

Motivation and Satisfaction of Volunteers at Local Festival : The Case of the 18th Gokseong Simcheong Festival

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Abstract

Volunteering has important insight for tourism, especially in the context of special events and festivals. In particular, local festival relies heavily upon volunteers because a large number of individuals are often necessary for creating and delivering various services. Therefore, understand the link between motivation and satisfaction will help festival managers to make appropriate decision in the selection and recruitment of volunteers. The purpose of this study is to examine the impact of motivations on individual's volunteer satisfaction. Data were gathered from 183 individuals that volunteered for the 2018 Gokseong Festival and finally 154 samples were used for the empirical analysis. According to the results, motivation factor analysis showed that intrinsic motivation is a main volunteer motivation to participate in the festival. This research concludes with the proposed conceptual framework that discusses the categories of motivational factors and also volunteers' satisfaction. The theoretical and practical implications of these findings are discussed in more detail.

Keywords: *Motivation, Satisfaction, Volunteers, Local Festival*

1. INTRODUCTION

Festivals are emerging as a fast-growing sector of the tourism and leisure industry and can have a significant impact on the host communities [15]. Key factors behind the growth of festivals are largely due to their potential of development in terms of destination repositioning, revitalization and economic restructuring and, more importantly the potential of initiating a legacy. Moreover, it includes improved infrastructure, greater amenities, enhanced civic pride, improved international (diplomatic) relations and increased national/international awareness of the destination.

However, despite the importance of festivals, various researchers point out that the role of volunteers is important for successful local festival. As Barron & Rihova [3] state many types of festivals all over the world, including arts, cultural, music and sports are highly dependent on volunteers, while the financial cost for the organization is low. Therefore, volunteers at local festivals have always been called "the hidden workforce" [16] and it is a challenge for the festival manager to recruit, train and maintain the volunteers. Thus, 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.

Given the enormous contribution of volunteers in the local festivals, a greater understanding of motivation is essential in order for festival managers to develop effective volunteer recruitment and retention strategies[7]. Moreover, various studies identified that volunteer motivations are positively associated with volunteer satisfaction[10, 4]. This view was supported by Slaughter[23] and suggested that key element of volunteer retention is to understand motives for volunteering and assigned the appropriate task that will fulfill their motivations for volunteering. Bang & Ross[4] also argue the volunteer would likely tend to come back for future festivals if they feel satisfied with the volunteer experience and their motivational needs are fulfilled. 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 local festivals. This shows that there is a relationship between volunteer motivations, volunteer satisfaction and actual experience. The nature of festivals required specific training as volunteer turnover during festival and between repeated festivals means a loss of training as well as a social cost arising from the dissatisfaction of former volunteers [17]. According to Slaughter[23], managers can identify whether volunteers' needs are being met from acquiring measures of volunteer satisfaction. Therefore, it is important for managers to identify the motivation and satisfaction of volunteers. Thus, it will encourage greater levels of satisfaction and eventually continues involvement.

Therefore, this research focuses on the concept of measuring volunteer motivation and satisfaction in the local festivals. Particularly, this present study is focused on identifying volunteer motivational factors and assessing the factors that predict volunteer satisfaction at a festival in Gokseong, South Korea. It explores several aspects of motivations on the local festivals. Identifying specific volunteer motivations at local festival may provide not only theoretical and practical contributions for volunteerism in tourism, but also further exploration of motivations affecting individual's satisfaction with the volunteer experience and intention to volunteer for future festivals.

2. LITERATURE REVIEW

2.1 Motivation to Volunteer

Volunteer motivation can be defined as a drive of individuals to seek out volunteer opportunities, to commit themselves to voluntary helping, and to sustain their involvement in volunteerism over extended periods of time. Farrell et al.[10] developed Special Event Volunteer Motivation Scale (SEVMS) adopted from Cnaan and Goldberg-Glen[8] 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.[6] 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[1] 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.[4] 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.

2.2 Volunteer Satisfaction

A number of studies have examined the satisfaction of volunteers and many evidences shows that satisfaction is multi-faceted and relates to commitment, motivation, intrinsic and external benefits and organization management aspects[19]. Farrell et al.[10], in their study identified communication and recognition of volunteers were important factors of volunteer satisfaction. Study by Elstad[9] 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[18] 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[17] found there is a significant effect of intrinsic motivation towards volunteer satisfaction. According to Silverberg, Marshall, and Ellis[20], 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[20]. Level of satisfaction of volunteers has impact on volunteer commitment of event activities and to carryon volunteering in the future. A study by Galindo-Kuhn and Guzley[13] found that time spent on volunteering, durability of volunteer service and desire to continue volunteering can be predicted from the volunteer satisfaction. In summary, many researchers agree that volunteer satisfaction plays an important role in sustaining volunteer service and is a key component of the functional approach to the volunteer process[11].

