

MOTIVATIONAL FACTORS OF VOLUNTEERISM

A Case Study of Warrens Cranberry Festival 2002

By

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ABSTRACT

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This research entails investigation of the Motivational Factors of Volunteerism: A Case Study of Warrens Cranberry Festival 2002. This festival is like many other festivals, events, or social activities around the world that proceed successfully with the help of volunteers. Their contribution is undeniable and has been perceived as important as paid employees. Many studies have been done on motivational factors and level of satisfaction of paid employees but very few for volunteers. This dissertation used a two-phase approach. Phase one of the research used the interview method, primarily an interview with one of the managers of the festival, to explore volunteers' participation and contribution. Phase two used mail surveys and 222 sets of questionnaires were mailed out and the response rate was 33% or 73 respondents. The results indicate that the motives of volunteerism were "to contribute something good" (18.4%), "socializing with community" (15.3%), "satisfaction from accomplishment" (11.4%), "to be part of the team" (10.6%), "to help friends or relatives" (10.2%), "for fun" (9.8%), "to share skills" (7.1%), "to do something different from ordinary job" (4.7%), "to learn something new" (3.5%), "to gain leadership skills" (2.4%), "to feel needed" (2.0%), "for recognition" (1.1%), "to keep

busy/escape” (0.4%) and “other” (3.1%). For simplification purposes, these results were regrouped into five categories such as altruism (49.0%), personal growth (21.6%), egoistic needs (14.5%), escape (5.1%) and fun (9.8%). Investigation on their satisfaction levels shows personal accomplishment has the highest mean of satisfaction ($\bar{x}=4.17$). It was followed by team performance ($\bar{x}=3.92$), management’s performance ($\bar{x}=3.67$), training/orientation ($\bar{x}=3.26$), and overall experience ($\bar{x}=3.97$). All these findings should be able to provide support to the festival, and event organizers in general and the Warrens Cranberry Festival in particular towards the development of a better planning, execution, and evaluation process of volunteers.

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Last but not least, I would like to thank many individuals – my father, siblings, mother in law, host father, friends for their support and prayer, which have made it possible for me to complete this research. This thesis is dedicated to my late mother, my husband, and my baby.

TABLE OF CONTENTS

	Page
LIST OF TABLES	vii
CHAPTER ONE: INTRODUCTION	1
Volunteerism	1
Tourism	2
Event and festival tourism	2
Volunteerism in event and festival tourism	3
Motivation	3
Volunteer motivation	4
Volunteer satisfaction	4
Warrens Cranberry Festival	5
Need for the study	5
Statement of the problem	5
Assumption	6
Definition of terms	6
Overview of the study	7
CHAPTER TWO: LITERATURE REVIEW	8
Volunteerism	8
Tourism	11
Event and festival tourism	13
Volunteerism in event and festival tourism	16
Motivation	17
Volunteer motivation	21
Volunteer satisfaction	23
Warrens Cranberry Festival	25
Summary	27
CHAPTER THREE: METHODOLOGY	28
Introduction	28
Statement of purpose	28
Objectives	28
Research design	29
Interview	29
Survey	30
Research/survey instrument	31
Research procedures	32
Treatment of the data	34
Summary	36

CHAPTER FOUR: DATA ANALYSIS 37

Introduction	37
Preface to the findings	37
Sample	38
Profiles	38
Motives for volunteerism	41
Satisfaction	43
Previous participation	44
Frequency of participation	45
Future participation	45
Relationships between variables	45
Summary	53

CHAPTER FIVE: DISCUSSION AND CONCLUSION 54

Introduction	54
The study	54
Interpretations	55
Conclusion	63
Limitations and recommendation for further study	66

BIBLIOGRAPHY 68

APPENDICES

Appendix A: Cover letter
Appendix B: Questionnaire and consent form
Appendix C: Follow-up letter
Appendix D: Interview result
Appendix E: List of comments and suggestions

LIST OF TABLES

Table No.		Page
1.	Sample distribution	38
2.	Summary of hometown distribution	39
3.	Summary of gender distribution	39
4.	Summary of age distribution	40
5.	Summary of educational background	40
6.	Summary of occupational background	41
7.	Summary of volunteerism motives	42
7.1	The most popular motivational factors	43
8.	Summary of satisfaction level	44
9.	Summary of previous participation	44
10.	Summary of future participation	45
11.	Socializing with community by gender	46
12.	Leadership skills by gender	46
13.	Satisfaction from accomplishment by gender	47
14.	Socializing with community by age	47
15.	Contribute something good by educational background	48
16.	To share skills by educational background	48
17.	To feel needed by educational background	49
18.	To help friends or relatives by previous participation	50
19.	To do something different by previous participation	50
20.	For fun by previous participation	50
21.	Satisfaction from accomplishment by previous participation	51
22.	Socializing with community by future participation	51
23.	To share skills by future participation	52
24.	To help friends or relatives by future participation	52
25.	Satisfaction from accomplishment by future participation	52
26.	Motivational factors by popularity	57
27.	Motivational factors being considered as the main reason for volunteerism	58

CHAPTER ONE

Introduction

Volunteerism

According to Kemp, volunteerism is a personal investment of people who gave freely of their time, with few tangible rewards. These people are able to create great contributions to the economy and development in which they occur. In the United States, about 59 million people did volunteer work from September 2001 to September 2002.

Interestingly, most of them came from different categories and have different perspectives on this subject but still managed to adjust their personal objectives or motivational factors and fit nicely with organizations that provide such opportunity. One of the examples is an older adult who perceives volunteerism as an opportunity to share experience, wisdom and skills with youth, adults and other older adults (Rouse and Clawson, 1992). Other groups like professionals usually use the opportunity to achieve different motives and to make themselves visible in the community and expand contacts (Rawlins and Houska, 1986).

Reasons on why people submit themselves to this effort might be endless. Tragedies like the destruction of the World Trade Center, SARS disease, massive flood and severe drought season or very well planned local, national and international events or festivals could become as the driving factors for people to give their time, energy, commitment and sometimes life to this effort. In other words, their contributions cover and touch every aspect of our life. Many groups of people, sectors or industries have benefited and still do from this effort. In this research, volunteerism will be investigated for the tourism industry in general, and event and festival perspectives in particular.

Tourism

Throughout the world, the most compelling reason for pursuing tourism as a development strategy is its potential positive contribution to the local or national economy (Sharpley and Telfer, 2002). This industry is very diverse and can contribute to almost every sector of an economy. It has been estimated that by the year 2020, international arrivals are expected to reach over 1.56 billion, which 1.18 billion will be intraregional and 377 million will be long haul travelers (World Tourism Organization, 2002).

But, the echo of the late 1997 financial crisis is still strongly present in many countries especially in the Asian continent. Countries like Malaysia, Thailand, South Korea and Indonesia, which depend on tourism, have experienced this major setback. This is supported by the WTO 2020 forecasts that stated the Asian continent will experience a decline of tourist arrivals of about 50 million from its original 1.6 billion forecast. The crisis has made many national carriers and hotels of these countries to record a poor financial report. However, every country's comprehensive economic plan has enabled them to minimize these impacts. Thailand and South Korea are two good examples in turning crisis to economic favor. Devaluation of their currencies has enabled their tour operators to offer the same great value of tourism packages with fewer costs to international tourists (Impact of the Financial Crisis on Asia's Tourism Sector, 1999).

Event and Festival Tourism

Event and festival tourism has become one of the fastest growing forms of leisure and business tourism since the 1980s and clearly emerged as an important part of the tourism industry. Recently, promoting tourism through special events is known as a new phenomenon among most governments in many countries. This is mainly due to the economic interest, as they

realize that events have a capacity to create income and employment in the short term, generate visitation and other related investment in the longer term (Getz, 1989).

Most of the events, whether organized at the local, national or international level rely heavily on volunteer participation. For example, from November 1995 to 1996, Australia reported 1,300 festivals, but only 31 of them were operated with a budget over \$300,00 while the operation of others were strongly dependent on volunteers' services and local partnerships (Australian Bureau of Statistics, 1996).

Volunteerism in Event and Festival Tourism

Volunteers in event and festival tourism usually perform various duties, from management level to the clerical tasks. They are not just unpaid labor, but can also present a greater challenge on leadership than paid employees. The importance of this subject has been recognized at the international level when The United Nations General Assembly proclaimed year 2001 as the "International Year of Volunteers".

The Olympic Games, the Commonwealth Games and the Asian Games are among many events that recorded a huge number of participating volunteers. Their objectives and motivation varies from one to another but the spirit of helping others and being useful to the community could be named as among the most common reasons.

Motivation

In the study of tourism, there are two disciplines that provide better understanding of motivation. These are from the psychological and sociological point of view. The psychological perspective focuses on internal factors like individual personality, intrinsic motivation, including

cognitive and affective motives, which are self-directing, autonomous and non-deterministic. Meanwhile, the sociological perspective puts more focus on extrinsic rather than intrinsic motivation (Dann, 2000).

Volunteer Motivation

Volunteers have become an important asset in event tourism and it is essential to understand the motivational factors that lie behind their unpaid involvement. Most of them are seeking social connection, service to others and interest in or commitment to the goal of the organization joined rather than financial benefits (Anderson and Shaw, 1999).

Volunteer Satisfaction

Obtaining the level of satisfaction is a key component in effective management of volunteers. Since volunteer satisfaction is believed to be much more complex than paid employee satisfaction due to their different motivation, event managers always need to work closely with their volunteers to ensure their volunteer satisfaction levels remain high.

This study intended to investigate the motivational factors of volunteerism and their satisfaction levels at the Warrens Cranberry Festival as their contribution has made the small town become popular and has its own annual festival that is able to attract thousands of visitors every year.

Warrens Cranberry Festival

Warrens Cranberry Festival is an annual event that has existed since 1973. The event was first inspired to raise funds to improve the quality of life in Warrens, Wisconsin. It has been getting larger from year to year and has been recognized as the “World’s Largest Cranberry Festival” and ranked among the top 100 events in the United States in 1994, 1998 and 2001 by the American Bus Association.

The small population of 400 is not seen as a problem. Strong commitment and cooperation between community and volunteers are known as its main strength. Those volunteers are not only local residents of Warrens, but also come from neighboring towns.

Need for the Study

The success of Warrens Cranberry Festival very much depends on the cooperation and strong commitment by the Board of Directors and hundreds of volunteers. As these volunteers give their time and commitment freely, it is important to understand their motivational factors and self-satisfaction in order to have more efficient volunteers and attract more of them in the future.

Statement of the problem

The main purpose of this study is to identify the motivational factors that influenced volunteers to participate in Warrens Cranberry Festival 2002. This study will:

1. Identify the motivational priorities among volunteers.
2. Establish the relationship between volunteers’ demographic background and their motivational factors.

3. Measure volunteers' self-satisfaction.

The research findings will be useful in helping Warrens Cranberry Festival towards understanding their volunteers and crafting strategies in order to increase the number of volunteers in the future. Other festival organizers would be benefited from the findings too as it should be useful in providing input about general factors or reasons that really motivate people to be a volunteer.

Assumption

The assumption was made that an event listed in the top 100 events in the United States would function as an attraction within the tourism industry.

Definition of terms

Tourism:

World Tourism Organization (1997) has described tourism as the activity of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes, different from the exercise of an activity remunerated from within the place visited

Event tourism:

A systematic planning, development, and marketing of festivals and special events as tourist attractions, image-makers, catalysts for infrastructure and economic growth, and animators of built attraction (Getz, 1994: 437).

Motivation:

People commitments to a cause of action, enthuses, energizer and enables them to achieve personal or organizational goals (McDonnell, Allen and O'Toole, 1999).

Volunteer:

According to Kemp (2002), volunteerism is a personal investment of people who gave freely of their time, with few tangible rewards.

Overview of the study

The focus of this study is to identify the motivational factors of volunteerism, using Warrens Cranberry Festival 2002 as a case study. The study will be developed in five chapters, which are introduction, literature review, research methodology, data analysis and discussion. The literature review covers the previous research findings regarding tourism, event and festival tourism, volunteerism, motivation, volunteer motivation, volunteer satisfaction and the overview of the Warrens Cranberry Festival. The methodology chapter outlines the procedures of data collection, using survey questions and interview with the Office Manager. The findings are statistically analyzed and reported using descriptive and inferential methods. The final chapter discusses the implications of the findings toward an understanding of volunteer motivation at Warrens Cranberry Festival 2002.

CHAPTER TWO

Literature Review

Volunteerism

Volunteerism is defined as a focus to freely participate and known as no paid employment, social needs, belonging to the private non-profit sector, informal services and formal volunteering (Fischer and Schaffer, 1993). It is also defined as “a personal investment of people who gave freely of their time, with few tangible rewards” (Kemp, 2002: 109). Another definition is “a person who on a regular basis, contributes his or her time and energy to a voluntary agency, statutory body, social or self-help group, without being paid” (Du Boulay, 1996, cited in Jago and Deery, 2002).

