

Retention of festival volunteers: Management practices and volunteer motivation

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Many volunteers in different festival organisations within the hospitality industry begin with great excitement, but slowly lose interest. This might be due to poor volunteer management practices that result in decreased motivation among volunteers, and with the consequences of them leaving the organisations all together. Therefore, this research aimed to study how volunteers' perceived management impacted their motivation and in turn affected their intention to stay for longer periods within festival organisations. Expanding upon previous literature that investigated volunteer retention in different contexts as well as in only one festival organisation, a conceptual model was developed using existing theories focused on volunteer management practices, volunteer motivation, and volunteer retention. Using a self-administered online survey technique, 103 valid surveys from individuals currently volunteering in festival organisations were obtained. Although several limitations were present, the results still showed its suitability to volunteers in festival organisations. As such, based on the correlation and regression analyses conducted in this study, the results showed that training management practice has a strong influence on social and protective volunteer motivations; while the recognition management practice has the most influence on the volunteer motivations of social, value, understanding, and esteem. While the majority of these results contradicted previous studies, it still provided a better understanding of the volunteers' perceptions in different festival organisations, and thus contributes to the body of knowledge for future studies in the same area. With this new knowledge, future scholars can consider the application of volunteer motivation comparisons among different festival organisations, similar studies in the management perspective, and the adaptation of the volunteer retention survey statements to episodic volunteers in the festival context. As a result, the implementation of these recommendations might enable a more effective human resource management strategy to ultimately increase volunteer retention within festival organisations.

Keywords: festival volunteers, festival organisations, perceived volunteer management practices, volunteer motivation, volunteer retention

Introduction

Organisations in the hospitality industry are facing challenges in retaining employees and high staff turnover rates (Ramlall, 2004; Novcic, 2014). Without exception, the festival event sector, as part of the hospitality industry (Pfister & Tierney, 2009), is also having retention challenges, especially among volunteers. In fact, different studies have indicated that numerous festival event volunteers begin with great excitement, but slowly lose interest (Elstad, 2003; Love IV, 2009; Novcic, 2014). This can be due to poor volunteer management practices, lack of training (Elstad, 2003; Novcic, 2014), lack of verbal recognition (Elstad, 2003; Love IV, 2009), and low levels of communication leading to poor support (Elstad, 2003; Novcic, 2014). These poor volunteer management practices can lead to numerous volunteers having a decreased motivation, making it challenging for volunteers to stay in organisations for longer periods of time (Clary et al., 1998; Finkelstein, 2008).

Some valuable research has been done on volunteers, providing a better insight on their perceptions in different types of organisations. Unfortunately, the amount of available research focusing on the volunteers' perceived management affecting their motivations and intention to continue volunteering in festival organisations is very limited (e.g.

Elstad, 2003; Love IV, 2009; Novcic, 2014). Therefore, this article aimed to study how volunteers' perceived management impacts their motivation and in turn affects their intention to stay for longer periods within festival organisations.

Literature review

Festival events have become increasingly important due to four specific benefits. Firstly, it contributes to the strategic social development of a city, province and nation (Getz, 1998; Jago, Chalip, Brown, Mules, & Ali, 2003). Secondly, it can positively contribute to the local economy by increasing tourism during slow periods in the community (Goldblatt, 2011). Thirdly, it provides skills and diversity to volunteers, while developing the individuals' comprehension through connection with different experts (Cravens, 2006). Additionally, since these festival organisations are mainly run by volunteers, it provides benefit for organisations in conveniently getting free labour (Cravens, 2006).

While these four benefits are valuable for community, volunteers and organisations, the short-term nature of volunteers in event organisations (Holmes & Smith, 2009; Macduff, 2005), and the growing dependence on volunteers for the planning and execution of events has increased the importance of volunteers in the event industry (Allen, 2000;

O'Toole, Harris, & McDonnell, 2005; Van der Wagen, 2001). Consequently, this has increased the interest to obtain and retain volunteers for longer periods in event organisations (Elstad, 1996; Farrell, Johnson, & Twynam, 1998; Williams, Dossa, & Tompkins, 1995).

