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VOLUNTEER HORSEPOWER

MOTIVES FOR VOLUNTEERING

Fredrik Giers, Johan Lång & Caroline Svensson

ABSTRACT

Over the last decade there has been an emerging trend to arrange and stage *events*. To most events, outside help in the form of volunteer work is necessary.

Volunteerism in combination with motivation has not received much attention in the literature although it is an important aspect in event settings. Consequently, two in-depth case studies were conducted to focus on what *motives* drive volunteers to join an event, as well as what make them remain in the organization. Therefore, the focal point of the research is on volunteers from the Gothenburg Horse Show (GHS), and the Swedish Touring Car Championship (STCC).

The main findings are: that volunteers at both events portrayed signs of *altruistic* and *egoistic* motives; that the initial motive for volunteering often is the need to affiliate with, and the wish to identify with the event; that *personal motives* have more impact for individuals who have participated longer; and that motives changed over time.

It is concluded that even though new preferences and outcomes emerged over time, *social motives* remained important. Finally, the reward, competence and pride motives appeared to be the least significant motives for volunteering.

Keywords: Volunteers, Events, Motivation, Altruism, Egoism, Social and Personal Motives

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1. INTRODUCTION

This introductory chapter will help us to get an understanding of the subject studied. Firstly, we start out by introducing the reasoning and the background. Secondly, the chapter describes the process and discussions that guided us towards the problem statement.

With the growing popularity of organizing events, a new field of academic research has emerged. Event management include organizing and coordinating; leadership; planning, evaluating, and controlling; human resources (or staffing); financing; and marketing. Since no event takes place in isolation of its surrounding environment, it becomes part of an event management system, which is a set of interdependent or interacting elements. Changes within key environmental factors will affect the event and its management, whereas the event's impact on the community, economy, and the general environment is equally important (Getz, 1997).

To most events, outside help in the form of volunteer work is necessary. A volunteer is someone who willingly participates in an activity without getting any monetary rewards for their work. People volunteer for different reasons ranging from interest in the particular event and the music played at the concert, to social reasons, personal development, and involvement in an interest group (Getz, 1997). Therefore, we believe it is crucial for organizers to comprehend what motivates volunteers to participate in events.

Motivation in the field of volunteer work is generally acknowledged as the aspects, which inspire and stimulate people to participate as volunteers. It could be argued that scholars such as Maslow, Herzberg, and Vroom have created a foundation for today's motivation theories, which for the most part focus on creating an understanding of how managers should motivate their workforce. Although the concept of motivation has been around for a long time, the combination of motivation and volunteers has not received much attention. Combined with the fact that large financial assets are invested by companies in these activities, and that the combination of motivation and volunteers seems to be under-researched, we would like to highlight the relevance of this study.

Our intention with this paper will be to present the results of two case studies, Gothenburg Horse Show (GHS) and Swedish Touring Car Championship (STCC), which are two annually repetitive events that are dependent on volunteers. Since volunteers engage at their own will, it makes it interesting to investigate the aspects that motivate them to commit time and effort to an event. Therefore, this thesis will try to clarify the reasons as to why volunteers commit themselves to events and why they continue to do so repeatedly.

1.1 Problem Discussion

Volunteer work is the fundamental backbone to successfully arrange an event. Event managers seem to have recognized that without the volunteers, many events would not be financially possible to arrange (Allen et al, 2002). In light of this insight, our interest was spurred to find out what actually drives someone to be a volunteer.

Traditional motivational theories are usually derived from organizational contexts, and most focus on how managers can motivate their co-workers. In the case of volunteers, it could be argued that they are driven by pure altruism when devoting time and effort for an event because they are not rewarded with any monetary rewards. Although volunteers may assert that they are participating out of devotion and unselfishness, they might actually be motivated by a combination of external and internal factors. Thus, it is likely that volunteers expect to obtain some reward for their participation and performance (Allen et al, 2002). However, when investigating the subject further, it seems as if the volunteers are motivated by other factors than previously mentioned. In addition, most motivation theories have been developed through studying behavior in organizational settings. Consequently, volunteer work has been studied in social work rather than in event settings. Therefore we found it interesting to look at volunteers and their personal motives in an event environment, which in a way also could be seen as a form of organizational setting.

From our initial conversation with the event organizations, we understood that many event organizers find it a waste of time trying to motivate their volunteers simply because they are already motivated. Since the volunteers constitute such

an imperative aspect for the long-term success of the event, we found it interesting to attain a more comprehensible understanding of why the volunteers are motivated to participate in an event. Therefore, this thesis will focus on the motives that inspire individuals to become volunteers, as well as how they identify with the event, symbols, and organizational culture influences, and finally try to articulate what motives encourage individuals to continue as volunteers. In other words, our intention is to convey peoples' motives, rather than how to motivate them.

1.2 Problem Statement

The problem statement instigates our intention to find out the motives that encourage people to become volunteers and their reasons for continuing to work as such. For no or modest rewards, volunteers are devoting time and effort to help out with events, why? It could be assumed that money or career rewards would motivate most people in their regular jobs, and when working as volunteers the motivation would be more directed towards personal interest in the particular event. Could this assumption be correct? Power, prestige, and rewards are examples of motivational factors in most organizations, is it realistic to believe that such factors are absent when people volunteer? Why do volunteers continue to participate even though the rewards are not that significant? Could it be that motives change over time, or do volunteers really have the same motives for joining and continuing as volunteers? Does the possibility to identify with the event have an impact, and how important is the use of symbols when continuing as volunteers? We found these questions very interesting to investigate, and therefore our problem statement is defined as affirmed: *How do motives drive volunteers to join an event? Are the motives changed over time, and if so, how?*

1.3 The Purpose

The purpose of this thesis is to create an understanding of why individuals volunteer. Our intention is to identify patterns and deviations of motives, and how these motives inspire individuals to continue as volunteers. We believe this information can assist managers in traditional and volunteer organizations since human resources are, and will continue to be, an essential issue in organizations.

2. METHODOLOGY

In this chapter, we will present and describe the method used in this study. The purpose is to give the reader an understanding of our study and the choices we have made during the research process. Therefore, we describe the research strategy and design, the data collection process, and finally we discuss the quality of our research.

2.1 Case Study

Before we could start our research, we established a research strategy. A research strategy works as a guideline throughout the study. Since the choice of research strategy will have an impact on how the data is to be collected and how the conclusions will be drawn, we had to be careful when choosing one. Given that the aim with our study was to get an understanding of why people decide to volunteer, we also wanted to find out if their motives change over time and if so, why? In order to answer these complex research questions, we found the case study method to be favorable as a research strategy. According to Yin (1994) the reason for using a case study is to understand complex social phenomena. A case study makes it possible for the researcher to investigate the chosen object in depth, which will give a comprehensive picture of the object studied (Wiederheim-Paul & Eriksson, 1991). This is also supported by Yin (1994), who states that a case study makes it possible to investigate real-life events, especially when boundaries between phenomenon and context are not clearly evident, while still retaining holistic and meaningful characteristics of the event.

Since we wanted to achieve an understanding of the objects studied, we conducted a qualitative research method. This is supported by Holme and Solvang (1991) who state that in order to understand a certain situation for individuals, groups or organizations, the researcher has to get very close to the object studied.

Focusing on the underlying motives that drive people to perform volunteer work in event organizations, and the impact on volunteers' identification with the event, we chose to conduct our study at two events. Both events rely on

large voluntary forces, but differ in terms of organizational structure and the years they have been around. GHS has volunteers who do not have a direct link to the host organization, Got Event, whereas the volunteer crew at STCC mainly consists of members from FMK. This enabled us to distinguish differences and similarities in motives at GHS and STCC, which will help us to answer the problem statement. According to Yin (1994) this is categorized as a multiple case study. Evidence from a multiple case study is considered to be more compelling, and therefore the study is regarded as being more robust Yin (1994).

The context of volunteers and events has not been studied comprehensively before. With a basic understanding of the two areas, interviews were made with the volunteers. Hence, previous theoretical concepts were combined in accordance with our empirical study. This would imply that an inductive approach was used. According to Merriam (1994) an inductive case study aims at developing new theory for a specific topic, where any previous theories are lacking. Moreover, after our first few interviews, new areas to investigate were identified. By adding new variables and hypotheses, parallels and connecting patterns could be drawn. It was possible to trace new apparent consequences, which could then be empirically tested again (Holme & Solvang, 1991). Consequently, to identify a relevant theoretical framework, theories from different areas were combined into a single framework that suited our particular case. In that respect one may say that an abductive approach was used, which is defined as building a case study on new or developed theories as well as old theories (Alvesson & Sköldberg, 1994).

2.2 Data Collection

In this study we chose to conduct a multiple qualitative case study. In qualitative case studies different data collection strategies including, interviewing, observing and analyzing documents are often used (Yin,1994). By using multiple sources of information, a reliable and comprehensive understanding may be achieved. It is important to be aware of the fact that a distinction between primary and secondary sources has to be made, as this will generate two different types of data. In this study we will rely on both primary and secondary data.

2.2.1 Primary Data

Since we wanted to get an in-depth understanding of our focus of investigation, the main technique of collecting primary data was by conducting interviews. These interviews were complemented by direct observations made at meetings when the volunteers were gathered. By participating in meetings with the event management team and the volunteers, we could get a better understanding of the phenomenon studied. This also increased the reliability of our study since we were able to observe behaviour and attitudes of the volunteers.

In order to improve our interview questions and find relevant theories, a pilot interview was conducted with a volunteer at GHS. The interview was more of a discussion, yet a manuscript was used. According to Merriam (1994), a semi-structured interview is a mix of more or less structured questions that enables the interviewer to ask probing questions. In accordance with Holme and Solvang (1991), we find it important that we gain new knowledge during the interview, instead of simply verifying our pre-understanding.

Our interview guideline turned out to be relevant for the area studied, and only minor changes were made in the structure of the questions. The interviews were conducted with a total of 20 volunteers from both events. To get reliable data, 10 interviews at each event were made, 5 males and 5 females. Each interview was approximately 45 minutes. To get a demographically spread, the age distribution ranged from 18 to 62. Moreover, we tried to get volunteers from as many work groups as possible. We also chose to interview persons that had done voluntary work more than once at the particular event.

To present how many of the interviewees that held the same view, the terms below have been used in the empirical and analysis chapters of the report. In the empirical study, the percentages are based on the number of interviews conducted within each event whereas in the analysis the percentages are based on the interviews from both events.

All of (everyone)   = 100%
A majority of (many, most)   = More than 50%
Half of   = 50 %
A few of (some, others)   = Less than 50 %
One of   = 1
None   = 0

All interviews were of personal nature. The reason for this was that we felt that meeting our interviewees face-to-face, would provide us with better answers because we could account for the environment, the mood of the interviewees, and their body language when 'decoding' the answers. It also gave us the ability to respond to situations that came up during the interview, and ask the interviewee probing questions to develop or explain an answer. The interviews were also recorded to assure us that correct information would be published in the thesis. After the interviews took place, the collected materials were analyzed by repeated listening to the recordings and matched with the notes from the interviews. Lastly, the primary data was presented in consecutive text and combined with illustrative and representative quotations.

2.2.2 Secondary Data
In order to select appropriate theories for our research, a large amount of secondary data was used. The secondary data included previously written reports regarding the area studied and books journals as well as information generated by the event organizations. Reference to most of these resources is made in the following chapters. Many other articles and books have also been read to deepen our pre-understanding of the object studied even though references to all those are not given.

2.3 Quality of the Research
Validity deals with how the research findings actually match with the reality. To construct validity the researcher deals with the ability to establish the correct measures and framework for the studied concepts. By using multiple sources of evidence, in our case; interviews, meetings, and secondary data we have strengthened the validity of our findings (Yin, 1994). Further, we have

taken precaution to define and clarify the reasons for choosing the concepts, and how they have assisted us in increasing the validity of the study.

In our effort to reach a logical flow and connecting our findings with relevant theories, we had to account for issues such as objectivity and reality. Internal validity emphasizes that the research findings should match the actual reality (Merriam, 1994). To ensure internal validity and reach as much objectivity as possible, two group members were present during interviews, and all three were involved in the empirical tabulation afterwards. To further strengthen the validity, we engaged in discussions, meetings and interviews to verify our findings.

To attain external validity, we have been aware that our findings should be applicable to other environments than the one in this study. To reach external validity, it should be possible to generalize the findings of this study, beyond its immediate purpose (Yin, 1994). Since we have based our study on a qualitative approach rather than quantitative data, it is not possible to reach a statistical generalization based on our work.

Our intention with this study has been to further explore and integrate the concepts of motivation and personal identification within a new context. Even though time has limited the extent of our research, we believe that it is possible to generalize the findings, to further explore how the concepts are interrelated and affected by each other. Moreover, the theories used are not new; rather they have been combined with each other and appear in a context where they previously have not been tested. This leads the way for further explorations in new contexts and in combination with other theoretical concepts.

Since we have followed consistent procedures and included multiple resources both in our theoretical framework and empirical findings, we believe this study has high reliability. If other researchers would have used the same theoretical framework, discussed issues with the same experts and interviewed the same people, we believe that the overall results would be more or less identical to our findings.

