EVALUATING VOLUNTEER MOTIVATION AND SATISFACTION AT SPECIAL EVENT

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Abstract—Volunteers play significant roles in making an event successful regardless small-local events or large-mega events. The major challenge in recruiting the volunteers is to recruit volunteers that have the right abilities, skills, and dedication towards the event and also able to spend time in volunteering. Higher level of volunteers’ satisfaction could be achieved by understanding the motives of volunteering and the rudiments that cultivate their motivations for volunteering. In addition, it will also lead to continuous volunteers’ involvement. Therefore, it is very important to identify the link between motivation and satisfaction that will facilitate event managers to formulate appropriate decisions in recruiting volunteers. The purpose of this study is to identify the volunteers’ motivation to volunteer at special events and to gauge their level of satisfaction. It also discusses on the categories of volunteers’ motivation factors. Besides that, the volunteers’ satisfaction of volunteering in the special event will be measured. This research concludes with the proposed conceptual framework that discusses the categories of motivational factors and also volunteers’ satisfaction.

Keywords: Volunteer; Motivation; Satisfaction.

I. Introduction

Volunteers are “the people who offer their labor, knowledge, skills and experience at no cost to utilizing organization” (Monga, 2006). According to Australian Bureau of Statistic (2006) Voluntary Work Australia, 5.2 million people, 34% of the Australian population aged 18 years and over participated in voluntary work. Volunteers play significant roles in making an event successful regardless small-local events or large-mega events. Many types of events and festivals all over the world, including arts, cultural, music and sports are highly dependent on volunteers (Barron & Rihova, 2011). Special events usually involve a large and diverse group of volunteers to successfully host these events (Cleave & Doherty, 2005). Organization need to enhance volunteer participation for the success of future voluntary action by attracting and recruiting new volunteers, supporting and training and importantly by channeling the motivations and contributions of volunteers such that they are personally satisfied with the participation (Pegg, 2002).

The major challenge of recruitment committees is to recruit volunteers with the right skills and abilities and with sufficient time and commitment (Cleave & Doherty, 2005). Special
event organizations are built and run in a different environment and naturally rely on unpaid volunteer labor during the event. Thus, it is a challenge for the event manager to recruit, train and maintain the volunteers. An important function of special event organization management is the efficient and effective recruitment and selection of appropriate volunteers (Treuren & Monga, 2002). Decision to volunteer or continue volunteering possibly resulted from satisfying volunteering experience and the crucial key to understanding volunteer satisfaction is the motivation to volunteer (Monga, 2006). This view was supported by Slaughter (2002) that suggested that key element of volunteer retention is to understand the motives for volunteering and assigned the appropriate task that will fulfill their motivations for volunteering. Thus, it will encourage greater levels of satisfaction and eventually continues involvement. Understanding the link between motivation and satisfaction will help event managers to make appropriate decision in the selection and recruitment of volunteers. Therefore, this research focuses on the concept of measuring volunteer motivation and satisfaction in the special events. It explores several aspects of motivations on the special event and sporting events sectors. Although there is extensive literature looking at the motivation of the volunteers, particularly in the human services sectors (Ancans, 1992; Slaughter & Home, 2004) there is a small amount of literature investigating the motivation of volunteer in special event, and dominated by studies of sporting events (Bang, 2009; Bang, Alexandris & Ross, 2009; Farrell, Johnston & Twynam, 1998; Giannoulakis, Wang & Gray, 2008).

II. Literature Review

A. Motivation to Volunteer

There were a variety of volunteer motivations have been identified in the literatures. Motivation is a key that commits people to a course of action, enthuses and energizes them and enables them to achieve goals (Allen, O'Toole, Harris, & McDonell, 2008). Farrell et al. (1998) developed Special Event Volunteer Motivation Scale (SEVMS) adopted from Cnaan and Goldberg-Glen (1991) that identified four categories of motivations which were purposive, solidary, external tradition, and commitments. This research has been popularly used in other studies. Clary et al. (1998) classify six motivations for volunteering: values (to express values related to altruistic and concerns for others); understanding (to acquire new learning experiences and/or exercise skills that might otherwise go unused); social (to strengthen relationships); career (to gain career related experience); protection (to reduce negative feelings about oneself or address personal problems); and enhancement (to grow and develop psychologically). Bang and Chelladurai (2009) suggested that motivation for volunteering at international sporting events includes Expression of values, Patriotism, Interpersonal Contacts, Personal Growth, Career Orientation, and Extrinsic Rewards. Further extended research by Bang et al. (2009) using the revised VMS-ISE scale at Athens 2004 Olympic Games found that individuals’ mere love of sport seems to be another motivation of volunteering for sporting events. In this study, Monga’s five-dimensional model of volunteer motivation served as the basis of the work. The motivations dimensions of affiliatory, egoistic, altruistic, instrumental and solidary (Monga, 2006) are discussed below:
B. Motivation to Volunteer Dimensions

