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Stavanger Live Festival from the Viewpoint of Volunteers

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Abstract

This paper is exploring selected organization process in Stavanger Live Festival from the point of view of volunteers as very sensitive group that must be handled by professionals.

The areas that will be analyzed are process of recruitment, motivation and satisfactions of volunteers, quality and relevance of the training, quality of instruction and leadership, communications between volunteers and coordinators, support of the coordinators, expertise of the coordinators and top management, to what extent volunteers are involved in organization process, general impression of the festival and retention of the volunteers.

To support the findings I implemented the theory about volunteers from general definition of volunteering, HR management to theories about satisfaction and motivation.

Also, I relied on research study of Hallin et al. (2012) which assumed that the frontline employees through communications with colleagues and customers acquire better knowledge about the organization operation capabilities. Hence, they can be included in decision making process. We can consider volunteers as a frontline staff. Study of Hallin et al. (2012) emphasis that frontline employees can better predict the organizations performance and therefore should be involved in the decision making process.

Qualitative method has been employed in order to explore and describe the selected process of Stavanger Live Festival from the view point of volunteers. Primary data are collected by semi structured interviews while secondary data were available through scientific articles, books, newspapers and using online.

The findings of the study can be useful for next similar events that will be held in Rogaland area, because by learning on mistakes of Stavanger Live Festival future management team can improve the quality of other similar festivals.

Key words: festival, volunteers, organizations process of festival, HR management, Leadership, Communication.

Acknowledgment

This paper is written in connection with the termination of the Master's program in International Hotel and Tourism Leadership at the Norwegian Hotel School (NHS), spring 2014.

Study time has presented some challenges; the thesis has been one of them. These challenges have strengthened me both professionally and as a person.

During the education in this institution I had the opportunity to attend the Event management course where I was introduced with the main strategies of the subject. Our final assignment of the course was to participate as volunteers to Stavanger Live Festival and to integrate our knowledge and theory into the practice. The aim of the final assignment was to grade the whole organization of Stavanger Live Festival from the viewpoint of volunteers as well as visitors.

I would like to express appreciation and gratitude to my supervisor Professor Reidar Mykletun for his support and motivations during my writing, especially for his time and patience. To all participants of my study I much oblige for the time and positive feedback. Further, I would like to thank my mother on her unconditional love and support.

June, Stavanger 2014.

Selena Novcic

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1. Introduction

Volunteering is a very important part of event and festival organization, where support and collaboration of volunteers are crucial for the success of festivals (Elstad, 2003). By taking part in the festivals, volunteers are developing and improving their skills and knowledge through managing work with high pressure. On other hand, some volunteers are using their professional skills to improve the festival production and provide values for the festival or event (Jaeger, 2013).

Volunteers may also be regarded as the organization's frontline staff. According to Hallin, et al. (2012) frontline employees have knowledge about the operational capabilities of the organization, which they gained through communication with colleagues, customers and partners. During decision making process executives are limiting their discussions to managers or other experts from the industry, but the information that is collected by managers can be different from the opinion and experience of frontline employees. Hallin, et al. (2012) showed that the frontline employees can better predict the potential of organizational performance than the top management, hence the frontline workforce should also be integrated in the decision making process.

The study will take place in Stavanger and the explorative design will be engaged to make stronger elaboration of the volunteering process and the management issues of the Stavanger Live Festival 2013.

Considering the study of Hallin et al. (2012) the thesis will observe volunteers as frontline staff and evaluate the information that they have about Stavanger Live Festival 2013. The findings of the study might be useful for other festivals that have an ambition to make

similar events; the experience gained could improve strategies and increase the success rate of the festivals.

1.1 Motivation

Stavanger Live 2013 was the biggest festival in Southwest Norway. I had the opportunity to volunteer in two sectors and during these two days I got an overview of the organizational process of Stavanger Live Festival.

Based on my presumed expectation I found that many things are not according to my expectations, which inspired me to explore the organizational process in Stavanger Live Festival from the viewpoint of volunteers. One of the first problems that I noticed is the limitation of providing proper information and the communication between the management and the volunteers; secondly the coordinators gave impression as not experienced and not skilled.

I believe that the knowledge and experience gained during the Stavanger Live Festival will give me better support in understanding participants of my research, in this case volunteers of Stavanger Live and their experience. This can be seen as a disadvantage, because there is a possibility to influence the opinion of participants during the interviews and create situations where I can be considered as bias. However, my experience and knowledge about the topic will give me better insight to the whole problem and to ensure reliability and validity of the study, instructions from qualitative research method will be applied.

1.2 Role of the researcher

My previous experience in volunteering before Stavanger Live Festival 2013 is related to music festival. I was volunteering for three years every summer in Exit Festival in Serbia where I gained significant experience and was introduced with the practice of Serbian music festivals. Although, volunteering in Stavanger Live Festival 2013 was obligatory because it was a part of my final exam in Event management, I was interested to see how the organization of the festivals functions in Norway.

My experience as a volunteer of Stavanger Live Festival 2013 was more or less disappointing from the beginning. The weakest part was the communication between volunteers and organizer. During my online application I specifically stressed that I have relevant experience as volunteer in the accreditations and bar sector, I also was employed as advisor in Belgrade Chamber of Commerce where I was involved in organizing various economic entities within the framework of preparing significant sports and fair events, congresses, conferences, B to B workshops and seminars. However, the organizer assigned me to the renovation sector where my job was to keep the area clean; they obviously did not consider my qualifications.

From my point of view three top shortcomings were: 1) lack of the training, 2) lack of communication between top management and coordinators 3) non skilled and unexperienced coordinators.

The only meeting that we had with the organizer was the day before the festival in Sørmarka Arena where around 500 volunteers were waiting for the instructions from the management. During the meeting coordinators were giving instruction on Norwegian although a lot of us were international students.

My first hour as a volunteer passed by seeking for my coordinator, but during that time I met the coordinator of sale, so he delegated me to work in the souvenir shop until I found my coordinator. Finally after a few hours my coordinator showed up, I was bit confused when I first met her because she was just 20 years old and seemed not experienced enough for the position as a coordinator.

I was looking forward to volunteer in Stavanger Live, but my motivation was decreasing from the moment I started to volunteer. Factors that had negative influence on my motivation were lack of communication and support from coordinators as well as non-skilled management. My general impression was that the coordinators did not have any training, briefing on how to manage volunteers and furthermore communication between top management and coordinators was missing.

During the festival I met volunteers that had the similar experience as me; this can also be said about my classmates during discussions in Event management class. As a researcher these facts inspired me to more elaborate the organization of Stavanger Live Festival and to evaluate opinions of other volunteers in order to detect the problems that occurred during the Stavanger Live Festival.

1.3 Purpose

The purpose of this master thesis is to examine selected organizational processes of Stavanger Live Festival 2013 from the viewpoint of volunteers. The basic assumption of this study is that success of the festival to some extent depends upon the training and instructions given to the volunteers, and the organizing of their work. The aim of the study is to explore how the volunteers perceived the training, instructions they got and to describe

the organizing and leadership capabilities of management. As a second step, the study aims to determine to which extent the quality of the instructions, training and organizing coupled with leadership abilities contributed to the outcomes of the event.

In the first part of the research the focus will be on gathering empirical data through various data collection techniques. The aim is to present the volunteers as workforces which to some extent affect the success of festivals. The feature will be to identify the problems that occurred during the organisational process of Stavanger Live and how HR planning was implemented.

The research question is: Considering Stavanger Live Festival to what extends were volunteers trained, informed and organized by leaders, and to what extend the leaders were prepared and competent.

Further, observations of human resource planning are made to verify if the management of Stavanger Live followed all stages of HR planning.

1.4 Contribution

Volunteers are a crucial part of the workforce in the festivals, and hence the performance of the volunteers strongly affects the successfulness and profitability to the organizers. Problems can occur in the volunteering process, especially when leaders are not professional and formal. The top reasons why volunteers quit to work during the events are demanding workload, they don't feel appreciated and because of the bad organization and leadership. Volunteers can be treated like a workforce only to some extent as they have no contract, salary, and are not protected by ordinary regulations that apply in working life. Hence, the key is to know what motivates volunteers and how to maximize their productivity and commitment (Getz, 2007).

During the festival the human resource manager is ideally expected to create vision, to work on the mission and goals of the festival, and incorporate the necessary strategies in order to accomplish success of the festival. The HR manager has to ensure that the right people with the right attitude and abilities are selected under the recruitment process.

The goal is to disclose the common pattern which is derived from the analysis of Stavanger Live Festival and produce conclusion and recommendations on how to better integrate volunteers in festivals and events to increase the success rate.

The findings of the study will be useful to other festivals and organizers that have an ambition to create similar event. However, as only one festival is studied, and a non-random sample is used, generalizations of the findings across other events are not warranted.

2. Literature Review

In order to understand and to be able to fully answer the research question, high quality research evidence have to be identified, selected and synthesized by a thorough literature review. A theoretical framework with relevant theory about events and festivals as an important contributor of social-cultural life will be presented. Further literature about managerial issues are highlighted, where most of the research studies are investigating topics like how to recruit volunteers, the experiences, motivation, satisfaction and retention of volunteers.

2.1 Events

Monga (2006) defined factors that are contributing to the specialness of an event. He emphasized that special events are transparent, occur once a year in a unique ambiance and consists of elements of leisure, social, cultural and festive experience. The concept of events has evolved in the last two decades and became one of the fastest developing components of tourism. Festivals and sports games became effective tool for developing destinations marketing of the cities.

The themes of the events can range from music festivals to lifestyle events such as the food and wine festivals and also sports events. To manage events it is significant for organizations to have a competent team with experience and relevant knowledge. Successful event must have effective brand management and marketing campaigns that attract the target audience. The event management's objective is to mix attractive event elements like relaxation and amusement while maintaining a safe and controlled environment. A

Successful and experienced event manager will always integrate the strategic plan of the event in a professional manner (Hoyle, 2002).

Events can be held for a short or long time period, for example Exit festival ranges from 4 to 5 days or Edinburg Fringe Festival that lasted for a whole month. Furthermore, events can be categorized according to the size as local to major; major to hallmark events and the mega events. Economic impact, number of visitors, media coverage, benefits and costs will largely depend on the size of the event (McDonnell et al., 1999).