2.4 Thesis Outline

In Chapter Three we establish our theoretical background. We discuss the concept of events, volunteers and motivation, which creates the basis for our case study. *In Chapter Four* the theoretical framework is established. The two areas of motives, social and personal, illustrate what motives the volunteers have for beginning and continuing as volunteers. In order to illustrate the complexity of the volunteers' motives and their interdependent relationship to each of the above mentioned theoretical areas, the following model will be presented.
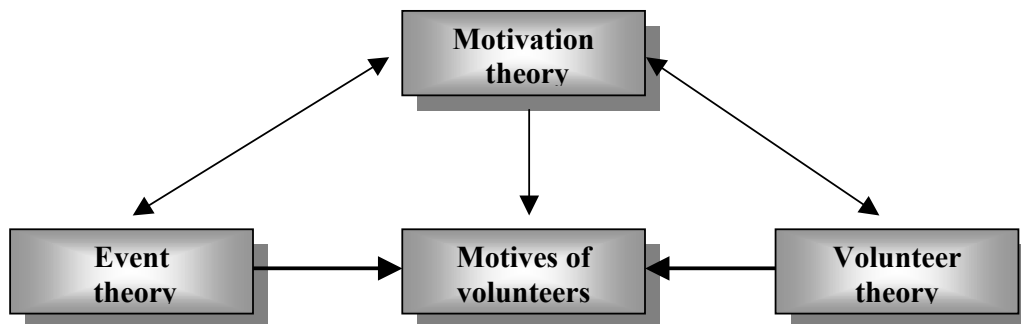
Figure 1: Theoretical frame illustrating our problem

In Chapter Five the empirical study about GHS and STCC is introduced, and thereby insuring that the reader obtains an insight of the results of the empirical investigation. *In Chapter Six* we bring the theoretical and empirical study into an analysis. Based upon the theoretical framework and the empirical material, the analysis will finally bring us to a point were we can have a concluding discussion concerning what motives drive volunteers to volunteer. Finally, we are going to make potential generalizations from the apparent patterns that occurred in the analysis.

3. THEORETICAL BACKGROUND

This chapter begins with a brief description of events, volunteers, and motivation to give the reader an understanding of the context in which our study takes place. The background will provide the basis for our theoretical framework, which will be discussed in Chapter Four.

3.1 Events

Events constitute one of the most exciting and fastest growing forms of leisure, business, and tourism related phenomena (Getz, 1997). With the growing interest of events, event management has been recognized as a separate field of study. It seems impossible to come up with a universal, standardized definition of which types of events are special and exceptional, it is likely a matter of perspective and preference. Getz (1997) describes events:

> *"… as temporary occurrences, either planned or unplanned, though some may be periodic, but each one has a unique ambiance created by the combination of its length, setting, management and those in attendance"(p. 4).*

A special event is a one-time or infrequently occurring event outside the normal program or activities of the sponsoring organizing body. To the customer or guest, a special event is an opportunity for leisure, social, or cultural experience outside the normal range of choices or beyond everyday experiences.

Events can be divided into their particular purpose or sector of appeal like public, sporting, tourism, and corporate. Allen et al (2002) has identified three different types of special events according to size and scale, mega-events, hallmark events and major events.

Events do not take place in isolation; rather they are an integrated part of a larger event management system. The system involves the event itself, internal environment, community context and the general environment. Outcomes and inputs of the system will affect the strategy depending upon interdependencies and changes in the system. Event organizers strive to use the event as a vehicle

for achieving certain social and economical outcomes. To achieve these outcomes, the event organizer must use adequate resources as inputs in the system. Inputs include all the things necessary to operate the event organization, tangible resources like money and equipment, political and moral support, and human resources like volunteers and other staff (Getz, 1997).

3.2 Volunteers

Different definitions of volunteers have been discussed by several scholars. According to Getz (1997), "a volunteer is one who enlists or offers their services to the organization of their own free will, and without expecting remuneration" (Getz, 1997, p 198).

Smith (1981) defines a volunteer as:

> *"...an individual engaging in behavior that is not bio-socially determined (e.g., eating, sleeping), nor economically necessitated (e.g., paid work, housework, home repair), nor socio-politically compelled (e.g., paying one's taxes, clothing one's taxes, clothing oneself before appearing in public), but rather that is essentially (primarily) motivated by the expectation of psychic benefits of some kind as a result of activities that have a market value greater than any remuneration received for such activities" (p. 22).*

Further, Smith argues that being a volunteer is a matter of degree, meaning that the market value of one's activities can vary greatly as well as the remuneration received. A pure volunteer would be someone who does not receive any reward while performing valuable services (Smith, 1981). Volunteers are devoting considerable amounts of time by participating in volunteer work on a regular and continuous basis. Because volunteer work by definition is an act of free will, individuals engage in it and discontinue it at will (Gidron, 1983).

Volunteer work is usually not related to volunteers occupational career. Instead volunteers have personal goals that can be reached by participating and doing voluntary work. Most of the volunteers come from fan clubs, sponsors, conventions, and visitor bureaus (Gidron, 1983).

In many organizations volunteer workers have become a primary resource. This integration raises question as to their motivation to work and the satisfaction they gain from it (Gidron, 1983). No one really knows what it is in the job that volunteers find particularly enjoyable. Is it the type of work they do? Is it the social interaction with peers? Or is it the status that comes with being a volunteer? (Gidron, 1983).

3.3 Motivation

Being a volunteer in an event requires a high level of engagement. Since they are doing the work of their own free will and do not expect any remuneration, we found it very interesting to look at what actually motivates the volunteers to come back year after year. The following section will explain what motivation is, and how we will use it in our study.

Motivation is an important factor in human resource management. Motivation is what commits people to a course of action, enthuses and energizes them to achieve goals whether the goals are their own or the organization's. It is essential that the employees have appropriate motivation in order to not lack enthusiasm, and deliver poor service (Gellerman, 1963).

> *"The ultimate motivation is to make the self-concept real: to live in a manner that is appropriate to one's preferred role, to be treated in a manner that corresponds to one's preferred rank, and to be rewarded in manner that reflects one's estimate of his own abilities" (Gellerman, 1963, p 290).*

Job satisfaction from volunteer work has not been given much attention by researchers. Indeed, the field of volunteers and motivation is very complex and related theories are so varied and contradictory that no single conceptual model has received general support (Winniford et al, 1997). Almost all motivational theories are based on the belief that humans have some basic needs that motivates behavior (Getz, 1997). One of the most known theories about human needs is Abraham Maslow's hierarchy of needs.

Maslow (1954) identified major categories of needs, which are put into what he calls "hierarchy of needs", beginning with the most basic moving upward towards more advanced. The next level of needs cannot be attained without first having satisfied the previous need in the hierarchy. When a lower level need is satisfied, it no longer serves as a motivating need, instead a person will turn to the next level in the hierarchy to be satisfied. Hence, Maslow argues that only unsatisfied needs can motivate individuals.

In a study made by Herzberg (1959), he concluded that people have two different categories of needs that are independent of each other, and affect behavior in different ways. The two-factor theory indicates that in any work situation one can distinguish between the factors that dissatisfy and those that satisfy. What is interesting with this is that they are not opposite of each other. Dealing with the dissatisfying factors does not turn them into motivation factors.

Further Herzberg (1959) found that dissatisfying factors were things that had to do with the working environment, he named them *hygiene* or *maintenance* factors. When people felt good about their jobs it had to do with the work itself, or in other words achievement, recognition, responsibility and advancement. These are also refereed to as *motivators* because they seem to be effective in motivating people to superior performance. Further one can say that the hygiene deals with the question "Why work here?" and the motivators deal with "Why work harder?" (Hersey & Blanchard, 1997).

By using Herzberg's theory, Gidron (1983) found that overall job satisfaction of volunteers was related to two aspects of job content; *the work itself and achievement*, and two aspects of job context; *convenience and absence of job stress factors*. For volunteers to be satisfied, they need a task which enables self-expression. Such a task provides the volunteer with the opportunity to develop skills and abilities, which in turn allows achievement to be surfaced (Gidron, 1983).

Content theories like Maslow's and Herzberg's, provide managers with an understanding of work related factors that spurs motivation and address the

importance of employee needs and their satisfaction (Allen et al, 2002). However, these theories do not explain why a person chooses certain types of behavior to satisfy their needs (Peach & Murrell, 1995 cited in Allen et al, 2002). Therefore, other types of theories such as expectancy are needed to get a complete picture of these challenges (Allen et al, 2002).

Vroom (1964) implies that a person who is motivated to perform a certain action believes that the particular action will result in a desired outcome (expectancy). This outcome will then result in some kind of a reward (instrumentality). The accomplished rewards (valance) for this outcome are sufficient to justify the effort the person put in. When all these conditions are met, the person is according to Vroom fully motivated to perform his/her job. If one of these preconditions is not met, the person is assumed to lack motivation (Allen et al, 2002).

According to Deci (1978), Vroom's expectancy theory logically argues that people ought to "structure a work situation in a way that allows effective performance to lead to the desired extrinsic reward" (p. 65). Further, Deci argue that Vroom is correctly describing people's will to do certain things hoping they will receive extrinsic rewards, a complete motivational theory cannot exclude intrinsic rewards. In contrast with Vroom, Atkinson (1964) has proposed a theory of achievement that focuses primarily on intrinsic motivation and tends to ignore extrinsic rewards (Deci 1978). Atkinson (1964) argues that in order to determine a person's motivation for a particular activity, three things need to be taken into account. First, his/her enduring personality orientation toward achieving success and avoiding failure, Second, the probability of succeeding at that activity, and third, the valance of success of the activity.

The models introduced by Vroom (1964) and Atkinson (1964) are similar in that they both suggest that motivating is determined by multiplying the likelihood of achieving some outcome times the valance of that result. The critical difference according to Deci (1978) lies in the way valance is determined. In Vroom´s model, valance is based on the extrinsic rewards that follow a behavior; in Atkinson's model however, the valance is primarily dependent on the intrinsic value of succeeding at a task.

Expectancy is "the perceived probability of satisfying a particular need of an individual based on past experience" (Hersey & Blanchard, 1988, p.29). Expectancy refers to the sum of the past experience and it might have great effect on behavior. A single failure does not usually discourage a person from trying to reach its goal. However, if the failure is repeated several times, the person is likely to give up the goal because of the unsuccessful experiences (Hersey & Blanchard, 1988).

Availability on the other hand reflects the perceived limitations of the environment. "Availability is determined by how accessible the goals that can satisfy a given need are perceived by an individual" (Hersey & Blanchard, 1988 p. 30). If one need cannot be fulfilled because of environmental circumstances, the person will after several attempts settle for something that can be achieved. It is the perception that a person has that affects the behavior, not whether the goals to satisfy a need are available. In other words, it is important to act upon reality itself and not upon perceived reality. Further, people who feel a need and act accordingly, are more motivated to act if they find a positive relationship between effort and performance. Moreover, motivation will increase if the outcome of the performance is rewarded. If expectancy is high, motive strength will increase (Hersey & Blanchard, 1988).

People evaluate their own position in relation to the perceived value of others and tend to accept goals that someone else has set up, as their own goals. "Goals are outside the individual; they are sometimes referred to as 'hoped for' rewards toward which motives are directed" (Hersey & Blanchard, 1988, p. 19). Before joining any organization (volunteer or regular workplace), people have a personality, which will affect their goals and consequently the organization. Because of that, individuals will base their decisions according to their present preferences of goals (March & Simon, 1959). "Behavior is basically goal-oriented. In other words, our behavior is generally motivated by a desire to attain some goal" (Hersey & Blanchard, 1988, p. 18) Individuals carry out actions without consciously knowing the exact intent of that particular activity. The drives forming personality are often subconscious and very difficult to examine and evaluate (Hersey & Blanchard, 1988).
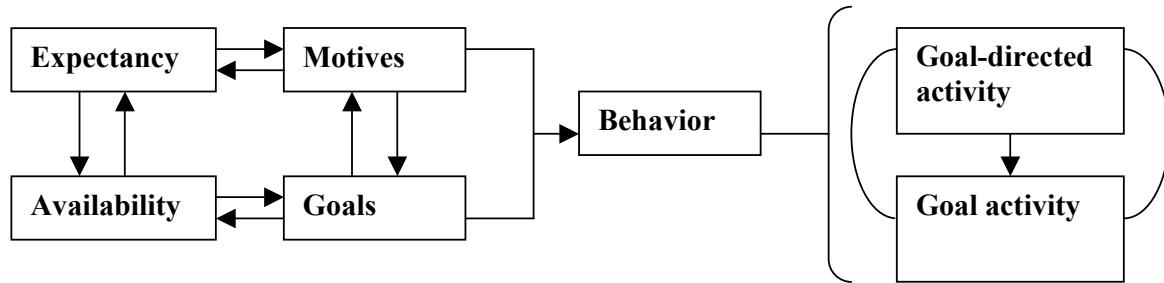
Figure 2: Expanded diagram of a motivating situation (Hersey & Blanchard, 1988, p.30).

The model above portrays how motives and needs within an individual, are directed toward goals that are aspirations of the environment. These are interpreted by the individual as being available or unavailable, which eventually affects expectancy (Hersey & Blanchard, 1988).

The theories introduced, even though they have been around for many years, are still the most applied and used today. Other more modern definitions of motivation exist, but often they are simplified versions of the ones already introduced above, or broader in context. Revstedt (1995), define motivation as, "a strive by human to live as meaningful and self-actualizing life as possible. This strive is the sum of humans inner nature: to be constructive, goal-oriented, social and active" (Revstedt, 1995, p. 39).

Vroom (1964) inquires about the interrelationship between work roles and motivation. "A work role is defined as a set of functions to be performed by a role occupant, the performance of which contributes to the production of goods and services". Vroom refers to the term motivation as "a process governing choices made by a person or lower organisms among alternative forms of voluntary activity" (Vroom, 1964, p. 6).

