit data and explanatory (pre-) constructs from a sample case-community[6] followed by cross-checking of the presence and possible variations of these constructs in the five case-community clusters. While the in-depth analysis of the sample case enabled to identify feed backing constructs and concepts the cross-checking of their presence (and variations) in the other case-community

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[4] "Mixed methods research …combines elements of qualitative and quantitative research approaches (e. g., use of qualitative and quantitative viewpoints, data collection, analysis, inference techniques) for the broad purposes of breadth and depth of understanding and corroboration" (Johnson et al. 2007:123).

[5] "An ideal type is formed by the one-sided accentuation of one or more points of view and by the synthesis of a great many diffuse, discrete, more or less present and occasionally absent concrete individual phenomena, which are arranged according to those one-sidedly emphasized viewpoints into a unified analytical construct (Gedankenbild). In its conceptual purity, this mental construct (Gedankenbild) cannot be found empirically anywhere in reality. It is a utopia"- points out Weber (1949: 90).

[6] The Neighbourhood Association in the Arabianranta district of Helsinki was domain of frequently diametrically opposing change trends by providing multiple (pre-) constructs of the CSOs transformational dynamism.

clusters facilitated to control their robustness and to strengthen their internal validity. The realist view led the exploration from empirical data to causal relations and provided a frame enabling to deploy various research methods in different domains by capitalizing on methodological pluralism (Van de Ven and Poole, 2005).

This pluralist approach allowed exploring also links and feedbacks among changes unfolding in various dimensions such as the interplay between institutional alterations and modifications in resourcing. The primary quantitative scrutiny and the subsequent in-depth analysis of the empirical data equally indicated the presence and importance of non-typical patterns of resourcing in civil society organizations. Therefore, the research developed an innovative resource driven approach[7], which facilitates to analyse how (i) participants of the volunteer collaborative efforts can mutually improve, increase, and sustain their (collective) capability to enact resources more effectively; and how (ii) these altered patterns of resourcing can extend and upgrade the resource base. It also helps to shed light on how (iii) collaborative resourcing contributes to empowering social agency and (iv.) volunteer cooperation can generate associational (rather than competitive) advantage. The resource-driven approach pays special attention to four inter-related sources: namely (i) relation-specific assets; (ii) knowledge-sharing routines; (iii) complementary resources and capabilities; and (iv.) enhanced effectiveness of self-organizing processes in context of resource mobilization. This method emphasizes and capitalizes on the resources' relational, transformational, and process character (Sewell, 1992). This approach facilitates to analyse resourcing in the civil society organizations where (i) the agents, (ii) the patterns of resource enactment, and (iii) the 'enacted' resources (Orlikowski, 1992, 2000) interplay and mutually shape each other. The resource-driven approach enables to explore also the broader interplay among alterations in (the effectiveness of) resourcing and the enhanced association-prone dynamics at field level.

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The mixed research design deploying various qualitative methods in diverse domains proved to be effective in analysing the drivers, mechanisms, and outcomes of the civil society organizations' transformational dynamism. It enabled to elaborate a set of interconnected, feed backing constructs, to aggregate them into proto-models and to enact them through simulations – as the next part indicates.

Results

The primary recursive processing of 49 research interviews enabled to select cases describing creative collaborative efforts of self-organizing teams consisting of volunteer co-operators. The iterative qualitative scrutiny of these activities unfolding in empirical domain facilitated to simultaneously 'structure' the attributes and the communities: (i) by selecting three groups of the attributes upon their relevance for the individual participants, their relationships, or for the entire community (Table 3), and (ii) by identifying a sample-case as well as 5 clusters of the 21 case-communities (Table 2). The classificatory efforts, which capitalized on simultaneous

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[7] The proposed resource-driven approach capitalizes on complementary concepts of resource based view (Wernerfelt, 1984; Rumelt, 1984; Penrose, 1959) and relational view (Dyer and Singh, 1998). According to the "relational view" the units of analysis are networks and dyads of firms. These concepts focus, however, on (1) generation of competitive advantage and (ii) follow economic capital accumulation logic. This constellation is characterized by the institutional twin-primacy of (iii) zero-sum paradigm; and (iv.) resource scarcity view. The (v) dominance-seeking attitude generates (vi.) zero sum, domination powers; and (vii) colliding relational dynamism. (Despite its focal role the competitive advantage remains relative and temporally since the dominant colliding powers can mutually descend one another and their resultants by generating a "competition trap" with lose-lose or multiple-lose outcomes.)

recursive triangulation among empirical data, related literature and (pre-) constructs, indicated the necessity to shift the focus on qualitative methods by analysing change processes unfolding in the actual domain.

The in-depth analysis of the volunteers' activities in the sample-case allowed identifying a set of feed backing changes unfolding in the actual domain. These alterations affect the volunteers (empowerment and individuation), their relationships (power relations and institutional aspects) and interactions (work, competition, value creation, resourcing, change making), and the entire community and its broader environment (networking self-upgrading and new dialectics of cooperation) (Table 4 – see below).

	CASE-COMMUNITIES		CLUSTERS	
1	Active Seniors' Community		Life sharing	
2	Care TV users' community	LL	Life sharing	
3	Artist community		Life sharing	1
4	Life-sharing in Silvia koti		Life sharing	
5	Neighbourhood Association, professional enabler		Life sharing - EXTENDED!	
6	Arabianranta - a XXI century virtual village	LL	Local professional enabling	
7	Helsinki as Living laboratory	LL	Local professional enabling	
8	Oulu - innovation ecosystem development	LL	Local professional enabling	2
9	Open-innovation of farmers – Mórahalom	LL	Local professional enabling	
10	Open innovation of farmers – Turku	LL	Local professional enabling	
11	Networking through social media		Social networking and self-communication	3
12	e-Democracy network – Finland		Participation and agency	
13	Legislative change initiated locally – Turku	LL	Participation and agency	4
14	Local e-Democracy – Aba		Participation and agency	
15	Civil society enhancement in Veresegyház		Participation and agency	
16	Networking communities in company ecosystems		Sharing transformations	
17	Open source communities		Sharing transformations	
18	Sharing and transformation in Living Laboratories	LL	Sharing transformations	5
19	Changes in economic value creation		Sharing transformations	
20	Intra-company community enhancement		Sharing transformations	
21	Transformations toward knowledge economy		Sharing transformations	

Table 2: Five clusters of case-communities selected for qualitative cross-case analysis

	ATTRIBUTES OF ALL CASE-COMMUNITIES	TOTAL
	COMMUNITY ASPECTS	
1	WIN-WIN APPROACH	13/20
2	SELF-ORGANIZING	12/20
3	INSTITUTIONAL CHANGES	12/20
4	ENABLING DIGITAL TECHNOLOGY	12/20
5	HORIZONTALIZATION	11/20
6	NETWORKING AMONG COMMUNITIES	10/20
7	OPEN PLATFORM	10/20
8	RESOURCE MULTIPLICATION	10/20
9	SOFT RESOURCES	9/20
10	SELF-COMMUNICATION	9/20
11	CHANGING VALUE AND WEALTH	8/20
12	AWARENESS CREATION	7/20
13	ENABLNG LEADERSHIP	7/20
14	CAPABILITY CREATION	5/20
	PERSONAL ASPECTS	
1	EMPOWERMENT	12/20
2	WORK - PASSIONATE AND SHARING CO-CREATION	10/20
3	LIFE QUALITY CHANGES	9/20
4	SOCIAL AGENCY	9/20
5	PERSONALITY DEVELOPMENT	8/20
6	SOCIAL CONSCIOUSNESS	8/20
7	OVERCOME ESTRANGEMENT	8/20
8	PARTICIPATION	6/20
	RELATIONAL ASPECTS	
1	COLLABORATIVE RELATIONAL DYNAMISM	12/20
2	QUALITY SHIFT IN RELATIONSHIPS	9/20
3	TRUST - SOCIAL CAPITAL	9/20

Table 3: The observed 25 attributes reflecting three aspects

Changes affecting the community members':	
Personal context:	Empowerment
	Individuation
Relationships:	Institutional changes
	Power relations
	Self-communication
Activities:	Work
	Competition
	Value creation
	Resourcing
	Social agency
Alterations constituting the communities' self-transformation:	Networking self-upgrading
	New dialectics of cooperation

Table 4: Transformational impacts affecting the volunteers, their relationships, activities and communities

The dynamic mapping of these multidimensional alterations made obvious that the exploration of the underlying causal interplay requires analysing feed backing change processes unfolding in the real domain. The deployment of the structuration theory as analytic tool[8] shed light on the association-prone transformation of the structuration (Figure 1 and 2) and its interplay with mass self-organizing taking place continuously. The enactment of the feed backing constructs enabled to simulate how the (interplaying aspects of the) self-organizing carries out the civil society organizations' permanent patterned (re-)emergence (Figure 3).
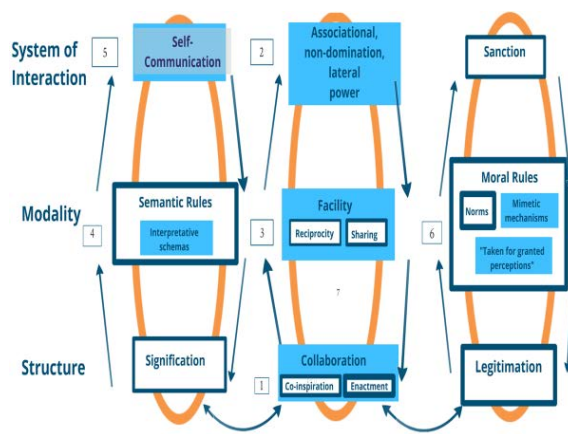