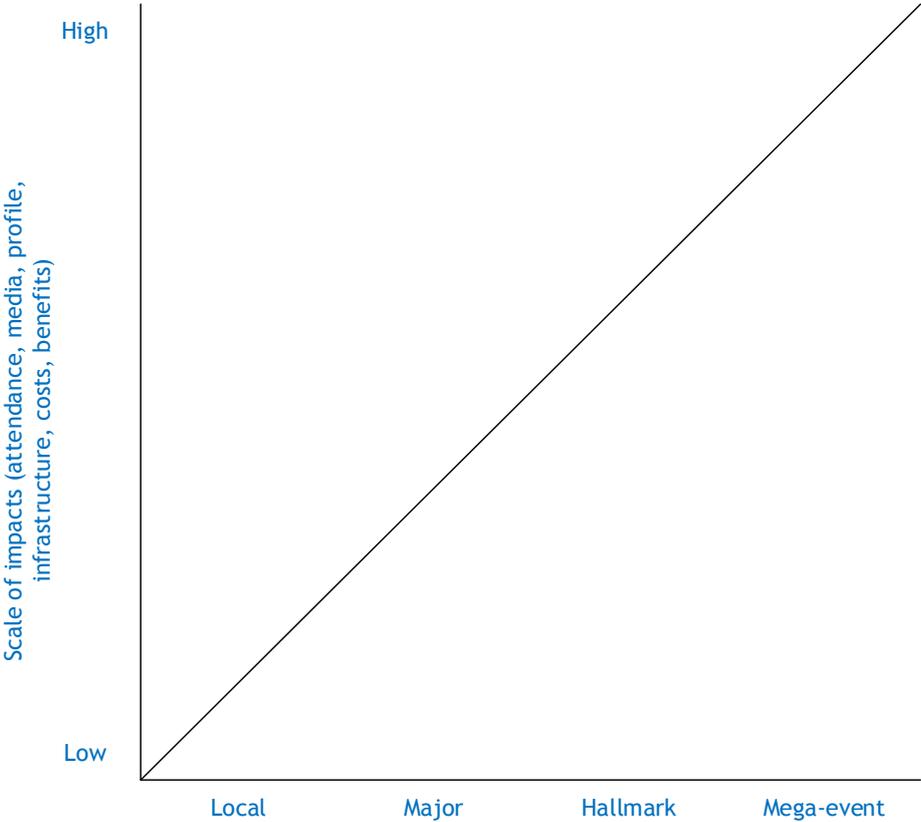


Figure 1: Scale of Impacts (McDonnell et al., 1999)

Categorization of the events is essential for the organizer in order to create adequately strategic plans (location of the event, topic and time) and goals. Jago and McArdle (1999) categorized events according to location, theme and time. The framework is presented in figure 2.

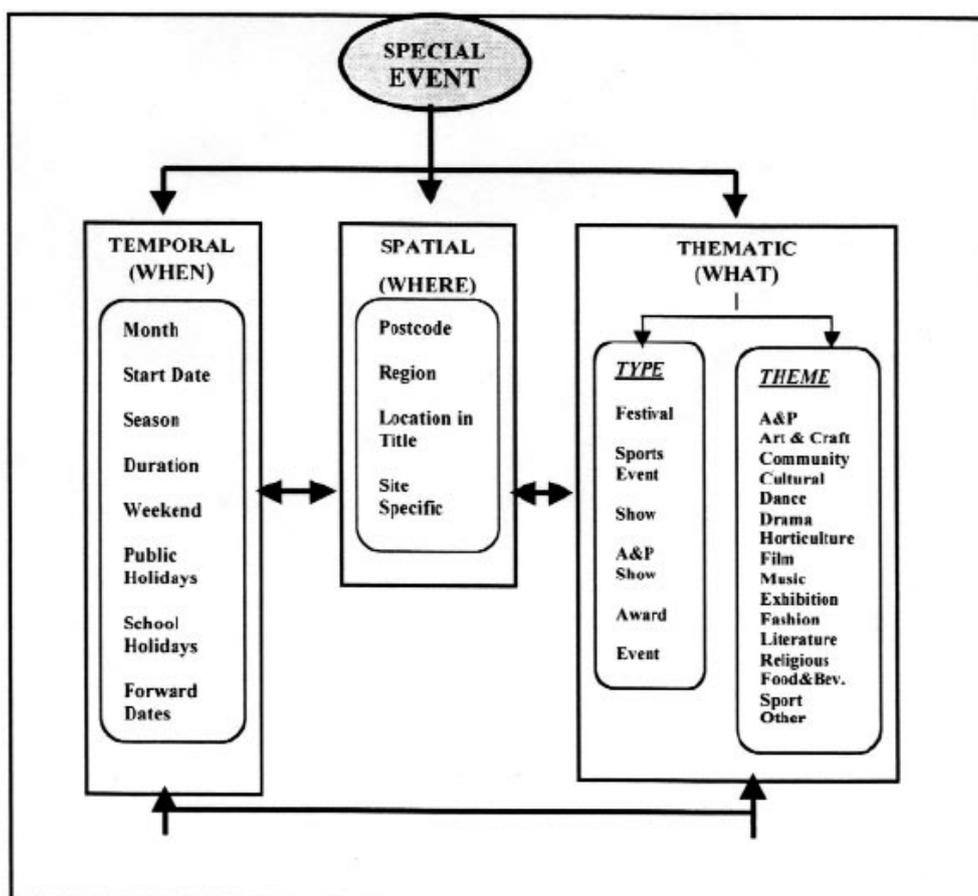


Figure 2: Event Types, (Jago & McArdle, 1999. p.7)

Special events demand heavy costs and hence organizers are constantly trying to reduce the expenses. Volunteers are very valuable for the organizers, because they can cut the costs and contribute with their skills and knowledge (Monga, 2006).

2.2 Festivals

Festival is an event and a social-cultural phenomenon that exists in all human cultures and the word “festival” originates from Latin word “*festum*” and means cheerfulness and public joy (Falassi, 1987). Throughout the history religious celebration, sport games, weddings and good harvest are seen as festivals, but with the changes in the culture of society the character of the festivals has changed too (Andersson, et al., 2012).

Lately festivals have become the object of research by many scholars from different disciplines.

According to Getz (2005) the common attributes of all festivals are temporality and the fact that the festivals are one of the most usual forms of cultural celebration today. Most of the festivals were created recently, but there are also several with long traditions. Festivals are mostly organized by volunteers or by event organizations (professional agencies), however sometimes it is the combination of these two which was the case for Stavanger Live Festival.

Getz (2005) has defined three types of festivals according to the ownership structure, among them the commercial festivals where the aim is to make profits, public festivals organized by municipalities and created for the public and the last, nonprofit festivals. The structures will give us more insight and explain the driving force of the festivals.

According to Andersson, et al., (2012, p.162) *“festivals are public themed celebration with a formal program. It has a core activity and additional activities. The festival has a time scale, in which is accomplishes both the core activities and the additional activities”*.

Finally, festivals give contributions to the social, cultural and economic life of the community, but they also have environmental and political impacts. Detailed impacts of events are shown in table 1 (Allen et al., 2005, p. 32).

Table 1: Impacts of Events, (Allen et al., 2005, p. 32)

Impacts of events	Positive impacts	Negative impacts
Social and cultural	<ul style="list-style-type: none"> • Shared experience • Revitalizing of traditions • Building of community pride • Validation of community groups • Increased community participation • Introduction of new and challenging ideals • Expansion of cultural Perspectives 	<ul style="list-style-type: none"> • Community alienation • Manipulation of community • Negative community images • Bad behaviors • Substance abuse • Social dislocation • Loss of amenity
Physical and Environmental	<ul style="list-style-type: none"> • Showcasing of the environment • Provision of models for best practice • Increase environmental awareness • Infrastructure legacy • Improved transport and Communications • Urban transformation 	<ul style="list-style-type: none"> • Environmental damage • Pollution • Destruction of heritage • Noise disturbance • Traffic congestion
Political	<ul style="list-style-type: none"> • International prestige • Improved profile • Promotion of investment • Social cohesion • Development of administrative skills 	<ul style="list-style-type: none"> • Risk of event failure • Misallocation of funds • Lack of accountability • Propaganda • Loss of community ownership and control • Legitimation of ideology
Tourism and economic	<ul style="list-style-type: none"> • Destination promotion and increased tourist visits • Extended length of stay • Higher yield • Increased tax revenue • Business opportunities • Commercial activity • Job creation 	<ul style="list-style-type: none"> • Community resistance to tourism • Loss of authenticity • Damage to reputation • Exploitation • Inflated prices • Opportunity costs • Financial mismanagement • Financial loss

Special events as festival give significant contribution to the local community. It is important to mention that festival have the power of drawing and holding people in the region, so they can explore more attractions besides festivals. According to Hoyle (2002) events and

especially festivals are more varied and sophisticated than ever before. Therefore marketing of unique types of events requires unique and innovative tactics. In other words, the success of an event may not depend on the type of event, the star attraction, or the cause of the event, but on how well a marketer takes advantage of certain factors of the event. These factors include location, competition, weather, cost, and entertainment.

2.3 Music Festivals

Music festivals belong to the group of special events, where the music is the attraction and the main theme. The core activity will be the music performed by some artists; however these festivals have other additional activities and push factors that are attracting visitors beyond the music (Abreu-Novais & Arcodia, 2013).



Figure 3: Music Festival, (www.thelocal.no)

In last decade the number of music festival has been increased in Europe, but contrary this trend created difficulties in attracting more visitors. The diversity of festivals in Europe are causing lower profit and in the worst case, bankruptcy of the festivals (Abreu-Novais & Arcodia, 2013).

Today most of the existing theory about events is focused on sports events, as this is one of the most popular and beneficial forms of events.

2.4 Stavanger Live Festival

Stavanger Live 2013, the biggest indoor music festival in Southwest Norway was produced by the professional company Lund Gruppen. Next to Stavanger Live Festival, Lund Gruppen also owns Kongeparken, and organizes the annual festival called Landstreffet for graduated high-school students (stavangerlive.no).



Figure 4: Stavanger Live Festival, (www.roganytt.no)

Stavanger Live festival was organized for the first time from the 3rd to 4th of May 2013 in Sørmarka Arena in Stavanger. This festival was supposed to represent a comeback of music festivals in Rogaland area. The festival organization was expecting 8000 visitors per day, but unfortunately only 9351 people visited the festival during the two days (Aftenbladet, 2013).

Although festivals in most cases are outdoor based, Stavanger Live was an indoor music festival where the target group was young people that prefer a different kind of music like hip-hop, rock, pop and electronic music. The main attractions of the festivals consisted of

the following artists: Tinie Tempah (UK), Suede (UK), Lupe Fiasco (US), Far East Movement (US) Bing Bang (NO), Karpie Diem (NO) and Madeon (FR), Dj Friendly (NO) (stavangerlive.no).



Figure 5: Stavanger Live Festival Music line up, (www.groupon.no)

Landstreffet 2013 was arranged at the same weekend as Stavanger Live by the same owner. This factor coupled with bad weather conditions led to decrease of visitors to Stavanger Live and loss of potential income.

There was a possibility to choose between different tickets – one day pass or festival pass (entrance both days), also VIP pass. Stavanger Live Festival was initially reserved for people from 15 years and above, but younger kids below 15 could have access if they were accompanied by a person above 25 years of age.

With the minus of five million NOK, Stavanger Live became a history, although festival organizers were planning to continue Stavanger Live in the future provided it went successfully (Aftenbladet, 2013).

A festival filled up with very popular names from music industry and the transformation of the Ice Arena into a huge night club which was not enough to guarantee a success.