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4. THEORETICAL FRAMEWORK

In Chapter Three, we introduced the theoretical background to display the context in which our study has taken place. In this chapter we turn to the theoretical framework where we have chosen relevant theories for our purpose and understanding of the motives behind volunteering. The chapter begins with an introduction to the concept of motives. Thereafter, the motives have been grouped into three categories; altruistic & egoistic, social, and personal.

4.1 Motives

Motivation depends on the strength of their individual motives. Motives explain the reason why people adopt certain behavior, and can be defined as the needs, wants, drives, or impulses within an individual (Hersey & Blanchard, 1988).

In literature, no correct or universal definition exist to describe motive, rather it is up to the author to define his/her way of using the term. Vroom (1964) acknowledges the "jungle" of similar and/or identical definitions of the term, in his attempt to describe his use of the closely related term preference:

> *"The terms, valance (Lewin, 1938; Tolman, 1959), incentive (Atkinsson, 1958b), attitude (Peak, 1955), and expected utility Edwards 1954; Thrall, Coombs, and Davis, 1954; Davidsson, Suppes and Siegel, 1957) all refer to affective orientations toward outcomes. Other concepts like need (Maslow, 1954), motive (Atkinsson, 1958b), value (Allport, Vernon, and Lindzey, 1951), interest (Strong, 1958) are broader in nature and refer to the strength of the desires or aversions for large classes of outcomes"*
> (p. 15).

Vroom uses the term motive "whenever the referent is a preference for a class of outcomes" (Vroom, 1964, p. 15). Atkinson (1964), argue that the term motive is:

> *"a vague concept which is part of the fund of intuitive wisdom we so often refer to as 'common sense'. Common sense regards a 'motive' as the factor, which explains the direction, vigor, and persistence of an individual's actions" (p. 3).*

For the remainder of this thesis we will consistently refer to the term motive, as "*the reason for*" volunteering.

"The first and most important thing to be said about motives is that everybody has a lot of them and that nobody has quite the same mixture as someone else" (Gellerman, 1963, p. 175). The reality is that when dealing with human behavior, one must also deal with individual uniqueness. "In general, a motive is a tendency towards a certain end-result or end-reaction, a tendency which is itself aroused by some stimulus, and which persists for a time because its end-reaction is not made at once" (Woodworth, 1921, p. 84-85).

4.2 Altruistic and Egoistic Motives

4.2.1 Altruism

The idea of altruistic motivation for volunteering stem from personally held views about a social responsibility and unselfish concern for welfare of others (Monga & Treuren, 2001).

According to Winniford et al, (1997), Auguste Comte first coined altruism, and many researchers within the area have followed his findings. Comte found that there was a certain human behavior that was an expression of unselfish desire to "live for others" and this he referred to as altruism. Altruistic motives have traditionally been seen as the main reason for participating as a volunteer since it is considered to be a sacrifice of one's time, energy and finances (Monga & Treuren, 2001). According to Smith (1981), altruism is an aspect of human motivation in which a person attempts to optimize the intrinsic satisfaction of other persons. Furthermore, he states that these attempts should be done

without the conscious expectation of participating in an exchange relationship whereby those others would be obligated to make similar or related satisfaction optimization efforts in return.

Batson (1991) has employed a similar definition and he defines altruism as a motivational state with the ultimate goal of increasing another's welfare. Even though Batson (1991) refers to altruism as an action with the purpose of increasing another's welfare, he claims that altruistic motivation does not necessarily involve self-sacrifice. Altruistic motivation can involve self-benefit and still be altruistic, as long as achieving this self-benefit is not the ultimate goal (Batson, 1991). This is also supported by Winniford et al (1997) who state that although a person's own welfare may be improved by altruistic motivation, the personal gain could be an unintended consequence of the action carried out. An altruistic action may create seemingly egoistic feelings, personal satisfaction or relief but as long as this is not the ultimate goal the action still will be considered as altruistic (Batson, 1991).

Pearce (1993), who has a similar view of altruism as Batson (1991) and Winniford et al (1997) does not either consider an altruistic motivated action to involve self-sacrifice. However, he questions the use of the term altruism and instead he suggests pro social as a more accurate term to use. Pro social acts are those intended to produce and maintaining the well being of others without the restriction of potential "payoffs" for the actor (Rusthon & Sorrentino 1981 cited in Pearce, 1993).

According to a study conducted by Rubin and Thorelli (1984), they confirmed their hypothesis that:

> *"in a setting in which the costs of volunteering probably outweigh its egoistic benefits, the longevity of participation as a service volunteer is inversely related to the extent to which the service volunteers entry was motivated by the need for or expectations of egoistic benefits" (p. 227).*

According to their study, a more altruistic-oriented participant tends to serve for greater periods of time than an egoistic participant.

4.2.2 Egoism

The main differences between altruism and egoism, is the intent of an individual's motivation. Batson (1991) refers to egoism as a motivational state with the ultimate goal of increasing one's own welfare.

Batson (1991) states that there is a wide variety of egoistic motives when volunteering, ranging from the desire for physical comfort, to the desire to be loved and to succeed, to the desire to express oneself and be self-actualized. If an individual participates as a volunteer with the ultimate goal of receiving personal benefits, then the egoistic motivation is present. The personal benefits can include both reductions of negative feelings like anxiety, stress and guilt as well as the presence of positive affects of material, social and self-rewards (Batson 1991).

However, Green et al (1984) cited in Winniford et al (1997), found that volunteers expected the experience to be beneficial for them and the most important motive for volunteering was to broaden their experience. According to Knowles (1972), this implies that the reason for volunteering is not only to serve society, it is also a means for nurturing self-actualized human beings.

4.3 Social Motives

People who volunteer to satisfy a need of social affiliation, social exchange, or social status might be acting to fulfill their social motives.

4.3.1 Social Affiliation

A significant reason to participate as a volunteer is to attain affiliation with, and attachment to the event (Monga & Treuren, 2001). Special events with key features such as "festive spirit", uniqueness, hospitality, theme, special rituals, presentations and performances celebration that marks a special occasion (Getz, 1997) may be attracting for the volunteers (Monga & Treuren, 2001). According to Monga and Treuren (2001) the initial motive to volunteer is due to affiliatory reasons. In many cases the volunteer has a special interest in the

event activity, a previous involvement or association with the activity that create an attraction to that particular event.

Individuals with a high need for affiliation tend to be more concerned with developing and maintaining relationships than with decision making. They also tend to enjoy interacting with people in situations where they feel that they belong and are accepted. According to Schacher (1959) people interact simply because they enjoy it even though they will not get a reward. He also found that it was not only friendship that motivated affiliation, instead people wanted to have their beliefs confirmed. Moreover, since most people gain their basic sense of identity from relationships with others, they want their beliefs confirmed to reach some common understanding. The need for affiliation is prompted by a desire to make one's life appear more in control (Hersey & Blanchard, 1988).

4.3.2 Social Status

Through the course of our study, three concepts closely related to status emerged, namely: social status, prestige and power. Therefore, we have decided to incorporate them within the same heading.

A person's occupation influences how other people respond to that person outside the actual work situation. In most cultures, people with high-status jobs, get more respect and have greater freedom in picking leisure activities than those with low-status jobs. A person might decide to work, because it is believed that by doing so a higher level of status will be attained. Social status is reached by interaction with others. However, social status is not limited to interaction within the context of work, but also includes family, friends, neighbors, and relatives who the person interacts with outside of the given work context (Vroom, 1964). The "rank principle" argues that occupations and positions in a society are attributed with different value levels. The concept of "rank" highlights both the specific position and its attributed value (Zetterberg, 1977).

People seek status for different reasons, and the way they go about reaching it differs. There are three different kinds of status that have been identified: 1)

Status-through-definition: If tennis players are defined to be distinctly better than ice-hockey players, then every tennis player is distinctly better than all ice-hockey players, regardless how talented or skilled they might be. 2) Status-through-consumption: If someone has a more expensive car, boat, house than someone else, then that person is outstanding in regards to the other person. 3) Status-through-achievement: If an individual manages to reach a predetermined goal before others, then that person is outstanding within that field (Hayakawa, 1965).

4.3.2.1 Prestige

Prestige is an unwritten definition of the conduct that other people are expected to show in a person's presence. Therefore, prestige is rather a matter of how the person expects to be treated. Prestige is built up of society, not elected by the individual to suit its taste. Often, high prestige is a matter of low-status people wanting to put someone on a pedestal in order to feel guided and protected. Moreover, as well as they put other individuals on pedestals they want to enhance their own status by getting onto it themselves (Gellerman, 1963). However, the need for prestige is more or less self-limiting. Individuals tend to seek prestige only to a certain level. When they have reached the desired level, it becomes a matter of maintaining the level rather then to advance further (Hersey & Blanchard, 1988).

Further inequality of ability and motives is the basis of prestige. Equality of opportunity is the best guarantee that the natural inequality of individuals will be asserted. Everyone begins life with a certain degree of prestige. Many people go through life without changing the level of status they started with, while others strive to move up to a higher social level (Gellerman, 1963). Volunteers, who undertake a position or task with the intention that it will help them in their careers, probably do this to achieve the level of self-actualization (Allen et al, 2002).

Prestige motivation can be a powerful force in creating individuals career. Often it is the job the individual holds that creates the opportunity for upward mobility. Employees, who find it motivating to gain esteem from family and

friends by having a certain position or perform a prestigious task, strive to satisfy the esteem needs (Gellerman, 1963).

> *"Prestige seeking is really feedback seeking, and the status symbols in which we hear so much are little more than signs which tell people how much deference we expect from them"* (Gellerman, 1963 p. 152).

4.3.2.2 Power

The definition of power varies. Some define power as an imposition of will and an overcoming of resistance to get others to do something they would not do otherwise, and other view power as something one person or group does to another (Kerr, 1979). However, we are going to use Hersey and Blanchard's definition; "Power is influence potential – the resource that enables a leader to gain compliance or commitment from others (Hersey & Blanchard, 1988, p. 202).

Etzioni (1961) discusses two types of power, position power and personal power. The discussion relies on the assumption that power is derived from an organizational office, personal influence or both. Position power is used when an individual can induce other individuals to do a certain job because of their position, while personal power is when individuals derive their power from their followers (Etzioni, 1961).

Position power tends to flow down in the organization. It is not a matter of the office having power; instead it has to do with the people that the managers report to. Hence, the kind of acquired position power, depend on the authority the superior managers have delegated (Hersey & Blanchard, 1988).

Personal power is the extent to which followers respect, feel good about, and are committed to their leader. They also see their goals being satisfied by the goals of their leader. In other words, personal power in an organization comes from the followers. It is the cohesiveness, and commitment between the leader and the followers that is essential for the cooperation to work (Hersey & Blanchard, 1988).

4.3.3 Social Exchange

There is always some form of exchange taking place between parties in both volunteer and paid employment situations. The persons volunteering provide their labor potential, their availability to carry out tasks, and management provides some form of compensation for this time and performance (Monga & Treuren, 2001) According to Gidron (1983), volunteer work is perceived as an exchange between the volunteer and their work situation. Time and effort are exchanged for satisfactions and psychic rewards to the individual. Further, social exchange theories propose that individuals will or will not participate as a volunteer depending on the benefits and costs of the participation. Homans' (1974) social exchange theory proposes that individuals will participate if (a) the benefits are greater than the costs and (b) benefits are varied and thus more valuable. This implies that individuals will continue to participate as volunteers only if the benefits (social interaction and career enhancement) are greater than the costs (time away from work or family).

According to Monga and Treuren (2001) there is a specific distribution curve that describes the distribution of compensation received from a fulfilled exchange. This distribution can be characterized in terms of tangible and intangible benefits. In a typical employment relationship the main tangible components is wage, employment security, and expectations of future earnings. Intangible components such as working conditions, inherent satisfaction, loyalties to organization are also important. For volunteers similar factors will apply, however with a different distribution between tangible (wages and future wages) and intangible factors namely conditions, satisfaction and intrinsic interest (Monga & Treuren, 2001).

4.3.3.1 Rewards

We have chosen to use the concept of rewards within this heading to outline what people get back for participating as volunteers. In the literature, researchers use different terminology like valance (Vroom, 1964), and instrumentality (McClelland, 1985) to represent similar or identical concepts.

A reward can be extrinsic, such as money, clothes, food, or intrinsic, which gives feelings of competence and self-determination. Conceptually, satisfaction

follows the reward. In other words, when a volunteer is rewarded for achieving a goal, he/she will feel satisfied (Deci, 1975). However, rewards from volunteer work are not uniformly expected, but in order for the volunteers to come back it would be necessary to provide them with specific rewards, which they expect from the organization (Gidron, 1983). It is important to distinguish between the valance, the emotional orientations toward particular outcomes, and the actual value it has to that person. There may also be a difference in the anticipated satisfaction of an outcome and its actual satisfaction it provides once it is attained (Vroom, 1964). Atkinson (1958) refers to the term incentive as "some potential reward or goal that can be manipulated by the experimenter" (p.303). Further, it is suggested that the more difficult a task or an outcome is to achieve, the more satisfaction it generates to the person performing it.