Volunteer management practices and volunteering

From the volunteer perspective in festival organisations, several studies consider recognition (Elstad, 2003; Love IV, 2009), training, and support management practices (Elstad, 2003; Love IV, 2009; Novcic, 2014) as relevant and important dimensions. The provision of these volunteer management practices can vary among organisations, depending on the human resource management (HRM) procedures of each organisation. In general, previous studies show that a wide range of organisations did provide training to improve volunteer skills, but only to a small extent (Fletcher, 1987; Hager & Brudney, 2004; Jamison, 2003; Stankiewicz, Seiler, & Bortnowska, 2017). Similarly, when comparing this with the festival context, findings show that organisations either provide limited training (Elstad, 2003), or do not provide training at all to its volunteers (Novcic, 2014), thus showing two different cases of the provision of training in festival organisations.

Previous festival studies showed that new volunteers lacked mentoring and role support due to insufficient instructions. However, if supervisors were present, some volunteers did feel supported (Novcic, 2014). In terms of workload management, different festival studies indicated different perspectives. In one festival organisation, volunteers worked on average 73 hours, with one individual working a maximum of 610 hours (Elstad, 2003). While in another festival organisation, volunteers felt that they themselves were not doing much work, but still received support from subordinates saying that they did a good job. This made them feel unsure whether the support received was true (Novcic, 2014).

Findings from Stankiewicz et al.'s (2017) study show that organisations generally try to recognise volunteers through diplomas, orally, the press, and placing their names in publications or reports that they prepared. Additional material incentives were also given to volunteers in the form of awards, gifts, incorporated logo devices, and free coupons. Likewise, previous festival studies have also indicated the recognition of volunteer's milestones through these methods, especially for long-term volunteers to continue feeling appreciated within the organisation (Love IV, 2009). However, it is essential to note that not only their milestones should be recognised, but rather their general efforts, as Elstad (2003) points out that supervisors should provide verbal recognition to all the volunteers who made the festival possible.

Volunteer motivation

In general, different studies have shown that volunteer management practices should focus on volunteer motivation in order to effectively manage its volunteers (Hoye, Cuskelly, Taylor, & Darcy, 2008; Salas, 2008). Considering that there can be different volunteer motivations, multiple studies have developed instruments to provide a more holistic view. Since Clary, Snyder, and Ridge (1992) is commonly used in similar festival studies (e.g. Elstad, 2003; Love IV, 2009; Novcic, 2014; Slaughter & Home, 2004; van Emaus, 2017), the six dimensions in their inventory were used for this article, namely:

(1) values (i.e. altruism/selflessness); (2) understanding; (3) social; (4) career; (5) esteem; and (6) protective. Among these motivational factors, the most important motivational factor in determining the volunteer's intention to remain in festival organisations was the value-orientated motivation, i.e. altruism/selflessness (Elstad, 2003; Love IV, 2009; Novcic, 2014). Whereas the least important motivator was the career-orientated motivation, i.e. learning new skills (Slaughter & Home, 2004; van Emaus, 2017).

Currently, retaining volunteers in the festival event sector is very challenging as these organisations are known to provide poor volunteer management practices (Elstad, 2003; Love IV, 2009; Novcic, 2014). This can further decrease their motivation to volunteer, leading them to leave the organisation (Clary et al., 1998; Finkelstein, 2008). Adding to this is the short time period of the event itself (Smith & Lockstone, 2009), and the short-term period of volunteering (Macduff, 2005), making it even more challenging for festival organisations to retain its volunteers.

Still, the notion that volunteers are able to return to the organisation at different times suggests that they indeed can remain for a longer period of time (Bryen & Madden, 2006). In fact, several festival studies have shown that organisations can retain its volunteers through motivation by providing recognition management practices (Elstad, 2003; Love IV, 2009) and support management practices (Elstad, 2003). While Novcic's study (2014) suggested that increasing training and support management practices might increase volunteer motivation, leading to retention.

All these statements are also supported by a more general study conducted by Al-Mutawa (2015) which stated that the volunteer management practices of recognition as well as training and support has an indirect effect on volunteer retention, only through volunteer motivation. When looking more closely at volunteer motivation and volunteer retention, several researchers in different contexts stated that there is indeed a relationship between these two variables (Hoye et al., 2008). This means that the more motivated the volunteers are, the longer the volunteers intend to stay with the host organisation (Clary et al., 1998). Thus, building upon this, training, support and recognition management practices and volunteer motivation with its dimensions of social, value, career, understanding, protective and esteem seem to positively influence volunteer retention. This is illustrated in the conceptual model shown in Figure 1.

