UNDERSTANDING VOLUNTEERS IN CULTURAL TOURISM ORGANISATIONS IN NEW ZEALAND:

EXPLORING DEMOGRAPHICS AND MOTIVATIONAL FACTORS

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Attestation of Authorship

"I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person (except where explicitly defined in the acknowledgements), nor material which to a substantial extent has been submitted for the award of any other degree or diploma of a university or other institution of higher learning."

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Acknowledgements

Abstract

This research explored the demographics of the volunteers who work in three cultural tourism attractions in New Zealand. Furthermore, it investigated the motivational factors that influence the decision of these people to volunteer in the organisations. The research reviewed the previous literature about volunteering in general and in the tourism industry in particular. In order to enhance the work experience of cultural tourism volunteers and improve volunteer management in these tourism attractions, the study focused on finding out who the cultural volunteers were and what motivated them to participate in the volunteer activities.

The research used a quantitative method to examine the characteristics and motivational factors of cultural tourism volunteers in New Zealand. A questionnaire was adopted to collect the data. The research involved three major urban cultural institutions: Auckland War Memorial Museum, Voyager New Zealand Maritime Museum and Auckland Art Gallery. From over 450 volunteers, 177 valid responses were drawn from these organisations in March and April 2014.

The survey identified the general demographics of the volunteers who work in these cultural tourism attractions and demonstrated which motivational factors were the most and least influential in making the decision to volunteer. A 30-item survey instrument covering six motivational functions based on the Volunteer Functions Inventory (VFI) model was employed in the research to explore the motivational pattern. The findings showed that partnered or married, retired, European female individuals with a strong

educational background and average income were the predominant group in the sample. Furthermore, the statements related to motivational function of 'values' were found to be the most important factor among all. Recommendations are made for volunteer management in cultural tourism attractions in New Zealand for further action.

1. Introduction

1.1. Cultural Tourism in New Zealand

New Zealand attracts many tourists every year to its natural scenic attractions and historical sites. From April 2012 to March 2013, 2.6 million international travellers visited New Zealand (Ministry of Business Innovation and Employment, 2014). Visiting cultural tourism destinations is one of the more popular tourism activities in New Zealand. 308,090 international tourists (11.8% of total) visited a museum or gallery during the period 2012 - 2013 (Ministry of Business Innovation and Employment, 2014). There were 234 cultural tourism attractions across New Zealand in 2008, employing over 2,400 people (Ministry of Business Innovation and Employment, 2014). Auckland, as one of the most visited cities in New Zealand, has 36 museums and art galleries (15.4% of total). In particular, some of the medium and large cultural tourism attractions performed really well in terms of visitor numbers. In the 2012 financial year, 61 museums in New Zealand received more than 20,000 visits. Three of these museums reached over 500,000 international and domestic visitors (Museums Aotearoa, 2013).

Cultural attractions, including museums and art galleries, are one of the most important elements of the tourism industry. They attract international and domestic visitors to a region and bring revenue in the form of admission fees, sale of souvenirs, research and collection services (Kelly, Savage, Landman, & Tonkin, 2002). For the local community, these are the places to learn cultural knowledge, particularly for youth as an education outlet (Urry & Larsen, 2011). Culturally, they protect and preserve valuable legacies and

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assist research into human history (Kelly et al., 2002). However, there are also challenges for cultural tourism attractions. The competition from other tourism attractions, funding and cost management are pushing museums and art galleries to adapt into the new environment (Kelly et al., 2002).

1.2. The Significance of Cultural Tourism Volunteers

In order to ensure their sustainability economically, cultural tourism attractions use volunteers to work in a diverse range of positions. As the literature has shown, people in local communities are often passionate about the volunteer programmes provided in the museums and art galleries. Over 80% of New Zealand's museums and art galleries are dependent on volunteers' support in order to operate (Museums Aotearoa, 2005). Moreover, many cultural organisations rely totally on volunteers.

Although the volunteers are unpaid, they play important roles in the daily operation of the cultural organisations in New Zealand. In a survey of 117 cultural tourism attractions in 2013, a total of 1,625 people were directly employed. On the other hand, 1,946 people were engaged in the volunteer programmes in these museums (Museums Aotearoa, 2013). The number of unpaid volunteers in the museums and art galleries exceeds the number of paid employees by almost 20%. In term of working hours, the volunteers in the survey contributed a total of 185,712.5 hours for the cultural organisations in the period 2012 - 2013. On average, each volunteer worked over 90 hours over a year (Museums Aotearoa, 2013). Indeed, the overall sustainability and success of the museums and art galleries are in part dependent on the volunteers' productivity.

1.3. The Objectives of the Study

Since volunteers play such important roles in the cultural tourism attractions in New Zealand, it is useful to gain a comprehensive understanding of who these volunteers are and what motivational factors influence their decision to volunteer in museums and art galleries. This knowledge not only helps to improve the volunteer programme, but also assists in enhancing the work experience of volunteers who work in cultural tourism attractions in New Zealand. The purpose of this research, therefore, was to explore the demographics of cultural tourism volunteers who work in New Zealand museums and art galleries, as well as the motivational factors that push them to volunteer in the organisations.