Additionally, personal recognition is the single most important reward, and it is also one of the most effective forms of employee recognition. Acknowledging peers and subordinates who have worked hard and completed a good job, is valuable for the volunteer, as well as cost efficient. A genuine word of appreciation from the right person at the right time can mean more than an extrinsic reward. Part of the power of such reward comes from knowing that someone took the time to notice the achievement, and find out the responsibilities of the volunteer (Buckman, 1998). Rewards also provide information to the volunteers about their effectiveness in various situations (Deci, 1975).

4.4 Personal Motives

During our interviews we noticed that volunteers had developed a strong personal attachment to their respective event. Therefore, we decided to explore the concepts of identification, symbols, pride and competence. The personal motives will benefit us to investigate how individuals relate themselves to the event and how this relation changes over time.

4.4.1 Identification

People have an inner need to have a frame of reference, a system of human values to believe in and live by. Without such leading values, people find themselves lost. In people's quest of finding themselves, acquiring their own

identity, it is required that they decide where they draw the lines for separation and individuation, meaning when, where, and how to participate or not in certain activities (Svedberg, 2000). In a study made by Berggren (2001), she found that identity not only is about finding oneself, it is also, and even more important, a way for other people to define who and what a person is.

Tajfel (1982) defines social identity as the part of an individual's self-concept that derives from his knowledge of his membership in a social group together with the value and emotional significance attached to that membership. Thus, according to Tajfel, social identity is built upon two components. First, the belief that one belongs to a group ("I am a volunteer") and the importance of that group membership to one's self ("and I am proud to be a volunteer in one of the best horse competitions in the world). Turner (1999), defines social identity as the categorization, which defines the individual in terms of his or her shared similarities with members of certain social categories in contrast to other social categories. The social identity is therefore considered to be a group level phenomenon, in which the individual pictures the self as one of "us", in contrast to "them" (White, 2001).

According to Brewer (2001), social identification represents the extent to which the group has been integrated into the sense of self, and at the same time as the self has become an essential part of the group. With high levels of social identification, the group's outcomes and welfare become closely related to one's own sense of well-being. However, social identification implies that some sort of motivation is needed in order to define oneself in terms of a certain group membership and to achieve and maintain that identity (Brewer 2001).

Individuals have two powerful social motives when identifying themselves with a certain group or organization i.e., a need for inclusion and a need for differentiation. The need for inclusion motivates assimilation of the self into large, social collectives whereas distinguishing the self from others satisfies the need for differentiation. Identification with social groups is a way of satisfying these two needs simultaneously. Groups that are exclusive and have clear boundaries satisfy the need for inclusion while at the same time they provide a

basis for satisfying the need for differentiation (Brewer, 2001). Within the society there exist different kinds of status hierarchies. Social groups are ranked in terms of socially recognized value, worth and prestige. The higher a group is in the status hierarchy, the more this group can contribute to positive social identity of its members (van Knippenberg & Ellemers, 1993). Individuals will tend to both seek and maintain membership in high-status groups, since membership in such groups will contribute positively to their social identity (Tajfel, 1982). Furthermore, group members tend to show their affiliation with successful and high-status groups whereas they seldom want to be identified as members of unsuccessful or low-status groups (van Knippenberg & Ellemers, 1993).

4.4.1.1 Strength of Identification

"The stronger an individual's identification with a group, the more likely that his goals will conform to his perception of the group norms" (Simon & March, 1959, p. 65). March and Simon (1959) developed a model consisting of five basic factors affecting group identification:

1) The greater the perceived prestige of the group, the stronger the propensity of an individual to identify with it and vice versa.
2) The greater the extents to which goals are perceived as shared among members of a group, the stronger the propensity of the individual to identify with the group and vice versa.
3) The more frequent the interaction between an individual and the members of a group, the stronger the propensity of the individual to identify with the group and vice versa.
4) The greater the number of individual needs satisfied in the group, the stronger the propensity of the individual to identify with the group and vice versa.
5) The less the amount of competition between the members of a group and an individual, the stronger the propensity of the individual to identify wit the group and vice versa.
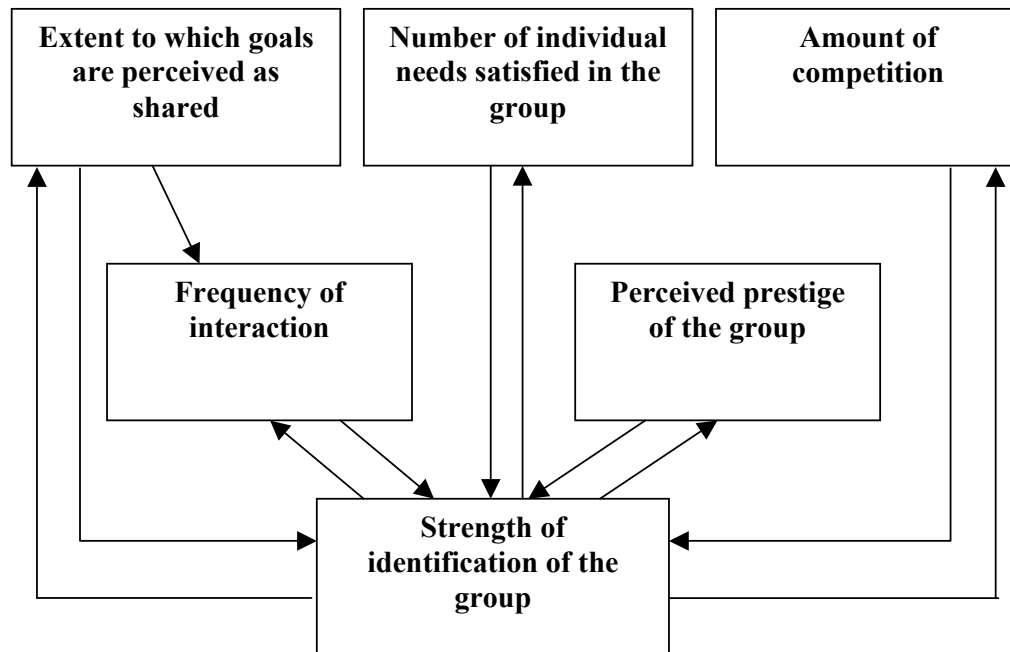
Figure 3: Basic factors affecting group identification (March & Simon, 1959, p. 66).

These five basic variables affect and are affected by identification. These factors in turn are affected by other attributes such as perceived prestige, symbols of success, and frequency of interaction. "Perceived prestige of a group is a function of the position of the group in society and the character of individual standards" (March & Simon, 1959, p. 67) Further, the perceived position of a particular group is a result of symbols representing success in a given culture. The greater the success in achieving group goals, the higher the position of the group in the society; and the higher the average status level of group members, the higher the position of the group in society. One of the most important factors determining the frequency of interaction is the feedback that connects identification with interaction. Also, groups with strong cultural pressure to participate have greater frequency of interaction than groups with less cultural pressures (March & Simon, 1959).

4.4.1.2 Identification Targets

According to March and Simon (1959), people have four basic targets for identification: *Organization external to the focal organization* – This target

implies that people associate themselves with an organization outside of the one they are currently working in. It could be professional association, community groups, family groups that even though they are not directly linked, serve as a reference group to people.

The focal organization itself – Implies that people, who have been in the organization longer, have a stronger sense of identification with the organization itself. People are more likely to have a stronger sense of identification with organizations that are prestigiously perceived in society and permits people to satisfy personal goals.

Subgroups within the focal organization – Many factors are similar to those of the focal organization. The focal organization has certain standards that also set the agenda for the subgroups, by which they are judged upon. The more a subgroup lives up to these standards, the more an individual will identify with they subgroup.

 The work activities involved in the job – People identify with people from the same class, performing the same tasks and activities. A task group could be either a subgroup or a external organization depending on the task. Low-level tasks do not induce identification where they are perceived as stepping-stones to better positions, but they induce task identification when people do not anticipate moving up the ladder.

4.4.2 Symbols
Throughout the history of mankind, symbols and myths have interpreted people's life situation. They constitute the oldest and most basic way of expression, revealing new facts of reality, which other languages disobey. Symbols are important for organizational cohesion and offer something that is worth coming together for. In order to understand an individual, a group, an organization or culture, one must understand its symbols (Svedberg, 2000).

The symbol's representative function, refers to the idea that a symbol represents something different or more than itself. Complex relationships that otherwise would be impossible to communicate are captured in a

comprehensive manner. Another assumption is that symbols follow their own logic for a symbolic reality. The symbol's reality can be captured by either condensed into a metonomy or expanded into a metaphor (Svedberg, 2000).

Individuals mark their group of reference and own identity by using symbols. Choice of clothes, haircut, and car effectively communicate a person's lifestyle and cultural values. Symbols are important for groups and organizations. Political parties have different colors, companies have logos, and clubs have their special T-shirts. The prime reason for the existence of symbols is that they in a special kind of way communicate and distinguish the group or organizations identity (Svedberg, 2000). Symbols sometimes vary in meaning and purpose. Common classification of the different intent involves action symbols, material symbols and verbal symbols. Action symbols portray interaction and manners, which adds to the obvious and superficial meaning. Material symbols could be interior design, decoration, clothes, architecture and statues. Verbal symbols can be internal jokes, special jokes, certain expressions or theme slogans (Dandridge et al, 1980). A specialized language mirrors and forms the groups' culture, creates better communication, and the chances for misunderstandings are reduced. Also, a common language ties groups together and increases the feeling of belonging at the same time as the group differentiate themselves from other groups. This increases the unique values and opinions among the members. Further, in organizations and groups, one find stories that keep the tradition alive and gives guidance to how to act (Bolman & Deal, 1997).

The symbol concept is used in the literature to characterize different organizational phenomena, and on the other hand to, reflect a function, for example the symbolic aspect in relation to what is instrumental. Symbols are often related to cultures. A culture is sometimes referred to as a system of symbols, but can also be regarded as a more limited phenomenon, without introducing the totality of a culture. Researchers have different ways of using the symbol concept; often they are used to create order and clarity out of an otherwise environment of chaos (Alvesson & Berg, 1992).

4.4.3 Pride

"The concept of expectancy of success may be translated as anticipatory pride in accomplishment if one is clear that pride is the name of the usually covert reaction to success" (Atkinson, 1964, p. 282). One can imagine that success is defined differently by different individuals, hence an activity that makes someone proud might have none or opposite effect on someone else. Therefore, it is important that the workers, regular or volunteers, feel that they count for something in the organization. Someone "who is consulted rather than directed on matters falling within his bailiwick, is likely to become 'ego-involved' in his work" (Gellerman, 1963, p 47). Further, if someone consistently shows excellent results, it becomes a matter of personal pride rather than an "evil must" for someone else's account. The key to trigger someone's pride is to link his or her personal aspirations to the overall goal of the organization (Gellerman, 1963).

4.4.4 Competence

According to Lundmark (1998), there is no common definition of competence. Hård af Segerstad (1996) states that competence is an individual's potential ability in relationship to a specific task, situation, or work. Lyttkens (1996) has a similar definition and describes competence as a knowledge-based ability, which is needed to make use of our opinions. Further he states that competence always is decisive for our actions, which means it is required in order to the certain tasks.

> *"A person described as competent in an occupation or profession is considered to have a repertoire of skills, knowledge and understanding which he or she can apply in a range of contexts and organizations"* (Hassal *et* al, 1996, p 30).

One of the main goals among human beings is to become competent. Competence implies control over physical as well as social factors. People who strive for competence do not like to wait for things to occur, instead they want to manipulate the environment and make things happen. The work place is an arena where people can match their ability and skills in order to fulfill their

competence motive. In these situations they can freely express their skills, and personal rewards can be gained (Hersey & Blanchard, 1988).

The feeling of competence is also related to expectancy, it all depends on their level of success and failure in the past. If they have been more successful than unsuccessful, they are more likely to have a feeling of high competence (Hersey & Blanchard, 1988).

5. EMPERICAL STUDY

A compilation of our interviews will be presented in this chapter. The two events, GHS and STCC, are separately introduced along with our findings from the interviews. We will present the results from the interviews by using three categories: Altruism and Egoism, Social Motives, and Personal Motives. Please refer back to chapter two regarding the categorization of the interview findings.

5.1 Gothenburg's Horse Show (GHS)

In 1977, the first Gothenburg Horse Show was staged at Scandinavium in Gothenburg. A local horse club, Klareberg Ridklubb was asked to host and stage an international horse show and they accepted without really knowing what to expect. 25 years later, the GHS has become Sweden's largest repeatedly arranged indoor event with 60-80 000 spectators, one million flowers, 80 world class competing riders, 300 journalists, and 350 volunteers. The event grew larger, and finally required professional staff all-year-round. Got Event AB took over GHS in 1999, and since then they have been the official host in partnership with the Svenska Ridförbundet and the Svenska Mässan in Gothenburg (Got Event, 2001).

Even though the event has grown into a "bigger suit" over the years, many of the volunteers from the early days still play a major part in the success of the event every year. Many of the newly recruited volunteers are members of local horse clubs, others have decided to participate for different reasons. The 350 volunteers are divided into 15 groups, each group representing an important part of the volunteer organization, ranging from shuttle service to the administrative office. Each group has one or two group-leaders who during the year also take part in six group-leader meetings. Depending on which group the volunteers belong to, they work between four and 14 days. Volunteers work for free, and many use one of their vacation weeks at their regular jobs to be able to participate.