This model shows that the more training, support, and recognition management practices the volunteer perceives, the more motivated (i.e. social, value, career, understanding, protective, and esteem) they will be to volunteer in the organisation and thus remain for longer periods of time with the festival organisation.

Based on this, two research questions were formulated:

- How does the volunteer's perception of management practice impact their motivation?
- How does volunteer motivation impact volunteer retention?

Research approach

Based on the research aims, its limited time frame and being conducted under natural conditions without controlling factors that might influence the results, a self-administered

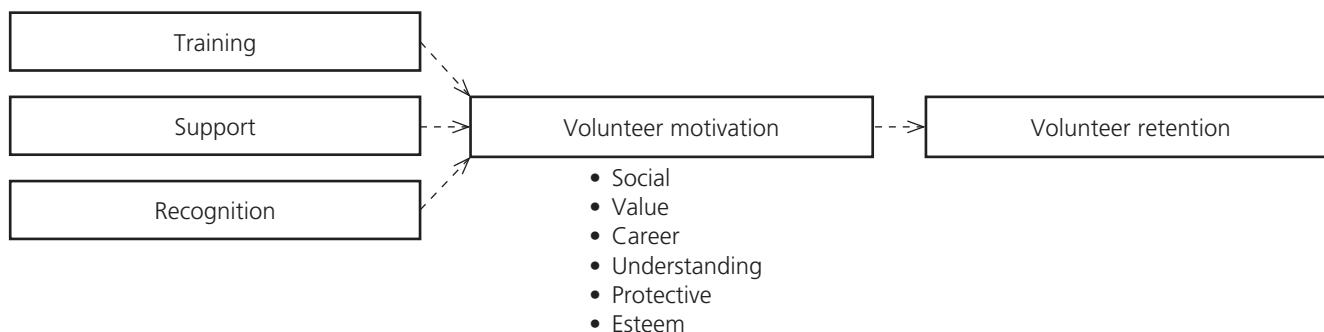


Figure 1: Conceptual model (adapted from Al-Mutawa, 2015)

survey was used (Creswell, 2014). Additionally, due to festival organisations showing a strong preference for online surveys as well as its cost effective and time-efficient nature of gathering data (Fowler, 2009), the self-administered online survey technique was used for this study. When choosing the online survey product, the recommendations of Podsakoff, MacKenzie, Lee, and Podsakoff (2003) were followed by considering the respondent's anonymity of utmost importance. In accordance with this, the privacy policy of Survey Monkey, guaranteeing confidentiality and anonymity, proved to be the most suitable, and thus was chosen as the online survey provider.

In this survey, a total of 49 items for the main dimensions and seven background questions were incorporated, totalling 56 survey questions. The dimension questions were divided into eight sections, covering the volunteer management practices of training (based on Fletcher, 1987; Novcic, 2014), support, and recognition (based on Cuskelly, Taylor, Hoyer, & Darcy, 2006), volunteer motivations of social, value, career, understanding, protective, as well as esteem (based on Clary, Snyder, & Ridge, 1992), and volunteer retention (based on Hoyer, Cuskelly, Taylor, & Darcy, 2008). Within the training, support, and recognition management practices, a seven-point Likert scale was implemented, ranging from never (1) to always (7). Similarly, in the volunteer motivations of social, value, career, understanding, protective, and esteem, as well as volunteer retention, a seven-point Likert scale was implemented, ranging from strongly disagree (1) to strongly agree (7).

Taking into account that I studied in Leeuwarden (the Netherlands) where there is an increased amount of festival events due to the city's current title of being the European Capital of Culture 2018, it makes the data readily accessible. Furthermore, based on specific volunteer characteristics, judgmental sampling was applied by only approaching current volunteers aged 15 years old and up in different non-profit, community, and for-profit festival organisations located in Leeuwarden. As such, a total of 103 volunteers from 11 different festival organisations located in Leeuwarden participated in this study.

During the data collection, a website and social media search yielded a total of 49 non-profit, community, and for-profit festival organisations in Leeuwarden. Although I contacted all 49 of these festival organisations through email to ensure that they provided volunteer opportunities as well as verifying their

participation in the study, only 11 community, non-profit, and for-profit organisations focusing on community, music, and art festivals clarified their volunteer opportunities and confirmed their participation in this study.