1. Affiliatory Motivation

Affiliatory is a sense of affiliation with and the attachment to the events. The characteristics and nature of special events such as festive spirits, uniqueness, hospitality, celebratory atmosphere, element of leisure, social and cultural experience are the special attractors for special event volunteers to participate in the event (Farrell et al., 1998; Monga, 2006). Monga (2006) suggested that the event itself could be the strongest motivation behind the decision to volunteer. This view can be supported by Giannoulakis et al. (2008) that found that predominant factor of volunteer motivation for Athens 2004 Olympic Games was the Olympic-related motivation (the desire of volunteers to associate with the Olympic movement, be involved in the Olympics, or meet with the Olympic athletes) where the volunteers were more likely to endorse the event-relevant or Olympic-related motives rather than other motives.

2. Altruistic Motivation

Altruistic value reflected an individual intrinsic belief in helping others and contributing to society (Wang, 2004). A number of literatures indicate that individuals tend to volunteer for altruistic reasons (Carpenter & Myers, 2010; Slaughter, 2002). Pure altruism is an important motive for seeking to assist in the delivery of events (Allen et al, 2008). According to Wang and Wu (2014) in their study on volunteer motivation at 2010 Shanghai World Expo, the volunteers demonstrated great altruistic motives as the major motivations are doing something good for the organization and society. Altruistic motivation was the most indicative of volunteers’ continued commitment in the future (Elstad, 2003). Altruistic motivation also identified as a purposive factor in other studies (Farrell et al. 1998; Giannoulakis et al., 2008; Strigas & Jackson, 2003). In contrast, Bang and Chelladurai (2009) suggested that volunteers’ altruistic values may not be the sole motivation for volunteering. A study by Barron and Rihova (2011) found that altruistic motivation is insignificant as volunteering was likely as a means of helping oneself.

3. Instrumentalist Motivation

Instrumentalist (i.e. utilitarian, extrinsic, or material) motivational factors are derived on the prospect of obtaining personal advantage out of the volunteering experience and include the concept of career enhancement by increasing one’s human capital, acquiring new skills and knowledge (Barron & Rihova, 2011). It would also include the tangible rewards such as souvenirs, free tickets/entry to the event or appreciation certificates (Monga, 2006). A few studies demonstrate the importance of instrumentalist motivations among volunteers. Monga (2006) indicates that instrumentalist motivations, which include the opportunity to develop one’s skills and career opportunities, tend to rank relatively higher. Study by Barron and Rihova (2011) shows that utilitarian/instrumental factors (related to skills and career development) were the major motivating factors for volunteer to involve in Edinburg International Magic Festival. The volunteers are looking for a potential career path while developing their skills and enhance their knowledge and existing experience.
4. Egoistic Motivation

Egoistic motivations focus on intrinsic and personal rewards obtained through volunteering activity (Clary, Snyder & Ridge, 1992). Egoistic motivation is derived from intrinsic and intangible needs of the ego and enhanced self-esteem and feeling good about oneself (Monga, 2006). According to Wang (2004), feeling good about oneself can be a great motivator for volunteerism. Egoistic motivation is parallel to enhancement functions of Clary et al. (1998) that engages on the ego’s growth and deals with positive strivings of ego. Bang and Chelladurai (2009) identified that volunteering experiences increase individual feelings of self-worth and self-esteem.

5. Solidary Motivations

Solidary motivations are derived from social interaction, group identification, (Farrell et al., 1998) interpersonal relationships, family traditions, friendships and needs for social interaction (Monga, 2006). Volunteering provides a chance for a person to participate and engage with friends in an activity viewed favorably by important others (Clary et al., 1998). Also, volunteering provides opportunities for individual to make friendships and establish social networks from their services (Bang & Chelladurai, 2009). Bang and Chelladurai (2009) suggested that a large number or diverse people gather at international sport event motivates individual to volunteers as they tend to seek for social interaction through volunteering experience. A study by Farrell et al. (1998) found solidary is ranked the second importance factors of volunteers’ motivations.

C. Volunteer Satisfaction

A number of studies have examined the satisfaction of volunteers and many evidences shows that that satisfaction is multi-faceted and relates to commitment, motivation, intrinsic and external benefits and organization management aspects (Pauline, 2011). Farrell et al. (1998), in their study identified communication and recognition of volunteers were important factors of volunteer satisfaction. Study by Elstad (1996) on volunteers’ learning and satisfaction during Winter Games in Lillehammer found a high degree of satisfaction among volunteers from the determinants of opportunities for personal networking, being a function of the celebratory atmosphere, job-related competence, welfare issues and business characteristics. Pauline (2011) results show there is a relationship between the times spent volunteering at the event and the level of satisfaction that might be influenced by tangible incentives (e.g., rounds of golf, gift certificates, tickets) received by the volunteers. Lee, Reisinger, Kim and Yoon (2014) found there is a significant effect of intrinsic motivation towards volunteer satisfaction. According to Silverberg, Marshall, and Ellis (2001), volunteer satisfaction is a function of both job setting and psychological functions met by volunteering. It is crucial to identify volunteer satisfactions concerns and possible volunteer setting function mismatches as it helps to minimize morale problems of volunteers as well as allows managers to wisely manage the cost of recruitment and training process (Silverberg et al., 2001). Level of satisfaction of volunteers has impact on volunteer commitment of event activities and to carry
on volunteering in the future (Pegg, 2002). A study by Galindo-Kuhn and Guzley (2001) found that time spent on volunteering, durability of volunteer service and desire to continue volunteering can be predicted from the volunteer satisfaction.