5.1.1 Altruistic and Egoistic Motives

The goal for participating in the horse show varies among the interviewees and a lot of different goals were mentioned during the interviews. A majority of the interviewed volunteers claimed that their goal was to be part of a huge event. Further, they also stated that they wanted to have to opportunity to watch the competition since horses are of great interest to them. However, a few volunteers stated that they worked at the Scandinavium in order to reassure the survival of the event. They claimed that the existence of the horse show had an immense impact for making the sport noticed in Sweden, and especially for young girls who love horses. *"It is upsetting that horse competitions are not given more attention in the media, it is the second largest sport in Sweden, but without Gothenburg Horse Show, there wouldn't be any horse competitions on television"*. Another opinion was that the existence of the horse show facilitates the reputation and status of Gothenburg as a town. A volunteer at GHS exemplified this by saying *"I hope that my modest contribution will help make the event a success for many years to come, and strengthen Gothenburg as a tourist attraction"*.

Although a majority of the volunteers stated that they chose to begin as volunteers due to personal interests they also mentioned that their motive for participating had changed during the years. At the beginning the social motive was more significant, but it has changed and more focus has been put on the personal identification with the event.

A majority of the volunteers' feel that the time, money, and effort spent at the event is worth it, even though they practically do not get any rewards. On the other hand, a few expect Got Event to provide clothes and food, *"the least they could do is to provide food and clothes"*.

5.1.2 Social Motives

The interviews revealed that the majority of the volunteers initially joined GHS because they are interested in horses and horse competitions. Many are still actively involved in clubs and own horses, others have been involved in the "horse-community" since they were young. Half of the interviewees expressed a joyous feeling of being part of an internationally recognized and respected

major event. *"It is a really nice feeling to associate with Scandinavium and to contribute towards the continued success of GHS"*. However, the majority of the interviewees' also claimed interest to be the main reason for participating in the first place while the social activities and relationship had become their main reason for continuing. According to the majority of the volunteers, the motive for participating has changed from interest to the need for social interaction over time.

Some convey a closer relation to their particular subgroup within the event, whereas a few relate to the entire voluntary crew as their reference group. Time and work tasks are mentioned as reasons why there sometimes is a lack of interaction between the groups. One volunteer revealed, *"the physical location of our group, undermines our opportunity to talk and socialize with volunteer members from other groups, but within our group we have great fun"*. Another volunteer said, *"since no one gets paid, everyone is here on the same premises, which creates a greater sense of belongingness to the horse show and Scandinavium"*. So, even though people perceive their connection somewhat differently, everyone highlight the special spirit of being part of the volunteer crew.

Half of the volunteers mentioned that one reason for participating as a volunteer, was to meet a lot of people. This was especially emphasized by the volunteers working close to the actual event, where most of the visitors are situated. One volunteer stated, *"I like to meet new people, that's the best thing with the horse show"*. Another volunteer had a different view and considered the actual horse competition as the main reason for participating rather than the social activities.

A few of the volunteers have friends within GHS, who they also socialize with during the rest of the year. During the year these volunteers partake in activities together, ranging from visiting horse competitions to simply going out for dinner. Some have met at the horse show, others where friends before which was one of the reasons for their participation in the first place. A few others, who do not interact with other volunteers during the year, claim that since they do not meet during the year, it becomes a special feeling when they do.

Regardless whether they spend time with other volunteers outside the event or not, all interviewees stress the importance of the volunteer party. One volunteer stated, *"the party provides an opportunity to mingle with volunteers from other groups and share experiences, it temporarily breaks up the group boundaries"*.

A majority of the interviewees state that working as a volunteer at the GHS gives them a certain kind of status among people interested in horses. The main reason given is because there are a lot of people in line eager to participate in the event. One of the volunteers stated, *"those who want to become a volunteer in the horse-show tend to regard the work as a high status job"* while another explained it by stating *"there are lots of young girls out in the stables who really look up to me because I participate in the event, to them, the horse show is the biggest happening and to have the opportunity to work there is just amazing"*. Even though a few of the interviewees do not consider their volunteer work to provide any kind of status, they claim GHS to be one of the best horse competitions in the world and this opinion is shared among all interviewees.

Most of the volunteers do not believe that certain jobs within the horse show have higher status than others, instead almost everyone argues that all volunteers are there for the same reasons. However, a few of the interviewees claim that there is a status hierarchy among the voluntary groups within the event. Some tasks and responsibilities are considered to be a little better than others. One interviewee said, *"the arena group has the highest status since the people working there need special skills and have lots of experience"*. The fact that all are wearing badges also created an internal ranking between the groups. One of the volunteers claimed that the stable had the highest status since only a few had access to it. A few of the volunteers also perceived the ones who had participated in the event for many years to have a higher status among the volunteers. One of the interviewees stated, *"I often ask the more experienced members how to do things"*.

None of the volunteers argue that their position is the most important when asked straight forward, but when they are asked to describe their work at GHS, many emphasize the relevance of their own role. When a volunteer from one of

the more prestigious work groups was asked to describe his/her function at the event, the answer was: *"I used to have a lot more responsibilities, nowadays I mainly delegate to others, and if something comes up, they know to ask me for advice".*

A few of the interviewees claimed their involvement in GHS provided them with a certain respect among their stable colleagues. One of the volunteers said, *"since I became a member of the horse show I have gained a lot more influence in my regular horse club".* The general view from these volunteers was that the associations with the horse show primarily had an impact on those who really are interested of horses and who annually visit the event.

A majority of the volunteers were very enthusiastic when describing their work tasks within the horse show. One of the volunteers emphasized this when stating, *"you have to come and visit me next horse show, so you'll see what I do".* According to these volunteers the personal responsibility is an essential driving force for continuing as a volunteer or as one of the interviewees stated, *"I'm aiming for the arena group next year since it involves more responsibility than my previous group"* and another interviewee said, *"since television is involved there are lot of demands on us volunteers, personally, I enjoy that kind of challenge".*

Since the horse show runs over several days, including weekdays, volunteers are required to take time off from their ordinary occupation, the number of days varies depending on what position they have. Often they have an agreement with their employer, which enables them to participate. The majority of the volunteers argue that their participation is inevitable for the success of GHS, and they feel that their time away from family and work is time well invested. However, one states a willingness to invest more time and effort in the event than previous years, and hopes to be transferred into a more demanding group. On the other hand, another one would like to be moved to a group less time consuming, referring to time, economy and family. The majority refers to lack of time as the main constraint and to be the most likely reason if they one day decide to withdraw from the event.

None of the volunteers feel that they should get financially compensated for the work they are doing. One stated, *"paying volunteers would be against our basic principles, I believe money would take away the joyous spirit"*. One of the volunteers even stated that everyone is working more efficiently since there is no monetary reward. The feeling of being equally important in an organization was mentioned several times during the interviews and it was also emphasized by a volunteer who stated, *" if money becomes involved, people would apply only because of the money, instead of a genuine interests in horses and the competition"*. Further, all the interviewees claimed that monetary compensation might create jealousy among the volunteers, which in the long run would undermine the existence of the event. However, all of the interviewees did expect some rewards. They all considered extra tickets, clothes, food and travel as compulsory remuneration when participating in the horse show.

During the interviews different views of remuneration were brought up. A few of the interviewees considered the event itself to be the greatest award whereas another volunteer was referring to the feedback from visitors and the group leader when we talked about rewards. Another reward that was mentioned from one of the interviewees was the volunteer party, which is taking place once during the event. Even though the volunteers had somewhat different opinions of what they perceived as rewards, they all considered the appreciation shown from Got Event to be of great importance. One of interviewees emphasized this by stating, *"I expect to receive food, clothes but most of all I expect Got Event to show that they appreciate the work we do during the competition"*.

5.1.3 Personal Motives
During the study of GHS, we discovered that there is a certain kind of membership connecting all of the volunteers to the event. Instead of referring to "Got Event" and "Gothenburg Horse Show", almost all volunteers referred to the "happening" as Scandinavium. They all consider themselves to be a part of Scandinavium and even though they do not interact with volunteers outside their group, they were talking about all volunteers as "we".

A majority of the volunteers considered the competition to be one of the best competitions in the world. It was evident how they all felt a joyous feeling of being a part of the event. *"All club members are well aware that I work at the horse show, they therefore often ask me for advises"* was one statement we caught during the interviews. To be associated with the horse show generates an admiration from people interested in horses and especially from those working with the volunteer in their regular stable. This was underlined by a majority of the interviewees.

The fact that the event is internationally recognized was often mentioned during the interviews or as one of the volunteers stated, *"just to know that I'm contributing to the success and future survival of the horse show makes me want to continue"*. We realized how proud all volunteers were to be a part of the event and that they willingly displayed their identification with the event by wearing sweaters with the horse show's logo. During the interviews half of the volunteers wore either a sweater or a pin showing that they are associated with the event. When asking whether they used clothes from the event in their everyday life, all of the volunteers admitted that they did use the clothes in other settings than the horse show. However, a few of them claimed that they only used the clothes when they are working in the stable whereas others admitted that they used the clothes in their regular job as well.

During the group leader meeting it was evident that there was a certain climate within this group. They made funny jokes and told old stories and incidents from earlier horse shows. Even though some of the jokes were pretty rough no one seemed to be offended. This was also stressed during the interviews where we found that half of the interviewees stated that there always is a "Scandinavium" climate when they meet. A few of them even stated that the climate is one of the reasons for participating every year, *"as soon as the event is over I start missing all the internal jokes from my group"*.

Some of the volunteers' regarded competence as a motive for participating in the event. One interviewee stated, *"twenty years ago, I came up with the original solution for the stables in the arena, but nowadays a contractor provides us with ready-made stables, and my role is now of a more consulting*

nature". Gaining competence through the work as a volunteer at the horse show is generally not perceived as a motive for starting or continuing as a volunteer. However, one of the interviewees said, *"I continuously learn new things by working at the horse show, unless I hadn't done that I don't think I would have participated as long as I have"*. Some of the interviewees stressed the importance of gaining knowledge that they can use at their horse club whereas others saw competence as something that they could use in their occupation. A few of the volunteers also mentioned the leadership seminar, which they had participated in through the horse show. They considered it to be very useful both in the horse show as well as in their regular job. All of the volunteers were hoping to see more such initiatives from Got Event in the future. A few of the volunteers revealed that they felt somewhat disappointed by not being able to access all areas within Scandinavium due to different colors on their badges. Since they had a genuine horse-interest, they felt frustrated by not having access to the stables.

Most of the interviewees did not consider it important to match their competence in their everyday job. Their general opinion was that it is nice to get a break from the regular job and therefore they did not want to have similar tasks during the event. This was also highlighted by a volunteer who stated, *"...they could basically put me anywhere as long as I have the opportunity to participate"*. Even though the opportunity to practice new and challenging tasks was emphasized by most of the volunteers, a few interviewees actually considered it essential to match their volunteer work with their regular job competence in order to exchange knowledge between the two.

A majority of the interviewees emphasized the importance of continuous feedback to know whether they had accomplished satisfactory results. The feedback was provided from various actors; a few of the volunteers declared that they received the feedback from their group leader and group colleagues while others stated that the spectators provide most of the feedback.

When conducting the interviews we found that a few of the volunteers actually mentioned the opportunity to manage and lead others as one of their motives for participating as volunteer. These volunteers saw the manager role both as a

challenge and a nice break from their ordinary occupation, in which they lacked the possibility to practice formal leadership. A few of the interviewees mentioned that they sometimes became frustrated with other members in their group. These volunteers sometimes experienced that other members were not as committed as themselves. Even though they volunteer on an equal terms, they felt that they sometimes performed more work than others, and that this sometimes was perceived as a problem. On the other hand, they considered it hard to criticize a person who is working as a volunteer of their own free will.

5.2 STCC

Since 1996, Falkenbergs Motor Klubb (FMK) has been a regular host of Swedish Touring Car Championship (STCC). Falkenberg is one of four stops on the tour, and every year 20 000 spectators show up to watch the competition. FMKs race circuit, which opened for competitions in 1967, is the fastest on the tour. In partnership with the Svenska Motorsportförbundet and the STCC AB, FMK organize the event. FMK, founded in 1929, is one of Sweden's oldest motor clubs manifests, and preserves one of Swedish motor sports most outstanding traditions (FMK och STCC bladet, 2000). Financially, the STCC competition is of major importance to the club, and over the past years, substantial investments both on the race circuit and in the surrounding areas have been made. FMK employs two persons whose main function is to take care of the 400 members and prepare and organize STCC. The organizing of STCC involves getting sponsors, setting up bleachers for the spectators, garages for the drivers etc. During the competition approximately 200 volunteers engage in different activities, some for more days than others, depending on assigned work tasks. Volunteer work range from mechanics to rescue teams. Many of the volunteers are highly skilled within their assigned area, some positions require a license, whereas other positions require self-learned expertise. Almost all of the volunteers are members of FMK.

5.2.1 Altruistic and Egoistic Motives
The goal of participating as volunteers during the STCC events varies among the interviewees, but almost everyone perceived their work to support FMK. Examples of goals mentioned during the interviews were, *"to help the club"*, *"to meet everyone again"*, *"to have fun"*, *"to meet celebrities"* and *"establish*

connections". Most of the volunteers stated that they volunteered in order to help the club to survive. *"Since I'm a member, it is taken for granted that I should participate during the STCC event"*.

A majority of the volunteers chose to begin as volunteers as a result of their great interest in motor sports. However, some also explained that their motive for volunteering had changed during the years. In the beginning the interest itself was the main reason, but now they considered the social interaction and meeting people to be more important. One volunteer said, *"it is the best time of the year when we're staging the STCC event"*. However, a few volunteers had a different attitude and claimed that they now were more concerned with the sport and event itself, than of the social activities. One volunteer said, *"I hardly ever stay with the others to party or socialize in the evenings, instead I go home and spend time with my family"*.