3. RESEARCH METHOD

3.1 Data Collection

An on-site survey of volunteers was conducted at the Gokseong Simcheong Festival site from October 7 to October 9, 2018 using a convenience sampling method. A self-administered questionnaire was distributed to volunteers at their work centers and rest areas. Before the survey was carried out, the purpose of the study was outlined to volunteers by field researchers. A total of 183 questionnaires were distributed and 177 questionnaires were collected back, representing a response rate of 97%. The questionnaire asked volunteers to identify their reasons for participating in the festival, their satisfaction with the activities they carried out, and their intentions concerning future volunteer participation.

3.2 Measures

Volunteer motivation was examined using a 12-item scale, adapted for this study from scales developed by Farrell et al.[10]. Satisfaction was measured with four items (e.g., “I am satisfied with my volunteering”) adapted from studies by Finkelstein[11] and Galindo-Kuhh and Guzley[13]. Respondents were asked to measure the importance of each volunteer motivation and satisfaction on a 5-pont Likert-type scale, anchoring from 1=Disagree strongly to 5=Agree strongly. The questionnaire used four elements: volunteer motivation, volunteer satisfaction, re-participation intention and demographics. A pre-test was conducted on a sample of 15 volunteers at the Gokseong Simcheong Festival site. As a result of a pre-test, ambiguities were clarified.

3.3 Data Analysis

The analysis of the data from the volunteer survey was completed using the SPSS 23.0 computer program. Descriptive statistics were assessed to determine who volunteers at the Gokseong Simcheong Festival. Factor analysis and reliability were employed to identify the volunteers’ motivation and satisfaction. Regression analysis was used to discriminate between satisfaction and re-participation intention.

4. RESULTS AND DISCUSSION

4.1 General Characteristics

As shown in Table 1, female respondents(65.6%) outnumbered male respondents(34.4%). Respondents with below 20 years of age group(54.5%), middle and high school students, and 60 and older age group(41.6%) comprised a majority of the sample.

Table 1. Demographics of Respondents

| Variables | Percentage(%) |
|-----------|---------------|
|-----------|---------------|

| | | |
|------------|---|-----------|
| Gender | Male | 53(34.4) |
| | Female | 101(65.6) |
| Age | Below 20 | 84(54.5) |
| | 20-29 | 2(1.3) |
| | 30-39 | 1(0.6) |
| | 40-49 | 1(0.6) |
| | 50-59 | 2(1.3) |
| | 60 and older | 64(41.6) |
| Occupation | Student | 85(55.2) |
| | Professional/Civil Servant | 3(1.9) |
| | Farmer | 26(16.9) |
| | Businessperson | 1(0.6) |
| | Homemaker | 31(20.1) |
| | Others | 8(5.2) |
| Education | Middle/High School | 108(70.1) |
| | 2-year College/Undergraduate University | 14(9.1) |
| | Graduate School | 3(1.9) |
| | Others | 29(18.8) |

Table 2. Behavioral Characteristics of Volunteers

| | Variables | Percentage(%) |
|------------------------|--------------------------------|---------------|
| Volunteering Frequency | None | 45(29.2) |
| | 1 time | 37(24.0) |
| | 2 times | 21(13.6) |
| | 3 times | 13(8.4) |
| | More than 4 times | 38(24.7) |
| Volunteer Resources | Local festival website | 4(2.6) |
| | Fly sheet/Printed material | 16(10.4) |
| | Local broadcasting advertising | 5(3.2) |
| | Local government | 17(11.0) |
| | Community volunteer center | 21(13.6) |
| | School | 45(29.2) |

| | | |
|--------------------|--|----------|
| | Local festival officials | 19(12.3) |
| | Affiliation | 13(8.4) |
| | Others | 14(9.1) |
| Voluntary Benefits | Souvenir of volunteer work | 36(23.4) |
| | Plaque of appreciation or printed certificates of participation for volunteer work | 6(3.9) |
| | Invitation to the meeting or official gathering | 7(4.5) |
| | Friendly informal social gathering of volunteers | 19(12.3) |
| | Privilege rewards of membership for a program or service | 8(5.2) |
| | Recognize volunteer experience | 22(14.3) |
| | Others | 56(36.4) |

4.2 Confirmatory Factor Analysis

As shown in Table 3, it outlines reasons for volunteering and the motivation factors are classified under to constructs: intrinsic motivation and extrinsic motivation.

Table 3. Result of Exploratory Factor Analysis on Volunteer Motivation and Satisfaction

| Factor | Factor Loading | Community | Eigen Values | Variation Explanation(%) | Cronbach's α | |
|----------------------|---|-----------|--------------|--------------------------|---------------------|------|
| Intrinsic motivation | I want to help my community with the festival | .895 | .865 | 5.808 | 48.403 | .951 |
| | I want to do something worthwhile | .865 | .803 | | | |
| | Participating in volunteering is fun and exciting | .891 | .868 | | | |
| | I want play the role of good citizen | .845 | .782 | | | |
| | I want to develop relationships with others | .901 | .882 | | | |
| | I want to contribute in region of Gokseong | .585 | .612 | | | |
| | I want to learn new knowledge or skills | .716 | .815 | | | |
| | I want to contribute | .649 | .759 | | | |

| | | | | | | |
|----------------------|--|------|------|-------|--------|------|
| | my technical skills for the local festival | | | | | |
| | I want to help Gokseong Festival achieve success | .652 | .479 | | | |
| Extrinsic Motivation | My neighbors/friends wanted to volunteer support for the local festival | .881 | .794 | 3.492 | 29.097 | .887 |
| | I want to get rewarded incentives such as free goods or voluntary benefits | .880 | .838 | | | |
| | I want to gain some practical experience | .803 | .802 | | | |