Considering this, I sent a survey link through email to the volunteer coordinator of each organisation in order for them to further share this with their volunteers. When these were received by the volunteer, they would click on the assigned link and thus opening the survey automatically. Once opened, the participant would first see a cover letter introducing myself, next a short introduction to the study, then sections including questions measuring each dimension, and lastly background questions to capture characteristics of the participant. After the survey was completed, I was able to see the results in the Survey Monkey database. Additional efforts were made to increase the survey response rate by sending four reminders to all eleven festival organisations, following Dillman, Smyth, and Christian's timeline reminder guidelines (2014). As a result, these efforts proved to be successful, as a total of 103 completed and valid surveys were received from these 11 different festival organisations during an eight-week period, starting from the initial invitation.

Findings

A total of 103 valid online surveys were gathered from volunteers in 11 different festival organisations located in Leeuwarden. The demographic characteristics of these respondents are depicted in Table 1.

As it can be seen in Table 1, there were more male volunteers (52.6%) than females (47.4%) partaking in this study. In the age category, the majority of the volunteers were between 21 and 26 (35.7%), while the second largest age group of volunteers was 37 and up (23.5%). From this last group, most participants mentioned that they were retired and left the education-related questions blank. In spite of this, a great majority of 94 volunteers filled in the education questions. Based on this, it can be seen that 49 participants (52.2%) have an education degree from a university of applied sciences (Hbo) with most having followed an events and logistics study area (18.1%).

When looking at their volunteer role, seventeen individuals volunteered as helpers (17.2%), making it the most frequent volunteer role. One of the reasons for this group to be the largest might be the fact that they assist in different areas,

Table 1: Demographic characteristics of respondents

		Frequency	Percentage
Gender	Female	46	47.4
	Male	51	52.6
	Total	97	100.0
Age	15–20	11	11.2
	21–26	35	35.7
	27–31	18	18.4
	32–36	11	11.2
	37 and above	23	23.5
	Total	98	100.0
Education*	Vmbo	4	4.3
	Havo	2	2.1
	Vwo	6	6.4
	Mbo	27	28.7
	Hbo	49	52.1
	WO	5	5.3
	PhD	1	1.1
Study area	Total	94	100.0
	Events and logistics	15	18.1
	Communication and media	13	15.7
	Hotel management	11	13.3
	Economy and business management	10	12.0
	Welfare and care	9	10.8
	Other	25	27.7
Volunteer role	Total	83	100.0
	Helper	17	17.2
	Security	9	9.1
	Coin booth clerk	8	8.1
	Bartender	7	7.1
	Cleaner	6	6.1
	Other	52	52.4
Volunteering period	Total	99	100.0
	Just started	9	9.4
	Less than 3 months	7	7.3
	3–6 months	13	13.5
	6–12 months	17	17.7
	1–2 years	16	16.7
	2–3 years	7	7.3
	3–4 years	8	8.3
	4–5 years	9	9.4
	5–6 years	5	5.2
	More than 6 years	5	5.2
	Total	96	100.0

*Vmbo / Havo / Vwo: different levels of secondary education, Mbo: senior vocational education, Hbo: university of applied sciences, WO: academic university

making it a more general volunteer role. Alongside this large group, there were other smaller and more specific volunteer role groups, such as security (9.1%), coin booth clerk (8.1%), and bartender (7.1%). Furthermore, most of the individuals ($n = 17$) have been volunteering for six to twelve months (17.7%), followed by one to two years (16.7%), whereas the least were volunteering for between five and six years (5.2%) as well as six years and up (5.2%). Thus, the number of individuals volunteering for a period longer than five years is slightly less compared to other volunteer periods. As depicted in Table 2, further descriptive statistics and a correlation analysis was conducted, enabling a better insight into the response means and variances of festival volunteers as well as the correlations between the research variables.

When analysing the means and variances (Table 2), the training management practice was rarely to moderately

provided to volunteers (mean = 3.302), while the support management practice was more moderately provided (mean = 4.14), followed by recognition management practice being moderately to often provided to the volunteers (mean = 4.62). Thus, festival organisations generally provided more recognition management practices for its volunteers, compared to support management practices, but especially training management practices.