Figure1: Modified dimensions of the Modalities of Structuration
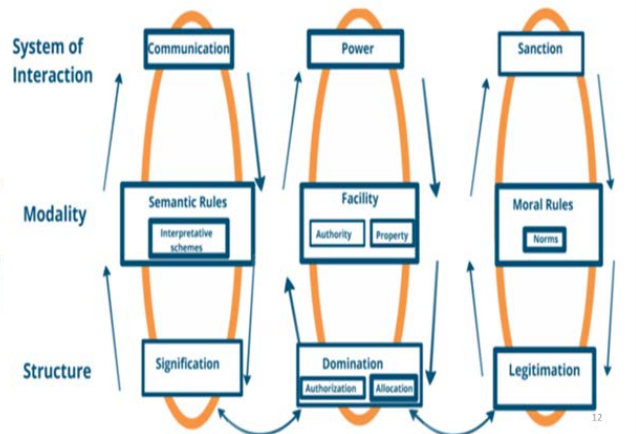– based on Stillman (2006: 150)

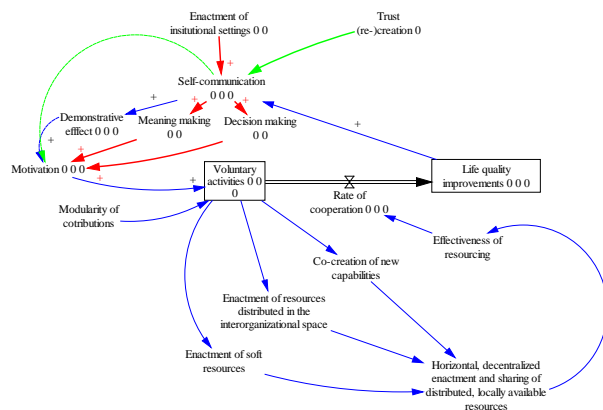Figure2: Dimensions of the Modalities of Structuration - Stillman (2006: 150)

Figure 3: Overlook of continuous self-organizing

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[8] "While Giddens' (1984) theory of structuration is posed at the level of society, his structuration processes, describing the reciprocal interaction of social actors and institutional properties, are relevant at multiple levels of analysis. The structurational model...allows us to conceive and examine the interaction…at interorganizational, organizational, group, and individual levels of analysis. This overcomes the problem of levels of analysis raised by a number of commentators (Kling 1987; Leifer 1988; Markus and Robey, 1988; Rousseau 1985)" - points out Orlikowski (1992:423). As Stillman (2006:136) indicates: "…a meso level can also be considered, something between the level of institutional analysis and the analysis of personal and interpersonal behaviour. The meso level could be represented, for example, by community organisations …which operate at the boundaries of the personal and societal, and the macro level could represent the networked effects of such organisations at a larger social scale".

The iterative analysis of the emerging constructs, their feed backs and frequent catalytic effects by using methodological pluralism (Van de Ven and Poole, 2005) in frame of mixed research design enabled to (re-)describe the diverse layers of the civil society organizations' dynamism and its transformational capability. This facilitated to explore in detail also the CSOs capability to initiate and carry out social innovation as wells as the role of social activism in promoting active citizenship and social change – discussed in detail in the following (sub-) chapters.

Discussions

The exploration of the civil society and its transformational capability should tackle simultaneously multiple diverse - including conceptual, empirical, and methodological - challenges. A major contradiction for the third sector research is that the civil society has "...long been the lost continent on the social landscape of our world" (Salamon et al., 2003:3). "Even the emergence or re-emergence of civil society as a major political phenomenon in many parts of the world went largely unnoticed" (Anheier, 2004:8). The civil society still "...is often referred to as the 'third sector', to suggest that it is of less importance than either the market or government" (Rifkin, 2011:266). A "…great extent, and irrespective of its present currency, civil society remains 'uncharted territory' in a world long dominated by a false bipolar view of market versus state" – points out Anheier (2004:1) on a dangerous faulty quasi-dichotomy.

As Stillman (2006:59) recalls, "...one of the complexities of researching and discussing the activities of non-profits…is definitional… [Challenges like]…balkanised literatures on specific industries and organizational data sets with neglected measures of legal form', replete with ideologically and culturally-loaded terminology (DiMaggio and Anheier 1990)" make difficult to explore non-profits even in the USA where a relatively well-developed statistical background is available.

Despite the difficulties there is a growing body of research on the civil society pointing out at its importance as:

-(i) the key source of social capital enabling smooth functioning of market economy and representative democracies (Fukuyama, 1999; Salamon et al. 2003; Rifkin, 2011; Reichel, 2012, Mook et al., 2015);

-(ii) a growingly powerful actor shaping public opinion by functioning simultaneously as communication channels and amplifiers, capable to give voice to individual and collective opinions and efforts (Hirschman, 1970; Naidoo and Tandon, 1999; Castells, 2009);

-(iii) the domain of efforts facilitating to improve life quality through empowering individual and collective activities (Morris, 1979; Saxon-Harrold and Carter, 1987; Hazell and Whybrew, 1993);

-(iv) an enabler to participate in political and socio-economic (change) processes (Anheier, 2004);

-(v) the domain of volunteer collaboration facilitating to overcome mass-estrangement pressures and tendencies (Rifkin, 2011; Reichel, 2012; Farrell and Shalizi, 2012); and

- (vi) a growingly important economic player, creating an increasing volume and share of value, GDP, income, and employment (Anheier, 2004; Stillman, 2006; Rifkin, 2011; Mook et al., 2015).

The first decade-long and truly global research on the civil society indicate that currently a "global associational revolution" is underway (Salamon et al., 2003). Potentially it may bring

about a cooperative, more bottom-up, empowering, and transformational dynamism, which is growingly commons, community and social networks driven. The "...rise of the civil society…may, in fact, prove to be as significant a development of the late twentieth and early twenty-first centuries as the rise of the nation-state was of the late nineteenth and early twentieth centuries" - indicate Salamon et al. (2003:2) by summing up findings from their longitudinal survey on civil society[9]. There is a growing body of research indicating that the civil society organizations are sources of robust dynamism, which provides significant transformational capacity enabling to carry out social agency. The modelling and simulation of such dynamism and the related transformational potential can offer findings of conceptual as well as practical character and significance as the next section indicates.

Modelling and simulating the civil society organizations' transformational dynamism

The exploration of the case-community clusters' the transformational dynamism indicates a multilevel interplay among feed backing and mutually catalytic change processes unfolding in various dimensions. These alterations can form self-reinforcing or self-extinguishing feedback loops and their interplay generates association-prone reconfiguration of the structuration taking place in real domain – as the next section explains.

Association-prone reconfiguration of the structuration processes

The collaboration overcomes, replaces domination (Figures 4 and 5), what exhibits the most significant change driving the re-configuration of structuration characteristic for the civil society organizations. This is intertwined with fundamental shifts in the meaning, character and nature of power which becomes shared and horizontal, non-zero-sum and non-domination type. Such lateral, shared and sharing power enables the volunteers' mutual empowerment through their collaboration which combines reciprocal (co-)inspiration and resource enactment[10]. "Researchers and practitioners call this …power "relational power"(Lappe & DuBois, 1994), generative power (Korten, 1987), "integrative power," and "power with" (Kreisberg, 1992). This …means that gaining power actually strengthens the power of others rather than diminishing it such as occurs with domination/power. …It is this definition of power, as a process that occurs in relationships, that gives us the possibility of empowerment" - point out Page and Czuba (1999:3) at the relational and process character of power. Indeed, the power transforms when reciprocity becomes the fundamental relational pattern by replacing authority and "command over persons" through hierarchies. The "power over others" follows zero-sum approach and generates attempts to establish and maintain dominance over others and the resources perceived as per definition scarce. By contrast the integrative power or 'power with' - as Kreisberg (1992) coins it - follows non-zero-sum approach. It can be strengthened or increased through cooperative power sharing what simultaneously enables mutual empowerment.

The changing character of power affects and transforms also the nature of resources. The structuration theory emphasizes the profoundly relational character of resources (Giddens, 1984; Orlikowski, 1992, 2000; Sewell, 1992; Stillman, 2006)[11]. "Significantly, the reference to resources is not to the materiality of an object, or capacity to organise in a particular way, but

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[9] The Johns Hopkins University carried out the first global research of civil society, the Comparative Nonprofit Sector Project (Salamon et al., 2003). The program launched in 1991 with local researchers in 13 countries currently covers 45 countries (http://ccss.jhu.edu/research-projects/comparative-nonprofit-sector/about-cnp).

[10] The cooperating volunteers mutually inspire each other and by enacting resources they also interact with them. By contrast the hierarchies of the market and public sectors are driven by top-down approach where one in a higher position can use authority and property to authorize subordinates and allocate resources.