2.5 The Concept of Volunteering

Volunteering is a very important part of event and festival organization, where support and collaboration of volunteers are crucial for the success of festivals (Elstad, 2003).

According to Goldblatt (2011) volunteers play significant roles, because today in most cases events and festivals staff is volunteers. Different volunteering skills and level of involvement can help to create and shape a festival and make it more successful.



Figure 6: Volunteering, (www.theintentionallife.com)

Volunteering can be defined as an activity which takes place through nonprofit organizations or projects, and it is undertaken to be:

- of the benefit to the community and volunteer,
- of the volunteers own free will
- for no financial payment
- in designated volunteer position only (Volunteering Australia, 2005, p. 1)

An Interesting definition was given by Musick and Willson (2008), they are defining volunteering as an altruistic act where the aim is to give help to some people, organizations

or for a cause. Further, volunteering is defined as *“serious leisure and the systematic pursuit of an amateur, hobbyist or volunteer activity that is sufficiently substantial and interesting for the participant to find a career there in the acquisition and expression of its special skills and knowledge”* (Stebbins, 1992, p. 20).

Working as a volunteer includes excitement, uniqueness (the chance of the lifetime), meeting interesting people, and being part of a team and it gives the satisfaction of doing something useful for the community, helping the city, region and the country.

By providing the volunteers with these motivational factors, and hence creating a committed workforce is an essential element of sustainable tourism (Getz, 2007).

In the last two decades the concept of volunteering has broadened considerably from the socially responsible citizens “doing well” for the less fortunate in their local communities. Identifying the motivation of volunteers has become a complex and problematic matter. (Campbell, 2009)

According to Costa et al. (2006) the concept of volunteering in events is changing, because new trends are creating challenges that organizations need to overcome during planning and organizing events. One of the challenges is that the pool of available volunteers is constantly declining. Canada has registered the decreasing percentage in volunteering activity between 1987 and 1997 according to the Statistics of Canada Survey of Volunteer Activity. Voluntary activity in Norway is one of highest in the world. In 2009, 48 percent of Norwegians were participating as volunteers; however retirees were more involved in volunteering than young people. Woollebæk and Sivesind (2010) noted that in 2009 in Norway volunteers contributed with 200 million hours and achieved the value of 98 million NOK (Statistisk sentralbyrå, 2011b).

In Norway volunteer organizations is mostly operating in culture and recreation with about 39 percent, education and research with about 12 percent and social services counting about 10,5 percent (Woollebæk and Sivesind, 2010).

It is recognized that most of the events could not be realized without the support from volunteers. The case of 2000 Summer Olympic Games in Sydney, where 40 000 volunteers helped in organizing and running the event proved the value of the volunteers. More amazingly 70 000 volunteers were participating in Olympic Games in Beijing; this indicates the importance of volunteers as a working force in these events Costa et al. (2006).

Holmes et al. (2009) divided the concept of volunteering in six different categories. The first category covers international and cross-national volunteering, the next categories are tourism volunteering, episodic volunteering, online volunteering, corporate and employer supported volunteering. Special events are the most frequent type of events and mostly they include episodic volunteers as the most flexible and common category.

Volunteers could be distinguished according to their motives, experience and level of dedication. It is very important that the HR team of the event assess the motivation, satisfaction and retentions of volunteers during the event (Mykletun & Himanen, 2014).

The current research shows that the volunteer sector plays an essential part in terms of economic viability, visitor satisfaction, and the development of community support in terms of events.

2.5.1 Managing volunteers

The existing literature about managing volunteering is focused on human resource management (HRM). During the festival the human resource manager is ideally expected to

create vision, working on the mission and the goals of the festival, and implement strategies in order to accomplish the success of the festival. The next four stages include human resource strategies and objectives, training and professional development, supervision and evaluation (Getz, 2005).

The mission of HR management is to elaborate efficient patterns which stop turnover and increase retention of volunteers. Although volunteers are not employees some parallels can be found for instance in HR practise like satisfaction, training and stimulation to action are considered important for both employees and volunteers. Satisfaction is one of the factors that have a direct influence on retention of volunteers and it is connected with the experience encountered during training and the assigned tasks (Costa, 2006). Training is important to volunteers and they have to receive it before the event. Volunteers will evaluate the quality of the training for several reasons; firstly because of their competency and how they manage tasks depend of the training received. Training present the first touch with the event, it is the beginning of their experience (Costa, 2006).

The satisfaction of employees has been very popular topic among many researchers since the middle of the last century. According to Locke (1976, p.1304) job satisfaction is *“pleasure emotional state resulting from the perception of one’s job as allowing the fulfilment of one’s important job values, providing the values are compatible with ones needs”*.

To measure satisfaction researchers developed different scales with different factors that can influence satisfaction. Gidron (1983) in his research developed a scale of satisfaction with 12 aspects of volunteer satisfaction. His findings showed that work itself, achievement, convenience and absence of job stress are the most powerful aspect that impacts volunteer

satisfaction and the management must pay close attention to these aspects in order to have an efficient work force (Gidron, 1983).

In the study of Elstad (1996), the satisfaction of volunteers at Lillehammer Winter Games 1994 was explored and possibilities to increase personal network, being part of a group, and gaining job experience were the factors that had the strongest influence on satisfaction. On the other side parameters which created dissatisfaction were excluded transportation for the volunteers to and from the event, bad accommodation, excluded food service and not clear duties for the work.

In order to measure satisfaction of volunteers on the XVII Manchester Commonwealth Games, Downward and Ralston (2006) tested the next following six aspects of satisfaction: the organization of volunteering, personal development, the job assignments, the job duties, helping community and meeting celebrities. The results of the study have shown that gaining experience, developing skills while helping community are the top two aspects of satisfaction.

2.5.2 Recruiting and selecting volunteers

As mentioned earlier the recruiters have to understand and be aware of which factors that attracts people to volunteer and use this information for marketing purposes. The organization needs to promote their vacancies using leaflets, newspaper, television and radio. Every organization has to actively look for potential volunteers using different methods, from target recruitment days to word of mouth recommendation. The phase after recruiting is selecting, somebody use the term "screening". Organizers have to be very careful during the process of screening and follow the procedure; otherwise not an appropriated selection can create non satisfied volunteers (Holmes et al., 2009).



Figure 7: Recruitment, ([www. http://multirecruit.com](http://multirecruit.com))

Holmes et al., (2009) emphasizes the below stated principles for recruiting and selecting volunteers.

- It is a two way process where volunteers are choosing the organization and reversed
- Active recruitment is more efficient than reactive recruitment
- During recruitment the organization has to be clear about the volunteers duties and rewards
- Open Day for recruitment enables organization to meet volunteers face to face
- Process of recruiting has to involve a short interview without long formal procedures and not complicated application forms.

The management of the festivals has to make sure that the right people with the relevant skills, motivation and attitude are assigned to the right duties. The HR management has to create rules and procedures which the operational managers and coordinators have to follow. Training is very important especially for those volunteers that are assigned as coordinators, because they have to ensure that all the staff understands their assignments (Getz, 2005).

2.5.3 Motivation of volunteers

In order to have a successful recruiting and selecting process organizers have to understand the motivation of volunteers. Most of the studies about volunteers are investigating motivations. Many method and scales for measuring volunteer's motivation has been developed among which VFI (Voluntary Functional Inventory) is mostly employed. According to VFI all motives for volunteering are separated into six groups: 1) Values (reinforcement or expression of personal values), 2) Enhancement (learning), 3) Social (be a part of a group), 4) Career (work skills and contacts), 5) Protective (increasing confidence), 6) Understanding (personal growth) (Holmes et al., 2009. p. 83-84).

Several theories and concepts can be applied to the process of recruiting and motivating volunteers during the event. A psychologist who wanted to understand what motivates human beings was Abraham Maslow who developed the hierarchy of needs. He defined five levels of needs and presented them in the pyramid of hierarchy. The concept is simple; the basic needs like food, water and shelter have to be satisfied in order to satisfy higher needs (McLeod, 2007).

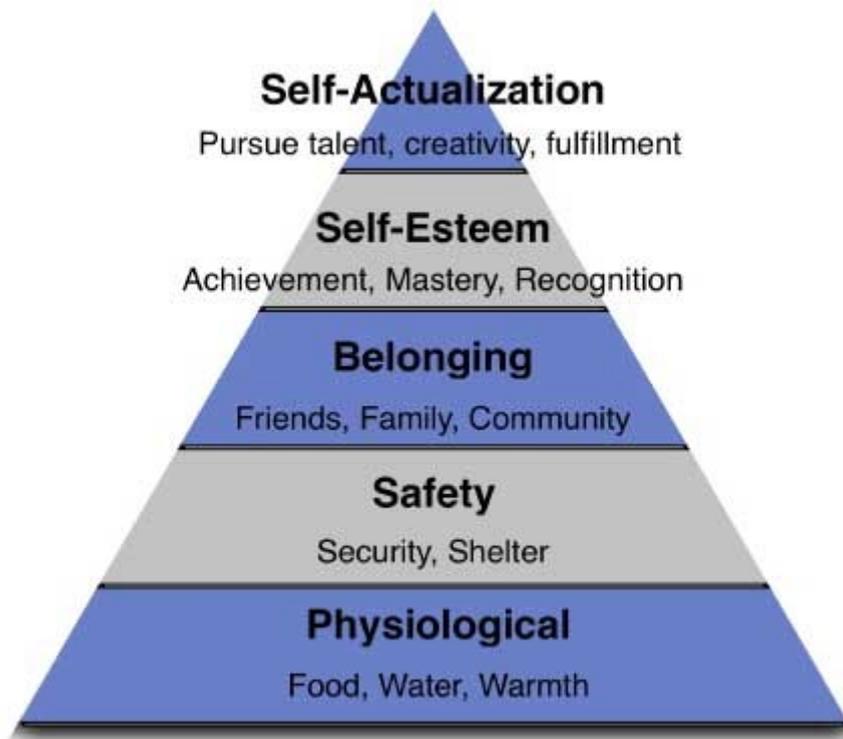


Figure 8: Maslow Pyramid of Needs, (McLeod, 2007)

Maslow theory gives a good foundation for understanding volunteering and according to his theory through volunteering; volunteers experience self-actualization that includes recognition, mastery, love and friends. HR leader can use Maslow theory to improve their strategies during the recruitment and selection. Recruiter has to be sure that physical and safety needs are satisfied and to encourage volunteers to reflect their own experience in order to satisfy self-actualization need (Sherr, 2008).

The social exchange theory can be very relevant for explaining the process of volunteerism. It is based on self-interests and decisions made to achieve personal satisfaction through money, status and attention. The key concept of social exchange theory is reciprocal exchange that is based on the fact that people are doing some good for others in order receive some kind of benefit (Holmes, et al., 2012).

Further according to McGregor's theory, factors like respect, recognition, and sense of belonging are more powerful motivators than money. However, as mentioned the top reason why volunteers quit to work during the events are pressing workload, lack of appreciation and incompetent organization (Getz, 2007).