In terms of the volunteer motivations, the value volunteer motivation (mean = 4.94) was the highest for the volunteers. This was considered as somewhat important to volunteers, meaning that it was somewhat important for volunteers to genuinely help others (i.e. value-orientated volunteer motivation). This was followed by understanding (mean = 4.75), esteem (mean = 4.55), career (mean = 4.51), and social (mean = 4.19) volunteer motivations. Interestingly,

Table 2: Correlation analysis

M (SD)		Training	Support	Recognition	Social	Value	Career	Understanding	Protective	Esteem	Retention
3.30 (1.29)	Training	1									
4.14 (1.15)	Support	0.417**	1								
4.62 (1.22)	Recognition	-0.112	0.205*	1							
4.19 (1.16)	Social	0.419**	0.169	0.197*	1						
4.94 (0.92)	Value	-0.148	0.009	0.405**	0.175	1					
4.51 (1.25)	Career	0.219*	0.274**	0.156	0.031	0.398**	1				
4.75 (1.15)	Understanding	0.092	0.256**	0.315**	0.155	0.622**	0.712**	1			
3.64 (1.41)	Protective	0.332**	0.079	-0.175	0.240*	-0.137	0.347**	0.210*	1		
4.55 (1.05)	Esteem	0.215*	0.308**	0.260**	0.217*	0.264**	0.552**	0.604**	0.547**	1	
4.43 (1.43)	Retention	-0.060	-0.034	0.180	-0.037	0.068	-0.011	0.010	0.055	0.094	1

**Correlation is significant at the 0.01 level (2-tailed); *Correlation is significant at the 0.05 level (2-tailed)

the volunteer motivations of understanding, esteem, and career were considered as somewhat important, meaning that it was neutrally to somewhat important for volunteers to gain new knowledge or experience (i.e. understanding-orientated volunteer motivation), feel good about themselves (i.e. esteem-orientated volunteer motivation), and help them explore different career options and success in their future career (i.e. career-orientated volunteer motivation).

On the other hand, the lowest motivation for the volunteers was the protective volunteer motivation, considered as neutrally important (mean = 3.64). This means that it was somewhat not to neutrally important for volunteers to give back to the less fortunate, distract themselves, and be around others in order to help them cope with negative feelings (i.e. protective-orientated volunteer motivation). From all the correlations presented in Table 2, the strongest most significant relationship was in the volunteer motivations (i.e. social, value, career, understanding, protective and esteem volunteer motivations), and which included the understanding motivation and career motivation ($r = 0.712$, $p < 0.01$), followed by the understanding motivation and value motivation ($r = 0.622$, $p < 0.01$), as well as the esteem motivation and career motivation ($r = 0.552$, $p < 0.01$). In contrast, the weakest most significant relationships in the motivations were the protective motivation and understanding motivation ($r = 0.210$, $p < 0.05$), esteem motivation and social motivation ($r = 0.217$, $p < 0.05$), as well as protective motivation and social motivation ($r = 0.240$, $p < 0.05$). In the training, support, and recognition management practices, only two correlations were significant. More specifically, there was a significant weak relationship between recognition and support management practices ($r = 0.205$, $p < 0.05$), while there was a significant intermediate correlation between training and support management practices ($r = 0.417$, $p < 0.01$).

Relationships between management practices, volunteer motives and retention

When training, support, and recognition management practices are compared with social, value, career, understanding, protective and esteem volunteer motivations, the strongest significant correlations included training management practice and social volunteer motivation ($r = 0.419$, $p < 0.01$), recognition management practice and value volunteer motivation ($r = 0.405$, $p < 0.01$), followed by recognition management practice and understanding volunteer motivation ($r = 0.315$, $p < 0.01$). As training, support, and recognition management practices and social, value, career, understanding, protective and esteem volunteer motivations showed significant relationships, a regression analysis was performed between these variables (see Table 3).

Generally, the highest statistically significant influence was management practices with the social-orientated motivation ($F(1, 101) = 10.506$, $p = 0.001$, and $R^2 = 0.241$). While, the least statistically significant effect was management practices with the career-orientated motivation ($F(1, 101) = 3.891$, $p = 0.011$, and $R^2 = 0.105$). Thus, only 10.5% of career motivation is explained by the independent variables. Looking more closely at Table 3, the support management practice did not have significant relationships with the volunteer motivations ($p > 0.05$ for each beta). But, training management practices did have significant relationships with several volunteer motivations such as the protective volunteer motivation, showing a positive beta of 0.331, as well as with social volunteer motivation, showing a positive beta value of 0.486 and thus forming the highest statistically significant relationship among all variables.