A majority of the volunteers did not expect to receive other rewards than food and clothes. If so, they felt that time, money and effort spent at the event is worth it. One volunteer expressed this by stating, *"to me the greatest reward is to get a pleasant word from one of the drivers, where he expresses his satisfaction with the event"*.

5.2.2 Social Motives

The majority of the volunteers at STCC are also members of FMK. All of the interviewees have some interest in motor sports and half of them drive themselves. All of the volunteers were proud to be members of FMK, and that the club hosts such a prestigious event as STCC. A few also stated that the fact that the course is the fastest in Sweden is a great feature. *"It is really cool that we have the fastest circuit of all four STCC's, and it is especially nice that we are the only club in Sweden to host STCC without the involvement of an event firm like Motor Event"*.

The majority of the volunteers refer to the other individuals working in the event as members rather than calling them volunteers. A few point out that their volunteer group is very tight, referring to their work tasks as being very team oriented, where mutual understanding is the key for successful execution.

However, their work tasks constrain them from many of the other groups, whereby they feel that they have none or little interaction with other groups. A majority of the interviewees state that each group is highly specialized, and the volunteers must possess certain skills. Since many groups require special skills, there is not much work related interaction between the groups.

Half of the volunteers we interviewed stated that meeting and working surrounded by a lot people was gratifying. The other half, with positions placed away from the masses of people, mentioned meeting the drivers, and being close to the race to be most rewarding. *"During STCC, there are so many people, but since my group is next to the circuit the whole time, we do not become integrated with them as much as other groups".* A few of the volunteers uttered that the most active volunteers are also the most active members in FMK during the rest of the year. A majority of the interviewees argued that the more active members have to carry more mandates, since other members consult their judgment an experience before carrying out activities. It was widely recognized that the more active members had a special relation to one another, reflecting the jargon in the clubhouse. The majority of the volunteers do not socialize outside the club or the event, unless the club organizes a party or a trip to another motor event. However, one group in particular has grown very strong and its members also meet for other recreational activities. One volunteer claimed, *"I do not have any really good friends outside of this group. I first got involved in this group and acquired new friends, then I brought my old friends to the club and they also became involved, then practically everyone is here".*

A majority of the interviewees recognize that being part of STCC display a certain status in the motor community. All are very proud to host STCC at their own club. One said, *"People kind of recognize you because they know you are working at STCC in Falkenberg, it is nice to be recognized and sometimes members from other clubs call for advice and so on".* Outside the motor community, none of the volunteers perceive their participation to be impressive. Within the event, there is an obvious rank of positions, where one has to start with less responsibility and try to move up. There are three kinds of volunteers: A most responsibility, B average responsibility and C least

responsibility. All interviewees claim that these categories usually represent a certain rank. However, it does not always correspond with the time and effort or importance a volunteer has to the organization. One volunteer held *"Even though I have chosen to be a level C volunteer, the time, effort and importance rather correlates with an A volunteer, the difference is that I do not need a license for the tasks I perform"*. We discovered that most of the volunteers had a prestigious feeling towards the other STCC events. They all revealed that they compared their event with other motor competitions. *"The rescue team at Mantorp, did not wear their equipment in a correct way…"* and *"our toilet facilities have been voted as the best of all STCC events"*. All interviewees thought that Falkenberg arranged the best competition even though they were not cooperating with any event firm. Every year the STCC organization conducts a ranking of the different STCC competitions. This was mentioned in a few of the interviews. These volunteers were all well aware of the standings in the ranking even though we received two different places, one claimed Falkenberg to be number one while another explained that last year they had finished second.

None of the volunteers mentioned that they felt any prestige between the groups within the event. The general view was that they all were there on an equal basis, since they all were members of the same club. *"Without the people who work for free this motor club would never survive"*.

Almost all interviewees were satisfied with their tasks and they did not aim for any new responsibilities. However, one of the younger volunteers was convinced that he/she would end up in the STCC management team, establishing guidelines for the competition. Volunteering was perceived as a means for reaching this position in the future.

All the interviewees were very proud to stage a well-organized event, but they still thought their contribution could be improved to the next competition. One volunteer explained, *"although our STCC event already is the best in Sweden, we still want to become better"*. Another volunteer displayed a similar feeling of the joy of striving towards a common goal. *"To accomplish such a large*

event together with other people who is striving for the same goal is really something special".

No one gets paid, but all of the interviewed agreed with that principle and upheld, that it would not have been financially feasible otherwise. However, a few expressed that they are putting more effort into the event than others, even though they do not mind doing it, they feel others could do more. One interviewee said *"Sometimes it is discouraging when I work from early morning until late in the evening, and others show up more or less when the plate is already served".* A majority of the volunteers thought that their participation as volunteers should not generate any monetary rewards. They claimed that any kind compensation would be devastating for the club; *"the activities performed at Falkenberg would never be feasible if the whole voluntary force wanted compensation for the work".* On the other hand, one interviewee suggested that some volunteers who spend a lot time and effort in favor for the club ought to be compensated. The other volunteers, who instead declared that money would demoralize the happy and positive climate that exists among the volunteers, did not share this opinion.

Some volunteers mentioned that appreciation from other people was the award that they considered to be most important. One stated, "*each year I receive both positive and negative feedback from some of the drivers*". The general opinion from these volunteers was that any feedback, both negative and positive, that came from drivers and mechanics felt special. A few of the volunteers did perceive their volunteer work at STCC as a way of paying back to the club. One of the volunteers stated that, *"the club facilities are like a youth gathering place to me, all my friends are here and if we don't offer our help it would be impossible to run the club".* All of the interviewees agreed that food and clothes were necessary to receive from the motor club while working at the event. Although they considered this to be vital they still would volunteer even of they were not given any kind of compensation. Another one stated, *"I can't imagine that there is anything that would make me stop working with STCC".*

5.2.3 Personal Motives

All the volunteers that we interviewed were members of FMK. During the interviews they all used the terms member and volunteer interchangeably. Even though all volunteers were not members in the club all volunteers talked about themselves and the members as "we". Half of the volunteers spend a lot of their spare time at the club without actually working. *"To me the club is almost like a second home"* and *"there is always someone I know here at the club"* were statements caught during the interviews.

A few of the volunteers highlighted the impact of being recognized at other motor events as satisfying. Since a majority of the volunteers also travel to other competitions they revealed that it often happens that they are identified as one of the "Falkenbergarna" when visiting competitive events. One of the more experienced volunteers stated, *"I've been around for quite some time and most people know who I am"*.

All of the volunteers considered FMK's STCC event to be the best arranged motor event in Sweden. *"We have northern Europe's fastest racing circuit, best facilitates and of course the nicest people"*. The fact that the race circuit and surroundings is owned by the club was something that was often mentioned. One volunteer stated, *"it is nice to know that all time and effort offer spend at the event, returns income to the club"*.

A majority of the volunteers wore sweaters, jackets and caps with both STCC and FMK logos. However, the club logo seemed to be more frequently used among the volunteers. During an interview one volunteer showed us all the caps he/she had collected from the teams and drivers during the years. It was around thirty caps all signed of each teams drivers. The collection was to be found on a bookshelf in the volunteer's apartment. All of the volunteers used the club clothes in their everyday life. One volunteer stated *"all clothes received from the STCC event have high quality; I still use my first jacket"*.

During our interviews we realized how important old stories and memories from earlier STCC events and club activities are. A majority of the interviewees enthusiastically described old episodes from the events. There

could be incidents among the volunteers but also stories of famous drivers. One interviewee described how he had yelled at the famous driver Janne "Flash" Nilsson once and how surprised he had been.

A few of the volunteers were seemingly proud of the certificate they had attained that permitted them to work out on the circuit. One interviewee stated, *"to be able to watch the races while working is a pleasure, I want to get as close as possible and the license helps me to accomplish that"*.

A majority of the volunteers were eager to explain their tasks and area of responsibility within the STCC event. They really wanted to show and make us understand what kind of work they performed, and especially how important their particular task was for the event. We were also guided through the facilities in order to get us en understanding of what kind of equipment the motor club owned and used during the event. A few of the interviewees were especially proud of the three ambulance vehicles and the specific service car, which were provided by SAAB. *"Our equipment is even better than the Falkenberg Fire department's and you should see our new metal scissors"* was stated during the walk-through.

Half of the interviewees perceived their volunteer job as challenging. According to these interviewees the personal development and variation of task is a strong drive for committing as much time as they do as volunteers. One stated,*" I never know what will happen during the STCC event and that is really inspiring".* Another volunteer emphasized this when explaining how new roofs for the guardhouses were built. One interviewee claimed that the uncomplicated tasks, performed during the race in fact, were something really stimulating. To be able to get away from the regular occupation and just focus on an unsophisticated work task was stressed.

A few of the interviewees expressed that they found the opportunity to gain new knowledge as a reason for spending time at the event. One of the volunteers stated, "*in my volunteer work I have the opportunity to learn a lot of skills, which I can use when I work with my own car"*. Some of the volunteers stressed that they had been participating in an education that had provided them

with a diploma, which authorized them to work as a volunteer at motor events. One of the volunteers stated, *"everyone is not allowed to work out on the circuit, unless you have the license you are not permitted"*.

A few of the volunteers claimed that they could use of the knowledge attained at the motor club in their regular work and vice versa. Some of the volunteers also stated that they enjoyed observing the mechanics when working with the cars. *"It is a pleasure to be able to watch the car teams in action, the mechanics' are so incredible skilled"*.

One volunteer explained that she met a lot of different people and celebrities through the event, which required a certain level of social competence. Even though she considers herself as a very social person, she revealed that she had improved this characteristic through volunteering.

Half of the volunteers enjoyed being part of the event and they especially emphasized the importance of being able to have an impact on how the competition will be performed each year. *"Since I have been part of this event from the beginning and a member of the club for many years, I of course have little more influence than others"* was one statement that we caught during the interviews.

6. ANALYSIS

The intention with our study is to create an understanding of why people volunteer by identifying patterns and deviations of motives, and what motivates them to continue as volunteers. The findings from both events are combined and compared within the context of the theoretical framework presented in chapter four.

6.1 Altruistic and Egoistic Motives

People who volunteer for altruistic reasons attempt to optimize the intrinsic satisfaction of others without any conscious expectations of getting something in return (Smith, 1981). Many of the volunteers became involved in their respective event, through a particular interest in either motor sports or horses. But after a few years, volunteers from both events seemed to change and/or add new motives for their involvement. At STCC one volunteer explained that *"I do it to help the club"* and at GHS a few of the volunteers expressed how good the GHS is for the public awareness of the sport. It indicates that some of the volunteers have altruistic motives for participating, where no conscious personal returns are expected.

In contrast to altruistic motives, the egoistic motivational state has the ultimate goal of increasing one's own welfare (Batson, 1991). Many of the volunteers at both events show egoistic motives, such as claiming that the most important reason for volunteering is that they get a chance to watch the competitions. At both events volunteer motives seem to change over time and transform from personal interest towards more socially oriented motives. When volunteers are motivated by social or other motives, the intent is to satisfy own desires or get a feeling of being confirmed. Therefore, it could be argued that they portray some egoistic motives for volunteering.

Altruistic actions can trigger egoistic feelings, personal satisfaction or relief, but as long as the ultimate intent is altruistic, it still is considered to be altruistic (Batson, 1991). Many volunteers from GHS and STCC feel that their event is the highlight of the year, and it provides them with personal satisfaction. Even though, volunteering provides individuals with personal satisfaction, the motive

could still be of an altruistic nature if the ultimate reason is to help out the club. A volunteer at GHS exemplified this by saying, *"I hope that my modest contribution will help make the event a success for many years to come, and strengthen Gothenburg as a tourist attraction"*. This view also reflects Smith (1981), who refers to altruistic behaviors as those pro-social behaviors that are motivated by other oriented concerns, but still provide internalized values.

6.2 Social Motives

6.2.1 Social Affiliation

According to Monga and Treuren (2001), previous involvement or association with the activity performed at the event, may create a desire to take part in a specific event (Monga & Treuren, 2001). The findings indicated that the main reason for beginning as volunteers is their pure interest in the sports performed at the event. Most volunteers are, or have been, active in the respective sport and they seem to have strong emotional feelings when talking about their participation. Also, a significant reason for participating as volunteers is to attain affiliation and attachment with the event (Monga & Treuren, 2001). In our study we perceive affiliation in accordance with Monga and Treuren, meaning that, the volunteers participate in events to fulfill the feeling of affiliation. A volunteer in GHS stated: *"It is a really nice feeling to associate with Scandinavium and to contribute towards the continued success of Gothenburg Horse Show"*. However, it was apparent that being a part of an event was less important for the volunteers at STCC. *"It is great to feel the appreciation from FMK, and it is also stimulating to help the club to carry out an outstanding competition"*. We believe this has to do with the fact that, most volunteers at STCC are members of FMK, and therefore interact with each other several times during the year. Since the volunteers at GHS meet less frequently, they might be more enthusiastic and underline the importance of taking part in the event. Monga and Treuren (2001) state that individuals with a high need for affiliation are concerned with developing and maintaining relationships. Even though volunteers at GHS have a higher need for affiliation than volunteers at STCC, there were no indications that they put more effort into developing and maintain these relationships.