Volunteer activities can create significant and long lasting contributions to the development of the people and community in which they occur. It is seen as not only unpaid labor but also as a group of people with needs, who probably present a greater leadership challenge than paid employees because most of them seek rewards in intangible and intrinsic forms (McDonnell, Allen and O'Toole, 1999).

In general, different categories of people have different perspectives on this subject. For example, older adults perceive volunteerism as an opportunity to share their experience, wisdom and skills with youth, adults and other older adults (Rouse and Clawson, 1992). Another finding is that the elderly can be persuaded to volunteer by assuring them that their expertise and experience will have very beneficial and invaluable input for their fellow residents (Rawlins and Houska, 1986).

For professionals in particular, they use this opportunity as a platform to achieve many purposes such as visibility in the community and expand contacts. This is known as a tangible benefit and can enhance both the individual and his/her company reputation. Furthermore, it can provide balance in one's life through social interaction and community service opportunities, which draw them away from their hectic career life and concerns (Puffer, 1990).

Unexpected scenarios and tragedies such as the destruction of the World Trade Center, tornadoes, hurricanes, earthquakes or very well planned activities like local events, sport games, carnivals and festivals create the opportunity to bring out the best in us. Not enough can be said about this group of people who exhaust themselves either for pulling survivors from the rubble and providing medical attention or ensuring visitors enjoy their time during the activities.

Their involvement and contribution are not during specific times only as many of them provide time and services throughout our daily lives, whether it is serving food in a shelter or wiring a school for network communications. Whether they served in times of trouble or just as part of daily life, this amazing group of people deserves much more credit than they have received for their critical support and efforts (Bursky, 2003).

According to the Bureau of Labor Statistics of the U.S. Department of Labor, about 59 million people in the USA did volunteer work at some point from September 2001 to September 2002 (U.S. Bureau of Labor Statistics, 2003). Their contribution was acknowledged by President Bush as he announced May 21 a new international service initiative known as Volunteers for Prosperity. Purposes of the program are to enlist and deploy highly skilled professionals such as doctors, nurses, computer specialists, engineers and educators to countries around the world to promote global prosperity (U.S. Department of State, 2003).

These involvements cover many different types of activities. Among the more commonly reported were teaching or coaching (24.4 percent); canvassing, campaigning, or fundraising (22.9 percent); collecting, making, serving, or delivering goods (22.2 percent); and being a board, committee, or neighborhood association member (16.3 percent). 43 percent of volunteers indicated that their activities fell into the "catch-all" category of organize, supervise, or help with events or activities (U.S. Department of State, 2003).

The patterns clearly distinguish the need for professional management approaches especially in planning, executing, and evaluating their contribution. Many of these people in practically all countries prefer a shorter term commitment (McCurley and Ellis, 2003).

In the case of volunteer management in the U.S., the government has devised a more systematic and formal relationship between the U.S. Freedom Corporations and other non-governmental organizations that work through the Millennium Challenge Account, the Emergency Plan for AIDS Relief, the Digital Freedom Initiative, the Water for the Poor Initiative, the Trade for Africa Development and Enterprise Initiative, and the Middle East Partnership Initiative. The initiative calls upon professionals to be deployed for a limited period of time, normally weeks or months (U.S. Department of State, 2003).

As the Bureau of Labor Statistics (2003) reported a great number volunteered through charitable organizations, the president strongly emphasized the message saying "this is a time for all Americans to be active citizens, not spectators" during the National Volunteer Week - April 27 to May 3, 2003 (U.S. Department of State, 2003).

The aforementioned development can be interpreted not only from a humanitarian perspective but from industries and other sectors as well. Tourism, education, health, religious institutions, politics, health, welfare, science, and the arts are known as industries or sectors that

benefited a lot from this wonderful activity. Its impact is not only socio-cultural but economic as well. The relationship and contribution of volunteerism to the tourism industry has been established for centuries. Below is contemporary information about tourism.

Tourism

Tourism is often referred to as the world's largest industry. It has been defined as "the sum of the phenomena and relationships arising from the interaction of tourists, business suppliers, host governments and host communities in the process of attracting and hosting these tourists and other visitors. It is also a composite of activities, services and industries that delivers a travel experience: transportation, accommodations, eating and drinking establishments, shops, entertainment, activity facilities and other hospitality services available for individuals or groups that are traveling away from home"(Goeldner, Ritchie and McIntosh, 2000:14).

Tourism has also been defined as "the activity of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes, different from the exercise of an activity remunerated from within the place visited" (WTO, as cited in Egypt Seminar on Tourism Statistics and Economic Impact Measurement, 1999: 28).

Tourism is not only referred to as the world's largest industry, but is also known as one of the fastest growing industries that are multidimensional in nature (Tisdell and Roy, 1998). Its contribution to certain countries is significant at local or national levels especially in employment creation, increased demand for goods and services, and it helps to reduce the regional imbalance in development (Tisdell and Roy, 1998). By the end of the 20th century, the

total global tourism activity (international and domestic) has been estimated to be worth about \$3.5 trillion (Sharpley and Telfer, 2002: 1).

Tourism is a highly dynamic industry and is strongly influenced by economic, political, social, environmental and technological change and even current issues like SARS disease and terrorism. It is similar to other major industries such as manufacturing, information technology, and automobile production. The best example of how deeply it is associated to the economic well being of certain countries was seen during the Asian economic crisis in late 1997. For example, countries like Malaysia, Indonesia and Thailand, to name a few, were strongly affected when they experienced significant decline in their gross domestic product (GDP) (Hall and Page, 1999).

Besides that, the wide spectrum of tourism has made it become one of the major sources of employment. The employment opportunity in this industry is expected to grow at a considerably higher rate than any other industry due to its still buoyant growth (Tourism Economic Report, 1998). The main reason for many countries to pursue or consider tourism as their developmental strategy is due to its ability to propel positive economic contribution both locally and nationally (Sharpley and Telfer, 2002). Its diversity can be found in almost every sector of an economy (Tourism Economic Report, 1998). By the year 2020, the international arrivals are expected to reach over 1.56 billion, which 1.18 billion will be intraregional and 377 million will be long haul travelers (World Tourism Organization, 2002).

One of its diverse features is event and festival tourism. Many countries try to identify their own niche in the tourism industry, and one of the most popular sections is event and festival.

Event and Festival Tourism

Event means a thing that happens or takes place. It is either a public or social occasion (Oxford Dictionary, 1999: 493). It also has been defined as “systematic planning, development, and marketing of festivals and special events as tourist attractions, image-makers, catalysts for infrastructure and economic growth, and animators of built attraction” (Getz, 1994: 437).

Event tourism has become one of the fastest growing forms of leisure, business, and tourism since the 1980s. It has become an important part of the tourism industry. Lately, governments in many countries promote their tourism product through special events and this has become a new phenomenon in this emerging industry. The main economic reason for considering this section of tourism is that most countries realize events have a capacity to create income and employment in the short term, generate visitation and other related investment in the longer term (Getz, 1989). As it is becoming more popular, it experiences complexity and this is prior to its size that always gets bigger and bigger from year to year. The complexity includes number of staff and volunteers that are involved in championing the respective event.

Event and festival tourism is highly recognized for its economic contribution to many countries due to its ability to produce sizeable benefits. It serves as a powerful tool to attract tourists during the off-season and to create an image and awareness for each respective area. It becomes useful to spread tourism both geographically and seasonally (Goeldner, Ritchie and McIntosh, 2000). Countries like Malaysia with its Malaysian National Open Days “Hari Terbuka Rakyat Malaysia” where booths sell varieties of ethnics’ foods and crafts, while Thailand with its Water Festival “Loy Krathong”, and Spain with its Tomatoes Festival “La Tomatina” are a few best example to demonstrate their commitment in using events to promote their countries.

Events are only part of the broader picture of event tourism activities as it covers a kaleidoscope of planned cultural, sport, political and business occasions; from mega events like the Olympics and world's fair to community festivals; from programs of events at parks and attractions visited by dignitaries and intergovernmental assemblies; from small meetings and parties to huge conventions and competitions (Getz, 1997:1). Getz also stated the major categories of planned events are cultural celebrations (such as festivals, carnivals, religious ceremonies, parades and heritage commemorations), art and entertainment (concerts and other performances, exhibits and award ceremonies), business and trade (fairs and sales; consumer and trade shows, expositions, meetings and conferences, publicity stunts and fund-raisers), sport competitions (professional and amateur), education and scientific (seminars and workshops, clinics, congresses and interpretative events), recreational (games and sports for fun, amusement), and political and state occasions (inaugurations, investitures, VIP visits and rallies).

Along with those categories, special events have another important area which generates employment, volunteerism and economic opportunity. Huge or mega events like Olympic Games, World Cup and World Fairs, require a huge capital expenditure. It also demands a high level of professionalism from every party involved.

Local events such as cultural festivals and community fairs could become "special events" especially when local communities in many countries who frequently hold some kind of an event refine its theme, whether it is a fair, festival, market, parade, celebration, anniversary, sports event or a charitable endeavor (Goeldner, Ritchie and McIntosh, 2000). A local event often begins from a small community event such as local residents celebrating their heritage, resources or culture. Slowly, these local festivals that were originally designed to entertain local residents have grown much bigger and attract visitors from many miles away (Goeldner, Ritchie

and McIntosh, 2000). At the same time, they create a sense of community pride and unity in that respective residential area or town. Small community events can be an ideal occasions for local artists and craftsmen to demonstrate their skills as well as exhibiting and selling their products.

Basically, one of the main objectives of organizing these events is to raise funds for local community projects (Arkansas Department of Parks and Tourism, 1986). A successful event will encourage outsiders and the local community to spend their money and through this spending spree will help the local or regional government to propel their economy (Kim, Scott, Thigpen, 1998).

In general, most direct and indirect benefits of a local special event are similar in nature to a mega event except smaller in size (Walo, Bull and Breen, 1996). In other words, it can create employment opportunities, income, output, investment, extra services, infrastructure and improvement on social well being. Usually, it promotes sports and recreation besides local tourism activities so as to make full use of their recreational facilities to expand their local economy. Besides its economic contribution to the local, national and international community, events could also create a huge volunteerism opportunity to the community at large. For example, in 2001 the management for the Olympic Games 2004 in Athens, Greece has recorded 22,000 volunteers.

The aforementioned scenario clearly shows how much the tourism industry in general and event and festival tourism depend upon volunteerism. The need of this sector for volunteers is as great as other industries or sectors.

Volunteerism in Event and Festival Tourism

Without denial, the success of local, national or international event management, which is part of tourism activities has been very much embedded in and benefited from volunteers' contribution. Theoretically, every special event either at local, national or international levels always requires significant numbers of people from this group in helping them to organize the event successfully. Their participation is very important to the survival of the foundation of contemporary fairs (Thelen and Fischer, 2000).

The group contributions are significant as much as paid staff. Among sectors that benefit greatly from volunteerism in the United States in particular are religious institutions, education, politics, health, welfare, science, and the arts (Parker and Newman, 1989). Many people believe that volunteer participation in community special events could bridge the event with the community and vice-versa (Thelen and Fischer, 2000). Volunteering also allow today's active families to have the opportunity to work side-by-side within a fun and safe environment.

Technically, volunteers perform a variety of duties, which include components that are able to determine success or failure for the respective event. Some of those duties are to manage and supervise programs, ensure health and safety, provide technical support and control security (Johnston, Twynam and Farrell, 1999). Volunteers are also involved at the pre-activity level with planning, fund-raising, organizing and marketing functions.

Although their services are not paid, people are becoming more and more aware that the involvement of this group of people can pump in significant capital to the event and it would help to propel local or national economic value. It does not stop there as its importance also received overwhelming recognition at the international level, especially when the United Nations General Assembly proclaimed 2001 as the "International Year of Volunteers" (Olympic Review,

2001). The International Year of Volunteers has enabled people to join forces in paying tribute to self-sacrifice for the good of the community and the innate will. The aim is to make more people aware of the work of these people in the world and to show the huge importance of them within society and for the economy (Olympic Review, 2001).

The study of motivation is an important part in this subject because it can provide better understanding of human behavior. It is essential to investigate their motivational factors in order to prepare strategic planning for future events. The information can also be used in hiring or providing training and orientation for them.

Motivation

People adopt particular behaviors to satisfy their specific needs. Behavior is very much embedded in motive. Motive can be defined as something that causes people to act (Haasen and Shea, 1997). Another definition of motivation is the internalized drive towards the dominant thought of the moment. It provides understanding, explanation, and prediction of behavior being observed (Rabey, 2001: 26). It also can be said as very embedded to the core of human behavior (Dann, 2000: 393-395).