[11] "…Giddens (1979, p. 92) defines resources as "the media whereby transformative capacity is employed as power in the routine course of social interaction." …this obscurely worded definition could be rendered in ordinary English as "resources are anything that can serve as a source of power in social interactions"(Sewell, 1992:9).

rather, to the capabilities or capacities of agents to command either allocative or authoritative resources (Giddens 1979a:100). …More accurately, 'commandeered' resources can be regarded as 'resources-in-practice', akin to Orlikowski's concept of 'technologies-in-practice' (see p.193)…" - as Stillman (2006:155) points out.
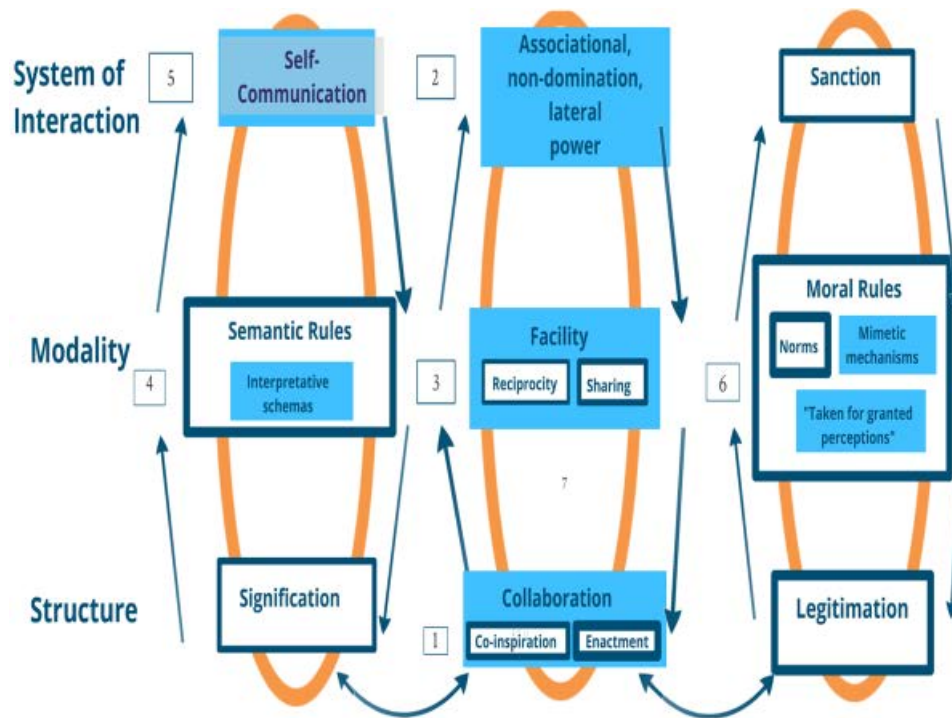

Figure 1: Association-prone reconfiguration of (dimensions of modalities of) structuration – based on Stillman (2006: 150)

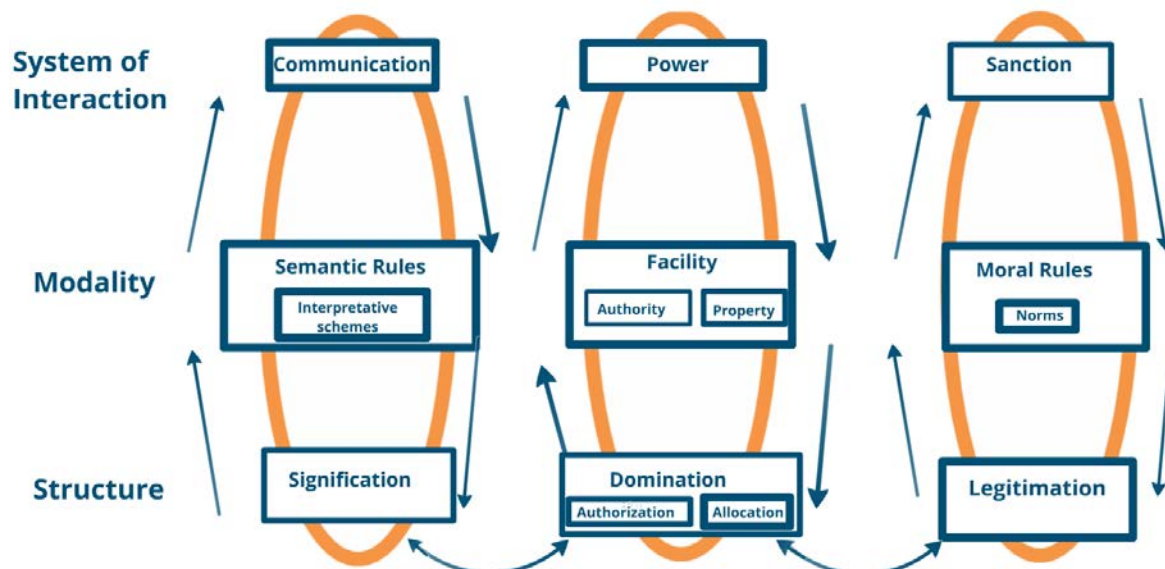Figure 5: Dimensions of the Modalities of Structuration - Stillman (2006: 150)

However, among the volunteers the resources cease to serve as media of domination and power in their relations and interactions. They share resources rather than allocate them through property enabling "…command over objects or other material phenomena"(Giddens, 1979:100). The collaboration replaces domination and the power becomes shared, horizontal,

non-domination and non-zero-sum type as the volunteers start to share resources instead of to enact them through property.

The volunteers carry out signification through self-communication which provides enhanced autonomy, increases liberty to select topics and interpretative schemas. The "…self-communication…multiplies and diversifies the entry points in the communication process. This gives rise to unprecedented autonomy for communicative subjects to communicate at large" (Casteel, 2009)[12]. The vivid self- communication allows focusing on (the enactment of) association-prone institutional settings during the intertwined intra- and inter-personal dialogues carrying out sense and decision making (Stacey, 2000, 2010). The autonomy, that the self-communication provides interplays also with alterations in legitimation.

The volunteers can capitalize besides norms also on mimetic mechanisms or components of the cognitive, third, institutional pillar (Scott, 1995)[13] by consciously affecting, shaping taken for granted perceptions driving recursive daily activities (Perez, 2002). These changes in legitimation create a tendency to enhanced reflectivity and reflexivity, i.e. knowledgeability (Giddens, 1984) catalysing their truly communicative interactions (Habermas, 1974, 1987, 1995). The volunteers' awareness that cooperation contributes to, improves their life quality can (re-)generate and strengthen motivation to collaborate.

The alterations in signification and legitimation feedback with growing primacy of collaboration (replacing domination). These interplaying and mutually catalytic changes facilitate to give primacy to cooperation-seeking[14] by replacing dominance seeking, i.e. operate as catalysts promoting association-prone re-configuration of the (dynamism of the) modalities of structuration (processes). This constellation interplays among other with the volunteers' ability and capacity to bring collaboration into competitive environments (Benkler, 2011), and generate broader association-prone changes, i.e. carry out social agency. The proposed (proto) model of the association-prone re-configuration of structuration facilitates enables to carry out also dynamic simulation of the self-organizing – discussed in the next section.

Simulating continuous self-organizing - enabling to organize without organization

The exploration of the five case-community clusters (Table 2 - above) indicate that the civil society organizations' volunteering members interactions aggregate into continuously unfolding self-organizing. Upon the literature (Burgelman, 2009) in market- and public-sector entities the self-organization can emerge as temporally phenomenon, which carries out rapid shift from an old to a new lasting pattern of equilibrium. By contrast in the explored case-communities the self-organizing takes place continuously through the aggregation of the participants frequently unilateral contributions to the collective efforts.

The volunteers follow a logic which is diametrically opposing to the one characterizing (rather dominating the) market- and public-sector entities[15]. In the civil society entities, the modularity of contributions (Benkler, 2011) plays a focal role: the aim is to minimize the complexity and

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[12] "Yet, this potential for autonomy is shaped, controlled, and curtailed by the growing concentration and interlocking of corporate media and network operators around the world. Global multimedia business networks (including government-owned media) …integrate the networks…, platforms…and channels of communication in their multilayered organizations, while setting up switches of connection to the networks of capital, politics, and cultural production…"(Castells, 2009:135).

[13] The growing significance of mimetic mechanisms allowed giving increasing significance and primacy to the cognitive-cultural third institutional "pillar" compared to regulative and normative ones (Scott, 1995).

[14] The volunteers seek mutual advantage and perceive cooperation as value (therefore as an end in itself).

[15] In market and public-sector entities, the aim is to increase the contributions (their size or volume and complexity) and the decrease the number of the participating wage workers since it facilitates to increase the efficiency and promote profitability.

resource intensity of the tasks by making easier and more rewarding to participate in and contribute to collective efforts. Due to low resource intensity of the tasks the contributors mostly are ready to mobilize locally the resources necessary to fulfil the given task. Making easier to contribute facilitates to involve more people into voluntary activities by catalysing the mass take up of self-organizing. The more volunteer joins the larger becomes the overall volume of enacted resources since every participant (at least contribute to) identify and mobilize necessary resources. The self-organizing makes redundant to centralize and redistribute resources through re-generating hierarchies which can be rather resource intensive. In civil society entities the volunteers can mobilize locally available and distributed resources by following horizontal, decentralized, and sharing (replacing the hierarchical, centralized, redistributive patterns). This pattern shift can feedback with multiple connected alterations by improving the effectiveness of resourcing (Figure 6).
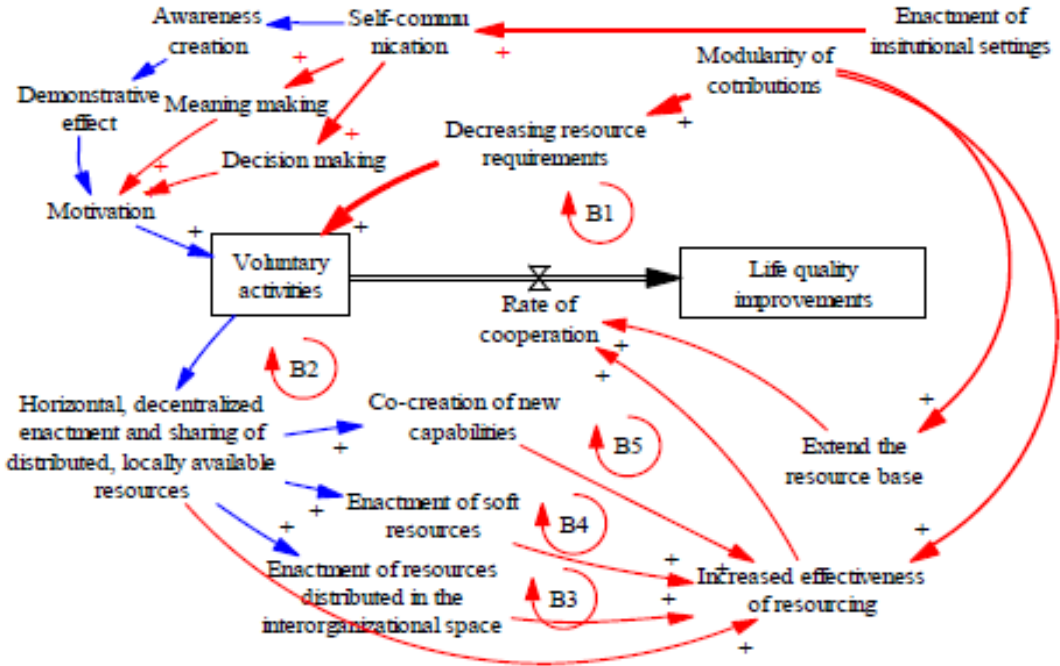