6.2.2 Social Status

According to Vroom (1964), people might decide to work in order to reach higher level of social status. We identified that a majority of the volunteers felt that they gained higher status among people with the same interest. However, it was hard to distinguish if that was one of their motives when they started as volunteers, or if it has grown over time. Nevertheless, our interpretation is that this is a major reason for continuing since they were well aware of their status among horse/motor communities. We were able to identify an apparent difference in status among the volunteers at STCC and GHS. The status among the volunteers at STCC was more obvious since they had a system whereby they classified the volunteers into A, B, and C categories. Within GHS we discovered that a few of the volunteers had experienced a similar status hierarchy as the volunteers in STCC. Even if the status among the volunteers at GHS was not as noticeable as in STCC, we still believe that the badges create an awareness of status within the event. One volunteer said *"The volunteers in the stable have the highest status because they have access to places other volunteers do not".*

Social status can also be obtained outside the event by interacting with family, friends, relatives, and neighbors (Vroom, 1964). At GHS it was apparent that by volunteering at Scandinavium, the volunteers perceived that they achieved a higher status from people outside the event. It could be presumed that since GHS has been around for decades, an increased awareness of the event has been achieved. However, this was not as noticeable at STCC, which has only been around since 1996. Hence, this indicates that STCC is yet to reach as high public awareness and social status as GHS. At GHS people queue to become volunteers, whereas it seems like STCC have a more difficult time attracting volunteers. Therefore, social status appears to be a valid motive, especially for GHS, where it is considered prestigious to be involved.

6.2.2.1 Prestige

Gellerman (1963) claims that prestige is an unwritten conduct that other people expect to show in another person's presence. We found that a more prestigious feeling existed among volunteer groups at STCC than at GHS. Even though far from everyone verbally expressed this opinion at STCC, we interpreted that

some groups were perceived as better than others. At GHS, some of the volunteers indicated that they wanted to change to another volunteer group. Although, they did not specifically explain why they wanted to change, it was evident that they perceived their future group to be more prestigious than their current one. This is also supported by Gellerman (1963), who states that prestige motivation can be a powerful force when making career. At GHS the volunteers expressed how crucial it is that everyone is treated equally, and that all work tasks are of the same importance. Towards other STCC competitions, the volunteers portrayed a very competitive attitude, *"our toilet facilities have been voted the best of all STCC events"*. It can be assumed that the individual and collective prestige displayed at STCC, work as a strong motive for continuing as a volunteer.

6.2.2.2 Power

Power is the potential to influence, get compliance and commitment from workers (Hersey & Blanchard, 1988). All of the volunteers enjoyed being part of the event, and a few emphasized the importance of having influence on the decision-making. We believe one major reason for this is that they get to exercise power as volunteers that they do not get to execute in their daily occupation. The power exercised in both events is a combination of position power and personal power. The groups get directions from a superior manager, but it is the group manager who actually is followed and respected by the other volunteers. Why? Volunteers are committed to their leader because they work towards the same goal, i.e. provide excellent service. This implies that the power distance is low between managers and volunteers. This is also supported by Hersey and Blanchard (1988), who state that it is the cohesiveness, and commitment between the leader and the followers that is essential to realize the goal. Even though some volunteers did not point out the significance of power, we noticed that they were motivated by being in charge and having decision-making power.

6.2.3 Social Exchange

The social exchange theory proposes that individuals will participate if the benefits are greater than the costs and if the benefits are varied and thus more valuable (Homans, 1974). Both volunteers at GHS and STCC are often

required to take time off from their occupation, to free up the necessary time for volunteering. For some, that means that they have to use one of their vacation weeks, be away from family for a week, and work hard and long hours during several days. Everyone feel that time and efforts are well invested in comparison with what they have to sacrifice. Consequently, the benefits outweigh the costs. The general perception is that people get involved expecting to receive benefits corresponding with how much time and effort they put into the event. Further, since the turnover rate is extremely low, we assume that the benefits remain or exceed the initial expectations over time.

According to Monga and Treuren (2001), compensation can be divided into tangible or intangible benefits in social exchange theory. Through the interviews we identified that the volunteers at STCC valued tangible benefits more, and that the volunteers at GHS valued intangible benefits. The volunteers at STCC revealed that by volunteering they are entitled to use the race circuit at cheaper rates and more often than they otherwise would. This indirectly implies tangible benefits, since it is an indirect form of monetary compensation. On the other hand at GHS, the volunteers, and especially those who have been around the longest, perceived the intangible benefits as the most valuable. One volunteer at the horse show expressed, *"To meet the same group of people every year is the most important thing for me"*. In accordance with Gidron (1983), the findings reflect that volunteer satisfaction differs depending upon the perceived benefits. It could be hypothesized that since the volunteers at STCC are also members of FMK, they value tangible benefits that they themselves can utilize as members. On the other hand, at GHS the volunteers seem to value intangible benefits, which they derive from the exchange with other members of the volunteer crew.

6.2.3.1 Rewards

True appreciation from the right person at the right time can mean more than an extrinsic reward. Personal recognition is the single most important reward because it shows that the work accomplished by the worker is valuable (Deci, 1975). One of the volunteers said, *"each year I receive both positive and negative feedback from the drivers"*. In accordance with Deci (1975), our findings reflect that volunteers appreciate being acknowledged more, than

receiving extrinsic rewards. Even though intrinsic rewards are of great importance, it does not contradict our earlier mentioned findings that tangible benefits are important to volunteers at STCC. Instead, volunteers from both events consider intrinsic rewards more valuable, but to volunteers at STCC, extrinsic rewards have a more essential role than at GHS.

None of the interviewees thought that the job as volunteers should be compensated with any kind of monetary rewards, since they believed it would jeopardize the spirit of being a volunteer. *"If money becomes involved, people would apply only because of the money, instead of a genuine interest in horses and the competition".* On the other hand, Gidron (1983) argues that volunteers generally do not except any remuneration, but it could be used as an incentive for volunteers to return. We believe this is true because almost all of the volunteers dearly appreciate the clothes, caps, and trips they have received. However, none of the volunteers engage because of the extrinsic rewards, even though it might serve as a strengthening reason to come back.

6.3 Personal Motives

6.3.1 Identification

In people's quest of trying to find their own identity, they are required to set up guidelines for where, when and how they are to participate in certain activities (Svedberg, 2001). The volunteers at both events showed some similarities and some differences in terms of identity. In terms of "where", the volunteers at STCC identified with the race circuit, and at GHS they identified with Scandinavium. In regards to "when", the volunteers referred to STCC as the highlight of the year and an occasion they do not want to miss. At GHS, the volunteers associate it to be during the event, for some also a few days beforehand and afterwards. As far as the "how", the volunteers implied the degree of involvement and the kind of responsibilities and tasks they have during the event. Our collective view of a typical GHS volunteer would be, *"I work at Scandinavium (where) for about one week in April (when) as a catering manager (how)".* Hence, volunteers at both events identify themselves both with the event and their particular tasks and position at their respective event.

Social identity is built on the belief that one belongs to a group and the importance of that group to one's self (Turner, 1999). Many of the volunteers at STCC displayed high degree of social identity, one member expressed, *"to me the club is almost like a second home"* and another one said, *"there is always someone I know here at the club"*. When volunteers at GHS referred to "we" they meant themselves and all the other volunteers with special skills and expertise vital for the continued success of the event. A majority of the volunteers claimed that they have become an integrated part of the arena itself, Scandinavium, which they continuously referred to with enthusiasm.

Individuals have two powerful social motives when identifying themselves with a group organization i.e., a need for inclusion and a need for differentiation (Brewer, 2001). The volunteers at STCC are also members of FMK; and the interviews indicated that this was very important and it seems unlikely that volunteers who are not members of FMK would feel included. Further, many of the volunteers also articulated particular pride to be part of the only STCC competition organized by a club, which also set them apart from the other three hosts of STCC competitions. At GHS as earlier indicated, the volunteers often referred to themselves as "we", which implies that they themselves were part of a special group. Moreover, many volunteers at the GHS expressed that many of the members of their local clubs looked up to them, which indicates that being part of the GHS volunteer crew set them apart from others.

6.3.1.1 Strength of Identification
To portray differences and similarities between the events in terms of identification of the respective volunteer group, the five basic factors in March and Simon´s (1959) model have been utilized. The evaluation is based upon the answers in the interviews and our own interpretations of the respondent's body language and tone of voice.

Individuals identify stronger with other members when goals are perceived as shared (March & Simon, 1959). Volunteers at both events show signs of shared perceptions of the ultimate goals, even though in quite different fashions. At STCC, the volunteers share the goal of helping FMK making as much profit as

possible in order to invest in the club. Within the subgroups, volunteers are dedicated to be professional to maintain good public image of both the STCC and the club. At GHS, all the volunteers share the goal of helping out for the continuous success of the event, but for personal reasons. Within the subgroups, years of experience have set the rules and everyone knows what is expected of them.

The more individual needs that are satisfied, the higher the probability that people will identify with the group (March & Simon, 1959). At STCC volunteers display a desire of belonging to a club and being part of the motor community. Their personal need of satisfying their personal interest is satisfied. At GHS, the respondents showcased a strong commitment to the group and it seemed like this had grown into a need of social belonging. Some satisfied their personal needs by interacting with horses/cars, but more important, was that they were satisfied by the continued success of GHS.

The less competition, the stronger members identify themselves with the group (March & Simon, 1959). None of the two volunteer-crews portrayed significant amounts of competition within the group. However, at STCC, the rank system of levels A, B and C seemed to have instigated some level of competition between a few of the volunteers. At GHS some of the volunteers indicated that a few groups value themselves as better and more important than others. Generally however, that was either perceived as a fair judgment or not disturbing for other groups.

The more members interact with other group members, the stronger their identification with the group becomes (March & Simon, 1959). Volunteers at STCC interact more often with each other since most of them are also members of FMK, whereby they meet at the club during the whole year. At GHS, the majority of the volunteer crew does not interact with other volunteers during the duration of the year. However, since the volunteer crew remains very intact every year and the intensity of interaction is very high during the competition, people have become familiar with each other.

A prestigious group triggers individuals to identify stronger with the group and its members (March & Simon, 1959). At STCC one group in particular displayed high levels of prestige both in comparison to other groups within STCC in Falkenberg, and in regards to other motor events. Apart from this group, the general perception was that everyone volunteers on the same premises as everyone else. At GHS, a few groups stood out as more prestigious, and other groups often referred to these groups as the most experienced and most skilled task forces. Even though some groups had more prestige, members of the other groups generally seemed happy with their groups and tasks.

6.3.1.2 Identification Targets

People associate themselves with organizations external to the focal organization they are currently working in (March & Simon, 1959). We have understood that volunteers at STCC often compare their work tasks and competition with Swedish Motor Federation, and other STCC hosts. This implies that the interviewees identify themselves with organizations that associate or relate to either FMK or STCC. We have also found similar external organizations such as international horse competitions relate with.

Individuals who have been in an organization longer have a stronger sense of identification with the organization itself (March & Simon, 1959). In regards to the focal organization, STCC volunteers relate more to FMK than they do to the competition itself. Our speculative view holds that volunteers relate more to the club itself since it has decades of traditions, whereas the competition only has been around for a few years. On the other hand, volunteers at GHS portray a stronger sense of attachment to the actual competition. In our opinion this is a result of the inherited traditions that have been developed from the early years. Also, since the volunteers do not belong to one particular club, the focal organization provides the volunteers with the sense of identification that STCC volunteers have with FMK.

The focal organization has certain standards that also set the agenda for subgroups within the focal organization (March & Simon, 1959). Within both events, the volunteers are divided into subgroups with different tasks and

responsibilities. At STCC, there are three levels of volunteers (ABC) set by FMK, where the higher ranking implies more responsibilities and authority. At GHS on the other hand, some groups are perceived more prestigious but there is no spelled out ranking system. Further, the group leaders have formed a subgroup, which receive instructions from the focal organization by which each subgroup's agenda is based upon.

People identify with individuals from the same class, performing the same tasks and activities (March & Simon, 1959). We found no evidence to support that the volunteers identified themselves with people from the same class, but rather, the task groups seemed to be diverse. Yet, at both events volunteers had developed stronger ties with people performing the same tasks and activities. At STCC, one group in particular was very good friends outside the event, and compared and measured their performance with external organizations. We noticed that the volunteers at GHS have built a strong sense of identification with the volunteers they have performed tasks and activities with for many years.

6.3.2 Symbols

Symbols are important for groups and organizations. Political parties have different colors, companies have logos, and clubs have special t-shirts (Svedberg, 2000). At STCC, the majority of the volunteers wore either club jackets, or shirts during the interviews. All the volunteers at GHS admitted that they use the clothes in other settings then in the horse show. This indicates how important it is for the volunteers to publicly display the organization they identify themselves with.

In every organization, groups develop special words, phrases, and metaphors that are unique for the situation (Bolman & Deal, 1997). When we attended the group leader meeting it was evident that there was a certain climate within this group. A few of the other volunteers also recognized the special climate at GHS, one stated *"as soon as the event is over I start missing all the internal jokes from my group".* At STCC a majority of the volunteers revealed episodes and stories from previous STCC's. We were told about incidents among volunteers themselves, but also how they had interacted with famous drivers. In

accordance with Bolman and Deal (1997), this reflects how symbols and language increases the unique values and opinions among members.