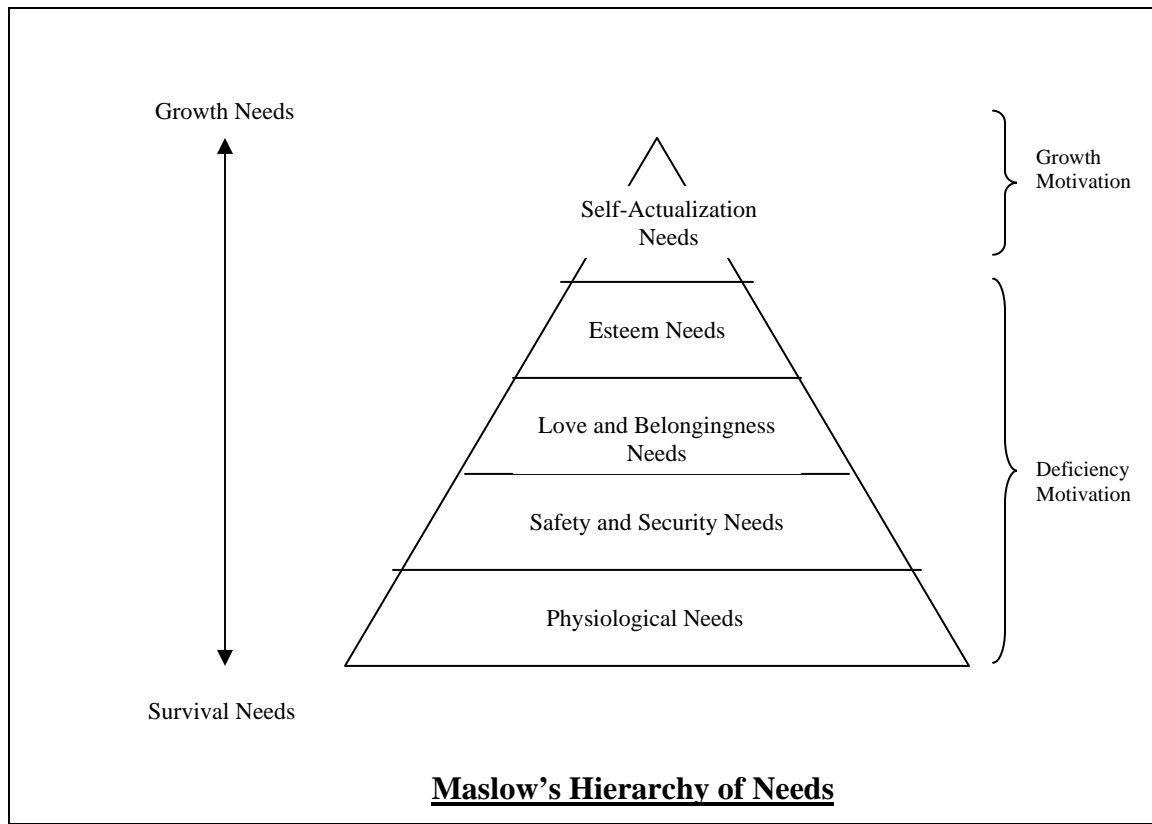
Motivation is also known as self-desire. A person cannot influence anyone but they can create a situation to which individuals will choose to respond (Rabey, 2001). It cannot be observed directly, but it leads to observable behavior and it is no longer solely a function of people's needs or choices. It can be molded to a "desirable outcome" based on the ability to control one's job, on acquiring new skills and on being part of a team (Haasen and Shea, 1997).

Motivational theories of the 1950s and 1960s focused on human needs but since the 1970s, new theories have emerged to focus on intrinsic driven processes and on the "self-

systems” that determine an individual’s behavior. It comes from the inside of a person and is an emotional preference for a task that gives us pleasure and enjoyment (Haasen and Shea, 1997).

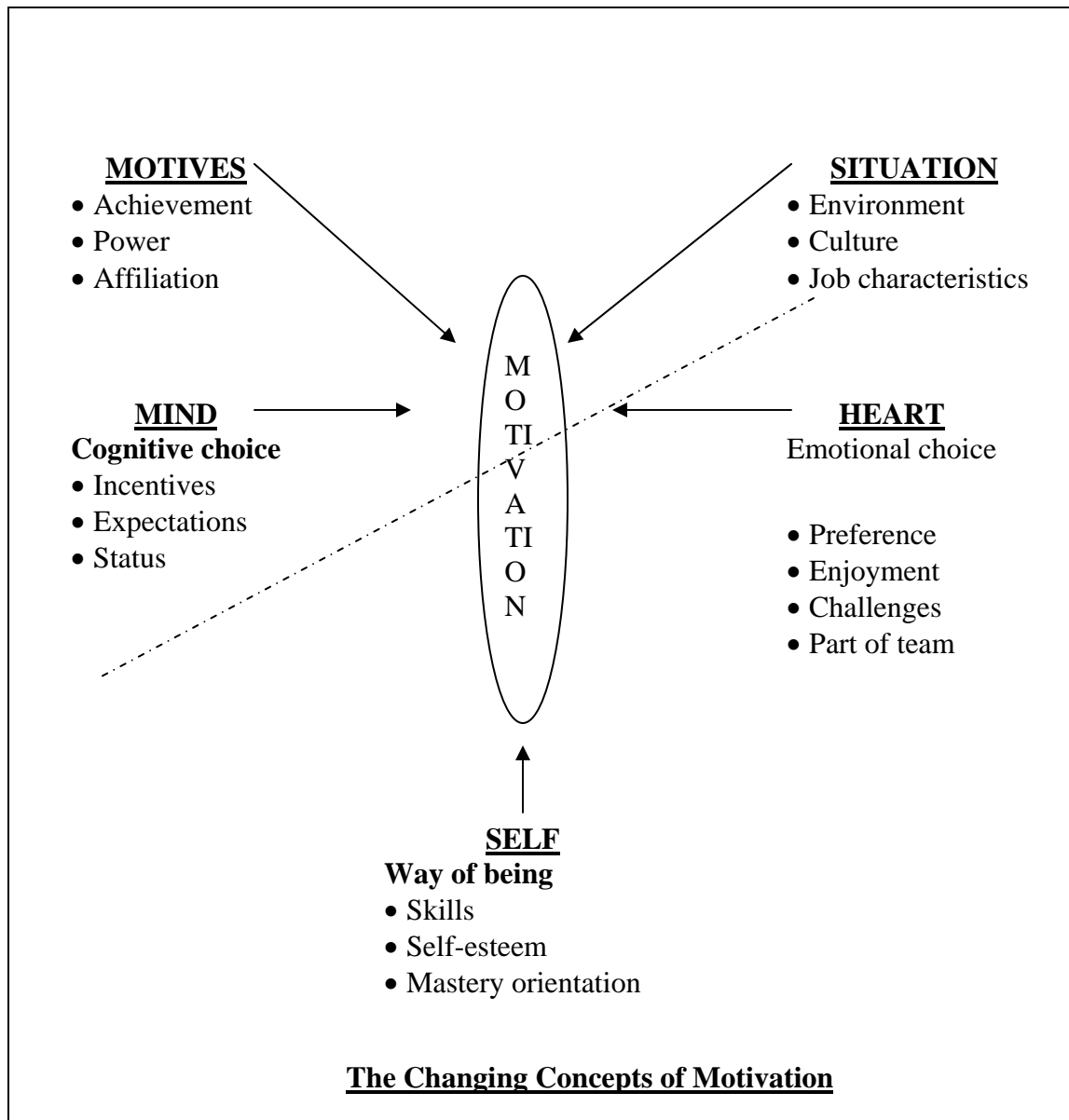
In relation to tourism research, motivation can be divided into two disciplines psychology and sociology (Dann, 2000). The psychological discipline focuses on the individual personality and intrinsic motivation, including cognitive and affective motives, which are self-directing, autonomous and non-deterministic while the sociology school of thought concentrates more on extrinsic factors that affect society instead of the individual.

People began to realize the importance of motivational studies and have come out with various theories since the 1950s. The focus of contemporary theories is motives, cognitive choice and situation (Haasen and Shea, 1997). The first theory of motivation still widely used today was introduced by Abraham Maslow. He believes in the potential of humans to exercise choice, to grow and to arrive at a point of self-actualization (Figure 1). His theory consists of the idea of prepotency principle, which emphasized that needs must be fulfilled in sequence from lower order to the higher order. Satisfying a lower order need would enable a person to focus on the next higher need. Physiological needs in this hierarchy dominate the strongest motives while self-actualization needs represent the weakest motives.

Figure 1

Source adapted from: Understanding Motivation and Emotion (3rd Edition) by Johnmarshall Reeve, Harcourt College Publisher: Fort Worth (2001)

Another very well known motivational scholar is Frederick Herzberg. He introduced the “two-factor theory”. This theory works by asking people to think back to an experience that made them feel good about what happened, and then recall experiences that made them feel bad. In other words, he extended Maslow’s idea on the meaning of work in more practical life in its concept and universal applicability. Figure 2 illustrates one of many changing concepts of motivation.

Figure 2

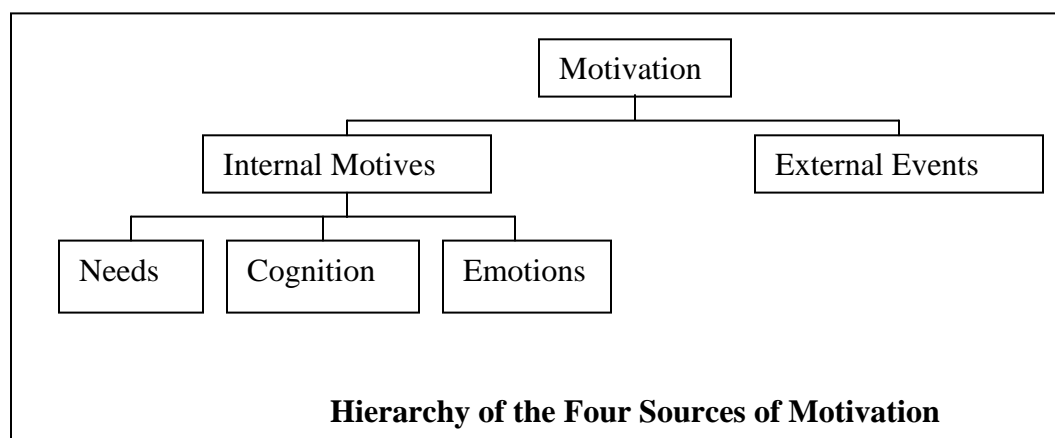
Source adapted from: A Better Place to Work: A New Sense of Motivation Leading to High Productivity by Adolf Haasen & Gordon F. Shea:

AMA Membership Publication Division, American Management Association (1997): New York

Many motivational scholars, researchers and practitioners agree that with the differences between people, motivation varies even in the same situation. However, they do agree that motivation is a dynamic process and always changing, always rising and falling rather than a discrete event or static condition. In other words, it also can be seen from extrinsic motivation

and incentive perspectives. The extrinsic arises from environmental incentives and consequences, while the incentive is referring to an environmental event that attracts or repels a person toward or away from a particular course of action, which is also known as preceding behavior (Reeve, 2001). Figure 3 below illustrates this idea.

Figure 3



Source adapted from: Understanding Motivation and Emotion (3rd Edition) by Johnmarshall Reeve, Harcourt College Publisher: Fort Worth (2001)

Volunteer Motivation

In service sectors such as tourism, volunteers may be working with paid employees. Generally, they have different motives than paid employees (Anderson and Shaw, 1999). Motivation can be described as people committed to a cause of action, which enthuses, energizes and enables them to achieve personal or organizational goals (McDonnell, Allen and O'Toole, 1999). Motivation for volunteerism in the tourism industry may differ from volunteerism in traditional service organizations due to the difference in the nature of the two sectors.

Among the most important issues in motivation is to understand its relevancy in all aspects of volunteer programs, from recruiting to maintaining the commitment of volunteers

(Fischer and Schaffer, 1993). They have identified eight categories of volunteerism motivations, which are altruistic, ideological, egoistic, material/reward, status/reward, social relationship, leisure, time and personal growth. They emphasized that it is a package of motivations that drive behavior.

There are several groups of models being used in the study of the subject. One of the models is divided into six categories, which are known as altruism, travel/adventure, personal growth, cultural exchange/learning, professional development and right time/right place (Wearing, 2001).

Another model focuses on three main categories, which are service to others, social connections and interest in or commitment to the goal of the organization joined. However, this model has discarded the pro-social motives and considered it as less prominent. Prior to those changes, every study using this model focused more on motives of self interest rather than altruistic (Anderson and Shaw, 1999).