Figure 6: Enhanced effectiveness of resourcing

Furthermore, the volunteers can combine their individual capabilities and capacities and through symbiotic co-creation of new capabilities allowing improving their collective capability to identify, access, mobilize, - even multiply - and share resources with improved effectiveness[16]. The cooperation provides the potential to extend (and also to improve the quality) of the (collective) resource base. The in-depth analyses indicate that the capacity to contribute to improved effectiveness of resourcing can serve as evolutionary selective factor by

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[16] The in-depth analysis of the robust and feed backing multidimensional changes unfolding in the community serving as sample case (Neighbourhood Association) shed light on the key importance of changes in resourcing. The volunteers decided to stop applying for grants and subsidies (with exception of financing for training programs) by simultaneously emphasizing the necessity to (re-) focus on locally available, primarily soft resources such as knowledge, information, creativity and psychological energies.

catalysing the repetition of the interactions with similar characteristics[17]. The symbiotic capability co-creation can unleash a "cooperation trap" as Csányi (1989) points out.

Consequently, the co-creation of resourcing patterns can provide improved effectiveness. Their link with (self-) communication generating the awareness of the participants (and potential partners) can form rather powerful and self-reinforcing feedback loops. Similar constellations can boost cooperative efforts by catalysing self-organizing mass collaboration (Tapscott and Williams, 2006)[18]. The simulation can confirm and visualize (Misuraca and Kucsera, 2016) the emergence and operation of similar self-reinforcing feedback loops by indicating ways of their aggregation into continuously unfolding self-organizing capable to carry out the patterned re-emergence of various civil society entities by enabling what Shirky (2009) coins to "organize without organization".
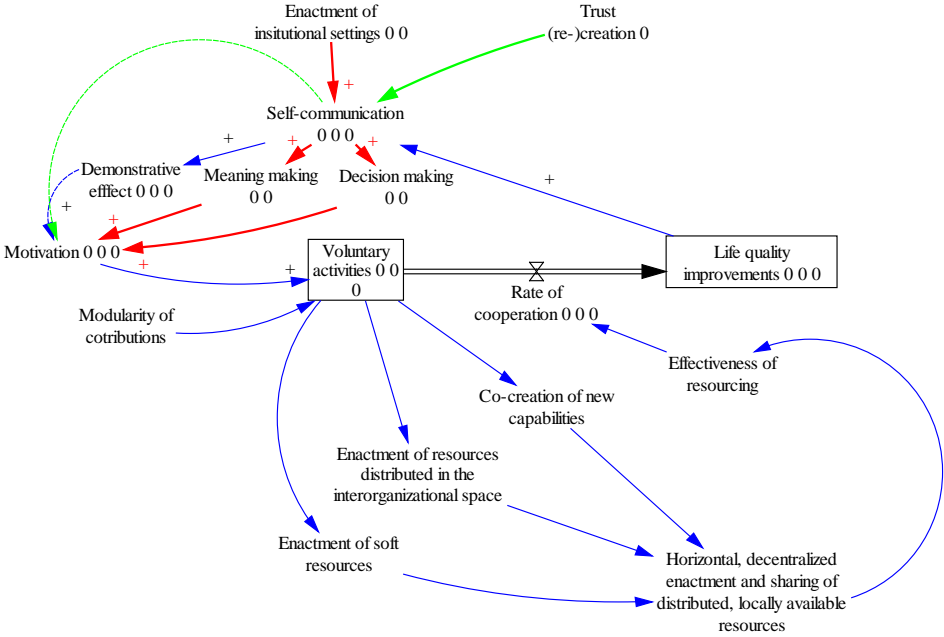

Figure 7: Overview of self-organizing as aggregation (process) of feedback loops

The shift to collaboration (by overcoming and preventing domination) is intertwined with emergence of self-communication as the (proto-)model of the structuration's association-prone

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[17] As Nowak (2006) indicates the cooperation is a robust contributor to the evolution and its importance at least equals with selection and competition. In fact, frequently the cooperation creates the qualitative (revolutionary) shifts and the selection and competition plays its role in facilitating the diffusion of such changes (rather than generating them).

[18] This assumption confirms also the analysis of the sample-case of the previous research on the CSOs transformational dynamism. The Neighbourhood Association, which decided to operate as professional enabler through systematic promotion of the "unconditional primacy of transparency" could convince all local civil society players to provide information about all their activities, plans, successes and failures. The emerging robust information flow generated rapid increase of participation in existing CSOs with subsequent emergence of numerous new initiatives, cooperative projects, and new self-organizing entities. The vivid self-communication brought about growing awareness of ways of generating improvements in (shared) life quality and created significant upswing in participation and contributions. These mutually frequently catalytic trends aggregated into mass take up of self-organizing by changing the development trajectory of the entire district.

reconfiguration depicts visually (Figure 7). The volunteers' vivid self-communication unfolds as the process of aggregation of their intertwined intra- and inter-personal dialogues. Since the latter carry out sense- and decision-making enabling and driving their cooperative interactions (Stacey, 2000, 2010) which facilitate to improve their (shared) life quality – and in turn can (re-)generate their motivation to collaborate.

As the literature indicates the communication can bring about risks, therefore (to start and participate) requires trust. The mutual advancement of trust is imperative to start to communicate (Luhmann, 1995a), while the level and radius of trust 'regulate' the content and range of communication, i.e. may facilitate or limit to share trusted information (Stahle, 2009). "A person who shares a lot of trust also enhances his or her scope of action... Trust is not based on reported factual information, but information serves as an indicator of trust..." - points out Ståhle (2009:17). Consequently, the (readiness to advance) trust is necessary to start to communicate, its strength influences the intensity and the content of communication, while the range of trust shapes the radius of (self-)communication. In a sense trust is a crucial resource of self-organizing, its presence, availability is imperative even to start to communicate and in turn can be (re-)generated through interactions such as communication (Figure 8).

Figure8: Social capital and trust (re-)creation

The study assumes that the trust is the expectation that the other person is ready to cooperate, i.e. it is the perception that the interactions with the encountered individual can be shaped by reciprocity. Such positive perception can create (serves as) social capital, which operates as an "…informal norm that promotes cooperation between two or more individuals… [These norms are] instantiated in an actual human relationship… [and generate] trust…[which is]

epiphenomenal, arising as a result of social capital but not constituting social capital itself" - points out Fukuyama (1999:1). Following this approach, the social capital creates bonds of trust and reciprocity by generating trust and extending its radius. The stronger is the social capital the stronger can be its catalytic effect: the stronger trust it can generate and the longer can be its radius[19]. The stronger is the social capital the stronger readiness it can create to (mutually) advance trust. The more trust the volunteers advance to each other the quicker they can launch and the more vivid can be their self-communication. The communication is dependent on trust while in turn it is potentially trust-creating and enhancing.

An important context and (pre-)condition of (re-)generating trust is its feedbacks with robust change(s) in institutional dimension. The exploration of the case-communities indicates that the readiness and capability to volunteer presupposes one's readiness to accept and enact in institutional context the non-zero-sum approach - intertwined with interdependence. The awareness of the two can be rather different, the volunteers can be unaware of their at least tacit acceptance of the institutional co-primacy of interdependence. To volunteer means to overcome the institutional twin-dominance of the zero-sum paradigm interlinked with the resource scarcity view, which is the mainstream pattern for the market- and public-sector players brining about dominance-seeking attitudes and colliding (often conflicting or confrontational) relational dynamism.

Due to institutional dual-primacy of the non-zero-sum approach and the interdependence the volunteers' intertwined intra- and interpersonal sense- and decision-making dialogues (Stacey 2000, 2010) enact (primarily) association-prone institutional settings. These settings serve simultaneously (i) as soft, institutional-type organizing platforms driving their communicative interactions, and (ii) as social capital which (re-)generates trust. Consequently, the at least tacit institutional shift to the dual-primacy of the non-zero-sum approach and the interdependence is a precondition of the volunteers' capability and capacity to (mutually) advance trust and launch (self-)communication by aggregating their intertwined intra- and inter-personal dialogues.

In a sense the trust serves as a specific, key soft resource: its advancement and possibly extended (re-)generation has of crucial importance to launch and sustain self-organizing. The analysis of case-communities indicates that the resourcing, its horizontal, decentralized, sharing pattern, and the volunteers' inclination, propensity to co-create new capabilities improving the effectiveness of resourcing feeds back with numerous changes in actual domain taking place in various dimensions (Table 4 - above).