By applying five dimensional model of motivation with 26 items Monga (2006) evaluated the motivation of volunteers in five events in South Australia. In his framework motivations are categorized as affiliate, egoistic, altruistic, instrumental and solidarity.

Today festivals are getting more professionalized which offers the possibility to find new ways to keep the volunteers. The example of "Samdrift" volunteer project that includes three festivals in Tromsø, where the aim is to make continuity and predictability in the work of the volunteer's by creating efficient programs for recruiting and to increase the motivation of volunteers and their competence (SAMDRIFT, 2012).

2.5.4 Volunteers like a frontline workforce

The study of Hallin, et al. (2012) explores the employees as predictors of organizational performance and has shown that the frontline employees can better predict the potential of organizational performance than the top management.

"Essential information about specific operational conditions is typically decentralized and held more economically among lower level of employees associated with daily operation" (Hallin et al., 2012, p. 1).

Decentralized knowledge can be defined as knowledge about the forefront emerging development and it could seriously influence the strategic plan of the organization. As stated the link with lower level employees is preferable because the frontline employees have a

good insight of the organizations operational capabilities which they gained through interactions with colleagues, customers and partners. The frontline employees are often excluded from decision making process, by limiting the decision process to the top management valuable insights might be overseen (Hallin, et al., 2012). Therefore, volunteers as frontline staff should be included in decision making process by using their knowledge to build stronger event. They have information about the operational process during the festival and can sense what can go wrong and update top managers with new circumstances.

2.5.5 Volunteer management cycle

For successful leadership it is necessary to develop efficient volunteers programs where the organization team has to follow volunteer management cycle regardless the size and the structure of the volunteers. In order to create a good pool of volunteers, every task has to be fulfilled. The volunteer management cycle is illustrated in figure 9.



Figure 9: Volunteer Management Cycle, (Managing Volunteers: A good practice guide, 2008, p. 13)

In the volunteer management cycle the process of planning is followed by recruitment and training process. To ensure that the volunteering program is successful a timetable for monitoring and evaluation has to be developed by the management. The process of monitoring and evaluation can indicate to what level each volunteer contributes, did the festival or the event benefit from the volunteers, are the volunteers behaving as the organization expected, are volunteers respecting the working hours (Managing Volunteers: A good practice guide, 2008, p. 16).

The objective of volunteer management is to create good volunteer programs in order for volunteers to make a contribution to the entire event and also gain invaluable experience. The key is to create win-win situation for both parts (Managing Volunteers: A good practice guide, 2008).

3. Methodology

To discover the link between the constructs in social science researchers are using qualitative and quantitative method of research. During the research it is important to look at empirical data and to choose the proper instruments of measures (Neuman, 2011).

3.1 Research process

Depending on what kind a phenomenon researcher examines, he chooses the most appropriate approach for his study (Neuman, 2011).

The quantitative research is based on theory, where the aim is to find relationship between existing theory and data. The collected data are numbers and samples are more structured, larger and descriptive statistics is used to analyses data. While qualitative research is inductive based on discovering new concepts and develop new theory. It differs from quantitative research because the sample is smaller; data are presented as words, photo, and documentations. Qualitative researcher is more flexible because of the techniques that allowing moving back and forth in the process of research (Ringdal, 2007).

To describe the mentioned issues qualitative research was employed. By employing exploratory research in the first phase the problems that occurred during the Stavanger Live Festival are deeply elaborated.

An inductive, descriptive design was used to present theoretical definitions of event planning process and HR planning process that includes volunteering. The goal was to disclose the common pattern that was derived from the analysis of Stavanger Live Festival and to produce conclusions and recommendation on how to improve volunteer's role in building the festivals.

Collection of the primary data was done with in-depth interview that was very useful in situations where there is not so much knowledge about the issue. By using in-depth interview (semi structured interviews) as an instrument of collecting data more precise information about Stavanger Live organization process and HR process were available which gave further insight and better clarification of the researching questions (Kumar, 1999). All interviews were recorded and written successively.

Snowball sampling technique was used to choose the interviewees of this research. The technique was appropriate because the participants were selected based on connection in preexisting network (Neuman, 2010).

Secondary data were used to ensure data triangulation and were collected from different reports, media, newspapers and web sites.

3.1.1 Research paradigm

The social science differs two paradigms, positivism and interpretive. Positivism research approach is used in physical science and it is also called systematic and scientific. Interpretive approach is opposite from positivism and the aim is to better understand the behavior of the people in social settings (Neuman, 2011).

Interpretive research approach was used for in this research for better understanding and clarifying the research questions.

3.1.2 Research design

According to Churchill & Iacobucci (2010) research design is a framework of the study and Neuman (2011) emphasis that research design creates foundation for the research process.

Social science distinguishes three types of design as exploratory, descriptive and causal design. *“Exploratory research design helps the researcher to undergo the problem when the subject of study is new or not yet been explored”* (Neuman, 2011, p. 38). This research design addresses the “what” question that explores previous, unknown and new issues. In most cases exploratory research is the first phase, and is conducted in order to get more information about concepts that are explored (Neuman, 2010).

“In the discipline of social science, the researchers use the exploratory research design in combination with the qualitative method to get detailed information about the subject to be explored and, this enables the scholars to collect information in detail” (Neumann, 2011. p. 39). By implementing explorative research in the first phase of study, the problems that occurred during the Stavanger Live festival were analyzed.

Descriptive research design is describing situation, relationship or some issues (Neuman, 2010). According to Malhotra (2007) in descriptive research design the research questions are already formulated and results are numbered. Hence, in descriptive research design the large and good structured sample is used. The descriptive research design is used to describe the direction of the relationship between correlated variables.

3.2 Qualitative Research Method

Both qualitative and quantitative research method have the same aim to reveal the truth. By using tools of qualitative method, researcher is trying to understand and describe different aspects of social life by using words rather than numbers as data for analysis (Neuman, 2010).

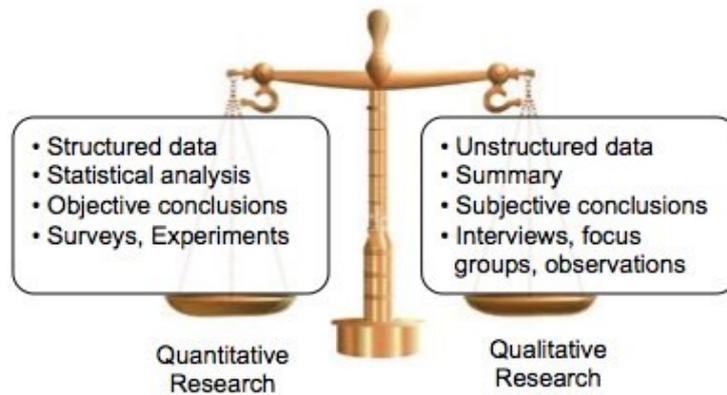


Figure 10: Research Methods, (www.ilm.com)

The qualitative research is a very useful technique to get a better insight in the problem, especially when there is not much information and knowledge (Churchill & Iacobucci, 2010).

In this master thesis qualitative research method was used to answer the research question, to what extent were volunteers trained and organized by leaders, and to what extent the leaders were prepared and competent considering Stavanger Live Festival. In depth interview was employed in order to gain more knowledge about the issue.

By using in-depth interview (semi structured-interviews) as a tool of collecting primary data precise information was revealed about Stavanger Live organization process and HR process, so better clarification of research question was provided (Kumar, 1999). Semi structured interviews are most usual form of collecting data in qualitative research project (Neuman, 2011). They consist of open ended questions and it could be utilized for a group of people or just for individuals (Neuman, 2011).

According to Neuman (2011, p. 174) *“qualitative method is demonstrated by written or spoken words and it leaves the data in un-standardized forms, shape and size. In qualitative method the analysis follows up through extracting themes or generalizations from the evidence and demonstrates in a coherent and consistent image”*.

In quantitative research the researcher is interested in the prediction, causal determination, and generalization of the findings in different time and context; however the qualitative researches seek to understand, extrapolate, and illuminate to similar situations (Golafshani, 2003).

3.3 Data Collection Process

In this section the clarification of collected secondary and primary data will be done. Secondary data are always collected by someone else, so researcher use secondary data through books, newspapers, journals, websites, pictures and videos. According to Ringdal (2007) secondary data are used in order to support the argument. Neuman (2011) stressed that it is necessary for all researchers to do overview of the existing literature which would be very useful for their projects. It is the responsibility of the researcher to evaluate the recommended literature from recognized journal and authors in order to assure the quality of the research.

The primary data are always collected by researcher in order to conduct the study. There are different techniques that researcher use to collect primary data. Interviews and observations are instruments of collecting primary data; however interview is the most used method (Ringdal, 2007). The primary data collected in this master's thesis were collected by semi structured interviews that will be presented further below.

3.3.1 Interview process

In order to gather data of good quality semi structured interview was employed as one of the most recognized form of collecting data. Using snowball technique ten volunteers were interviewed in order to collect necessary data, but two were excluded because data were

repeating. Next elements of preparation were followed, firstly the questions were divided according to the topics, but also it could happen to alter the order of the questions during the interviews. Secondly, interview questions were formulated in a way to help researcher to get answer to the problems. It was important that general information like name, age, gender and position in organization were included in the interviews in order to achieve easier contextualization of the answers (Bryman, 2004).

According to Neuman (2011) there are three advantages when researcher is using interview as a method of collecting data. Firstly, it is proven that interview among all techniques have the highest response rate, secondly during the interview there is opportunity to improve clarification of the questions and thirdly the interviewer role is to observe all details and to record nonverbal communication.

Kvale (1996) made a list of important criteria that should be followed through interview. These are as follows: 1) knowledgeable, to be familiar with the topics and to implement pretest, 2) structuring, interview has to have a structure that is necessary to follow, 3) clear, researcher has to be clear and to have short and easy questions, 4) gentle, give time to think and not to pressure respondents, 5) researcher have to be critical and open, 6) remember, to be concentrate and to remember all previous things, 7) interpreting, should avoid interpretations, 8) balanced, researcher has to be balanced which means not to talk much or too little, 9) Ethnically sensitive.

The interview guide is presented in Appendix 1 which gives insights on how the interviews were conducted. The interview guide is created by the researcher with inputs from the mentor of the master thesis. However, the topics are supported by previous studies within the same field and experts were also asked to confirm the quality of the instruments.

To avoid misunderstanding and ambiguity in questions it was necessary to conduct the pretest of interviews. This procedure ensured the clarifications of the questions and improved the quality of the questions (Neuman, 2011). The pretest of interview was carried out before the main interview on three respondents. By implementing the pretest researcher ensured that interviewees were familiar with the topics. The participants of pretest were students from University of Stavanger and they were experienced volunteers. The first and second respondents were international students from China and Germany, respectively and the last one was Norwegian. Some questions were too long and not easy to understand, so simplification was done by shortening the questions. The results of the pretest were satisfactory and did not demand big change, because majority of the questions were clear and understandable for respondents. The data from pretest were not used because some questions were changed in order to improve interview.