Another model strongly emphasizes that the rewards for voluntary workforces are totally different from others. In other words, it creates more difficulties to management especially for controlling and directing respective processes or activities. This claim is based on our common understanding that financially rewarded workers work for better quality of life and survival, which is far different from a voluntary workforce, as they can forgo such benefits. In relation to this point, the management must focus on motivation and understanding the intrinsic needs of volunteers more than other factors (Wilson and Pimm, 1996).

Finally, a model that focuses on two dimensions of relationship, which is between special events and volunteerism, is also being used. Specifically, it focuses on motivational and

behavioral characteristics of volunteers and implications of these characteristics on recruitment and retention patterns (Williams, Dossa and Tompkins 1995).

However, the knowledge about motivation could not stand by itself in retaining or hiring volunteers. Managers should measure their level of satisfaction as well in order to improve the quality of the event.

Volunteer satisfaction

There are six major satisfactions that have driven public recreation centers' volunteers to become involved in such activity. These are nature of the work, contingent rewards, supervision, operating procedures, co-workers, and communication. In general, their satisfaction is achieved in both job setting and psychological functions. As an example, a volunteer coach experiences a high level of satisfaction when children of people he/she knows are receiving benefits of participation. Managers can also measure this group satisfaction through identifying whether their needs are being met or not. This measurement can also help managers to examine their specific scale on items/dimensions (Silverberg, Marshall and Ellis, 2001).

Matching job setting and individual reasons for volunteering can help to increase the level of satisfaction among them. There are significant differences in perceiving satisfaction between paid and unpaid workers. Managers must work with this group closely and do everything possible to ensure that their satisfaction levels remain high.

There are several approaches to help managers control their volunteers. The most common approach is to have regular meetings. The main focus of the meeting should be to discuss their needs and the degree to which their needs are being met. This approach should be able to match their job setting and their motives and their psychological functions accordingly.

This may require the managers to use some mechanism for assessing the motives and functions of new volunteers.

One of the most common mechanisms is for the manager to periodically administer the scale to volunteers in select job settings that are known or thought to facilitate particular psychological functions. Managers might also explore opportunities for reassignment of some volunteers or they identify ways of increasing volunteers' involvement in job settings.

It is important to recognize volunteer satisfaction to enhance the effectiveness of managing volunteers. Effectiveness of policies relating to volunteer workers could minimize morale problems and allow managers to avoid the costly recruitment and training process (Silverberg, Marshall and Ellis, 2001).

The most satisfied volunteers are those who receive incentives that match their motives. Satisfaction with volunteering may not only be important as an expression of the volunteer's internal feelings but it may also take on administrative significance with respect to recruitment and retention of volunteers. However, satisfaction and performance may be unrelated from the incentive and motivation perspective but more to other behaviors such as the decision to remain as a volunteer (Puffer, 1990).

Their satisfaction and experience can also influence the likelihood of others to participate in the future. This can be done through emphasizing the importance of assessing satisfaction with the operational aspects of their experience with the site, facilities and event organization (Johnston, Twynam and Farrell, 1999).

Satisfaction with the many sectors of the volunteering experiences includes operational attributes that would play a role in future motivation. These require further study because of their implication to the success of the event and future events as well as the contribution to the

volunteers themselves. Volunteer satisfaction that is based upon a link between motivation and actual experience found that volunteers would continue to participate if satisfied.

The case of Warrens Cranberry festival could be the best example to describe volunteerism in a small festival as its history of success was very much dependent on volunteers' participation.

Warrens Cranberry Festival

Warrens is a small town in Wisconsin, known as the "Cranberry Capital of Wisconsin". It is located in the northwestern corner of Monroe County. The population of this town is just 400, but the community can increase to 100,000 during its annual cranberry harvest festival (25th Annual Report of Warrens Cranberry Festival, 1998).

The Warrens Cranberry Festival was initiated by Tom Jensen and held for the first time on October 5, 1973. The goal of this festival was to raise funds to improve the quality of life in Warrens. The first festival lasted five weeks, had 75 arts and crafts booths and was attended by 3,500 people. The festival attracts more people every year, and the last three festivals have attracted about 100,000 people in three days. This small community festival has become one of many festivals that is able to include its name on the list of event or activities that national and international visitors may want to visit when they come to the USA. According to the management, they came from as far as Alaska, Hawaii, Ecuador, Germany and Russia. This overwhelming recognition has made the arts and crafts booths increase to 750, antique and flea market booths to 350, farmer's market booths to 100 and food booths to 70 in 2002 (25th Annual Report of Warrens Cranberry Festival, 1998).

It takes more than money to operate such a successful event. In other words, it requires the strong cooperation and dedication of the entire community since almost all of them turn out as volunteers. If at the beginning, the festival had to borrow money to organize this event, things have changed in its 30 years of existence. It has been able to donate more than \$477,000.00 to community projects in Warrens. Some of the projects that the Cranberry Festival has been actively donating money to are the Warrens Municipal Building, the ballpark, the fire station and equipment, street signs, school scholarships, tree planting throughout the village, Boy Scout and Girl Scout projects, Tomah and Warrens school district projects, Warrens Elementary School computer lab, the Lions Club community building in the ballpark, First Responders Unit, defibrillator machine, thermal imaging camera, the Village Beautification Project and the Warrens Pride Grants Project (25th Annual Report of Warrens Cranberry Festival, 1998).

From the human resources point of view, there are thirteen people on the Cranberry Festival Board of Directors and Advisory Board and more than 250 volunteers working during the recent three day festival. The amazing thing is that not all of them are from Warrens. The benefits of this festival also spill over to surrounding counties as near-by motels; B&B's, campgrounds, restaurants and gas stations are fully occupied at that time. It brings in over \$3.5 million in revenue to those counties during the three days and this is the main reason why communities like Jackson, La Crosse and Wood County give support and contribute to the event (25th Annual Report of Warrens Cranberry Festival, 1998).

Warrens Cranberry Festival has proved to people that even a small community can successfully organize a wonderful big event. Cooperation and strong commitment between community members is known to be an invaluable asset toward the success of the event. It was voted as the number one community festival in the state of Wisconsin by the readership of

50,000 subscribers to “Wisconsin Trails” magazine in 1992, 1994 and 1996. It also ranked among the 200 best shows in the country by readers of Sunshine Artist magazine, America’s Premier Show and Festival Guide. The 200 best list features information about the top shows and festivals in terms of attendance and sales potential for individual artists and craftsmen. It has been named as the “World’s Largest Cranberry Festival” and has been ranked among the top 100 events in the nation in 1994, 1998, 2000 and 2001 by the American Bus Association (25th Annual Report of Warrens Cranberry Festival, 1998).

Summary

The above mentioned literature clearly indicates the importance and contribution of volunteerism to the tourism industry. It is known as one of the ways people fulfill their personal needs besides contribute economic benefits to their community. As participation of volunteers is crucial to the success of the festival, it is important to study their motivational factors and satisfaction levels in order to find a better understanding of their wonderful involvement and attract more of them in the future.

CHAPTER THREE

Methodology

Introduction

The literature review identified the importance of volunteers in event tourism and their motivations to be involved. This chapter provides fundamental background of how the research of Motivational Factors of Volunteerism: A Case Study of Warrens Cranberry Festival 2002 was conducted. It will explain in great detail the entire research process and the determinant factors for using various process choices. The methodology chapter will explain the research approach and instrumentation used to collect, process, and interpret the primary and secondary data to address the question. The statistics generated from the research process will form the basis for thesis conclusion.

Statement of Purpose

The purpose of this study was to conduct a survey on the motivational factors for volunteerism at Warrens Cranberry Festival 2002, to discover the dynamics of the festival; and how a small town with a population of 400 people has been able to attract hundreds of volunteers since 1973.

Objectives

The objective of this study was to conduct a survey analysis of volunteers' motivational priorities, identify the relationship between demographic background and motivation, and to measure volunteers' satisfaction at the Warren Cranberry Festival 2002.

Research Design

A descriptive research design was used in this study prior to its aptitude to clarify the phenomenon of volunteerism. Several research methodologies like telephone interview, personal interview, and internet survey, and mail survey were considered for this research but an interview with the Office Manager of Warrens Cranberry Festival 2002 and questionnaires via mail survey were chosen. The interview and questionnaires used were specifically developed for the study and therefore they are original to the thesis itself.

The data gathered from questionnaires was quantifiable in nature, as it was intended to identify and clarify the motivational factors for volunteerism. The interview with the office manager was to gain some understanding about volunteer motivation from the organizer point of view.

The descriptive study exercised control through common survey study tools and identified relevant dependent and independent variables prior to the case study objectives. Extensive consideration was given in identifying and selecting research instruments. The final findings of the thesis itself are generated from the survey questionnaires responses. Quantitatively descriptive statistics will be used in reporting the primary data generated from the research instruments. Applied statistical techniques will be used to simplify the findings of the study. The interview result will be used in the final discussion for comparing the volunteer motivational factors from two perspectives: organizer and volunteers.

Interview

An interview with Kim Billiard, the festival office manager was held at the office of the Warrens Cranberry Festival in Warrens on November 20, 2002. The purpose of the interview

was to gain general information about the festival and to understand the reasons why people volunteer from the organizer point of view. It took about 30 minutes and the questions asked were based on an open-ended approach. See appendix A for the sample and findings of the questions.

Survey

Population

The volunteers of the Warrens Cranberry Festival were identified and contacted via postal survey questionnaires as their perceptions and viewpoints could best address the research questions and objectives. The management office of the Warrens Cranberry Festival 2002 provided the list of 222 volunteers of the case study. The questionnaires were mailed to the volunteers on January 21, 2003 and the follow-up was mailed on February 24, 2003. They were given 6 weeks from January 21, 2003 until March 7, 2003 to respond. The population spectrum of the volunteers was based on the list provided by the management of the Warrens Cranberry Festival 2002.

Sampling technique and size

In total every volunteer had six weeks including the follow up period to respond to the mail questionnaire. The follow up was sent four weeks later and they were given two weeks to return them.

The responses received between January 21 and March 7, 2003 were counted in the study. Of the sample, 73 volunteers who represent about 33% of the sample population responded.

Research/Survey Instrument

The purpose of the questionnaires was to get information about the demographic factors, motivation and self-satisfaction of the volunteers based on their own experience. See Appendix A and B for the cover letter and questionnaire.

Motivation

Several scholars' researches in volunteer motivation such as Phillips (1982), Rawlins and Houska (1986), Fischer and Schaffer (1993), Anderson and Shaw (1999), and Johnston, Twynam and Farrell (1999) were used for developing questions regarding motivational factors of volunteerism. These various motivational factors were then grouped into five categories such as altruism, personal growth, egoistic need, escape and fun to simplify the final discussion.

Reliability and Validity

The research instrument questions were adopted from the above mentioned scholars' research applications that demonstrate legitimate measurement implementation. The content is a combination of their scholarly researches, which are able to deliver a degree of accuracy for measuring the concept. The suitability of the measuring instruments was carefully selected and its selection processes fully based on applied research in similar contexts.

Questionnaire Design

The questionnaire was divided into three sections; the contents of each section were intended to deliver the objectives of the research study. These were to identify the motivational priorities among the volunteers, to describe the differences among volunteers based on the

demographic backgrounds and to measure volunteers' self-satisfaction. The body of the survey started with an introductory and confidentiality statement, and ended with the consent statement.

Section I focused on volunteers' demographic backgrounds. The questionnaire addresses the volunteers' characteristic of hometown (Q1), gender (Q2), age (Q3), educational background (Q4), and occupational background (Q5).

In Section II (Q6) of the survey, which focused on motivational factors, priority rank was used to measure volunteers' motivational factors. There were fourteen factors being used as guidelines to volunteers. Volunteers were requested to rank the top five most important motivational factors for them and their answers were classified into five categories, which are altruism, personal growth, egoistic need, escape and fun. The development of these categories is based on previous research of volunteer motivational factors.

Section III of the survey focuses on levels of satisfaction. Q7-Q11 use five points of Likert Scale, Q12 and Q14 use fixed format, Q13 and Q15 use an open-ended format. The content of questions in this section addresses volunteers' self-satisfaction in personal accomplishment (Q7), satisfaction with working with team members (Q8), satisfaction in working with the management (Q9), satisfaction of volunteers' overall experiences (Q10), and satisfaction with training and orientation (Q11).

Research Procedures

Authorization

Permission to conduct the mail survey was obtained from the Office Manager of Warrens Cranberry Festival 2002 prior to the commencement of the study. Once permission and a list of volunteers' names had been obtained, survey questionnaires were mailed to the volunteers. They

were informed of the purposes of the study and a consent statement was clearly stated in the questionnaire to ensure them that their rights were clearly addressed.