D. The Consequences of Volunteer Motives towards Volunteer Satisfaction

Various studies identified that volunteer motivations are positively associated with volunteer satisfaction (Farrell et al. 1998; Bang & Ross, 2009; Wang & Wu, 2014). According to Farrell et al. (1998), there is a relationship between volunteer motivations, volunteer satisfaction and actual experience. The volunteer would likely tend to come back for future events if they feel satisfied with the volunteer experience and their motivational needs are fulfill (Bang & Ross, 2009). Volunteering experience might assist individual in evaluating their psychological needs such as the desire to express one’s values, enhance one’s career and to enjoy being involved in sport activities. The individuals will likely motivate to continue volunteering for future event if the needs are satisfied (Bang & Ross, 2009).

Wang and Wu (2014) conducted study at 2010 Shanghai World Expo found that motivations pertaining to Love of Expo, Expression of Values and Personal Growth have a great influence on volunteer satisfaction; while on the other hand, there is a negative relationship between extrinsic rewards and satisfaction. This result might be because the volunteers were asked by the Expo Management and universities not to seek for the extrinsic rewards. Besides, there were negative feedbacks from volunteers on the unfairness of rewards and selection process of volunteers. The result was supported by a study of Bang and Ross (2009) that indicates that motivational factors of an expression of values, career orientation and love of sport are the best factors that influence respondent satisfaction with their volunteer experience.

It is important for managers to identify the motivation and satisfaction of volunteers. Managers can identify whether volunteers’ need are being met from acquiring measures of volunteer satisfaction (Silverberg et al., 2001). The nature of events required specific training as volunteer turnover during event and between repeated events means a loss of training as well as a social cost arising from the dissatisfaction of former volunteers (Monga, 2006). Treuren and Monga (2002) argue that the nature of the volunteering activity and the implication of that activity for the volunteer motivation to participate are differing from special event volunteers and typical volunteer. Inadequate information and knowledge of current trends in volunteerism or unawareness of motivation and satisfaction of volunteers could affect the morale of organization, impede the growth of volunteer human resources and the execution of a special event (Strigas & Jackson, 2003).

III. Conceptual Framework

The conceptual framework of this study will be based on Five Dimensional Model developed by Monga (2006) and Volunteer Job Satisfaction (Silverberg et al., 2001). The proposed concept involved motivations factors as independent variables that consist of Affiliatory,
Altruistic, Instrumentalist, Egoistic and Solidary. On the other hand, Volunteer Job Satisfaction is labelled as the dependent variable that will be measured by the modified version of the Volunteer Job Satisfaction Scale developed by Silverberg et al. (2001).

Fig. 1: The proposed Conceptual Framework of Motivation to Volunteers and Volunteer Satisfaction.

Based on the framework above, several hypotheses will be tested, as listed below:

- H1: there is a significant relationship between motivations to volunteers and volunteer satisfaction.
- H1a: there is a significant relationship between affiliatory and volunteer satisfaction.
- H1b: there is a significant relationship between altruistic and volunteer satisfaction.
- H1c: there is a significant relationship between instrumentalist and volunteer satisfaction.
- H1d: there is a significant relationship between egoistic and volunteer satisfaction.
- H1e: there is a significant relationship between solidary and volunteer satisfaction.
IV. Conclusion and Implication

In conclusion, volunteers play a major role in to ensure the success of an event. Generally, special event organization relies heavily on a large number of volunteers to assist in running an event. The major challenge for the event organization is to recruit, train and maintaining the volunteers. The key to understanding the volunteers is to understand the motives why individual decide to volunteer at events. The events, organizations need to identify the factors that motivate the volunteers and the satisfaction that influence them to continue serving as volunteers. Identifying the special characteristics and available literature on motivation, it is clearly shown that motivation does vary according to the types of events. Extensive research has been done toward the motivation of volunteers in general sectors and sports event sectors, but only little research focused on the special event volunteers. This study, therefore, sought to identify the motivation of volunteers at the special events and investigate the relationship between motivations and satisfaction of event volunteers. It is important to identify the motivation among volunteers in special events to assist in providing appropriate training and recruitment of the volunteers.

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References