The crosschecking of case-community clusters confirmed the presence of the indicated changes in resourcing and their interplay with alterations in multiple dimensions embracing from empowering individuation till networking self-upgrading which is intertwined with new dialectics of cooperation. These interplaying, often mutually catalytic alterations can aggregate into self-reinforcing or self-extinguishing feed-back loops. The resultant or envelope curve of these loops' interplay is the continuously unfolding self-organizing enabling to "organize without organization" (Shirky, 2008).

The literature usually explores self-organization by perceiving it as temporally shift between patterns of long(er) term stability (Burgelman, 2009) or steady state. By contrast in civil society entities the self-organizing takes place continuously and operates as their "organizational mainstream pattern" (a constellation that upon "traditional" criteria may not qualify as "standard" organization). However, this constellation fits well and provides practical confirmation for the arguments of Forrester (1995:2) indicating that: "Social systems belong to

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[19] In broader context: the strong civil society generates strong social capital and mutual trust having crucial importance for successful functioning of both the market and public sectors and their organizations.

the class called multi-loop nonlinear feedback systems. …In the long history of evolution it has not been necessary until very recent historical times for people to understand complex feedback systems……[the] human mind is not adapted to interpreting how social systems behave.".

<p style="text-align:center">*   *   *</p>

The simulation of the civil society organizations' transformational dynamism confirms in practice the arguments of Misuraca and Kucsera (2016) indicating[20] that the Causal-Loop Diagrams (CLD) provide a shared language to modelling by facilitating effective visualization. Their implementation also confirms that it is worth to consider the civil society organizations' robust non-linearity and tendency to dis-equilibrium while framing analytic efforts instead of continuing to examine them through lenses of linearity and equilibrium. The effectiveness of the CSOs exploration can also capitalize on the recognition and implementation of the process approach and ontology, which facilitate to consider besides immediate also distal and various other patterns of causation[21]. It can be particularly useful since the explored civil society entities "…participate in events and may change over time" what makes the "time ordering of independent events …critical" as Van de Ven and Poole emphasize (2005:1382) (Table 5).

Variance Approach	Process Approach
Fixed entities with varying attributes	Entities participate in events and may change over time
Explanations based on necessary and sufficient causality	Explanations based on necessary causality
Explanations based on efficient causality	Explanations based on final, formal, and efficient causality
Generality depends on uniformity across contexts	Generality depends on versatility across cases
Time ordering among independent variables is immaterial	Time ordering of independent events is critical
Emphasis on immediate causation	Explanations are layered and incorporate both immediate and distal causation
Attributes have a single meaning over time	Entities, attributes, events may change in meaning over time

Source: Poole et al. (2000:36)

Table 5. Comparison of Variance and Process Approaches (Van de Ven and Poole 2005:1382)

A pluralist approach that considers besides the variance also process approach can facilitate to improve the effectiveness of dynamic simulation partly by capitalizing on hybrid models. In

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[20] "The most common way to represent mental models are the…Causal-Loop Diagrams (CLD) and State Charts (SC)… The resulting shape of the mental model can be formed through an appropriate diagram …of relationships and/or state transition charts that represent the shared language of the model"(Misuraca and Kucsera, 2016:69).

[21] "Aristotle distinguished four causes of why change occurs — material, formal, efficient, and final. Respectively, they indicate: that from which something was made (material cause); the pattern by which it is made (formal cause); that from which comes the immediate origin of movement or rest (efficient cause); and the end for which it is made (final cause) (Ross 1949; Aristotle 1941). Social science is most explicitly concerned with efficient cause, tending to downplay other sources of change. Mohr (1982) explains: 'An efficient cause is a force that is conceived as acting on a unit of analysis (person, organization, and so on) to make it what it is in terms of the outcome variable (morale, effectiveness, and so on) or change it from what it was. It may be thought of as a pushtype causality' (1982: 40)."(Van de Ven and Poole, 2005:1396).

order to "…modelling and simulating …complexity which contains a lot of causality relationships, feedbacks loops and non-linearity along with the temporal axes, can be satisfied by using dynamic simulation models[22] as those represented by System Dynamics (SD) and Agent Based Modelling and Simulation (ABMS) and in particular their combination called …'Dynamic Simulation - Hybrid Model' (DS-HM)" point out Misuraca and Kucsera (2016:34) by adding that such hybrid solution enables to simulate social innovation related behaviour. Moreover, it is worth to combine rather iterate among simulated solutions and analytical solutions since it can facilitate to finetune both approach.

These findings can facilitate to analyse more effectively besides the drivers and mechanisms of the civil society organizations' transformational dynamism also its rather broad and robust effects. The feed backing constructs and the (proto-)model of the civil society organizations' transformational dynamism offer an exploratory frame and tools to analyse interplaying phenomena like social innovation and civil activism discussed in the next subchapters.

Social innovation in civil society organizations

The civil society organizations demonstrate a tendency to creativity, initiating change and carry out social agency as the exploration of their transformational dynamism (Veress, 2016) indicates. Their patterned (re-)emergence simultaneously capitalizes on and creates the capability to promote social innovation. The current chapter aims to re-describe CSOs in context - in a sense through the lenses - of social innovation.

The social innovation generates broad interest, but despite its growing pervasiveness the concept remains elusive due to various perceptions and interpretations point out Marques et al. (2018) by drawing conclusions of systematic review of the related research literature. They propose to distinguish four types of social innovation (SI) considering their scale and scope (Table 6). By following the logic which they propose the transformational dynamism of civil society organizations in actual domain is connected to targeted radical and complementary social innovation. (In real and quasi-future domains these are sources of structural SI as the analysis of the civil activism in the next chapter indicates[23].)

Various sources point out also at the importance of the process character[24] of social innovation[25] and its capacity to address unmet needs more effectively by creating social relationships and forming new collaborations[26]. It also "…can make an important contribution particularly in terms of involving a wider range of individuals in societal change and in terms of thinking about

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[22] For a mixed research design has special significance that an integrated hybrid simulation can provide „…feedback between simulation models from different paradigms"(Misuraca and Kucsera, 2016:48) and it can allow "…maintaining a continuum among layers of complexity and highlighting the causality relationships within each layers and their interplay (see also Glass and McAtee, 2006)…"(Misuraca and Kucsera, 2016:49).

[23] Since the IS also has a fourth type „instrumental social innovation, when it is used to rebrand previous agendas in a way that is more appealing to stakeholders" one of the "…biggest challenges for SI research and practice is its capacity to create an agenda that prevents its co-optation by political and business entities which are likely to undermine the goal of improving the satisfaction of unmet needs" – emphasize Marques et al. (2018:506).

[24] „SI is fundamentally about building new social relationships, it would contribute to the second goal of building social networks, and emphasise the importance of the process as much as the final aim (Seyfang and Haxeltine, 2012)"(Marques et al. 2018:511).

[25] "Social innovation is the process of developing and deploying effective solutions to challenging and often systemic social and environmental issues in support of social progress"(Centre for Social Innovation Stanford, 2018).

[26] „Social innovations are new ideas that meet social needs, create social relationships and form new collaborations. These innovations can be products, services or models addressing unmet needs more effectively."(European Commission, 2018).

needs and wellbeing, rather than merely on economic outputs. …SI would be better positioned to make a strong contribution to how new forms of social engagement can achieve better outcomes"(Marques et al., 2018:12).

Scale and scope of change	Examples	Relevant articles
Structural SI	Innovation in social institutions or relationships as a result of wide political/social/economic change	(Godin, 2012; Grimm et al., 2013; Henderson, 1993; Jessop et al., 2013)
Targeted *radical* SI	Activities that radically reshape how essential goods and services are delivered to improve welfare and that challenge power relations	(Gerometta et al., 2005; Membretti, 2007; Moulaert and Nussbaumer, 2005; Moulaert et al., 2005; Scott-Cato and Hillier, 2010; Seyfang and Haxeltine, 2012; Vaiou and Kalandides, 2016; van der Schoor et al., 2016)
Targeted *complementary* SI	New processes and relationships that can generate inclusive solutions to societal challenges	(De Muro et al., 2007; Garcia and Haddock, 2016; Han et al., 2014; Novy and Leubolt, 2005; Parente, 2016; Prasad, 2016; Semprebon and Haddock, 2016)
Instrumental SI	Rebranding of political agendas, community development, corporate social responsibility	(Foster et al., 2016; Gershuny, 1982; Goldsmith et al., 2010; Graddy-Reed and Feldman, 2015; Nordensvard et al., 2015)

Table 6: Definitions of Social Innovation according to the scale and scope of change (Marques et al. 2018:502)

The civil society organizations are domains of voluntary, truly multi-coloured collaborative efforts which aim to improve life quality, to socialise, to carry out "deep play" (Rifkin, 2011)[27]. The organizations of civil society may embrace and tackle nearly all and any kind of activity from philately till sky diving, from gardening till Oriental martial arts. In fact, these are domains allowing participating for the sake of participation for volunteering individuals who wish to belong, to make a difference, to share "team spirit", and to enjoy collaborative relational dynamism. The participation creates opportunity and potential to fulfil higher-level needs including self-fulfilment, self-activation and self-transcendence (Maslow, 1943; Koltko-Rivera, 2006)[28]. The voluntary contributions to cooperative efforts simultaneously enable to

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[27] "I use the term deep play because what I'm talking about is not frivolous entertainment but, rather, empathic engagement with one's fellow human beings. Deep play is the way we experience the other, transcend ourselves, and connect to broader, ever more inclusive communities of life in our common search for universality. The third sector is where we participate, even on the simplest of levels, in the most important journey of life - the exploration of the meaning of our existence"(Rifkin, 2011:268).