Introductory Statement

The introductory statement to the survey questionnaire was designed to create a brief testimonial about the researcher, the research project and the affiliated academic institution (the University of Wisconsin-Stout). The subjects were clearly informed that their participation would be voluntary and confidentiality of their given information guaranteed.

Data Collection

The data of this study was gathered through a mail questionnaire and volunteers were requested to complete it to the best of their ability. The researcher provided a self-addressed stamped envelope for all volunteers.

The researcher clearly mentioned her objectives on doing the research and clearly highlighted the volunteers' right during the study. Every volunteer received an envelope that consisted of a cover letter endorsed by the Office Manager, telling the objectives of the research, questionnaire asking about volunteers' demographic backgrounds, motivational factors and level of satisfaction. The researcher recorded every response received as well as those not received before and after the follow-up packet was sent.

Response rate

222 volunteers were contacted via mail survey. 57 gave their responses on schedule, 16 for follow-up and 149 did not respond. No questionnaire was mailed to volunteers under the age of 18.

Treatment of the data*Descriptive statistics*

Descriptive statistics were chosen and used to explain the findings. Most findings were reported in numerical forms using percentages and numbers. Cross-tabulation was also used in reporting data that had more than one variable.

Inferential statistics

Inferential statistics were used to decide whether the sample data represents a particular relationship to the general population. The focus of the inferential test was to test statistical significance of the data collected from the study and its relevancy to the general population who were not included in the study. Statistical significance of a 95% correct probability or a 5% incorrect probability was used in the result. The researcher has identified that an incorrect conclusion was less than .05. The researcher used the cross tabulation, one-way analysis of variance (ANOVA) and t-test to determine the significant level of relationships between demographic and motivational factors, previous participation and motivational factors, and future participation and motivational factors.

Qualitative Data

Data collected from comments and suggestions (Q15) were qualitative in nature and were reported in verbal description.

Criteria for the Admissibility of the Data

- Hometown (Q1) was an open-ended question.
- Gender (Q2) was grouped into two categories: male and female.
- Age (Q3) was divided into six categories: below 20, 21-30, 31-40, 41-50, 51-60, and 61 and above. However, age was re-categorized into four categories in chapter four to simplify the statistical analysis: 40 or below, 41-50, 51-60 and 60 or above.
- Educational background (Q4) was grouped into six categories: high school, some college, Associate degree, Bachelor's degree, Master's degree and other. These groups were re-categorized into three categories in chapter four: high school, some college/Associate and Bachelor/Master.
- Occupational background (Q5) was grouped into eight categories: farmer, government employee, self-employed, homemaker, private industry, teacher, student, and other.
- Motivational factors (Q6) were based on sorting tasks and volunteers were requested to identify the top five of the most influential factors that motivate them to become a volunteer.
- Satisfaction level of personal accomplishment (Q7), volunteer team (Q8), management (Q9), overall experience of volunteerism (Q10), and

training/orientation program (Q11) used the Likert scale: 1 – very satisfied, 2 – satisfied, 3 – average, 4 – unsatisfied, and 5 – very unsatisfied. However, in chapter four of Data Analysis the arrangement is changed to 1 – very unsatisfied, 2 – unsatisfied, 3 – average, 4, satisfied, and 5 – very satisfied as to fit them into the Statistical Program for the Social Sciences (SPSS) software.

- Past volunteerism experience (Q12) and willingness to become a volunteer in the future (Q14) used closed-end of yes/no.
- Frequency of participation (Q13) was an extension to (Q12).
- Comments and suggestions (Q15) was an open-ended question and data interpreted in verbal description form.

Summary

The study design outlined in this chapter was intended to serve the research purpose, which is to gather information on the motivational factors of volunteerism. The information obtained from the interview with management and questionnaires constitutes the raw data for this study. The data from the questionnaires were statistically analyzed by using the Statistical Program for the Social Sciences (SPSS) software. The findings will be presented and discussed in the later chapter. Additional information from an interview with the office manager of Warrens Cranberry Festival will be added to enhance the findings and be discussed in the discussion chapter.

CHAPTER FOUR

Data Analysis

Introduction

This chapter will be focused on analysis of the data collected by the method covered in chapter three. The ultimate objective of all data collected from the methodology procedures and presented herein is to meet the research objectives and deliver research purposes. The findings in the data analysis will be presented in detailed discussion. The conclusion of the findings will be discussed in the final chapter of the thesis.

Preface to the Findings

The purpose of this study was to identify the motivational factors that influence volunteers to participate in the festival. The objectives of the study were to identify the motivational priorities among them, identify relationships between their demographic background and their motivational factors, and to measure their self-satisfaction.

Findings on specific research objectives will serve as main headings while specific research instrument questions will serve as subheadings. All data gathered from the samples will be discussed and interpreted according to research objectives. Each discussion will address the purpose of the analysis, identify the descriptive statistic to be used to summarize results, present a summary of the descriptive statistic using text and tables, with the conclusion summarizing the major findings.

Sample

A total of 73 respondents from the total of 222 respondents were gathered from the survey. These 73 samples were used to describe variables, but only 51 of them were valid to describe volunteers' motivation. 22 out of 73 of them did not make it to the list of valid samples due to failure to rank the top five factors as required (Table 1). The Statistical Program for the Social Sciences (SPSS) was used for data interpretation. The quantitative analysis used to interpret the statistical data included cross tabulation, t-test and one-way analysis of variance (ANOVA).

Table 1: Sample distribution

Sample	222
Respondents	73
Respondents who ranked their motivational factors	51
Respondents who did not rank their motivational factors	22

Profiles

Section 1 of the research questionnaire profiled demographic background. This section is in conjunction with Section 2. Section 2 was designed to provide data to address the relationship between demographic backgrounds in conjunction with motivational factors.

Demographic Profiles

Demographic data generated from Section 1 was a result of question (Q1) hometown, (Q2) gender, (Q3) age, (Q4) education, and (Q5) occupational background.

Hometown

Table 2 shows the summary of hometown distribution. 56.4% of respondents came from Warrens. Another 21.1% came from Tomah County and 22.5% came from other towns as far away as the state of Illinois.

Table 2: Summary of hometown distribution

Hometown	Frequency (N)	Percentage (%)
Warrens	40	56.4
Tomah	15	21.1
Other towns	16	22.5
TOTAL	71	100.0

Gender

Gender distribution is shown in Table 3 below.

Table 3: Summary of gender distribution

Gender	Frequency (N)	Percentage (%)
Male	30	42.9
Female	40	57.1
TOTAL	70	100.0

Age

Age was grouped into six categories as described in Table 4. The majority (20 respondents, 27.8%) came from the age group 51-60. Second largest (18 respondents, 25.0%) came from the age group 41-50. The other age groups are 61 or above (23.6%), 31-40 (18.1%), 21-30 (4.2%) and below 20 (1.4%).

Table 4: Summary of age distribution

Age	Frequency (N)	Percentage (%)
Below 20	1	1.4
21-30	3	4.2
31-40	13	18.1
41-50	18	25.0
51-60	20	27.8
61 or above	17	23.6
TOTAL	72	100.0

Education

The largest group of respondents had high school qualifications (23 respondents, 31.9%) as shows in Table 5. Followed by some college (20 respondents, 27.8%), bachelor degree (16 respondents, 22.2%), master's degree (8 respondents, 11.1%), associates degree (1 respondent, 1.4%) and other (4 respondents, 5.6%).

Table 5: Summary of education background

Education	Frequency (N)	Percentage (%)
High school	23	31.9
Some college	20	27.8
Associate degree	1	1.4
Bachelor degree	16	22.2
Master's degree	8	11.1
Other	4	5.6
TOTAL	72	100.0

Occupation

The largest group came from private industry (15 respondents, 20.8%). Other groups were self-employed (12.5%), farmer (9.7%), teacher (5.6%), home maker (5.6%), student (2.8%), government employee (1.4%) and finally a group of respondents from various types of occupational backgrounds (other) is 18.1% (Table 6).

Table 6: Summary of occupational background

Occupation	Frequency (N)	Percentage (%)
Farmer	7	9.7
Government employee	1	1.4
Self-employed	9	12.5
Home maker	4	5.6
Private industry	15	20.8
Teacher	4	5.6
Student	2	2.8
Other	13	18.1
TOTAL	55	100.0

Motives for Volunteerism

Out of 73 respondents, only 51 were qualified for the motivation of volunteerism analysis because they completed the top five motivational factors as required. The end total is 255 as a result of multiplication of 51 respondents with five choices. The result of this question was used to identify the motivational factors by rank and popularity. The most popular motives of volunteerism was “to contribute something good” (47, 18.4%) as stated in Table 7 below. “Socializing with community” was the second most popular motive (39, 15.3%). Other motives were “satisfaction from accomplishment” (29, 11.4%), “to be part of the team” (27, 10.6%), “to help a friend or relative” (26, 10.2%), “for fun” (25, 9.8%), “to share skills” (18, 7.1%), “to do something different from ordinary job” (12, 4.7%), “to learn something new” (9, 3.5%), “to gain leadership skills” (6, 2.4%), “to feel needed” (5, 2.0%), “for recognition” (3, 1.1%), “to keep busy/escape” (1, 0.4%) and “other” (8, 3.1%).

Table 7: Summary of volunteerism motives

Motivational factors	1	2	3	4	5	Total (N=255)	%
Contribute something good	16	11	11	6	3	47	18.4
Socializing with community	4	9	5	10	11	39	15.3
To share skills	0	6	4	5	3	18	7.1
To learn something new	1	2	3	0	3	9	3.5
To help friends or relatives	9	5	3	5	4	26	10.2
To feel needed	0	0	3	1	1	5	2.0
To do something different from ordinary job	2	2	1	3	4	12	4.7
For fun	4	3	4	6	8	25	9.8
To keep busy/escape	0	0	0	1	0	1	0.4
For recognition	1	0	0	0	2	3	1.1
To gain leadership skills	0	3	0	3	0	6	2.4
To be part of the team	0	7	7	7	6	27	10.6
Satisfaction from accomplishment	7	2	10	4	6	29	11.4
Other	7	1	0	0	0	8	3.1

All these motives were re-grouped into five categories: altruism, personal growth, egoistic needs, escape and fun. The altruism motive consists of “to contribute something good”, “to share a skill”, “to help friends or relatives” and “to be part of the team”. For personal growth, the factors are “socializing with community”, “to learn something new” and “to gain leadership skills”. The next category, egoistic need consists of: “to feel needed”, “for recognition” and “satisfaction from accomplishment”. The fourth category is escape: that includes “to do something different from ordinary job” and “to keep busy/escape”. The last category is “for fun”. Factors that fell under the “other” category in the questionnaire were relocated into any of these five categories based on researcher justification (Table 7.1).

Table 7.1: The most popular motivational factors

Motivational factors	Frequency (N)	Percentage (%)
Altruism	125	49.0
Personal growth	55	21.6
Egoistic needs	37	14.5
Escape	13	5.1
Fun	25	9.8
TOTAL	255	100

Table 7.1 describes the five categories of volunteer motivation by popularity, regardless of the rank order. Altruism motive (125, 49.0%) was the most popular category, followed by personal growth (55, 21.6%), egoistic needs (37, 14.5%), escape (13, 5.1%) and fun (25, 9.8%).

Satisfaction

Data on level of satisfaction was generated from Section three of the research instruments. This section generated data on the level of respondents' personal satisfaction (Q7), performance of volunteer team (Q8), management performance (Q9), training/orientation program (Q11) and overall experience (Q10). The five point Likert scale (1=very unsatisfied, 2=unsatisfied, 3=average, 4=satisfied, 5=very satisfied) was used to measure the satisfaction level.

Section three was also used to generate information about respondents' previous participation (Q12), frequency of participation (Q13) and willingness to participate in future events (Q14).

Personal accomplishment has the highest mean with 4.17 and a standard deviation of 0.99. The mean shows a high level of satisfaction on volunteers' personal accomplishment and the low standard deviation describes less level of disagreement among respondents.

Satisfaction level with team performance has recorded a mean of 3.92 and standard deviation of 1.07. The others satisfaction levels are management's performance ($x=3.67$, standard deviation=1.21), training/orientation ($x=3.26$, standard deviation=1.14) and overall experience ($x=3.97$, standard deviation=1.14).

In conclusion, the table below shows that the majority of volunteers have an above average satisfaction level in the area discussed.

Table 8: Summary of satisfaction level

Satisfaction	Mean	Standard Deviation
Personal accomplishment	4.17	.99
Team performance	3.92	1.07
Management	3.67	1.21
Training/orientation	3.26	1.14
Overall experience	3.97	1.14

Previous Participation

The purpose of this question was to obtain information about the frequency of first time volunteers and repeat volunteers. Table 9 below displays the frequency and percentage of volunteers' previous participation. The majority of respondents (65 respondents, 90.3%) were repeating volunteers and only seven (9.7%) were first time volunteers.