Likewise, the recognition management practice had more significant relationships with certain volunteer motivations, such as the social volunteer motivation, indicating a positive

Table 3: Multiple linear regression analysis

	Social motivation	Value motivation	Career motivation	Understanding motivation	Protective motivation	Esteem motivation
Training	0.486**	-0.087	0.159	0.049	0.331**	0.163
Support	-0.089	-0.037	0.179	0.177	-0.032	0.191
Recognition	0.269**	0.403**	0.138	0.284**	-0.131	0.240*
R	0.491	0.419	0.325	0.374	0.361	0.395
R ²	0.241	0.175	0.105	0.140	0.130	0.156
F	10.506	7.023	3.891	5.358	4.948	6.101
sign(F)	0.001	0.001	0.011	0.002	0.003	0.001

* $p < 0.05$, ** $p < 0.01$

beta of 0.269, the value volunteer motivation, indicating a positive beta value of 0.403, the understanding-orientated motivation, showing a positive beta of 0.284, and the esteem motivation, demonstrating a positive beta value of 0.240. Based on this, it can be said that there is only a direct relationship between training management practice and social motivation, training management practice and protective motivation, recognition management practice and social motivation, recognition management practice and value motivation, recognition management practice and understanding motivation, and lastly recognition management practice and esteem motivation.

The next effect to consider is the effect of management practices and volunteer motivation on volunteer retention. When comparing training, support, and recognition management practices with volunteer retention, all the correlations in Table 2 were non-significant ($p > 0.05$). Similarly, when comparing the social, value, career, understanding, protective and esteem volunteer motivations with volunteer retention, it can also be noticed that all had a weak non-significant correlation ($p > 0.05$).

Discussion

Answering the first research question: how does the volunteer's perception of management practice impact their motivation?, we find only training and recognition management practices have an influence on volunteer motivation. The fact that the support management practice does not have an influence on motivation was surprising as it differed from other festival studies such as Elstad's study (2003) which showed a positive influence between support management and motivation. Whereas, Novcic's study (2014) claimed that the more support festival volunteers receive, the more motivated they will be when volunteering. Arguably, these two studies were conducted with only one festival organisation and this possibly explains the contrast in results. Also, since volunteer motivations of younger volunteers can differ from older volunteers and a larger group of young respondents aged between 21 and 26 years participated in this study, it might have affected the results of this research.

In terms of the training management practice, findings showed that the more training the volunteers receive, the more they will perceive social and protective volunteer motivations as important when volunteering for the organisation. This is similar to Novcic's study (2014) that shows that training management practices increase the motivations of social and protective, meaning that the more training the volunteer receives, the more motivated they will be to volunteer in the organisation by sharing the same interests as others close to him/her (i.e. social volunteer motivation), and giving back to the less fortunate, distracting themselves and being around others in order to help them cope with negative feelings (i.e. protective volunteer motivation).

On the other hand, with regard to recognition management practice, the more recognition the volunteers receive, the more they will perceive social, value, understanding and esteem volunteer motivations as important when volunteering for the organisation. This means that the more recognition the volunteer receives, the more motivated they will be to volunteer in the organisation by sharing the same interests as others

close to him/her (i.e. social volunteer motivation), genuinely helping others (i.e. value volunteer motivation), gaining new knowledge or experience (i.e. understanding volunteer motivation), and feeling good about themselves (i.e. esteem volunteer motivation). This is supported by other festival studies showing that the recognition management practice positively influences volunteer motivations (Elstad, 2003; Love IV, 2009). Yet, when comparing these results with more general findings, it can be noticed that these contrasted to Al-Mutawa's study (2015) which stated that the volunteer management practice of recognition does not have a significant relationship with volunteer motivation. Admittedly, this might be due to the more general volunteer context present in Al-Mutawa's study (2015) compared to this research (i.e. festivals).