[28] Maslow (1943) elaborated a "linear" motivation theory that indicates five subsequent levels of the human needs (or motivators), which must be satisfied in a sequencing order starting from the lowest level. The basic material or psychological needs serve survival (to stay alive and reproduce) and security (shelter and safe conditions) followed by social needs (love and belonging) and self-esteem (to feel worthy, respected, and have socially accepted status). The highest-level needs are related to self-actualization (including self-fulfilment and achievement, creativity and

establish and develop self-identity, to co-create the participants' autonomous self and holistic personality. In other words, the most significant - although frequently remaining tacit - outcome of the participation in civil society organizations - serving as at least temporary shelters against massive alienation pressures - is the members' empowering individuation (Grenier, 2006)[29].

The CSOs facilitate multiple aspects of targeted radical and complementary social innovation (Marques at al., 2018). These are private organizations that serve public good, which enable to bring and sustain cooperation into competitive environments (Benkler, 2011). The volunteers follow their self-interest and fulfil genuine needs by giving primacy to social (instead of economic) value, without engaging into dominance-seeking competition generating colliding (frequently conflicting and even confrontational) relational dynamism. They are ready and willing to be "persons in community" (Whitehead, 1929; Cobb, 2007; Nonaka et al., 2008) and (at least tacitly) accept interdependence although individually can remain (partly or fully) unaware of it. They follow altered pattern of reciprocity which is open-ended and multi-party, asynchronous and asymmetric. It enables to decuple one's contributions from the fulfilment of its needs, since the volunteers frequently (are ready to) provide unilateral contributions. The volunteers provide mutual aid (Kropotkin, 1902, 1972), accept and exercise natural cooperation (Nowak, 2006)[30]. Their collaboration enables "...to re-establish the original face-to-face character of relationships characteristic for primary communities in a world where superficial connections, relations almost sweep away the ones with genuine depth"(Vitányi, 2007:223).

The civil society entities patterned (re-)emergence unfolds as aggregation of the members' communicative interactions into their permanent self-organizing enabling "to organize without organization" (Shirky, 2008). They carry out interactions and solve problems of growing sophistication without enhancing organizational complexity overcoming and preventing bureaucratization, the rapid increase of the organizational complexity decreasing the organization's effectiveness (and efficiency).

The civil society organizations make the tasks easier and less resource intensive to facilitate, unburden once participation. The smaller is the volume of necessary resources the higher the probability that the (potential) volunteers can easily mobilize them locally through personal interactions. The success of voluntary contributions creates satisfaction in multiple ways by (re)generating the motivation – which is a key resource in voluntary (mostly social) value creation. Such modularity of contributions (Benkler, 2011) facilitates growing participation, catalyses the take up of self-organizing mass collaboration (Tapscott and Williams, 2006). Since the participants enact resources necessary to carry out their tasks the more contribute the bigger the collective resource base can become. The very participation in collective efforts, independently whether these achieve the planned output /whether were (un-) successful/ (re-) generates readiness and motivation to cooperate. The vivid self-communication creates awareness of improved resourcing enabling shared life quality improvements by facilitating

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playfulness) - and self-transcendence (seek to further a cause beyond the self, experience a communion beyond the boundaries of the self through 'peak experience') as Maslow indicated in his later works (Koltko-Rivera, 2006).

[29] "…There is an important distinction between…- what could be called selfish individualism - and what is sometimes referred to as individuation …Beck and Giddens…argue. Individuation is the freeing up of people from their traditional roles and deference to hierarchical authority, and their growing capacity to draw on wider pools of information and expertise and actively chose what sort of life they lead. Individuation is… about the politicization of day-to-day life; the hard choices people face …in crafting personal identities and choosing how to relate to issues such as race, gender, the environment, local culture, and diversity" (Grenier, 2006:124-125).

[30] "Perhaps the most remarkable aspect of evolution is its ability to generate cooperation in a competitive world. Thus, we might add "natural cooperation" as a third fundamental principle of evolution beside mutation and natural selection" - points out Nowak (2006).

collective learning. The volunteers through symbiotic re-combination of capabilities can co-create new capabilities and capacities by improving the effectiveness of resourcing.

The soft resources, like knowledge, information, creativity, trust, motivation, and the emotional, psychological and relational energies, due to their non-depletable and non-rivalrous character (Bollier, 2007:28) are (self-)multipliable - as the knowledge exemplifies especially visibly. One can share knowledge without losing its "own part". The implementation helps to improve and increase knowledge while "traditional" resources during their usage are consumed and become outwear, their quantity and quality decreases. One can recombine existing 'knowledge peace' by creating new, better and more knowledge. The knowledge can serve also as 'ultimate substitute' which helps to decrease other resources and sometimes even replace them completely. Consequently, the knowledge and soft resources enable volunteers to extend and upgrade on multiple ways the collective resource base. The civil society organizations are domains of altered pattern of resourcing unfolding horizontally and following decentralized patterns, by enacting - identifying, accessing, mobilizing, sharing, and occasionally also multiplying - locally available, distributed resources.

By contrast in market- and public-sector entities knowledge is proprietary and is accumulated, centralized and redistributed through organizational hierarchies. Although to establish resource ownership[31] and maintain such hierarchies are resource-intensive operations these ensure also the accumulation and exercising power through multiple ways. The efficiency and profit maximization require decrease the number of wage workers and the amount of resources and increase the complexity of the personal tasks as well as to carry out robust 'technology-employment swaps'.

The externalities which the capital accumulation logic generates bring about growing social and environmental destructions and aggregate into emergence of the Anthropocene menacing with exponential dynamics of mass extinctions. The costs of competition rapidly grow, including expensive sophisticated tools necessary to (re) generate demand for products and services that often don't fulfil genuine needs. The institutional twin-dominance of the zero-sum paradigm intertwined with the resource scarcity view generates dominance-seeking attitude, turns competition into an end in itself and generates colliding, conflicting, and often confrontational relational dynamism across the social fields.

In civil society (organizations) the volunteers follow diametrically opposite approach also in institutional dimension. The dual-primacy of the non-zero-sum approach and the interdependence is the precondition to start and carry out voluntary activities. As the (above described) simulation indicated only this institutional setup enables to (mutually) advance trust - the expectation that the encountered individuals are ready to cooperate. It is the precondition to take the related risks (Luhmann, 1995a) to launch and sustain vivid self-communication enacting association-prone institutional settings. These settings serve as social capital (re-) generating trust with long enough radius and operate as soft organizing platforms catalysing sustained self-organizing the patterned (re-)emergence of the civil society entities unfolding as multi-loop nonlinear feedback systems (Forrester, 1995). The continuous self-organizing is the outcome, the resultant of the interplay among multidimensional, frequently mutually catalytic changes aggregating into interplaying feedback loops. The self-organizing co-creation of new capabilities, the multiplication of the (collective) knowledge and soft resources can contribute to and catalyse the emergence and sustainment of cooperative, sharing, and consciously

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[31] The ownership is aggregation of feed backing processes such as accessing, withdrawing, managing, excluding and alienating - argues Ostrom (2009:419-420). They require intense cooperation in order to carry out effectively multiple interlinked activities constitutive of exercising ownership - rather than simply 'prevent others' from enacting particular resources.

sustainable dynamism also in their broader environment - as the subsequent exploration of the social activism also indicates.

The symbiotic recombination of the volunteers' individual capabilities and capacities brings about and maintains the civil society organizations' inbuilt tendency to creativity enabling and facilitating social innovation. The civil society entities "have a tendency" to carry out their networking self-upgrading into quasi-fields where the radius of trust is routinely overcoming, and reaching beyond organizational boundaries as the case-community clusters exploration indicates (Veress 2016). The emerging networks of project (Castells, 1996) or third level (Vitányi, 2007) social entities are domains of enhanced, inclusive and unfragmented patterns of cooperation that (interplay with growingly participative, changing competition) follow an altered dialectics (Figure 9). This constellation is free from the self-alienation of the collaboration: excludes the transformation of the exclusive and fragmented cooperation into its own diametrical opposite, into domination seeking competition generating colliding relational dynamics and tensions across social fields.
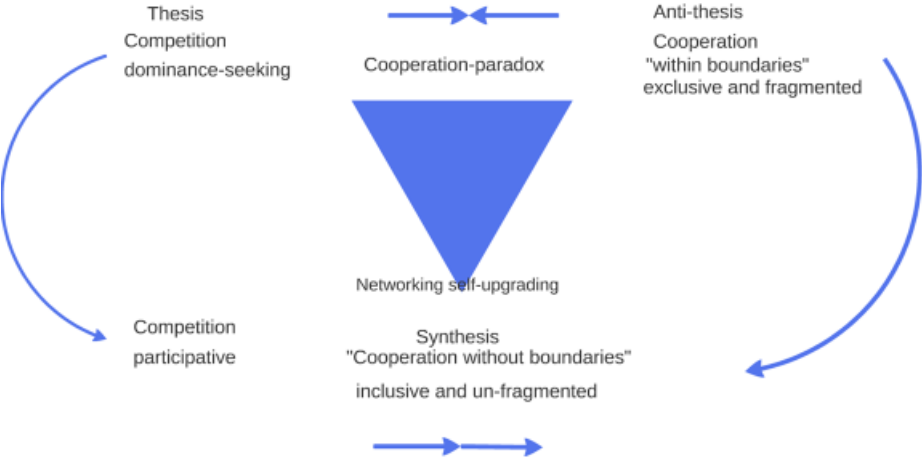

Figure 9: New dialectics of cooperation (and participative competition)

Similarly, the reciprocity in civil society entities follows an innovative pattern enabling unilateral contributions which are not only asynchronous, but also asymmetric, and that can remain open-ended since are comparable on a multi-party basis[32]. It enables to provide unilateral contributions decoupled from (the request of the) immediate fulfilment of the personal needs. The very participation in various cooperative pursuits simultaneously regenerates the volunteers' motivation to participate in and contribute to collective efforts. This altered reciprocity is interlinked with the logic of mutual advantage seeking and the primacy of social-capital accumulation.