Table 9: Summary of Previous participation

Participate before	Frequency (N)	Percentage (%)
Yes	65	90.3
No	7	9.7
TOTAL	72	100.0

Frequency of participation

This question was intended to describe the average frequency of volunteers' participation. Table 10 shows the summary of participation frequency. The mean from numbers of participation is 13.97, the median is 11 and the standard deviation is 9.48.

Future participation

The purpose of this question was to generate information as to whether or not the volunteers will participate again in the future. 64 respondents (88.9%) were willing to participate as volunteers again, five respondents (6.9%) were not willing to participate, two respondents (2.8%) might possibly be willing to participate and one respondent (1.4%) said do not know (Table 10).

Table 10: Summary of future participation

Participate again	Frequency (N)	Percentage (%)
Yes	64	88.9
No	5	6.9
Maybe/possibly	2	2.8
Don't know	1	1.4
TOTAL	72	100.0

Relationship between variables

Hometown and motivational factors

A one-way analysis of variance (ANOVA) was used to identify the significant relationship between hometown and motivational factors. The result shows no significant relationship between these two variables.

Gender and motivational factors

A t-test was used to identify the significant relationship between gender and motivational factors (Table 11). The test revealed that there was a significant effect of gender on the “socializing with community” ($p < .05$). Male respondents ($N=23$, $\bar{x}=2.52$) were more likely to choose “socializing with community” as their important motive than female respondents ($N=28$, $\bar{x}=1.57$).

Table 11: Socializing with community by gender

Gender	Socializing with community				
	N	Mean	S.D.	t-values	Sig.
Male	23	2.52	1.47	2.118	.039
Female	28	1.57	1.69		

Note: Significant at $p < .05$

The finding also revealed a significant relationship between gender and “to gain leadership skills” ($p = .017$). Female respondents considered this as a popular motive ($N=28$, $\bar{x}=.64$) compared to males ($N=23$, $\bar{x}=.00$) (Table 12).

Table 12: To gain leadership skills by gender

Gender	To gain leadership skills				
	N	Mean	S.D.	t-values	Sig.
Male	23	.00	.00	2.052	.017
Female	28	.64	1.34		

Note: Significant at $p < .05$

The other significant motive is “satisfaction from accomplishment”. This motive was more popular among female respondents ($N=28$, $\bar{x}=2.18$) compared to males ($N=23$, $\bar{x}=1.13$) with a significant level of .043 (Table 13).

Table 13: Satisfaction from accomplishment by gender

Gender	Satisfaction from accomplishment				
	N	Mean	S.D.	t-values	Sig.
Male	23	1.13	.00	2.016	.043
Female	28	2.18	1.34		

Note: Significant at $p < .05$

Age and motivational factors

A one-way ANOVA was used to find the significant relationship between age and motivational factors. The test found no significant relationship between these two variables. However, “socializing with community” shows a close to significant level of .073. It shows that the age group of 51-60 ($N=12$, $x=2.50$) and 61 or older ($N=14$, $x=2.50$) have the highest mean. There was a possibility that the older the volunteer gets, the higher the probability of choosing this motive.

Table 14: Socializing with community by age

Age group	Socializing with community				
	N	Mean	S.D.	f-values	Sig.
40 or younger	11	2.00	1.90	2.81	.073
41-50 years old	14	1.07	1.14		
51-60 years old	12	2.50	1.73		
61 or older	14	2.50	1.56		

Note: Significant at $p < .05$

Educational background and motivational factors

Three significant relationships exist between educational background and motivational factors of volunteerism. These three are “to contribute something good”, “to share skills”, and “to feel needed”.

The significance level is .001 for the motive “to contribute something good”.

Respondents with a bachelor/master degree were identified as the group that has the most significant interest in this motive (N=20, $x=4.15$). It was followed by high school (N=15, $x=3.67$) and some college/associate degree (N=14, $x=2.29$).

Table 15: Contribute something good by educational background

Educational background	Contribute something good				
	N	Mean	S.D.	f-values	Sig.
High school	15	3.67	1.45	3.20	.001
Some college/Associate	14	2.29	1.44		
Bachelor/Master's	20	4.15	1.09		

Note: Significant at $p < .05$

“To share skills” is another factor that has a strong relationship with educational background. The finding shows the factor has a significance level of .003. Once again the group of bachelor/master degree holders turned out as a group that has a strong desire to share their skill (N=20, $x=1.80$). Similar to the findings of “to contribute something good”, the group of respondents with high school qualification is second (N=15, $x=.67$). It was followed by respondents with some college/associate degree (N=14, $x=.21$).

Table 16: To share skills by educational background

Educational background	To share skills				
	N	Mean	S.D.	f-values	Sig.
High school	15	.67	1.18	3.20	.003
Some college/Associate	14	.21	.80		
Bachelor/Master's	20	1.80	1.70		

Note: Significant at $p < .05$

Another motive that shows a close to significant relationship with educational background is “to feel needed” (Table 18). The finding shows the motive has a level of

significance of .063. However, the means pattern of this motive with the first two motives (“to contribute something good” and “to share skills”) is slightly different as the findings shows a group of respondents with some college/associate degree has the highest interest (N=14, $x=.64$). The group of respondents with bachelor/master degree qualifications were second (N=20, $x=.15$), followed by the group of respondents with some college/associate degree qualification (N=15, $x=.00$)

Table 17: To feel needed by educational background

Educational background	To feel needed				
	N	Mean	S.D.	f-values	Sig.
High school	15	.00	.00	3.20	.063
Some college/Associate	14	.64	1.15		
Bachelor/Master's	20	.15	.67		

Note: Significant at $p < .05$

Occupational background and motivational factors

This variable against motivational factors could not be analyzed. This is mainly due to several reasons such as many respondents entered more than one occupation, and some did not answer it at all.

Previous participation and motivational factors

Four relationships were identified between previous participation and motivational factors, using a t-test. Those are “to help a friend or relative”, “to do something different”, “for fun”, and “satisfaction from accomplishment”. The level of significance is .00 for “to help friends or relatives” as respondents who said “no” recorded the higher mean (N=51, $x=4.60$) than “yes” (N=45, $x=1.44$).

Table 18: To help friends or relatives by previous participation

Previous participation	To help friends or relatives				
	N	Mean	S.D.	t-values	Sig.
Yes	45	1.44	1.88	2.101	.000
No	51	4.60	.55		

Note: Significant at $p < .05$

The relationship between previous participation and “to do something different from ordinary job” is significant at the level of .002. The findings indicate a relationship exists between these two variables ($N=45$, $x=.69$) while no first time volunteers picked this factor as their priority ($N=51$, $x=.00$).

Table 19: To do something different from ordinary job by previous participation

Previous participation	To do something different from ordinary job				
	N	Mean	S.D.	t-values	Sig.
Yes	45	.69	1.40	2.021	.002
No	51	.00	.00		

Note: Significant at $p < .05$

A relationship exists between previous participation and “for fun” at the significance level of .005. The findings explain that first time volunteers are more motivated by “for fun” factor ($N=51$, $x=3.20$) than the experienced volunteers ($N=45$, $x=1.04$).

Table 20: For fun by previous participation

Previous participation	For fun				
	N	Mean	S.D.	t-values	Sig.
Yes	45	1.04	1.51	2.016	.005
No	51	3.20	1.92		

Note: Significant at $p < .05$

A different scenario or relationship can be seen for previous participation and “satisfaction from accomplishment”, as it is significant at the level .00. The result visualizes that

previous participation has a strong relationship with the motive as respondents who answered “yes” (N=45, $x=1.91$) outnumbered those who answered “no” (N=51, $x=.20$).

Table 21: Satisfaction from accomplishment by previous participation

Previous participation	Satisfaction from accomplishment				
	N	Mean	S.D.	t-values	Sig.
Yes	45	1.91	1.87	2.060	.000
No	51	.20	.45		

Note: Significant at $p < .05$

Future participation and motivational factors

Four main motives were found significant for future participation scenario and those are “socializing with community”, “to share skills”, “to help friends or relatives”, and “satisfaction from accomplishment”. The motive “socializing with community” and future participation is significant at the level of .000. The majority of respondents who are motivated by “socializing with community” answered they are willing to volunteer again (N=44, $x=2.27$) and none of them answered “no/maybe/do not know” (N=6, $x=.00$).

Table 22: Socializing with community by future participation

Future participation	Socializing with community				
	N	Mean	S.D.	t-values	Sig.
Yes	44	2.27	1.59	2.021	.000
No/maybe/do not know	6	.00	.00		

Note: Significant at $p < .05$

Similar scenario for the motive “to share skills” as its relationship with future participation is significant at the level .005. The findings demonstrate strong embedment between this factor and future participation as most who were motivated by this factor are willing to participate again in the future events (N=44, $x=1.02$).

Table 23: To share skills by future participation

Future participation	To share skills				
	N	Mean	S.D.	t-values	Sig.
Yes	44	1.02	1.52	2.045	.005
No/maybe/do not know	6	.17	.41		

Note: Significant at $p < .05$

Table 24 below shows the opposite scenario of the first two tables (Table 22 and Table 23). The motives are significant at the level of .012, as respondents that answered “no/maybe/do not know” has a higher mean ($N=6$, $x=3.67$) than those who answered “yes” ($N=44$, $x=1.50$).

Table 24: To help friends or relatives by future participation

Future participation	To help friends or relatives				
	N	Mean	S.D.	t-values	Sig.
Yes	44	1.50	1.97	2.016	.012
No/maybe/do not know	6	3.67	1.37		

Note: Significant at $p < .05$

Lastly is the relationship between “satisfactions from accomplishment” towards future participation. It shows the significant level of .023. The mean of respondents who answered “no/maybe/do not know” is higher ($N=6$, $x=3.33$) than those who answered yes ($N=44$, $x=1.52$). It explains that most respondents who were motivated by “satisfaction from accomplishment” decided not to participate again in the future.

Table 25: Satisfaction from accomplishment by future participation

Future participation	Satisfaction from accomplishment				
	N	Mean	S.D.	t-values	Sig.
Yes	44	1.52	1.76	2.016	.023
No/maybe/do not know	6	3.33	1.86		

Note: Significant at $p < .05$

Summary

This chapter has identified and analyzed the research instrument items and interpreted the statistically based result. The next chapter will summarize the result highlights and relate them to the research objectives. It will also discuss the findings as a whole and the implications to the research questions.

CHAPTER FIVE

Discussion and Conclusion

Introduction

Chapter five is an interpretation and discussion of the statistical data driven results of the previous chapter. Where statistical conclusions were drawn in the findings, interpretations of those conclusions are drawn in the discussion. This chapter illustrates a better understanding about individual decisions to become a volunteer in general and for festivals in particular. The contributions of the study and recommendations for further research are based upon need for additional inquiry in the topic and further testing of the study outcomes.

The Study

This case study of the Warrens Cranberry Festival was specifically designed to identify motivational factors and satisfaction levels of its volunteers who are known as its important work force for many years. A small population of 400 of Warrens is not seen as a problem for this event. This study tried to understand volunteer motivational factors and satisfaction for the purpose to retain and attract more of them in the future. A core assumption that could be made about volunteerism spirit at this festival is the strong commitment of the Board of Directors alongside hundreds of volunteers. This mutual relationship has enabled the festival to be included in the list of top 100 events in the USA in 1994, 1998, and 2001 (30th Annual Report of Warrens Cranberry Festival, 2002). Since 1973, it has experienced consistent growth in the number of visitors during its three day festival as the number has reached 100,000 for the past three consecutive years.

A descriptive research design was adopted for this study to provide a picture of a phenomenon, in this case a spirit of volunteerism as one of the most important factors in determining the Warrens Cranberry Festival's success. The data collected was descriptive in nature, as it was desired to identify and characterize volunteer motivation and satisfaction levels. The primary data was collected through a questionnaire developed purposely for this study, from various sources of literature. The questionnaires were mailed on January 21, 2003 and the follow-up questionnaires were mailed on February 24, 2003 to the sample of 222 volunteers of whom 57 gave their responses on schedule, 16 for follow-up and 149 did not respond.

Interpretations

The interpretations are discussed according to the unifying theme of the statement of problem and its extended objectives, which are:

1. To identify the motivational priorities among volunteers.
2. To establish the relationship between volunteers' demographic background and their motivational factors.
3. To measure volunteers' self-satisfaction.