Volunteer motivation and volunteer retention

In terms of the second research question: how does volunteer motivation impact volunteer retention?, the volunteer's motivation (i.e. social, value, career, understanding, protective, and esteem) does not have an effect on their intention to remain in the festival organisation (i.e. volunteer retention). This might be due to individuals volunteering for only a few days or months (depending on the festival's period) and thus making them unsure if they will continue volunteering for the next year or three years. Besides this, the majority of respondents are between 21 to 26 years old and which are assumed to still be attending educational institutions. Thus, they might still be unsure if their next academic year or current/potential job might affect their continuing with the organisation. Also, the festivals usually take place during the European vacation period (July to August), so, regardless of being motivated, they might be planning to travel elsewhere during that period and thus making them unsure if they will continue volunteering.

These results were surprising as it directly contradicted general studies indicating that volunteer motivation has a significant positive relationship with volunteer retention (Al-Mutawa, 2015; Clary et al., 1998; Hoye et al., 2008). In fact, several studies in the festival context found that the social volunteer motivation (Novcic, 2014; Slaughter & Home, 2004), values volunteer motivation (Elstad, 2003; Love IV, 2009; Novcic, 2014), understanding volunteer motivation (Novcic, 2014), esteem volunteer motivation (van Emaus, 2017), and career volunteer motivation (Slaughter & Home, 2004; van Emaus, 2017) were significantly related with the volunteers' intention to remain in the organisation.

Arguably, the general contexts (e.g. Al-Mutawa, 2015; Clary et al., 1998; Slaughter & Home, 2004), sport context (e.g. Hoye et al., 2008), specific geographical context such as the southwest of the United States (e.g. Love IV, 2009), and being too specific to one festival organisation (e.g. Elstad, 2003; Novcic, 2014; van Emaus, 2017) might explain the contrasts in the results of this study.

Limitations

The results presented in this study need to be considered carefully in the light of three specific limitations. First, this study collected data from volunteers in eleven community, non-profit and for-profit organisations located in Leeuwarden with different emphases on community social aspects, music, and art festivals. This being said, the type and focus of festival

organisation did not differ from each other, but some specific organisations did show different types of motivations perceived as important by their volunteers. Considering that the data of all eleven Leeuwarden festival organisations were used for most of the analyses, the conclusions made in this report might not be feasible for each type of organisations individually, but rather to all festival organisations jointly as well as all festival organisations in the Netherlands.

Second, due to the relevance from the volunteer perspective, only two out of seven volunteer management practices from the HRM dimensions were included in the conceptual model (Cuskelly et al., 2006). More specifically, training and support (considered as support), and recognition management practices were included, whereas the volunteer management practices of planning, recruitment, screening, orientation, and performance management were not included in this study.

Third, the instrument's questions of support and recognition (Cuskelly et al., 2006) and volunteer retention (Hoye et al., 2008) were originally applied in a sports event context. While a study conducted in an open context environment (Al-Mutawa, 2015), and this festival study, demonstrated a good internal consistency when measuring the research concepts, the survey statements of volunteer retention might still not be applicable to the episodic volunteers in the festival context. For instance, the nature of festivals being mostly organised only once a year and ranging from several days to a few months might make it difficult for volunteers to decide if they will remain with the organisation for one year or even three years from now.

Recommendations

Based on the three limitations indicated in this article, several implications were formed for future studies. First, the type or focus of festival organisations did not differ in this study, yet some festival organisations did show different types of motivations perceived as important by their volunteers. As such, further studies could take a closer look into the six volunteer motivations to see what might affect volunteers in one kind of festival organisations to have different motivations from another festival organisation.

Second, from the volunteer perspective only two out of seven volunteer management practices from the HRM dimensions were considered relevant (Cuskelly et al., 2006). Since the planning, recruiting, screening, orientating, and managing the performance of volunteers in festival organisations is more from the management perspective, other researchers can conduct similar studies from the management perspective to investigate if these volunteer management practices have an impact on volunteer motivations and volunteer retention, hence providing a better understanding from the management perspective and a means of comparison with the volunteer perspective in festival organisation.

Third, future studies should adapt the survey statements of volunteer retention to make it more applicable to the episodic volunteers in the festival context. More specifically, instead of measuring their intention to remain with the organisation one year or even three years from now, statements should measure their intention to remain with the organisation a few days or months from now, depending on the time period of the festival where individuals are currently volunteering. This

might provide a better measurement of the volunteer retention variable and provide more accurate results.

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