During interviews researcher was relying on strategies and criteria that should be followed during the interview process. Prior to the interview the respondents are made aware that confidentiality and anonymity is guaranteed. Further, the purpose of study is explained, so the interviewees can understand the topic and give more precise answers. During the interview the recommendation of Supphellen (2000) were followed, interviewees were given sufficient time to think before they give the answer and also to make a pause if it is necessary. Further, the structure of the interview was followed and it was not necessarily to skip any questions. Researcher tried to be clear and open and to create relax atmosphere so, interviewee can have better concentration. Unclear answers were clarified by giving minor hints to avoid interpretations during the interviews.

After completion of the questions respondents had opportunity to add final thoughts about Stavanger Live Festival 2013.

3.3.2 Sample

Snowball sampling process was employed by using already existing networks (volunteers of Stavanger Live Festival). It is based on analogy of a snowball that becomes larger as it rolls. The first step is to choose few individuals from a group of volunteers and to collect required data, after they will be asked to identify the other volunteers. This is a multistage technique, because it starts with one or few cases that indicates other cases and this process is repeating until we have a good sample (Neuman, 2011, Kumar, 1999).

Snowball sampling technique is very helpful when there is not so much knowledge about organization that is studied, so it is necessary to make a link with some individuals (volunteers) that can connect you with the other ones. This method is most appropriate to employ in the studies that are investigating communication patterns and decision making process (Kumar, 1999).

There were ten respondents who were part of research process, however only eight interviews were included in result section because of similarity of the answers. All the respondents were volunteers in Stavanger Live Festival. Also participants of pretest were volunteers where positive feedback proven that there is connection between the answers and purpose of study. The age range of respondents was from 19 to 35 years old, eight of the respondent have university degree and two of them high school diploma. The number of participants who had experience in volunteering in similar events is eight while rest of respondents had experience from the service industry. Mostly interviews were conducted in

the area of University of Stavanger and rest in the conducive environment. Face to face interviews helped in gathering data of high quality. As Neuman (2011) highlights face to face interview support researcher to get trust from respondents by guaranteeing the privacy and anonymously.

The recommendation from Bryman (2004) to conduct the interviews until the relevant and different data were found was utilized. All interviews that were included in the analyses consisted of different answers, but some answers about training and support from coordinators were similar. Among the ten interviews that were conducted, two were excluded from the analyses because of the similarity in the answers.

4. Data Analysis

After interviews were conducted the next step of researcher is to analyze the collected data. Neuman (2011) explained that qualitative research method is comprehensive and during the analyzing process it is necessary to read, reread, and reflect on data and note. This process has to be repeated until results are satisfactory.

Miles and Huberman (1994) presented the framework of qualitative analyses. In figure 4 process of analyzing is described with three consist activity, data reduction, data display and data conclusion/drawing/verification.

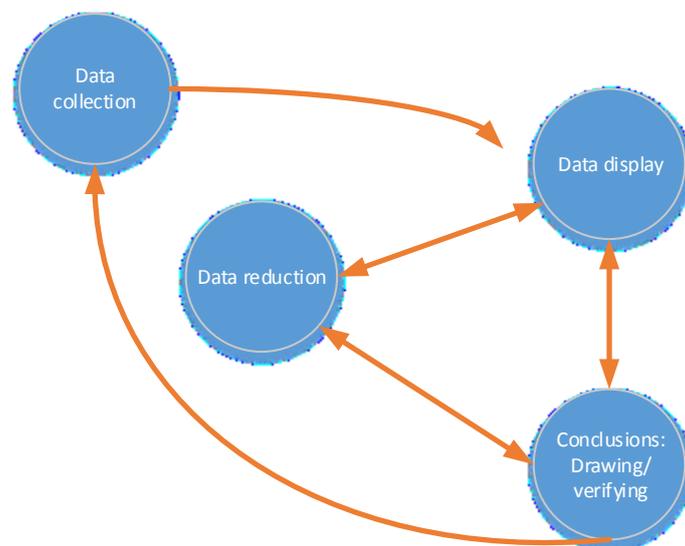


Figure 11: Components of Data Analysis, (Miles & Huberman, 1994)

In data reduction researcher is selecting, simplifying and transforming the collected data that are in the form of notes. Going through the interviews the relevant data were selected and data that was alike were excluded.

The collected data had to be intently reread more times to ensure that all data are encompassed (Miles & Huberman, 1994). During the rereading of the interviews researcher

discovered the new topics that were not considered earlier. The topics are incorporated in order to answer the research questions of the study, and then the final step of drawing conclusion and verifying chosen data can be proceeded. In total fourteen themes were developed from collected data and it will be demonstrated in section 6. During the process of analyzing collected data one new topic has emerge from researcher's experience that was not envisaged by the literature. That topic refers to the character of the coordinators, are they responsible or not.

4.1 Reliability and Validity of Data

Unlike quantitative research where the result of the study is shown in numbers in qualitative research the final result is in term of words. Hence, it is more difficult to test and demonstrate validity and reliability (Hill, 2012).

In qualitative research reliability and validity are not observed as separated terms, but rather as unify term like credibility, transferability, and trustworthiness (Golafshani, 2003) According to Patton (2002) the reliability and validity of data in quantitative research depends on how instruments are developed, however in qualitative research validity and reliability is in the hands of the researcher, because researcher is the instrument.

4.1.1 Reliability

To achieve reliability in qualitative research statements from responders as well as their interpretation should be distinguishable. Further, reliability can be provided by documenting and reflecting the decisions on why researcher has chosen this pattern (Golafshani, 2003).

In qualitative research we use term "dependability" for reliability. The dependability enables researcher to explore the product and also a process of the research to ensure consistency.

To achieve reliability researcher has to examine the truthfulness, so if result is consistent across the studies, then the qualitative researcher is sure that individual studies are trustful (Golafshani, 2003).

Dependability is demonstrating if the results and findings would be similar if the study is repeated by using same technique, sample and in the same situation and population (Shenton, 2004).

In this master thesis evidence that is demonstrating reliability is available through the questions of the qualitative interview.

To improve reliability of the study the recommendations of Neuman (2010) were used by trying to be consistent, thoughtful and self-conscious during the collection of the data. Further, to make sure that data are reliable only one interview guide exist for all interviews that were conducted. This measure was implemented in order to achieve consistency and to ensure that all interviewees are answering on the same questions. The researcher monitored her behavior and did not made any comment during the interview in order not to affect the opinion of interviewees. All interviews were recorded by voice recorder and presented as quotes in the result sections.

4.1.2 Validity

Hill (2012) has stressed that validity in qualitative research is more significant than the reliability. Different terminology as trustworthiness, credibility, transferability, dependability, and conformability can be used to prove validity of the construct in qualitative study (Lincoln & Guba, 1985).

Credibility refers to internal validity; transferability is referring to external validity or generalisability and finally conformability is referring to objectivity. Credibility is a criteria that have to be satisfied in qualitative research, and the research has credibility when the study measures what they supposed to measure. Credibility answer the question on how congruent are the findings with the reality and by achieving credibility the trustworthiness is ensured (Shenton, 2004).

Credibility refers to internal validity where researcher wants to be sure that the study measures what it is supposed to measure. According to Lincoln and Cuba (1985) when study has credibility it is easy to achieve trustworthiness. So credibility gives researcher confidence that his results have trustworthiness (Shenton, 2004).

Transferability or external validity demonstrates how much findings or results can be applied in other context, population, time and place. However, the results of qualitative research are based on a small sample of individuals, so it is difficult to show that findings can be applied in other situations (Shenton, 2004). The aim of qualitative research is to just collect detailed data not to generalize them, hence transferability in this type of analyses rely on similar findings in similar situations (Mehmetogly, 2004).

To achieve confirmability qualitative researcher has to be objective and to ensure that results of the study are based on experiences of the participants of the study, not on researcher preference. Furthermore, in order to achieve confirmability researcher must present the information from participants to the readers about the phenomenon. The information collected from participants is demonstrated by quotes (Shenton, 2004).

During the research process to ensure validity the results were demonstrated by using quotations of the participants. All quotations are matching the answers that respondents directly expressed in the interviews, therefore credibility consider to be high.

Furthermore, this master thesis is dependable because it is demonstrating comprehensive information, methods and technique of collecting data and the data analyze process. Also, researcher objectivity is increased by using quotations of the respondents and not including researcher's opinion, so confirmability is reached.

5. Limitations of the study

The researcher confronted with some problems that caused some limitations which are an inevitable part of every research process.

During the research there were difficulties to reach respondents that are not students, and it was challenging to involve them to participate. However, utilization of snowball technique helped in achieving more representative sample that included other profiles not just students.

The interviews were conducted on English language, because most of the respondents were international students which are studying on English. The language did not create noteworthy limitations, beside one respondent which was Norwegian and not fluent in English.

It would be more presentable to create random sample, but the convenient sample was chosen, because the participants of the study were people that the researcher already meet during the volunteering in Stavanger Live Festival, therefore the researcher had easier access to the data. Participants of the study also recommended other volunteers of Stavanger Live Festival, so the snowball technique was employed. However, this can be seen as limitations, because findings of the study cannot be generalized in different context and population.

6. Results

In this section introductions to the key findings will be drawn from the interviews. The presented result is important for answering the research question. The results of the interviews are divided according to the topics that were selected as relevant part for the analyses.

The anonymity of the interviewees is guaranteed, therefore all information about interviewees is presented in the form of codes as I1, I2 and etc. Also, all information like names of coordinators and the top management is not mentioned in order to remain confidentiality. Results are presented in the form of topics that are drawn from the interviews.

Topics:

Experience in volunteering. This topic refers to experience of interviewees in similar events. The topic is relevant because of the objectivity of the answers, and because experienced volunteers have better ability to evaluate compared to those without relevant experience.

I8: *"I have no experience in volunteering and this is the first time for me to volunteer in event like Stavanger Live Festival"*

I1: *"Yes I have been volunteering for many organizations, among which were student and event organizations. I have five years' experience as a volunteer in various countries in Europe in the field of event organizations that are promoting different companies for young people".*

Further, the next findings are revealing the experience, the competence and the job description of the volunteers in similar events.

12: *“Currently I am volunteering as event manager in International Student Union, so I could say that I have experience in HR process and in organizing student events. Also, I was working in industrial exhibitions as coordinator and my responsibilities were to manage and delegate the tasks for my team”.*

16: *“Yes I was working in music festival in Oslo in VIP area. I was in charge for catering service in VIP area and my duties were to make sure that food was always available for the artist and the crew”.*

As we see the interviewees have experience in service industry within events. Their professional experience gave them good base to evaluate the Stavanger Live Festival from viewpoint of volunteers

Duties and job description: In this section the volunteers described their working tasks, expectations and their final experience as a result of two days volunteering in Stavanger Live Festival.

11: *“I was in charge for general safety of the visitors. My job was first to provide information for every visitor how he/she must behave, to check the ID in order to be sure if the visitors are not underage and if they are do they have adult to shepherd them”.*

In order to easier achieve goals it is necessary to deliver clear jobs description to volunteers. Further, this topic gives insight how the coordinator were delegating duties to volunteers during the festival. Data are showing that in some sector it was not enough volunteers, while in other it was too much.