Profiles

The festival has been part of the Warrens's community for the past 31 years. It has contributed a significant impact to the local and surrounding counties' economy as motels; B&Bs, campgrounds, restaurants and gas stations are fully occupied and over \$3.5 million of revenue was generated during its 30th anniversary (Warrens Cranberry Festival, 2002). The organizer has donated more than \$477,000.00 to date to community projects in Warrens and

neighboring towns such as the Warrens Municipal Building, the ballpark, and the fire station and equipment (Warrens Cranberry Festival, 2002).

All these successful stories would be impossible if not for the strong relationship between the management and a group of dedicated volunteers working shoulder to shoulder on materializing the festival with an overall operational cost of \$300,000. About 250 volunteers on average take part every year and the recent festival itself has attracted about 222 volunteers who worked tirelessly with the thirteen members of the Cranberry Festival Board of Directors and Advisory Board (Billiard, K., personal communication, November 20, 2002).

Based on the survey results, the majority of the volunteers came from Warrens and Tomah. The predominant demographic profile was female, 41 years of age and above, with high school, some college and bachelor degree qualifications. Most of them have different occupational backgrounds with many having more than one job.

The average years of participation for the 31 years of the festival are 13.97 with many of the volunteers having participated more than 11 times. This statistic clearly shows a high repetitive rate of return or bonding between them and the Warrens Cranberry Festival.

Motivational factors by popularity

Out of 73 respondents, only 51 answered the motivational questions (Q7-Q11) correctly as they chose and ranked their five top motivational factors for volunteering as instructed in the questionnaire from the list of 14 motivational factors provided by the researcher. The factors are “to contribute something good”, “to socialize with community”, “satisfaction from accomplishment”, “to be part of the team”, “to help friends or relatives”, “for fun”, “to share

skills”, “to do something different from ordinary job”, “to learn something new”, “to gain leadership skills”, “to feel needed”, “for recognition”, “to keep busy/escape” and “other”.

Table 26 below shows those factors arranged by popularity. The most popular factors were “to contribute something good” (18.4%), “to socialize with community” (15.3%) and “satisfaction from accomplishment” (11.4%).

Table 26: Motivational factors by popularity

Motivational factors	Frequency (N=255)	%
Contribute something good	47	18.4
Socializing with community	39	15.3
Satisfaction from accomplishment	29	11.4
To be part of the team	27	10.6
To help friends or relatives	26	10.2
For fun	25	9.8
To share skills	18	7.1
To do something different from ordinary job	12	4.7
To learn something new	9	3.5
Other	8	3.1
To gain leadership skills	6	2.4
To feel needed	5	2.0
For recognition	3	1.1
To keep busy/escape	1	0.4

Among the most possible and realistic reasons why the majority of them chose the factor “to contribute something good” since most of them have participated more than 11 times could be due to their strong sense of belonging to the festival and their appreciation of the economic impact such as employment opportunity that the festival brought to the town and its neighborhood.

Motivational factors being considered as the main reason for volunteerism

Table 28 shows the frequency and percentage of factors that were considered to be the most important motivational factor for their volunteerism commitment.

Table 27: Motivational factors being considered as the main reason for volunteerism

Motivational factors	Frequency (N=51)	%
Contribute something good	16	31.4
To help friends or relatives	9	17.7
Satisfaction from accomplishment	7	13.7
Other	7	13.7
Socializing with community	4	7.8
For fun	4	7.8
To do something different from ordinary job	2	3.9
For recognition	1	2.0
To learn something new	1	2.0
To be part of the team	0	0
To share skills	0	0
To gain leadership skills	0	0
To feel needed	0	0
To keep busy/escape	0	0

The three most popular factors, which have been considered as the most important reason for volunteerism by respondents, were “to contribute something good”, “to help friends or relatives” and “satisfaction from accomplishment”. Surprisingly not many respondents ranked the factor “to socialize with community” as their main reason even though it was identified as one of the most popular reasons for volunteerism. This means the factor is popular among volunteers, but it not one of the dominant factors. The same generalization could be made for other factors such as “to be part of the team” and “to share skills”, “to gain leadership skills”, “to feel needed” and “to keep busy/escape” as no respondents consider them as their main reason.

Motivational factors by hometown

The study found no significant relationship between respondents' hometown and their motivational factors to participate. This pattern shows almost no difference on reason for volunteering even though they came from different towns. The result illustrates clearly that people who travel for volunteerism are very much embedded to the aforementioned list of the 14 motivational factors.

However, the scenario is different when the measurement is made on the relationship between motivation and hometown factors. From the finding, the majority of the subjects came from Warrens itself. The reason for this scenario could be due to greater sense of belonging among Warrens's folks to the festival than people from other towns.

Motivational factors by gender

Significant differences were found between males and females on the motivation "to socialize with community" where in this study males consider this factor more. Many reasons could be related to the scenario and one of them could be due to lack of time to socialize because of a hectic working life.

The reverse situation occurred on the factor "to gain leadership skills" as females were identified as a dominant gender group in this research. This might be due to contemporary females wanting to reposition themselves better in the society.

The factor "satisfaction from accomplishment" is similar to the factor "to gain leadership skills" as the female group dominated this factor too. Their undeniable commitment in doing charity work and doing it well could be used to explain this situation.

Motivational factors by age

There was a close (not very) significant relationship between the factor “to socialize with community” and age group. This means no strong relationship between them but to ignore them totally might not be appropriate. This finding supports other research findings that acknowledged affiliation (similar to socialize) as one of the reasons for volunteerism among older adults (Rouse and Clawson, 1992).

Other reasons that might support this relationship could be based on the frequent generalization of having more free time than before, especially when they have retired from a paid job, feelings of emptiness especially when children have grown up and left home, and pursuing different types of achievement in life.

Motivational factors by educational background

Educational background has a strong relationship with several factors from the list. This study found many of them that have a bachelor degree were more likely to choose factors such as “to contribute something good” and “to share skills”.

However a different scenario occurred for people with some college education background only as the finding shows a close (not very) significant relationship did exist between these groups of volunteers to the factors above.

Motivational factors by previous participation

Those who have participated for several times were more motivated by “satisfaction from accomplishment” and “to do something different” as the result shows significant relationships between the two factors as reasons for participation. However, the findings were different for

those who never took part before as their motivation was significant for the factor “to help friends or relatives”. Differences between these two groups might be appropriate to suggest peoples’ motivational factors do change as time passes by.

Motivational factors by future participation

The majority of the first time participants who volunteered for the reasons “to socialize with community”, “to share skills” and “to help friends or relatives” will participate again but not those who participated for the reason “satisfaction from accomplishment” as most of them have a tendency not to take part again. The researcher also found no previous research has addressed specifically the relationship between those who want “satisfaction from accomplishment” and future participation.

All the motivational factors discussed were regrouped and evaluated on five major categories to simplify them so as to assist the organizer in developing better planning for future volunteer forces.

Motivational factors by five categories

The categories are based on scholars’ findings discussed earlier (Chapter two) and those are altruism, personal growth, egoistic needs, escape and fun. The altruism motive consists of several factors from the list such as “to contribute something good”, “to share skills”, “to help friends or relatives” and “to be part of the team”. The next category, which is for personal growth consists of factors like “socializing with community”, “to learn something new” and “to gain leadership skills”. The third category is the egoistic need and its factors are “to feel needed”, “for recognition” and “satisfaction from accomplishment”. The next most important category is

“to do something different from ordinary job” and “to keep busy/escape”. Finally or the fifth category is “for fun”.

After careful categorization was made, the study clearly distinguished the altruism category as the most popular (49%) reason for volunteerism. It was followed by the personal growth (21.6%), egoistic needs (14.5%), fun (9.8%) and lastly to keep busy/escape (5.1%).

This approach helps to demonstrate a better understanding about people’s motivational factors and at the same time it measures their satisfaction levels.

Satisfaction

The result on their satisfaction level shows most of them were satisfied with their overall experiences. For individual factor analysis basis the personal accomplishment factor has the highest mean. One reason could be due to their participation numbers as most of them have participated more than 11 times. These people have a greater probability to feel satisfied with personal accomplishment factor compared to other factors as most of them have learned a lot during previous years of involvement. The amount of previous participation also gives a strong indication how much volunteerism could satisfy people.

Out of all the factors being considered, the level of satisfaction with training/orientation factor reported the lowest mean or the satisfaction level on this factor is close to average only and many of the volunteers want to go for more training and orientation activities.

Conclusion

This section bridges the findings with related literature. The Warrens Cranberry Festival is very much like many other local events. Using Cranberry as its theme has nicely fit it into the

general definition of a local event. Theoretically a local event refers to a small community event where its local residents celebrate their heritage, resources or culture that slowly grows bigger and attracts visitors from many miles away (Goeldner, Ritchie and McIntosh, 2000: 235).

Its objective to raise funds to improve the quality of life in Warrens by encouraging outsiders and the local community to spend money has helped its local government to propel the economy. Almost all of its and neighboring towns' motels, B&Bs, campgrounds, restaurants and gas stations were fully occupied and its overall revenues for the 30th anniversary was \$3.5 million. The figure clearly endorsed many local event organizers' main objective, which is to raise funds for local community projects (Arkansas Department of Parks and Tourism, 1986).

The success is not about economic achievement only as it also proves a community with a strong sense of belonging, pride, and unity is almost able to do everything. In the case of a small town with a population around 400 people to organize a festival that can attract about 100,000 people every year is fascinating and admirable. Its accomplishment clearly describes it is one of very few small towns that have the reputation to organize national standard event. The success proves a strong sense of community pride and unity can enable people to do everything. (Arkansas Department of Parks and Tourism, 1986).

Managing volunteers who are not working for money may require special attention from management or organizers. The results of the study create new insight besides endorsing previous researchers' findings about the subject. This study demonstrates the importance of knowing their demographic factors and satisfaction levels. To know these factors enables organizers to plan, execute and evaluate their volunteers' contributions. Time spent to understand why people volunteer can help the management find the most specific and best position for their volunteers (Silverberg, Marshall and Ellis, 2001). Managing them is very much like managing

paid employees. This is mainly due to visitors general perception which assumes every individual in uniform that offers help to them is a member of the organizational team. While this is true, one thing that they may not know is whether the person is a paid worker or a volunteer. So to ensure the standard of services remain high at all times, the management should plan, implement and evaluate each and everyone of its volunteers as much as paid workers. They all are being seen as an ambassador to the organization.

The contribution of volunteerism is undeniable. Success or failure of many events across the world either big or small very much depends on their volunteers. Their tireless commitment, which frequently surpasses the commitment of paid employees is amazing. In this case study, their desires to contribute something good/altruism, which has become the top priority for most volunteers clearly supports Maslow's hierarchy of needs in referring to the order needs, self-esteem and self-actualization.

This gives people the opportunity to choose and fulfill their motives which could be greater than the one that they have at their work place. They also can make a direct contribution, feel the sense of need to participate, and see the results without a feeling of being blanketed with their career advancement perspectives. This truly articulates the good feeling of doing something worthwhile and at the same time develops a greater respect for oneself (Driver, 1989).

Findings from the Warren Cranberry Festival show older people or those who are 41 and above are the largest volunteer group. The motive to socialize with community is similar to other research findings. The motive has made them so significant to the total of 3.6 billion hours of volunteerism to organizations every year (Fischer and Schaffer, 1993). Reasons behind this pattern could be due to many factors that require further investigation.

However, this study found that the group of people with high school and some college education have stronger desires to participate compared to other categories like bachelor and master degrees. This finding totally contradicts previous research findings that suggested people with higher educations have greater desires to volunteer (Fischer and Schaffer, 1993). This difference requires further research to identify the real reasons that lie behind it.

The above similarities strengthen the influence of altruism on volunteer motivation. However, previous researchers collapsed their findings into several categories with strong affirmation on altruism. It can be as simple as two categories, altruistic and individual by Phillips (1982), altruistic, ideological, egoistic, material/reward, status, social relationship, leisure and time, personal growth by Fischer and Schaffer (1993), altruistic, individual by Johnston, Twynam and Farrell (1999), and altruism, travel/adventure, personal growth, cultural exchange/learning, professional development, right time/right place by Wearing (2001). These findings are very similar to this research finding as altruism once again emerges as the main motive for volunteerism. Other categories being used in this study were personal growth, egoistic needs, escape and fun.

Besides knowing their motivational factors and categories, to know their satisfaction level should give management better insight towards meeting or matching their needs with jobs effectively (Silverberg, Marshall and Ellis, 2001). For this research, it used their satisfaction on personal accomplishment, team performance, management, training/orientation, and overall experience as measurement tools in predicting volunteers' likelihood to volunteer again and helping the organizer to develop better volunteer management plans.

The results from the measurement shows most of them satisfied with these four factors including those who were involved with motives to help friends or relatives, and to seek

satisfaction from accomplishment and who had indicated clearly that they would not participate in future events. This gives a clear message to organizers not to depend on the return of its future volunteers on satisfactions information only. Further investigation may be needed if this or similar types of festival organizers want to know more about their subjects' motivation factors and satisfaction levels. The discussion below describes such needs in more details.