Total explained variance=77.499, KMO=.909

Bartlett's test of Sphericity=1953.171, d.f=66. sig=.000

| | | | | | | |
|--------------|---------------------------|------|------|-------|--------|------|
| Satisfaction | Recommendation | .961 | .924 | 2.699 | 89.962 | .944 |
| | Reparticipation Intention | .953 | .908 | | | |
| | Overall Satisfaction | .931 | .867 | | | |

Total explained variance=89.962, KMO=.757

Bartlett's test of Sphericity=437.901, d.f=3 sig=.000

The result of standard multiple regression analysis demonstrated that a volunteer's re-participation intention was influenced by volunteer's intrinsic motivation (Table 4).

Table 4. Regression Analysis of Volunteer Motivation and Satisfaction

| Dependent Variable | Independent Variable | Unstandardized Coefficients | | Standardized Coefficients | t | p |
|--|----------------------|-----------------------------|----------------|---------------------------|--------|---------|
| | | B | standard error | Beta | | |
| Overall Satisfaction (M=4.31) | (Constant) | 4.312 | .055 | | 78.205 | .000*** |
| | Intrinsic Motivation | .538 | .072 | .565 | 7.468 | .000*** |
| | Extrinsic Motivation | .180 | .072 | .189 | 2.500 | .013 |
| R=.701 R^2 =.492 Adjusted R^2 =.485 F=73.010(p=.000) Durbin-Watson=2.037 | | | | | | |
| Recommendation (M=4.29) | (Constant) | 4.299 | .059 | | 72.382 | .000*** |
| | Intrinsic Motivation | .558 | .078 | .600 | 7.186 | .000*** |
| | Extrinsic | | | | | |

| | | | | | | |
|--|----------------------|-------|------|------|--------|---------|
| | Motivation | .023 | .078 | .025 | .296 | .767 |
| R=.616 R^2 =.380 Adjusted R^2 =.372 F=46.249(p=.000) Durbin-Watson=1.793 | | | | | | |
| Reparticipation Intention (M=4.35) | (Constant) | 4.351 | .055 | | 79.534 | .000*** |
| | Intrinsic Motivation | .618 | .072 | .673 | 8.647 | .000*** |
| | Extrinsic Motivation | .008 | .072 | .009 | .110 | .912 |
| R=.679 R^2 =.461 Adjusted R^2 =.454 F=64.541(p=.000) | | | | | | |

Note: ***p<0.001,**p<0.01,*p<0.05

5. DISCUSSION AND CONCLUSION

The primary purpose of this paper is to focus on the motivational factors prevalent in a group of local festival volunteers. Gokseong Simcheong Festival was chosen for the study and the findings of this paper are as follows.

First, this study supports the view that motivation for festival volunteers differs from that of other volunteers. Intrinsic motivation is a main motivation on this study. Intrinsic(internal) motivation refers to behavior that involves engaging in an activity for the satisfaction or enjoyment inherent in performing the activity[12]. Intrinsic motivation deals with the hedonic dimension of acting as a volunteer(Gallarza et al., 2013) Volunteering is associated with having fun, developing interests, and satisfying one’s expectations and curiosity[14, 21]. Yet extrinsic motivation refers to behaviors or actions that make possible an attainment of some outcomes aside from intrinsic satisfaction with the action itself. Extrinsic motivation can be seen as a tangible reward[22], such as monetary reward or social recognition and networks. In tourism, many extrinsic benefits can motivate volunteers. However, differences in the results of this study and those reported in other studies. For example, Kwak and Kim(2009) signify there may also be differences in motivations that depend on the type of festival.

Second, the satisfaction items for festival volunteers divide into three aspects: overall satisfaction, recommendation, and reparticipation intention. The motivation to participate originally may be different from the motivation to participate a second or third time as one thinks about the actual experience one had and whether what happened synchronized with what one expected. An aspect in maintain on-going satisfaction is retaining the relationships developed with other volunteers.

Third, volunteer’s re-participation intention was influenced by volunteer’s intrinsic motivation such as participating in region development, recognition from other people, helping one’s community with the festival, and so on. There are several implications of this study for local festival managers. Understanding various motivations to volunteer for the festival enables managers with the knowledge about how best to handle recruitment, work assignment, training, and supervising volunteers. Moreover, the findings suggest practical actions festival organizations can take to sustain the commitment of volunteers in their activities. Ultimately, volunteers could feel meaningful and worthwhile with their volunteer experience. In further research, more diverse festival forms need to be examined, and longitudinal studies may be needed to assess causality.

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