14: *“I was assigned to work in the bar section, however during the festival on the first day I was promoted to the leader of the bar. This was very unusual for me because I was not so*

experienced, but coordinator of all volunteers told me that the person who was supposed to lead the bar did not show up. I got more responsibilities like motivating people, bringing supplies and ordering new ones. Although, I had no experience as a bar leader I was asked to take this position”.

This is an unusual situation, to promote a volunteer into a bar leader during the festival. This confirms the findings that top management did not recruit responsible and professional coordinators.

I3: I was in charge of welcoming the people in the front, checking if they did not bring anything that was not legal and directing them to the tents. Also, I was assisting in cleaning department, because in security sector where I was first assigned was too many people, so coordinator sent us to support other sectors”.

The finding indicates that the organizers had difficulties during the process of allocation of volunteers. Therefore, volunteers were moved to other sectors with increased job load. These changes created difficulties in handling job duties, because volunteers were not introduced with clear job assignments.

Process of recruitment: Recruitment and selection of the volunteers is very important element of event success. Holmes et al. (2009) emphasis that management of the festivals has to be sure that recruited the staff that is skilled and motivated. Also recruitment is a two way process where volunteers are also deciding which organization to choose.

I1: “I got information that we can volunteer for Stavanger Live Festival at University of Stavanger, however I applied through the official page of Stavanger Live Festival and later on I got all necessary information by e mails”.

Results indicate that the recruiting process was carried out through online application; organizers did not use other marketing tool to attract the volunteers.

13: "I applied online and then the day after a meeting was held where 500 volunteers were present. During the meeting leaders were speaking in Norwegian although there was lot of international people that did not understand Norwegian".

Even before the festival started the language was a barrier, because the organizer neglected international volunteers by speaking Norwegian.

12: "I applied online and next day I received invitation for an interview. It was recruitment process where they were looking for open and communicative volunteers for positions as hosts. During the interview they were checking my communication skills and asking do I have previous experience in similar position".

For some sectors of volunteering like "Host" organizer implement interviews because they were looking for particular type of personality and experience for those positions

14: "My best friend is a student at University of Stavanger and she informed me about the possibility to volunteer in Stavanger Live Festival. I applied online and soon after I got the information about the sector of volunteering, description of the job and duties and working hours. I was surprised that nobody asked me about my previous experience or do I have it".

Next to recruitment that was conducted at University of Stavanger, WOM also influenced some groups to join Stavanger Live Festival.

18: *"I was in Folken bar and somebody told me that they need volunteers for Stavanger Live Festival. When I saw the lineup I was so happy that I have decided to volunteer so I could get the ticket for next day".*

Stavanger Live Festival neglected the strong impact of social media to people nowadays. The promotional plan for recruiting was not well integrated, because most of the volunteers were recruited at University of Stavanger or by WOM.

Motivation before, during and after festival: It is significant for organizations to know what motivates volunteers, so they can meet their expectations with efficient volunteers program.

11: *"Beside it was obligatory because it was part of our final exam in event management; my personal motivation was to see how HR leaders manage the volunteers, festival and to get familiar with Norwegian practice within the festivals. For me it was very important to reveal if the procedures of organizing events had difference with other countries where I had experience. Next to this, my motive was to enjoy the festival, meet new people and gain new experience. Motivation before festival was really high I was expecting lot of new and different things, so I was willing to go and see how everything functions. However, when I came my motivation went down, because right from the start it was totally unorganized and then in the end of festival I was totally not motivated, even I was thinking to give up. How the festival was going through the time my motivation was decreasing".*

The interviewees emphasized that gaining experience, knowledge and learning Norwegian practice in organizing events were pull factors for volunteering.

17: *"My motive to choose Stavanger Live Festival is because they had interesting profile, it was something new in Stavanger community and I thought that is going to be good for my*

CV. My motivation starts to decrease from the beginning of the event, because the first day some volunteers did not showed up, so when festival began lot of people wanted to get inside at the same time and it was very hard to handle the crowd”.

The experience, meeting new people and music were reasons why volunteers of Stavanger Live Festival were motivated to participate. However, motivations have decreased because of the bad coordination and not skilled leaders.

12:”I wanted to gain new experience because I was just volunteering in industrial exhibition, never in the music festival and because I wanted to visit the festival and enjoy the music. Before the festival I was really motivated especially because I got the position as a host. However, during the festival I felt that it was not enough visitors, so most of the time I was doing nothing during the first day”.

The low rate of visitors during the festival has decreased workload and made volunteer useless.

13: “My motive was to see how the concert organization was functioning and to attend a free concert. Before the festival I was quite excited and I was looking for to participate, but I also heard that briefing before festival was really unorganized and I got a lot negative feedback from the people that were there. At the same time I was little disappointed because I did not get so many information or what my duties will be during festival. During the festival I recognized that there was no organization at all, they did not know what they were doing, so basically we were just standing and waiting. Therefore my group has to take control and to figure out what to do. My motivation definitely decreased as the festival was going on. My time has passed in standing outside and doing nothing. I did not get any training, what to say and what to do as a host”.

Volunteers shown dedication and build good communication between each other, during critical situations they supported each other which had positive influence on their motivation.

14: "I choose to volunteer in Stavanger Live Festival first of all because it was cool, and also to gain new experience and skill as volunteer. Before the festival I was were excited and during the festival we had fun, but most of the time it was hard work and my new role as leader was very demanding. There were a lot of gaps in organization and I had to handle lot of people and did not have time even to think. I would say that the first day was more challenging than the second one, because many volunteers did not show up, so we got some people who were volunteering in other sectors. These volunteers did not have any skill to work in the bar, so it was difficult to organize them".

16: " My motive was to see the new festival, it seemed interesting, I wanted to see music bands for free, to meet new people and to make some new connections. In the beginning of the festival I was very motivated, but when I realized that they don't need me in PR sector I was disappointed and I was not motivated any more. There was a situation where my coordinator told me that I have to go really fast to the backstage area because they need support, so I was running there, however when I came there was nothing to do and I was just standing there and waiting".

Training: This part will describe the process, quality and relevance of the training from Stavanger Live Festival organization team.

11: "The training for volunteer was not even mentioned, which was very unprofessional for the event like Stavanger Live. As far as I am familiar we had only one meeting where some things were explained, but that was not a proper training. It was obviously that people who

were in touch with volunteers were not professional and my impression was that this festival was their first experience in managing volunteers. Volunteers can be organized by volunteers, but volunteers are very sensitive and vulnerable group and it is necessary to be managed by professionals which was not the case of Stavanger Live festival”.

Lack of training has been recorded and can be considered as the biggest omission in the organization of Stavanger Live Festival.

14: *“We had a briefing on the first day, but I did not receive the training required for a bar leader. I had to give briefing to the new volunteers, because people were changing every day and it was only possible to volunteer for one day, so many people did not show up for the second day”.*

12: *“No we did not have any training how we should handle our duties. There was no training or briefing. The only time when I met the recruiters was during the selecting process of volunteers for the host position. During the interview we did not receive any information of the job descriptions; we were just evaluated if we have the skills for the host position”.*

An interesting fact is that volunteers showed concern regarding lack of the training and they were worried if they could handle the assigned duties.

17: *“We got basic information about the festival and the way how the festival was organized. I noticed that some people during the briefing did not understand Norwegian and it was difficult for them to understand what leaders were talking about”.*

13: *“The first day of volunteering I had no idea where to go and where to find my coordinator. After some time I was delegated to work with security and I was totally unprepared for that job, because no information was given. There was a fight in front of the arena in the first*

day and we did not know how to react because nobody introduced us with the procedures in those situations. Even if we were volunteering as host we need training and briefing because the job must be covered with experienced force. I think the whole festival was a disaster”.

The accreditation and the host sector had difficulties in performing their duties because they were not introduced with the procedures. Volunteers were not prepared for the first day of work, because they did not have information of their shifts, how the duties will be distributed, what to in case of emergency.

16: “Day before festival we had a big meeting which was not good organized, and it is not professional to organize a meeting for volunteers one day before the festival. Also my coordinator did not have many information about our duties, so she was postponing lot of things, I remember she could not answer us all the questions”.

18:” I went with my friend day before the festival to pick up uniforms and to meet our coordinator. He explained us that we were assigned to the VIP area and we did also sign the contract. The coordinator gave us his number and told us that we can reach him any time, which was really cool”

Quality of the instructions, organizing, and leadership: This topic will introduce the quality of managing volunteers, how did HR carried out the process of recruiting, training and delegating duties to the volunteers.

11: “I have received only a few mails as confirmation that I will attend the festival, together with information about time, day and sector of volunteering. Coordination did not exist; we even did not received general information about festival. From very beginning there was lack of information, training, and communication flow and I didn’t felt as a part of the group”.

For the volunteers it was easy to evaluate the quality of the leadership, because the training was not organized, coordinators were not monitoring volunteers in order to support them and upgrade their skills.

13: My coordinator was experienced; she was able to instruct to certain level, however in the same time she was little bit over her head. I saw a lot of people from other sectors that were just standing and being bored.

15: "I would define Stavanger Live as a festival with lack of quality in organizing and leadership."

Communication: This topic will investigate the quality of information flow between volunteers and their coordinators before, during and after festival. Firstly, some experiences of volunteers before the festival will be presented, then some situations during and after festival will be presented.

14: "Communication was very bad, because the information flow was slow, for example many people did not receive confirmation about where they will work, from what time and which date. People were confused, because they did not received the confirmation mail. On the first day of the festival I was sent as a help to another sector of volunteering, it was complete out of the field of our responsibility. For example from my team few girls were doing the rigging, putting defense around the stage".

The feedback to online application was not delivered to volunteers, so volunteers were confused even before they started to volunteer.

18: I had very good communication with my coordinator. I knew him from Folken bar, so it was very easy for me to work with him. Also he was just one year older than me, so it was more like we are having fun with friends and not working so hard”.

13: “Communications was really bad, because coordinator did not have exact information, there was no instructions, no feedback. From this perspective management team seemed like unserious and not professional for this size of event”.

12: “The coordinator of my department was really friendly and cooperative, but without any relevant experience and it was the first time for her to coordinate these types of events. However, she was really open for suggestions from all of us, especially people with more experience in this area. Another problem was the language because half of the volunteers in hosting were Norwegians so coordinator preferred to talk Norwegian”.

The language became the barrier in many steps of the organization, international volunteers felt like they didn't belong to the group.

Support: As a very important segment of communication, support is very important for volunteers. Exchanging of ideas and knowledge is building the support between volunteers and coordinators.

11:” In the beginning I could not find my coordinator and people that I was managed by were just other volunteers, who were not prepared for that role. Therefore, most of the tasks we were handling by ourselves. During the day the leader of our sector came and told us that we will communicate on Norwegian because “her English is broken”. Therefore, people who were talking Norwegian and English were helping rest of the group to understand instructions. In that moment I felt very disappointed”.