Limitations and recommendations for further study

Almost every research study has limitations. This research encountered several limitations. First of all, it is a case study and its generalizations are limited to a similar case or condition only. Besides that, it did not consider socio-cultural issues, which have been acknowledged as another perspective that the researcher could investigate due to its potential to create a significant impact on motivational factors.

Accuracy and validity of findings is known to be at the heart of all research, and for this study could have been better if the questionnaire had been distributed immediately after the festival ended. Immediate research follow-up would give the researcher better and more realistic reasons from a psychological perspective since their emotions are still very much attached to the festival. The findings could be even better if the investigation included volunteers below the age of 18 who may have totally different motives from investigated volunteers.

Choices of research methodology may influence the findings too. There are several methods that can be used to further this type of research. An on-site survey or interviews with participants are two of them. The researcher is aware of the potential of using either of these two methods or others if they could increase the response rates, which may give a slightly different set of findings compared to mail survey.

Other than the aforementioned methods, the research could also use a pretest and posttest survey to study a subject like this. The interesting part about this method is it can permit an investigation on volunteers' motivational factors and satisfaction levels before and after the festival. Besides that a comparative study between two or more similar festivals that run concurrently would give a better insight about this topic.

To investigate volunteerism contribution fully, which means on its economic, socio-cultural, and other forms of its spillover should be the most interesting research agenda in the near future. Its findings will strengthen the general perception about volunteer contributions to the society as a whole.

The real contribution of the study goes to the management of the Warrens's Cranberry Festival. They can use the findings to develop a better training program, properly plan volunteers' job tasks and if possible arrange it according to their specialty. They can fully embrace learning the organization idea and knowledge sharing within the organization and with outsiders like other event organizers. They could organize seminars for every level of volunteer to keep their motivational level to volunteer again high, especially for those that do not want to come back.

The next group that should benefit from the findings are other organizations that are generally using volunteers to run their programs, such as events and festivals. To use the findings in countries like Malaysia, Thailand, China, Russia and others should be considered as an interesting research topic to be pursued in the near future.

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APPENDIX A

Cover Letter

Warrens Cranberry Festival, Inc.
PO Box 146-402 Pine Street
Warrens, WI 54666
608/378-4200 – Fax 608/378-4250
www.cranfest.com/office@cranfest.com

January 20, 2003

Dear volunteer,

As a volunteer of this year's Warren Cranberry Festival, you gave an invaluable contribution to our event. We are pleased and honored that you were willing to give your commitment and hard work to assure the event's success.

Now, we need your help in planning for future events. We are asking you to complete a survey regarding your motivational factors and self-satisfaction level that will aid us in attracting more volunteers in the future. By means of the enclosed survey we expect to learn more about the factors that influenced you to become involved and your level of satisfaction working with this team.

We are asking for few minutes of your time to complete the attached survey and return it to the researcher by February 3, 2003. A self addressed and postage paid envelope is enclosed for your convenience. Your anonymity is guaranteed, as we request no name or member specific information on the questionnaire. Please feel free to include any comments or suggestions at the end of survey form. If you have any questions regarding this survey, please contact the researcher, Raslinda Ghazali at 715-233-0788.

Thank you very much for helping us improves future events and thanks for your continuing support of the Warrens Cranberry Festival.

Yours sincerely,

Kim Billiard
Office Manager
Warrens Cranberry Festival 2002

Raslinda Ghazali
Researcher
University of Wisconsin Stout

APPENDIX B

Questionnaire

A Survey on the Motivational Factors for Volunteerism: A Case Study of Warrens Cranberry Festival 2002

Please take a few minutes to answer the following questions. Your opinion about motivational factors and self-satisfaction would be valuable for crafting an effective volunteer program for the next festival. Please be assured that your response is strictly confidential. Thank you for your cooperation.

Section 1: Please indicate the appropriate answer.

1. Hometown _____ (Please specify)
2. Gender _____ Male _____ Female
3. Age

_____ a. Below 20	_____ d. 41 – 50
_____ b. 21 – 30	_____ e. 51 – 60
_____ c. 31 – 40	_____ f. 61 and above
4. Educational background

_____ a. High school	_____ d. Bachelor's Degree
_____ b. Some College	_____ e. Master's Degree
_____ c. Associate Degree	_____ f. Other _____
5. Occupational background

_____ a. Farmer	_____ d. Home maker	_____ g. Student
_____ b. Government employee	_____ e. Private Industry	_____ h. Other _____
_____ c. Self-employed	_____ f. Teacher	

Section 2: Please choose five of the following motives to you and rank them from 1 to 5 (1 for the most relevant and 5 for the least relevant)

6. Which of the following factors motivate you to volunteer for this festival?

_____ a. Contribute something good
_____ b. Socializing with community
_____ c. To share a skill
_____ d. To learn something new
_____ e. To help a friend or relative
_____ f. To feel needed
_____ g. To do something different from ordinary job
_____ h. For fun
_____ i. To keep busy/escape
_____ j. For recognition
_____ k. To gain leadership skills
_____ l. To be part of the team
_____ m. Satisfaction from accomplishment
_____ n. Other _____

Section 3: Please use the following categories to respond to question 7 to 11

- 1 – Very satisfied
- 2 – Satisfied
- 3 – Average
- 4 – Unsatisfied
- 5 – Very unsatisfied

7. How satisfied were you with your personal accomplishment as a volunteer for this year's festival?

1 2 3 4 5

8. Overall, how satisfied were you with the performance of this year's volunteer team?

1 2 3 4 5

9. How would you rate the management of volunteers at this year's festival?

1 2 3 4 5

10. How do you rate the overall experience that you had from being a volunteer?

1 2 3 4 5

11. How do you rate the training/orientation program provided by the management?

1 2 3 4 5

12. Have you been a volunteer for this event before?

Yes No

13. If your answer is yes please state how many time(s) _____

14. Will you be a volunteer for this festival again?

Yes No

15. Comments and Suggestions

I understand that by returning this questionnaire, I am giving my informed consent as a participating volunteer in this study. I understand the basic nature of the study and agree that any potential risks are exceedingly small. I also understand the potential benefits that might be realized from the successful completion of this study. I am aware that the information is being sought in a specific manner so that only minimal identifiers are necessary and so that confidentiality is guaranteed. I realize that I have the right to refuse to participate and that my right to withdraw from participation at any time during the study will be respected with no coercion or prejudice.

NOTE: Questions or concerns about the research study should be addressed to the researcher, Raslinda Ghazali at (715) 233-0788 or the research advisor, Dr. Charles Metelka at (715) 232-2527. Question about the rights of research subjects can be addressed to Sue Foxwell, Human Protections Administrator, UW-Stout Institutional Review Board for the Protection of Human Subjects in Research, 11 Harvey Hall, Menomonie, WI, 54751, phone (715) 232-1126.

APPENDIX C

Follow-up Letter

Warrens Cranberry Festival
P.O. Box 146
Warrens WI 54666

February 20, 2003

Dear volunteer,

Four weeks ago, I sent you a survey regarding the motivational factor as a volunteer for Warrens Cranberry Festival 2002. As of today I have not yet received your completed survey.

I am conducting this survey to learn more about the factors that influenced you to become involved and your level of satisfaction working with this team. The usefulness of my study depends on how accurately I am able to describe the motivational factors of volunteers.

For the result of this study to truly reflect the volunteer perspective on their motivational factors, it is essential that volunteers in the sample return a completed survey.

In case you did not receive the survey question that I mailed to you earlier, or if it has been misplaced, I have enclosed another survey question. Please complete and return the survey at your earliest convenience. Your contribution to the success of this study will be greatly appreciated. If you have any questions regarding this survey, please contact me, Raslinda Ghazali at 715-233-0788.

Thank you very much for helping us improve future events and thanks for your continuing support of the Warrens Cranberry Festival.

Yours sincerely,

Raslinda Ghazali
Researcher
University of Wisconsin Stout

APPENDIX D

Interview Result

Interview with Kim Billiard

1. How many visitors came for this year (2002) festival?

About 100,000 visitors this year, slightly increase especially since last 3 years.

2. How much is the cost to organize this event?

It cost Warrens \$300,000 to operate this festival every year.

3. What is the average number of volunteers?

We have about 250 volunteers every year.

4. How about for this year (2002) festival?

This year, about 222 volunteers participated. They are working with 10 Board of Directors and two Advisory Boards. The Board of Directors and Advisory Boards are from Warrens.

5. Who are your volunteers?

They came from certain clubs, school and individual. Most of them have been involved for many years.

6. Where are they come from?

About 80 percent of them came from Warrens and Tomah. The others are from surrounding towns.

7. How do you get these volunteers?

Most of them have participated for many years. However, we still do advertisement to attract new volunteers. Some of them participated through friends and promotion during Convention Trade Shows.

8. When does the management start its volunteer program?

Usually we start to contact all volunteers in July or first week of August every year.

9. What are the occupational background of your volunteers

They came from every type of business such as farmers, government employees and also retirees.

10. How about age?

They are from 7 to 74 years old.

11. From the management perspective, what are the main motivational factors to volunteer?

Probably they want to be involved in something as largest.

12. Do you provide any training session for them?

Yes, we do provide 1 day training for bus guide and few hours training for information person. Besides, we do have a meeting with all volunteers before the festival to make sure they know their task.

13. Do they receive any tangible benefit such as stipend or free meals?

The most beneficial thing for them is the donation to their organization. Others benefits are T-shirt for individual and a copy of annual report. We also have a barbeque party every five years and all volunteers are invited.

14. How do you evaluate their level of satisfaction?

We conduct a meeting after the event to get their feedback and opinion.

15. What is your opinion about your volunteers overall?

They are very committed and so far, we don't have any problem to get volunteers. I guess most of them are satisfied with their participation.

APPENDIX E
List of Comments and Suggestions

Comments and suggestions

1. I would like to see the benefits of the festival expanded to benefit more of the geographic area surrounding the village of Warrens.
2. Well satisfied with the volunteers that work in the area of the festival that I do.
3. I especially like that the fact our Cranfest was set up to improve the quality of life for the Warrens community so funds earned go toward this goal.
4. Smile a lot and ask what you are looking for. Let them know you care. Be helpful.
5. People not put other people down for doing any jobs, even if they think they can do them better.
6. The festival is too large for a small town. The small town atmosphere is replaced by how much money can be made. I think the volunteers should get something for more encouragement in volunteering.
7. It is a fun and learning experiences. I look forward to it.
8. The Warrens Cranberry Festival is a wonderful festival that is very educational and a great experience.
9. My husband and I volunteered when Cranberry Festival first started 31 years ago. We donated our yard, front porch and have baked cranberry pies for Baptist Church many years. My husband passed away in 79, my daughter and her husband are helping with parking and etc.
10. Send sheet with volunteer options to volunteer, and others. I would like to do other/additional volunteering and never am given the opportunity – yes, I've asked for several times.
11. I found the people at the festival very friendly and will do all I can to help again.

12. Seemed as if training for volunteers was not well done. When it was my turn, no one knew anything.
13. The festival provides no training and little management. I pretty much know what to do.
Overall, there is a lack of cohesive management to the festival. They need professional staff to guide them that would be better opportunities. They have too many people riding around a golf cart who could be actually working.
14. It's great to help the community.
15. Festival seems to be getting far too large for the size of the village, so it should be attempted to tag and spread it out into a larger area in some manner.
16. I watched the board fix an election. One lady made an illegal statement to prevent a volunteer from doing the job she had always done. She got a slap on the face while two people related to her were forced off the board. They are discriminating against the elderly and people with different sexual orientation
17. When I was answering this questionnaire, I was answering in regards to working with my volunteer organization, not the Cranfest committee. I have no experience with the Cranfest committee.
18. The festival will continue to have problems attracting and retaining volunteers as long as they only want volunteers who are erectly like the board. They really could use diversity training.
19. Past board members who are no longer with the festival caused problems between leadership.
New board this year should change the festival for the better. Things should go great!
20. Daughter's wedding same weekend (will not participate again).
21. Management changes currently under way are a positive step.

22. It is a whirlwind of activities!! People have described the Cranfest, but I still was not prepared for the chaotic masses.
23. The management of volunteers was not at all organized for the field I was in. I drove golf car to help people. At the time I was to do it, no one was ever around. I missed my time as no one to contact.
24. This is a community event. We grow cranberries for a living. We will continue to support and be a part of the festival for as long as physically possible.
25. Because the festival requires and depends on so many volunteers, it might make sense to poll volunteers for specific areas of expertise, i.e. trainers/teachers could help develop (173) to make them easier.