The civil society organizations are domains of interplaying social innovations which aggregate into an emerging eco-system. The pluralism of dynamics turns the civil society organizations into drivers of feed backing innovative changes also in their broader environment[33] which can form interplaying self-reinforcing or self-extinguishing loops. Their non-linear dynamism contributes to and catalyses the diverging, often controversial tendencies' aggregation into

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[32] Due to the institutional twin-dominance of zero-sum paradigm and resource scarcity view the reciprocity in the market- and public-sector entities remains limited to exchange of (at least nominally) equal economic values.

[33] The social innovation that the CSOs generate can facilitate "…involving a wider range of individuals in societal change and in terms of thinking about needs and wellbeing, rather than merely on economic outputs" Marques et al. 2018:12).

increasingly associational societal kinetics which ultimately can affect and re-shape also the mutual approximation among the societal macro-sectors – as the following part discusses.

Social activism facilitating to overcome Anthropocene

The civil activism aiming to enforce the practical implementation in everyday life of the "glorious triad" of freedom, equality and fraternity (currently recalled as solidarity) played significant catalytic role historically in the emergence of the industrial era and the civil society. It enforced changes in social redistribution patterns, extorted reductions in standard work time by liberating time from wage work for voluntary activities unfolding in growing number and diversity of civil society organizations. This activism created and enforced the deployment of institutional-structural shifts generative and constitutive of the industrial era and simultaneously facilitated and carried out the civil society's self-establishment.

The civil activism capitalised on and re-generated the institutional dual-primacy of the non-zero-sum approach and interdependence, the underlying institutional setting promoting the civil society organizations' transformational dynamism. This dynamism interplays with an altered pattern of reciprocity enabling unilateral contributions and their aggregation into continuous self-organizing, i.e. to organize without organization (Shirky, 2008). This dynamism feeds back with civil society organizations' networking self-upgrading into quasi-fields of project (Castells 1996) or third level (Vitányi 2007) social entities intertwined with shift to inclusive and un-fragmented patterns of cooperation. This altered cooperation follows a new dialectics shared with transformed, participative competition. The quasi-fields of emerging networks of self-upgrading social entities are domains of enhanced associational kinetics that affects also their broader environment characterised with tensions due to dominance-seeking and colliding relational dynamism. This interplay enables to bring cooperation into competitive environments (Benkler 2011).

The civil activism promotes the logic of social capital accumulation, helps to extend the collective resource base, facilitates bottom up networking and top down regulatory changes, and contributes to overcome the fault quasi-dichotomy of market vs. state (Anheier, 2004). It facilitates the self-empowerment of the civil society and its transformation into function system of the society providing stability for joint collective action aiming to promote long-term changes catalysing common good and social coherence (Reichel, 2012). Such activism facilitating empowering social innovation turning the civil society into driver of solidarity economy. Consequently, it contributes to the civil society's self-creation and self-empowerment, enhances its capability of social agency. This social activism coin Marques et al. (2018:502) as structural social innovation which unfolds as "innovation in social institutions or relationships as a result of wide political/social/ economic change" generating alterations in context of socio-technical transitions.

Currently the socio-economic development, which is gaining growingly knowledge-driven character, is shaped by the globalization and digitalization that follow the logic of capital accumulation (Rodrik, 2000). An emerging digital "second economy"[34] (Arthur, 2011; Cicero, 2012) is rapidly taking over mass production, especially standardized, repetitive forms of wage work. These trends generate inherent contradictions, since while the "…second economy will certainly be the engine of growth and the provider of prosperity for the rest of this century and beyond …[however] it may not provide jobs, so there may be prosperity without full access for

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[34] "…another economy - a second economy - of all …digitized business processes conversing, executing, and triggering further actions is silently forming alongside the physical economy …[P]rocesses in the physical economy are being entered into the digital economy, where they are "speaking to" other processes …in a constant conversation among …multiple semi-intelligent nodes…eventually connecting back with processes and humans in the physical economy"(Arthur, 2011:3).

many. …the main challenge of the economy is shifting from *producing* prosperity to *distributing* prosperity [italics in original]. The second economy will produce wealth no matter what we do; distributing that wealth has become the main problem. …Perhaps the very idea of a job and of being productive will change over the next two or three decades. …if we do solve it we may at last have the freedom to invest our energies in creative acts"(Arthur 2011:6-7).

The digitalization decreases the need for 'traditional forms' of wage work and potentially 'liberates time' for participation in voluntary, passionate and sharing co-creation, in altered work and value creation taking place in civil society organizations. "The civil society is likely to become as significant a source of employment as the market sector by mid-century, for the simple reason that creating social capital relies on human interactivity, whereas creating market capital increasingly relies on intelligent technology" - points out Rifkin (2011:268). An association-prone pattern of the emergence of digital second economy may enable and interplay with a new civil economy that "…is about how people live in communities" (Bruyn 2000:235). This is intertwined with a Civil Economics focusing on common - instead of the total - good aiming to and measured by the multiplication of individual wellbeing[35]. The Civil Economics also points at the (growing) non-linearity between wellbeing, happiness, and income growth over a certain threshold; i.e. considers the consequences of the "happiness paradox". It recognises the importance of common efforts aiming to strengthen collective bonds and emotions that one-sided individualism decomposed (Zamagni, 2014). This approach aims to address the negative consequences of the interplay among the growing income and wealth gap (Milanovic, 2010; Piketty, 2014), the destructive social and environmental effects of the externalities that the capital accumulation logic generates, and the unsustainable character of the global development menacing to run into the dead end of Anthropocene (Heikkurinen et al., 2017).

This activism can catalyse to re-configure the transition to the knowledge-driven socio-economic constellation which currently is driven and shaped by the capital accumulation logic. The multi-loop nonlinear feedback systems "have a tendency" to produce exponential changes (Forrester, 1995) both positive and negative character. The negative changes, such as climate change can aggregate into, drive the emergence of the Anthropocene menacing with mass extinctions and endangering ultimately the very survival of the human species (Heikkurinen et al. 2017), on the one hand. However, the social activism by overcoming and preventing the growingly sophisticated second enclosure attempts (Boyle, 2002; Hess and Ostrom, 2007) of the market- and public-sectors can facilitate to extend and upgrade the collective resource base, on the other hand. The activism can capitalize on the knowledge and soft resources' non-depletable and non-rivalrous character (Bollier, 2007:28) providing their (self-)multiplying potential. Such scenario can gain growing prominence during the transition to a knowledge driven socio-economic constellation possessing association-prone dynamism. The civil activism can promote a switch to the institutional dual primacy of the non-zero-sum approach and interdependence. It enables a constellation where the civil society can capitalize on cooperative new capacity co-creation through symbiotic combination of individual capabilities. It can allow unleashing the "cooperation trap" (Csányi, 1989) by ensuring that the exponential growth follows the logic of social capital accumulation.

As the empirical data indicate there is an ongoing "global participative revolution" (Salamon et al., 2003). The SI "…can make an important contribution particularly in terms of involving a

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[35] Upon the Civil Economics one's win generates a win-win outcome, while one's loss becomes loss for all. Due to reduction of a single component, other participants will also lose. Moreover, if one component becomes zero the end result will be also zero. By contrast, the political economy focuses on total good seen as the sum of individual wellbeing, where individual changes have relatively small collective impacts. (Zamagni, 2014).

wider range of individuals in societal change and in terms of thinking about needs and wellbeing, rather than merely on economic outputs… The main contribution of SI would be to help clarify what kind of obstacles radical, local or community-based initiatives (niches) are likely to encounter in the process of upscaling. First by drawing attention to the value based nature of new ideas in areas such as climate change, SI can help clarify the goals of experimentation and contribute to manage the expectations of different actors involved. Second, because SI is fundamentally about building new social relationships, it would contribute to the second goal of building social networks, and emphasise the importance of the process as much as the final aim (Seyfang and Haxeltine, 2012). On the other hand, research on socio-technical transitions provides a useful reminder of the interdependence of different social arenas in dynamics of change. This means that those engaging in SI practices need to be aware of the technological, economic, political or social context that characterises a regime" - sums up Marques et al. (2018:511) the significant potential that the structural social innovation or activism offers.

The quasi-fields emerging through the civil society organizations' networking self-upgrading can serve as an active third societal infrastructure of institutional-relational character (Figure). "The notion of field connotes the existence of a community of organizations that partakes of a common meaning system and whose participants interact more frequently and fatefully with one another than with actors outside of the field" - points out Scott (1995:56). Since the "…application of a distinctive complex of institutional rules…to a large extent, coterminous with …definition of field"(Scott, 1995:135) the latter is characterized and 'driven' by institutional (dis-)similarities rather than by co-location or organizational connections.

This active third, institutional-relational societal infrastructure enhances the capability of self-empowering "…civil society organizations [to] offer services …contribute to a broad social infrastructure that supports society. …they are integral to any vibrant society and support the activities of the private sector through enhancing productivity (Putnam, 1993, 2000) and the activities of the public sector through strengthening democracy. Without those organizations, society, as we know it, would not exist" - as Mook et al., (2015:128-129) indicate.

This third societal infrastructure actively may contribute to and catalyse the civil society's self-empowerment through the association-prone character of macro-sectorial convergence driven by the emergence of the second digital economy (Arthur, 2011). Its association-prone dynamism may amplify empowering and un-alienating tendencies partly through catalysing the improved effectiveness of collective resourcing. The stronger the constituents - and their mutually catalytic interplay - of the third societal infrastructure may become the more effectively may contribute to un-alienating trends. I.e. it may facilitate to overcome the current 'stalemate' among empowering and dis-empowering tendencies generating growingly sophisticated mass-alienation trends.