14: *"I had an unusual situation, because during the festival I was delegated to be a bar coordinator. The main leader of volunteers she gave me some instructions, but most of the time she was in the office very busy, so we did not see her a lot".*

12: *"My coordinator was supportive when she was present in our department".*

17: *"When problems occurred the leader did not have any immediate solutions to that, he had to consult with the top management therefore the feedback was really slow. I have to say that my leader was not present most of the time which made situation difficult".*

One of the reasons why support was left out was because coordinators with were not present in their sectors.

13: *"There was no support because most of the time she was not present and she could not help us to solve the problems like drunk people who were fighting or some visitors that represent themselves as VIPs and demand to come in without any proof. My team in many situations was depending on professional security which was really helpful in these situations".*

16: *"She was happy and tried to motivate us, but it is hard when you don't know what to do. She was saying that we did a great job but it was hard to believe since we were just sitting and doing nothing".*

18: *"My coordinator was very supportive he was with us most of the time which made thing much easier".*

The expertise of the coordinator: This topic will present to what extent coordinators were prepared for the role as leaders and did they give impression that they were trained for Stavanger Live Festival.

I1: "I had two coordinators, the first one was in charged for accreditation department and the second was coordinating all volunteers in general. The girl who was coordinating the volunteers in general she came in our school and gave us quick information about the festival where she presented the festival as a fun and creating work environment. During the meeting she gave impression that she was not prepared and we did not received any significant information. Volunteer management is a science that has to be applied in practice and where particular rules and principles have to be respected. My impression after five years of experience as volunteer was that Stavanger Live Festival did not have any structure and it was totally chaotic. Top management made a wrong decision by employing volunteers for the role of coordinators and leaders, not professional engage people with relevant experience of managing volunteers. However, coordinators were really kind and I could see that they wanted to perform well, but they did not know how, because they had lack of education and experience in this area".

Volunteers with long experience noted that the top management did not made good choice of the coordinators. Although coordinators were positive and in good mood they were not able to lead.

I4: "Some people have inborn leader in them, so they can be leader without big preparations. However, leaders of Stavanger Live Festival were not experts and it seemed that they did not have relevant experience"

12: I think that most of the time my coordinator was waiting for the orders from top management; she gave impression that she was not properly instructed and trained to organize volunteers.

Involvement of volunteers: Topic will explain the process of organization, how jobs were delegated to volunteers and describe situations where volunteers took a charge because coordinator was not present.

11: "From the very start of the festival I could not find my coordinator, so few volunteers from my group decided to start with managing our tasks. After one hour our coordinator came back and during that period of time we were organizing everything by ourselves. When coordinator was present in our sector she would stay few minutes, ask few question and go again. This behavior of coordinator led to situations where lot of volunteers abandoned their working spot. We did not have any schedule of who that was staying in the tent and who was on the break and how long you can be out of your working place. I can describe this with two word total anarchy. In one point coordinator called me, she was in panic because no one was in our work place".

14: "Yes, I took charge of the bar although I did not expect that, but it was enjoyable and in same time hard and stressful. We received the survey by mail after the festival and I wrote everything what was on my heart, but did not receive any feedback. During the after party for volunteers we did not see any leader or organization team just few coordinators; nobody gave us any feedback about the festival".

Even, some volunteers were not experienced they risked and took a charge in moments when it was necessary. This was a great contribution for the whole festival.

15: *“There were a situation when I took charge, I can say that the second day I was giving instructions to the volunteers, because no one was there to organizes us. I recognized that my coordinator was not sure on how to manage us so she was very dependable on top leaders”.*

The situations where volunteers took charge and made decisions by themselves had happened only when coordinator was not present. However, finding revealed that one of the most usual problems for volunteers was reaching their coordinator.

17: *“In my sector in certain situations volunteers were in charge because leader were not present, that led to bigger confusion, because we did not have proper training”*

13: *“I think that they were not experienced, my coordinator could assign duties, and she was able to manage but not to lead”.*

16: *“In the back stage area I could not find my coordinator to tell me what to do, so I just find a job for myself, because I have experience from backstage before so I know how everything functions”.*

Knowledge: This topic refers to knowledge and ideas that volunteers and coordinators were sharing between each other.

11: *“Absolutely not! I was really excited to participate in Stavanger Live Festival because I was hoping to contribute with my experience that I have gained from five years volunteering in different countries and events. I am sure that they did not read my application, where I described my experience that was more than enough to be a part of the coordination team. It was not possible to share ideas with other volunteers or coordinators because they were not present most of the time. Also big load of job and not enough people created a lot of stress*

where you were just thinking on how to do your job. However, during the break I met some volunteers who are working in similar industries, so we talked little about whole the organization but mostly negative”.

12: *“That is how we survive the festival by helping and supporting each other. We were a real team and volunteers were more experience that the coordinators”.*

17: *“Sharing ideas mostly led to dissatisfactions among volunteers about leaders”.*

13: *“Nobody asked me for some idea! In my group were three people and we had to support each other. For example there were three different types of bracelets and we did not have information which one was for what day of the festival, this is how much coordination was bad. We had to guess or ask, because it was situations where people were trying to get in with bracelets from the first day. In half way through the festival coordinator came and showed us the picture of bracelets, anyway it was too late we already found it out by ourselves”.*

General impression refers to afterthoughts and some comparison with other festivals.

11: *“First of all I would say that festival had positive energy, because there were people who really enjoyed the music, the lights and the sound was good organized. I was not familiar with the music line up, but I could see that performers were very popular. However, there was no clear direction, what to do, where to go, and the volunteering management have totally failed. The other issue about Stavanger Live Festival was time of preparation which was only 3 months. This period was not enough to accomplish and follow a good strategic plan. Bad organization and lack of people in professional and volunteer level as well. The only people who seemed professional were musicians and sound operators”.*

14:” First, I would say that we did not have a proper training for this kind of event, because meeting volunteers just day before festival is not a good idea; also it is necessary for volunteers to have mental preparation. Attitude of the coordinators during the briefing were not acceptable because they were talking on Norwegian and in one moment they told us that we have to ask people who are Norwegian and English speakers to translate us main information. I was wondering how it was possible to treat volunteers in that way before the festival. I immediately felt like I am left out of the group and I did not have a feeling of unity”

13: Lack of coordination, communication was my general impression, however the good side of festival was that volunteers were supporting each other’s and trying to manage situations as a team. The main problem was that in some sectors there were too much volunteers, but in other sectors people were missing, this was the result of bad coordination. In my sector there were six people doing the job of 10, standing outside during the rain for 4 hours. There was no break because after the hosting we were assigned to clean while other volunteers were standing. HR management totally failed. I think the problem was not coordinators it was the top management, they did not handle the festival in professional way, they did not had good communication and they delegated unskilled people. Everything was inefficient and not effective”.

15: “From my previous experience in the festival I remembered that everything was organized much better comparing to Stavanger Live Festival. There was always a good food there, the coordinators were waiting you with the tasks and duties, and everything was ready for volunteers. Stavanger Live Festival guaranteed that volunteers will get the food, but when I came to the eating area there was no food anymore. My fellow volunteers were nice and we had fun together, however we did not gain any reward from Stavanger Live”.

Retention: In this topic researcher wanted to reveal if volunteers would engage again and would they recommend the festival assumed that Stavanger Live Festival occur annually.

18: *“Definitely, it was amazing experience. I meet so many interested people including my boyfriend, so definitely I would be a part of Stavanger Live Festival again”.*

11: *“I would engage only if they offer me a position of volunteer coordinator or leader otherwise there is no point repeating things .From this point of view I would not recommend this festival to my friends .Recommendation for festival team: Since we are talking about volunteers here I have to highlight that volunteers are really sensitive group and that’s why they should be organized by professionals, people who are trained and have long years of experience. Hence, I would recommend involving more professional people, to have more than three months of preparation and to have better marketing and promotion”.*

14: *“If they look through the survey that we had written, consider our suggestion and solve problems that we were dealing with, I would engage again. I am feeling that I can be valuable asset for them and could improve process of organization as well avoid the problems that occur last year, so I would only accept the leader position”*

13: *I would to try things twice just to see how it goes and if they learned from their mistakes. I have to mention that the advertising has totally failed, because when I mentioned to my friends that I was volunteering in Stavanger Live nobody knew about the festival”.*

I would not recommend this festival to my friends, also because of the sound system that was really loud. I don’t think that was a comfortable festival.

Responsible and irresponsible: This topic emerged because many interviewees were describing the relationship with their coordinators within the question about support and communication. Most of the coordinators were described as absent, non-reliable and mostly only interested in having fun and party. Therefore this topic has been implemented in the result section.

I3: "I would like to share one memory that will always associate to Stavanger Live Festival. There was an area in the upper part of arena for the coordinators to rest and chill. I could see them because it was open space terrace and interesting part was that the most of the time this place was full of coordinators while the volunteers under them were stressing and working. So it was clear that most of the coordinators were sitting upstairs and were enjoying the event".

I1: "My coordinator was 21 years old and her clothes were sending a message "I am young and I want to have fun". It was very hard to communicate with her because she was not taking my suggestion seriously and most of the time I felt that she didn't listen to me. When I was trying to reach her she was not available, however she was spending her time mostly in the coordinators area with another coordinators".

7. Discussion

In this part of the master thesis researcher will discuss about the presented results and their coherence with the theory presented in the literature review. The recommendations together with suggestion for the future event organizers in Norway will be implemented in this section.

The discussion will be organized by topics that were presented in the result section.

Experience in volunteering: The volunteers of Stavanger Live Festival were international students, Norwegian students and full time employees, most of them with a relevant experience in volunteering. Three of ten interviewed volunteers were fluent in Norwegian language, but seven of them did not speak Norwegian. Eight of them had experience in volunteering in Norway and abroad and two were without experience, but they were employed in the service industry.

Duties and job description: Volunteers were delegated to work in Bar, VIP, Rigging, Cleaning, PR and Marketing, Accreditation, Host and Sales sector. Today managing volunteers is relying on HR management, where Human Resource manager's role is to create strategic plans on how to organize sectors, training and how to delegate duties to volunteers (Getz, 2005). In the case of Stavanger Live Festival this process was not carried out in the proper way, because most of the volunteer were not informed about their duties and obligations during volunteering. There was not a clear draft of duties and list of responsibilities, also volunteers were not informed on how to handle urgent situations without the presence of coordinators.