6.3.3 Pride

According to Gellerman (1963) it is important that the employees feel that they count for something in the organization. Volunteers who are consulted rather than directed, tend to become personally attached to their tasks. At both events the volunteers proudly explained and showcased how exceptional their equipment and facilities are. At STCC a volunteer enthusiastically stated, *"our equipment is even better than Falkenberg Fire Department's and you should see our new scissors".* At GHS, some of the volunteers who have been involved from the earlier days have adopted a more consulting role that they embrace. One of the volunteers at GHS emphasized this by stating *"Twenty years ago, I came up with the original solution for the stables here in the arena, but nowadays a contractor provides us with ready-made stables, and my role is now of more consulting nature".* It appears that a few volunteers at both events refer to pride as an important motive behind their engagement and their continued involvement. However, pride did not appear to be the most important for anyone.

6.3.4 Competence

Increasing the individual competence is one of the main goals among humans (Hersey & Blanchard, 1988). It seemed like the achievement of new competence could be a strong motive for participating in both events. However, this was especially evident among volunteers at GHS, where a few stated that they participated with the expectation of gaining new knowledge. Further, we were able to distinguish a few volunteers who perceived the horse show as a means for acquiring new skills, which they could use in their local horse clubs, and those who wanted to gain skills, to utilize in their occupation. At STCC, half of the volunteers claimed that learning new skills and gaining competence was one of their motives for participating in the event. However, the volunteers also mentioned that the skills learned only were useful when working in similar contexts, for instance when repairing or driving cars. One of the volunteers stated, *"In my volunteer work I have the opportunity to learn a lot of skills, which I can use when driving".* Surely, competence development worked as a

strong motive for a few of the volunteers. It could be argued that the volunteer work is a substitute and, hence, more stimulating than their regular occupation. The general opinion among all volunteers was that their volunteer tasks did not have to correspond with their ordinary profession; instead some pointed out that it was nice to have a break from their day-to-day activities. It seems like the nature of the tasks was of less importance, nevertheless the experience and opportunity to get away was what the volunteers cherished. One volunteer expressed *"They could basically put me anywhere as long as I have the opportunity to participate"*. To some competence is a satisfactory motive for volunteering, but the majority does not consider competence as a deciding motive for volunteering.

7. CONCLUSION

In this chapter, we bring our results and analysis to yet another level by discussing altruistic and egoistic, social, and personal motives. Since the aim of the thesis has been to convey the motives individuals have when beginning as volunteers as well as how identification with the event influence people to continue as volunteers.

We have developed a model that summarizes and highlights how volunteering evolves through different stages, and how it affects their motives over time. The model will assist us in answering our problem statement; *How do motives drive volunteers to join an event, and are the motives changed over time, if so, how?*
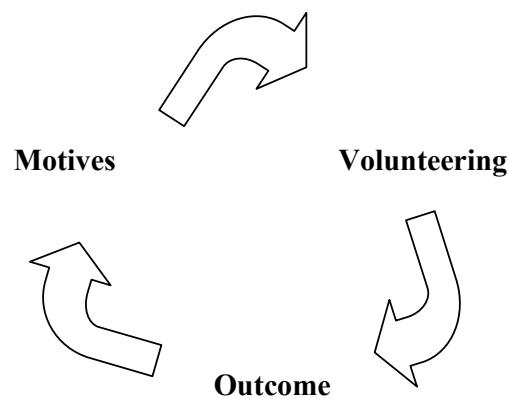
Figure 4: Cycle of volunteer motives.

The model above outlines our findings and we use the focal points in the different analyses as a basis for our conclusions and outcomes. *Motives* in the model refer to altruistic and egoistic, social, and personal motives. Every volunteer has some motives for *volunteering*, the first year it is often pure interest in the event, thereafter the motives evolve and people add, deduct, or change motives. After each year of volunteering the volunteers have experienced more inputs and their frame of preference change, which in turn is the *outcome* that affects the motives for the next upcoming event.

7.1 Altruistic and Egoistic Motives

A major difference between the two volunteer forces was that at STCC almost everyone was a member of FMK; whereas at GHS the volunteers came from different clubs, or did not belong to any club at all. For the volunteers at STCC, a strong motive for volunteering is to support FMK as the organizer of the STCC event. The event brings about financial support for the club, which indirectly benefits the volunteers who are also members. At GHS on the other hand, they do not volunteer to help out a particular club, instead the motive is to ensure that they themselves can participate next year. Hence, it appears as if the volunteers at GHS have a stronger emotional attachment to the event itself, and that the volunteers at STCC have closer attachment to FMK and utilizes the event as a means of supporting the club.

Hence, volunteers at both events portrayed signs of both altruistic and egoistic motives. However, it was often difficult to distinguish when an action was egoistic or when it was of altruistic nature. Therefore, we argue that their motives were rather of pro-social nature, where the ultimate goal was altruistic, but also rewarded the volunteer with egoistic feelings and internalized values.

7.2 Social Motives

We identified that one of the initial motives for volunteering is often the need to affiliate with the event. Since many have a close relation to one another and it could be assumed that they would "hang out" in their spare time. Hence, it is amazing that they do not spend much time together outside the events. We believe that it is the volunteering that brings them together and if they were to socialize in another context, the "magic" would be lost.

Over time, volunteers further experience a stronger importance of the tradeoff between benefits and costs, whereby the intangible benefits are higher valued. In line with our presumptions none of the volunteers wanted any money for their work. It is apparent that everyone accepts and embrace that voluntary work does not result in any salary. Instead, the fun and the social affiliation replace the desire for monetary rewards. This indicates that the balance of the social exchange grows stronger as volunteers mature in the organization. The need for affiliation remains as a strong motive for volunteering, but unlike the

other social motives, it does not increase over time. This implies that volunteers want to be recognized as somebody "special" within their respective horse or motor community.

7.3 Personal Motives

We found a pattern of how volunteers target of identification evolves and change over time. From the initial contact with the event, many had a desire to be a part of the event. The participation alters the purpose of volunteering and the event instead has become a part of who they are. At GHS, the volunteers refer to both the event and the organization as *Scandinvium* and at STCC the volunteers repeatedly articulate how great the "race circuit" is in comparison to other competitions. However, it was surprising how the event seemed to acquire new meanings and emotional attachment for the volunteers, especially over time. The significance of being identified with the event was especially noticeable among volunteers who have been involved for many years. We were hardly surprised that the more experienced volunteers attain a higher level of status at the events, however we could not imagine that the status reached within the respective sport community could be that great. An example of this is how people within the motor community often refer to STCC volunteers as the "Falkenbergarna". This further supports our opinion that the volunteers' identification grows stronger over time.

The findings indicate that the initial motive to volunteer at an event is often derived from an inner wish to identify with the particular event. When volunteers have participated for a number of years, symbols such as logos and the name of the arena, have acquired new meanings that the individual did not have prior to volunteering. This was evident when volunteers proudly appeared in t-shirts, sweaters, jackets, and hats displaying the event logo. Even though we assumed that symbols would be of importance, we could not foresee the extent of its impacts. It appeared that they were very proud to show the club logo, especially to visitors like us. Moreover, a strong jargon existed among the volunteers. During the group leader meeting at GHS, and when visiting a task group at STCC, we found similar climate present within the groups. Internal jokes and nagging comments were thrown between the volunteers, but no one

seemed to mind, rather it appeared to be a motive for continuous involvement in the group.

7.4 Concluding Remarks

Finally to conclude our study, we found that the motive for volunteering is pro-social, which is a combination of altruistic and egoistic reasons. Furthermore, social motives stood out as the most important when people first decide to volunteer. In accordance with our model, the findings showed that the volunteers' motives were changed, deducted and added over time. Even though new preferences and outcomes emerged, social motives remained important throughout the "cycle". On the other hand, the personal motives had little impact initially, but emerged as vital motives when the volunteers became more involved in the event.

7.5 Further Research

Surprisingly we could not distinguish any differences in motives between males and females and the different age groups. However, we believe that a quantitative study might reveal some variations. Further, we observed a distinct difference when volunteers had been involved for several events. Since we have discovered that the motives change over time, it would be interesting to further investigate the process of socialization when joining a volunteer organization, especially in an event context.

Although we identified that the pride, competence and reward motives were appealing to some of the volunteers, they do not appear to carry the same weight as, for instance, affiliation and identification when volunteering. We could not find an apparent pattern of why these motives stood out to be less important in comparison with the other motives. Therefore, we encourage future researchers to investigate if our findings are applicable in all volunteer environments.

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Vällingby

Contact Persons
Karin Mårtensson, Got Event
Helena Svensson, Falkenbergs Motorklubb

APPENDIX

Intervjufrågor 1A

1. Ålder?
2. Vanlig sysselsättning?
3. Har du någon familjemedlem som arbetar I evenemanget?
4. Hur länge har du varit volontär I detta evenemanget?
5. Hur kom du I kontakt med evenemanget?
6. Vad var det som gjorde att du vill vara volontär?
7. Beskriv hur det är att arbeta som volontär?
8. Vilken volontärgrupp tillhör du?
9. Beskriv dina arbetsuppgifter som volontär?
10. Känner du dig stimulerad av dessa?
11. Tycker du att dina arbetsuppgifter passar dina kunskaper?
12. Tycker du att arbetsuppgifterna är tillräckligt utmanande? Om inte, vad skulle du vilja ändra?
13. Vad motiverar dig I ditt vardagliga arbete?
14. Vad motiverar dig I ditt volontär arbete?
15. Vilka mål har du med volontär arbetet?
16. Vad tror du evenemangsorganisationen förväntar sig av dig?
17. Vilka förväntningar har du på dom?
18. Känner du dig uppskattad av ledningen/andra volontärer? På vilket sätt?
19. Vem är det som I första hand drar nytta av arbetet som du utför?
20. Vet du när du utfört ett bra/dåligt arbete? Hur?
21. Vad är bäst/sämst med att vara volontär I detta evenemanget?
22. Känner du många som arbetar I evenemanget? Hur påverkar det ditt deltagande? Hur har du lärt känna dom? Umgås ni även utanför evenemanget? Om inte, varför?
23. Känner folk inom/utanför intressekretsen till att du arbetar som volontär?
24. Är du volontär idag av samma skäl som när du var med första gången?
25. Har du någon   ang övervägt att sluta som volontär? Varför?
26. Finns det något som skulle få dig att sluta som volontär?
27. Tror du att du kommer vara volontär även nästa år? Om fem år?
28. Vem bestämmer vad som ska göras I volontärgruppen? Hur kommer ni fram till detta?
29. Vilken grupp skulle du helst vilja arbeta I? Varför?
30. Finns det någon prestige mellan grupperna? Inom grupperna?
31. Tycker du att ni borde få betalt för jobbet som ni gör?
32. Får ni någon form av ersättning?
33. Finns det någon arbetsuppgift som du skulle kräva betalt för?
34. Skulle du under några omständigheter arbeta frivilligt/utan lön på din vanliga arbetsplats?
35. Skulle du byta din vanliga sysselsättning mot ditt volontär arbete om du fick samma lön?

36. Tror du att du skulle arbeta hårdare som volontär om du fick betalt?
37. Använder du kläderna även efter evenemanget är slut? Om ja, I vilka sammanhang?
38. Skulle du bli besviken om evenemangsorganisationen inte behöver dig mer?
39. Har du varit volontär I något annat sammanhang?
40. Skulle du kunna tänka dig att ställa upp som volontär I andra evenemang? Varför?
41. Finns det något annat evenemang som du skulle vilja vara volontär för?
42. Tror du att killar och tjejer motiveras olika I detta evenemanget?

Interview Questions 1B
1. Age?
2. Ordinary occupation?
3. Do you have any other family member who works at the event?
4. How long have you been a volunteer in the event?
5. How did you initially get involved with the event?
6. What made you want to become a volunteer?
7. Describe what it is like to be a volunteer?
8. Which voluntary group do you belong to?
9. Describe your voluntary work tasks?
10. Do you feel stimulated be these tasks?
11. Do you think that your work tasks correspond with your skills?
12. Do you think these tasks are challenging enough? If not, what would you like to change?
13. What motivates you in your ordinary occupation?
14. What motivates you in your voluntary work?
15. What kind of goals do you have with your voluntary work?
16. What do you think the event organization expects from you?
17. What expectations do you have on them?
18. Do you feel appreciated by the organizers/others volunteers? In what way?
19. Who you say benefit the most from the work you do?
20. Do you know when you have done something good/bad? How?
21. What is the best/worst about being a volunteer in this event?
22. Do you know a lot of people who work at the event? How does it affect your participation? How did you get to know them? Do you hang out outside the event? If not, why?
23. Do people from the horse/motor community know that you volunteer for the event?
24. Do you volunteer for the same reason today as you did when you first joined?
25. Have you ever thought about not volunteering any more? Why?
26. Is there anything that would make you quit volunteering?
27. Do you believe that you will volunteer next year as well? In five years?
28. Who decide what is to be done within the volunteer group? How have you reached this decision?

29. Which group would you have liked to work in? Why?
30. Is there any prestige between the different volunteer groups?
31. Do you think you should get monetary compensation for your work?
32. Do you get any kind of remuneration?
33. Is there any work task you would not do unless you were paid to do it?
34. Would you under any circumstances work for free/without pay at your ordinary occupation?
35. Would you trade your ordinary occupation with your voluntary work if you received the same salary?
36. Do you believe you would work harder if you got paid for the voluntary work?
37. Do you use the clothes you receive after the event? If yes, when/where?
38. Would you be disappointed if the event organization did not need you any more?
39. Have you ever volunteered elsewhere?
40. Would you volunteer elsewhere, for another event? Why?
41. Is there any specific event, where you would have liked to volunteer?
42. Do you believe males and females are motivated differently by their involvement in this event?