The civil activism has focal role in re-shaping the resultant pattern of the transition by affecting the digitalization through promoting alternative, non-market patterns of value creation that follow the logic of social capital accumulation. The civil society organizations' networking self-upgrading into quasi-fields characterized by mutual advantage seeking attitude and cooperative relational dynamism (rather than dominance-seeking competition) can shape also surrounding social fields. The accumulation of social capital enables the radius of trust to overcome organizational boundaries by transforming the cooperation into inclusive and un-fragmented. The altered cooperation feeds back with the transformation of the reciprocity into asymmetric, asynchronous, open-ended and multi-party enabling to participate in collective efforts through unilateral contributions. The social activism by facilitating similar feed backing

changes can catalyse a more cooperative, association-prone, and genuinely sustainable dynamism also in mutual approximation among the market- and public-sectors and the self-empowering civil society (Figure 10).
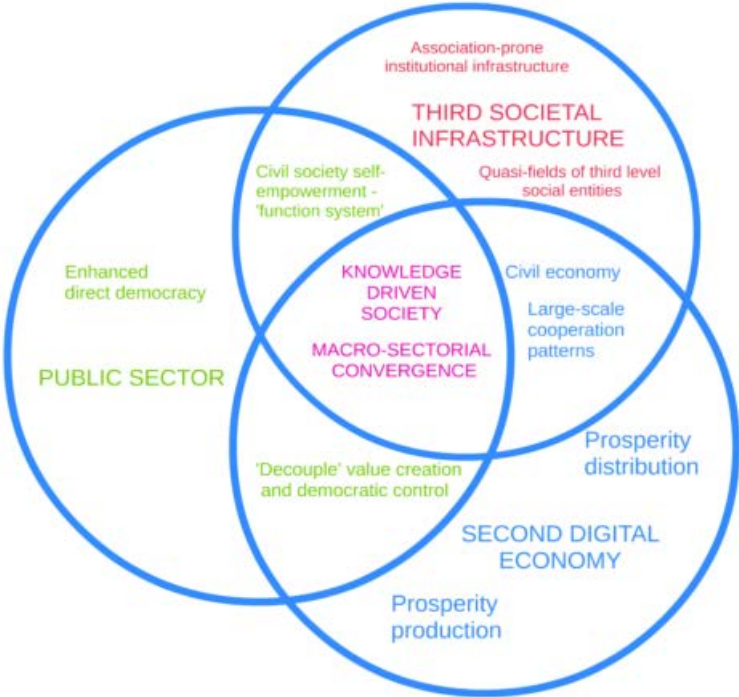

Figure 10: Outlook of macro-sectorial convergence

An association-prone pattern of the macro-sectorial convergence can emerge as resultant of feedback loops following diverging tendencies as the exploration of the multi-loop nonlinear feedback systems indicates (Forrester, 1995). An associational kinetics can appear as the resultant of interplay among multi-loop nonlinear feedback systems, where immediate and distant causation are both effective (Van de Ven and Poole 2005) and where time-delays bring about trade-offs by generating counterintuitive behaviour[36]. In similar constellation changing patterns and dialectics of enhanced cooperation can facilitate the emergence of knowledge-driven societies following cooperative, sharing and genuinely sustainable dynamism. It feeds back with the overcome of mass alienation through consciously (re-)establishing enhanced harmony among human activities and (processes of) nature. Cooperative patterns of macro-sectorial convergence can capitalize on civil activism which promotes the association-prone dynamism of emerging digitalization, facilitates to shorten 'standard work time', alter patterns of consumption, brings changes to (re-) distribution, and catalyses (mass)emancipation.

Similar trends require and presuppose enhanced mass activism of the civil society players unfolding in frame of ongoing global participative revolution (Salamon et al., 2003), facilitating to bring cooperation into competitive environments. The spread of voluntary activities taking place in diverse forms (re-) enact creativity together with other non-depletable and non-rivalrous soft resources like information, knowledge, cognitive, relational, emotional, and psychological energies. The mobilization of soft resources facilitates to extend and upgrade the

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[36] "High leverage policies often cause worse-before-better behaviour, while low leverage policies often generate transitory improvement before the problem grows worse"- point out (Misuraca and Kucsera, 2016:47).

collective resource base and contributes to self-empowerment of the civil society by generating its capability to carry out social agency.

The market sector exercises growing and increasingly sophisticated isomorphic institutional pressures (DiMaggio and Powell, 1983) aiming to shape, marketize, financialize both, the public sector, where the redistribution is the focal modality, as well as the civil society, which follows the logic of reciprocity (Polányi, 1944)[37]. Both can and do counter effect such pressures. The public sector is the domain of regulation and law enforcement, and the civil activism can influence regulatory efforts. Furthermore, also the civil society players, partly through their mass activism can exercise non-traditional, association-prone institutional isomorphic pressures as empirical data indicate (Veress, 2016). The focal tasks of social activism currently include among other:

- o to overcome and prevent the re-emergence of attempts to promote "second enclosure" of knowledge assets and soft resources (Boyle, 2002; Hess and Ostrom, 2007);
- o to accumulate social capital with positive externalities (Fukuyama, 1999) to overcome and prevent the emergence of negative externalities that the capital accumulation logic generates;
- o to slow down the accelerating growth of inequalities (Milanovic, 2010; Piketty, 2014),
- o to catalyse systematic and radical change in consumption patterns (Heikkurinen et al. 2017)
- o to facilitate re-joining value creation and democratic control (Streeck 2014).

This list is non-exhaustive, however the civil activism by promoting similar developments can enable to prevent and start to recover social and environmental damages, which the capital accumulation logic generates through creating 'externalities' 'fuelling' the emergence of Anthropocene (Heikkurinen et al. 2017). The civil society has to capitalize on its transformational dynamism, innovativeness and activism to tackle growing and increasingly sophisticated challenges in a globalizing and digitalizing world with multiple challenges for our legitimate democratic political systems, welfare, and even our long-term survival. Although "…ultimately only the individuals act" (Demeulenaere, 2009) the activism becomes effective by participating in various civil society organizations which provide the potential to our mutual empowerment by "going after the small picture" - as Giddens (1990) indicates.

Conclusions

The civil society's dynamism and its robust transformational capability is the resultant of multidimensional changes frequently forming feedback loops. Efforts aiming to better understand the sources, mechanisms, and effects of such transformational dynamism of the civil society organizations in context of emerging knowledge-driven society (Veress 2016) provide useful frame, constructs and exploratory tools for further research. These can facilitate to shed more light on virtual contradictions like the volunteers' ability to serve public good through private entities by bringing cooperation into competitive environments[38].

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[37] The civil society is the contributions' aggregation into collective efforts following the principle of reciprocity as focal modality enabling (socio-)economic integration (Polányi 1944). The reciprocity presupposes and re-generates cooperative relational dynamism, exhibits an alternative to market exchange and public-sector redistribution.

[38] Upon the rational choice theory any of these phenomena is inexplicable, together they are 'pure nonsense'...

Due to institutional dual-primacy of non-zero-sum approach and interdependence the volunteers' vivid self-communication enacts association-prone institutional settings serving as (i) social capital (re-) generating trust and as (ii) active institutional-type organizing platform. This shift catalyses and interplays with multi-dimensional changes which affect the participants, their interactions and relations, as well as their communities and their broader environment. The volunteers fulfil individual and collective needs by creating value through alternative patterns which do not follow the capital accumulation logic. The cooperative interactions aiming to improve their shared of life quality can improve the effectiveness of resourcing serving as evolutionary selection criteria which brings about also elevated creativity.

These changes in the actual domain in the real domain feedback (i) with the association-prone re-configuration of structuration where cooperation replaces dominance and (ii) with the continuously unfolding self-organizing enabling to "organize without organization" (Shirky, 2008). The resulting robust transformational dynamism facilitates to civil society organizations' networking self-upgrading intertwined with new dialectics of enhanced, inclusive and un-fragmented cooperation[39]. These alterations amplify the cooperative dynamism across the social fields and enable to improve life quality without forcing unnecessary (exponential) growth.

The current global participative revolution (Salamon et al., 2003) capitalizes on and amplifies civil activism and facilitates the self-empowerment of the civil society by transforming it into function system of society. The latter provides stability for joint collective action aiming to promote common good and social coherence (Reichel, 2012). This function system can catalyse the emergence of an active, institutional-relational-type third societal infrastructure. Such soft infrastructure facilitates to overcome the institutional dominance of resource scarcity view and by enacting non-rivalrous and non-depletable (Bollier, 2007:28), multipliable resources to extend and upgrade the collective resource base[40]. The civil activism - the structural social innovation (Marques et al., 2018) - can facilitate effective social agency by "going after the small picture" as Giddens (1990) argues. The volunteers during their recurrent everyday activities at their home, workplace or local community can co-create and sustain alternative patterns of value creation - as well as of consumption! They can amplify cooperative, sharing, and sustainable dynamism during the transition to - rather self-organizing emergence of - the knowledge-driven socio-economic setting by enabling also to exit Anthropocene (Heikkurinen et al. 2017). Since the convergence to an association-prone societal dynamism can be the resultant of the interplay among feedback loops of diverging tendencies - as the exploration of the complexity and non-linearity indicates (Forrester, 1995) - it provides additional argument emphasizing the growing importance of the civil activism.

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[39] This enhanced altered cooperation feeds back with growingly participative character of the competition.

[40] An important challenge to be solved remains to upscale the various local (team, locality, community, regional) initiatives and solutions and consciously identify and transform into explicit 'indigenous knowledge assets'. It remains to be seen whether attempts similar altered patterns of participative action research can contribute to establish dedicated platform(s) enabling to identify and share the knowledge currently often remaining idle.

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