Recruitment and selection of volunteers are activities that demand skilled and experienced HR managers. As Holmes et al. (2009) stressed it is necessary for HR to be careful and to

follow the procedures and policies during the recruitment in order to achieve effective groups of volunteers. The organizer of Stavanger Live Festival was recruiting volunteers online, by Facebook and word of mouth (WOM); however they did not devote enough time for recruiting and selecting. Findings indicated that the process of recruitment and selection were neglected, volunteers got an impression that their applications were not considered. The interviews were conducted only for the host and VIP sectors and these procedures created uneven allocation of volunteers in terms of experience and skills. **Motivation** is a very important aspect of volunteering and for the event organization team it is significant to meet the expectations of volunteers in order to achieve bigger retention. Results had revealed that motivation of volunteers was high before the event and interviewees were excited to participate. Factors that were found as important for volunteering in Stavanger Live Festival are values, understanding, social and career. Like in the study of Clary et al. (1998) where multi motive scale consist of the following factors, values refers to altruistic and humanitarian aspect, understanding refers to gaining knowledge and experience, the factor career refers to possibility to gain better position and social refers to building new connections and improving the skill of interactions. These listed factors had the strongest influence on the motivation of participants of Stavanger Live Festival as volunteers.

Training presents the first touch for volunteers to the events and it is seen as the beginning of the volunteer experience (Costa et al., 2006). In the case of Stavanger Live Festival findings indicated that training was not carried out. As interviewees point out, there was no training just one meeting the day before the festival, where volunteers met their coordinators, took the uniform and received basic information. However, the meeting was held in Norwegian language, therefore lot of people did not understand what they were talking about and were completely neglected by the management team.

According to Costa et al. (2006) training is important to volunteers and they have to receive it before the event. Volunteers evaluate the quality of the training, because their competency and how they manage duties depends on the received training.

The mission of HR managers is to create efficient patterns and to decrease the turnover and increase retention. Satisfaction is important aspect in volunteering and it is connected with turnover intentions and retention. Elstad (1996) had stated that possibilities to increase personal network, to be part of a group and to gain experience have the strongest influence on satisfaction for volunteers. Four interviewees didn't feel belonged to a group, coordinators were talking on Norwegian, that made them feel worthlessness and neglected. This situation created lot of misunderstanding and thoughts about giving up volunteering during the festival.

Quality of the instruction, organizing and leadership refers to what extent leaders were prepared and competent for their roles. The top reasons why volunteers gave up volunteering during the festivals were due to the workload and the unskilled leaders. Leaders have to be competent and sure that volunteers understand their duties, it is also important to know what motivate volunteers and how to maximize their productivity and commitment (Getz, 2007). The findings disclosed that coordinators were unskilled, unprofessional, and irresponsible without relevant experience in managing volunteers.

Further, **communication** is a relevant factor for success of all events. This topic reveals the information flow between volunteers and coordinators. Communication flow was not established from the beginning of volunteering, there was no clear information about working shifts, description of the duties, there was no briefing provided by coordinators, no instructions and no feedback. One of the obstacles was the language, because coordinators preferred to talk on Norwegian, although in their sector there were people who did not

understand them. Two interviewees that were international students did not have any communication with their coordinators because they did not understand Norwegian. The rules and procedure created by HR management has to be followed by operational manager and coordinators and the coordinators have to ensure that all the staff understands their assignment (Getz, 2005).

Further, the **support** that coordinators were giving to the volunteers was not well integrated because of bad communication. Support includes exchanging ideas and knowledge between volunteers also. The finding showed that there was a high support between volunteers that was expressed by translating new information and updates from the coordinators from Norwegian to English. The top reason why support was not well established is because volunteers could not find their coordinators in their working spots in emergent situations. Volunteering is a crucial part of event and festival organization, where support and collaboration of volunteers is essential for success of festival (Elstad, 2003).

The topic **experience of the coordinators** gave insight that top management made wrong decision by employing volunteers for the role of the coordinators and not professionals with experience in managing volunteers. As Holmes et al. (2012) noted the biggest concern for HR management is to find skilled and motivated people. From ten interviewees seven described their coordinators as non-skilled, non-experienced and not competent to be on leader position. The lack of quality in organizing and leadership was present in top management. Lund Gruppen made a decision to rely on coordinators that were volunteers in order to cut expenses and during the recruiting they did not respect the procedures to implement proper training.

Involvement of volunteers is the topic that describes the situations where volunteers had to be in charge and how they managed issues when the coordinator was not present.

All interviewees experienced unexpected situations during the volunteering where they had to show their skills and knowledge. There were situations where people abandoned their working spot, so in some sector there were not enough people. Interviewee number 4 was asked to coordinate the bar during the festival, because the planned coordinator did not show up. She did not have any training nor briefing for the role of coordinator. These situations indicated that HR management had a lot of gaps in their work which were reflected in many levels in the organization of Stavanger Live Festival.

Knowledge: According to the Jaeger (2013) by taking part in festivals volunteers are improving their knowledge through managing work with high pressure and unpredicted outcome. On other hand, volunteers use their knowledge and professional skills to improve festival production and provide values to the festival.

Volunteers work on positions where they have direct communication with colleagues and visitors, so they can be observed like frontline staff. The study of Hallin et al. (2012) observe frontline employees as predictors of organizational performance and the findings from the study indicated that frontline employees can better predict organizational performances than the top management. According to Hallin et al (2012) frontline employees have essential information about the operation in the company, so it is recommendable for organization to gather information about operational activities from frontline workers and to include them in decision making process. Although, volunteers don't have the same treatment as employees some parallels can be found, because volunteers as a frontline work force have knowledge about the operational process during the festival and can sense what can go wrong and update top management with new circumstances.

The findings in the topic knowledge showed that volunteers have used their knowledge and skills to improve the festival. Volunteers were put in situations where they made decisions

without support of the coordinators. However, they were not asked by coordinators and leaders to share their ideas and knowledge, they wanted to solve a problem and make contribution on their own initiative. According to Costa et al. (2006) the chance to share knowledge and ideas during the festival will provide the feeling of belonging and community for volunteers. The sense of community during volunteering is a result of the quality of social interactions and support that volunteers obtain from their coordinators.

Retention: Without volunteers numerous event couldn't be organized, therefore it is necessary for event managers to invest in volunteer program for training and retentions. Previous research indicated that motivation and commitment are factors that influence retention of volunteers. Also human resource management literature notes that organizational commitment has high correlation with turnover of employees, (Bang, et al. 2009). Further, social exchange theory can be useful for understanding volunteer's intentions and can be applied on individuals in order to continue volunteering for coming events, because when volunteers are satisfied during volunteering they will have the intention to continue and this can be seen as exchange of values (Bang, et al., 2009).

The key role of management is to ensure that the resources of the organization are managed effectively, including volunteers. Organizations with solid structures, clear lines of communication and good relationships will attract and keep good people (Managing Volunteers: A good practice guide, 2008, p. 51).

In the case of Stavanger Live Festival results has shown that retention of volunteer is very low. Only two of ten interviewees would try again to volunteer in Stavanger Live Festival assuming that the festival will be organized again. Findings reveal that rest of the interviewees would engage only if they get positions as coordinators or in the organization

team. The HR manager did not implement the training and create good allocation of the volunteers considering their background. Volunteers did not gain new knowledge, skills and did not receive any contribution from the festival. In the after party just few coordinators showed up and no one from top management came to support the volunteers. These procedures created consequences and influenced the low retention of volunteers.

The topic responsible/not responsible was not envisaged during development of the interview guide, but has emerged during the pretest. During the test researcher noticed that interviewees always mentioned that they could not find their coordinates. There were many negative things about their behavior, characters and professionalism. Most of the coordinators were young in their 20s and gave impression that they came to Stavanger Live to have a fun. Not skilled, not professional, not interested, not able to lead and to assign the duties is how interviewees described their coordinators.

General impressions: There were no milestones, no mission for the event, and no collaboration between leaders. HR management totally failed and did not implement proper training; information about festival was also not delivered which led to lack of communication and coordination. Coordinators were missing a proper schedule of division of hours among volunteers which resulted to neglecting of volunteers at some points. The good side of the festival was that volunteers were supporting each other and trying to manage situations as a team.

Even the findings disclosed that Stavanger Live organization was poor and not well integrated, festival worked mostly because of the excellent music lineup. Also, competence and skilled volunteers supported the festival and made contribution without any back up from the coordinators and top management. In some way it is a paradox, how can the

management be so bad and the festival still surviving until the end? The recommendation for the further research is to elaborate these facts.

Further, the visitor rate of Stavanger live was twice lower than what the organizer was predicted, the explanation can be found in the lousy management and their influence on visitor satisfaction which led to fewer visitors on the second day of festival.

In addition social media (Facebook, blogs, twitter and etc.) which have a strong impact on people's behavior were not contributing to the visitor rate because of the negative comments that were circulating around.

Recommendations: Stavanger Live Festival should be organized and managed by the professional leaders and volunteers. Coordinators have to interact more with volunteers and motivate them by giving support, involve them in different activities and by giving them opportunity to share their ideas and knowledge.

In order to progress next mentioned practices should be implemented by the management:

1. value the role of volunteers,
2. creating clear rules and expectations,
3. developing volunteer's skills;
4. developing jobs and selecting the right people,
5. reducing the risk,
6. creating clear assignments;
7. creating an environment where the volunteers feel belonged and want to stay by providing training and supervision,
8. recognizing of volunteer contribution (Ellis, 2005, p. 2).

Also, if we assume that Stavanger Live would be organized on annual base it would be recommendable for the organizers to ask for input from volunteers about what should be improved from their point of view.

8. Conclusion

To provide good foundation in managing volunteer the organizations have to make clear mission statement, why volunteers are part of their organization, present goals and objectives, develop HR and financial support for volunteering and to have efficient monitoring and evaluation during volunteering.

Stavanger Live had the potential to be established and become a leading festival in Rogaland area. Although the music line was excellent, the organization had many gaps, among which was the time for preparation which was only three months. This period was not enough to accomplish all objectives in order to create a successful and sustainable festival.

A lot of aspects can be revised to discover why Stavanger Festival lost 4.5 million NOK and declared bankruptcy. Some recommendation for further work could be to look into HR practice (recruiting and selecting) and what went wrong with the advertisement.

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Appendix

Topics for the interviews

- Age, gender, occupation.
- Previous experience in volunteering (how many time were they volunteering in similar festivals).
- Sector of volunteering (accreditation, bar, transport, rigging, cleaning department, info/marketing, host, security, sale, VIP (artist management))
- Job description and duties.
- Process of recruitment (how and where were they recruited).
- Motive to participate (why did they choose Stavanger Live), and how did the motivation develop before, during and after the event
- Process, quality, and relevance of training (did they had any preparation or briefing before begging of the festival and how did they perceive).
- Quality of the instructions, organizing, and leadership.
- Communications between volunteers and coordinators before festival, during and after the festival (information flow).
- Support from the coordinators before, during and after the event.
- The expertise of coordinators (how were they trained for the role of leaders and to what extent they were prepared and competent to give orders).
- Process of organizations, the degree of involvement of volunteers and taking charge of the things when coordinator is not present.
- Sharing of knowledge and ideas with fellow volunteers and coordinators – were you asked to share your opinion and was it possible to contribute with your experiences?

- General impression of the festival, afterthoughts and comparison to other festivals if possible.
- Responsible and not responsible. Describe the character and attitude of your coordinator.
- Final question: Provided that the event would occur on annual basis, would you recommend this event to your friends as a place for future volunteering and, if so, would you engage yourself in the event once more?