Therefore, the main objectives of this study are as follows:

1. To identify the demographic characteristics of cultural tourism volunteers in New Zealand.

2. To investigate what motivational factors most and least influence people's decision to be volunteers in cultural tourism attractions.

3. To propose practical suggestions in volunteer recruitment and management in museums and art galleries.

The first step in enhancing the volunteer programmes in New Zealand cultural organisations is to understand who the volunteers are and what motivates them to participate in the programme. With this in mind, the study emphasized the management strategies of recruitment and retention of volunteers. It is expected that this research

would identify a clear profile of the cultural tourism volunteers in New Zealand, and could assist as an empirical reference for the volunteer management team in the tourism industry.

1.4. Methodology

A quantitative approach was adopted as the methodology of this study to investigate the demographics and motivational factors of New Zealand cultural tourism volunteers. A questionnaire survey, one of the most cost-efficient data collection methods (Gillham, 2000), was employed to obtain the volunteers' basic profiles and their perspective on motivation. The questionnaire included 11 multi-choice questions to examine the participants' characteristics. Furthermore, it presented 30 motivational statements derived from Volunteer Functions Inventory (VFI) (Clary et al., 1998) framework for participants to rate using a five-point Likert scale. The data collected from the quantitative research provided some insights to describe the volunteer group in the cultural tourism industry.

The target population of this research were the volunteers in New Zealand who work in cultural organisations. Due to time and financial constraints, a convenience sample of the volunteers who work in three organisations (Auckland War Memorial Museum, Voyager New Zealand Maritime Museum and Auckland Art Gallery) was selected for this research. Over 450 invitations were delivered to the volunteers through volunteer coordinators in the three organisations. A total of 177 valid responses were obtained during the survey period. After the data were collected, statistical analysis was performed with the help of the Statistical Package for Social Science (SPSS).

1.5. The Organisations Involved in This Research

Three cultural tourism attractions were selected as sites for the field research. They were Auckland War Memorial Museum, Voyager New Zealand Maritime Museum and Auckland Art Gallery. The reason they were chosen in this research is that they are all representative of professionally staffed organisations in New Zealand's tourism sector. Auckland War Memorial Museum owns the finest Maori and Pacific treasures in New Zealand (Auckland Museum, 2014a). Voyager New Zealand Maritime Museum houses the richest maritime heritage of New Zealand (Voyager New Zealand Maritime Museum, 2014a). Auckland Art Gallery holds the largest and most comprehensive art collection in New Zealand (Auckland Art Gallery, 2014a).

The three organisations are all not-for-profit organisations, receiving a proportion of their operational funding directly or indirectly from local government rates. They all have a business relationship with Regional Facilities Auckland (RFA), an organisation that runs and develops Auckland's culture and heritage venues on behalf on Auckland Council. RFA advises Auckland Council on the levy setting and governance for Auckland War Memorial Museum. It manages the funding and property of Voyager Maritime Museum. Auckland Art Gallery is directly managed by RFA (Auckland Council, 2014).

The three institutions are all leading tourism destinations for international and domestic tourists in the industry. In addition, they are located in Auckland, where the researcher studies. The field research was convenient to conduct for its local accessibility. A brief description of each attraction is provided to contextualise the study.

1.5.1. Auckland War Memorial Museum

Auckland War Memorial Museum (Figure 1) is one of the most important museums within New Zealand. Established in 1852, it was the first museum in the country and has been located in the Auckland Domain since 1929. The collection covers New Zealand's long history including Maori and Pacific collections, natural history and major social and military history collections, as well as decorative arts and pictorial collections. It also holds one of New Zealand's top three heritage libraries. The museum building is also an Auckland landmark, as it is constructed in the neo-classical style (Auckland Museum, 2014a).

The museum currently has 275 volunteers. In the period 2012 - 2013, they contributed a total of 25,000 hours to the organisation. This equates to a fair value of 537,000 NZD (Auckland Museum, 2013).

The roles of the volunteers in the Auckland War Memorial Museum include front-of-house roles such as administration support, the information desk, education and volunteer guides, and back-of-house roles such as data entry and filing, 'flying squad' (e.g. preparing resources, putting together files, photocopying, filing, stuffing envelopes on an 'as needed' basis) and other roles (Auckland Museum, 2014c).

People over 18 are eligible to apply for the volunteer programme in Auckland War Memorial Museum. Volunteers' benefits include various invitations and discounts including free parking. They also have chances to socialize with each other on a regular basis (Auckland Museum, 2014c).

Volunteers frequently belong to the *Friends of Auckland Museum*, the community of supporters of the organisation. The membership is for people generally interested in preserving natural heritage and promoting the human history of Auckland and New Zealand. Friends' benefits include an exclusive behind-the-scenes experience, the Member's Lounge, advanced notification of lectures etc. The members also receive discounts for event tickets and in the museum shops (Auckland Museum, 2014b).

Figure 1 - Auckland War Memorial Museum

Source: Auckland War Memorial Museum (http://www.aucklandmuseum.com/)

1.5.2. Voyager New Zealand Maritime Museum

Voyager New Zealand Maritime Museum (Figure 2) is New Zealand's most extensive maritime museum. Located on Hobson Wharf in Auckland's Viaduct Harbour, it was opened in 1993. The museum contains five galleries with exhibitions covering New Zealand's maritime history from the first Polynesian voyagers to more recent America's Cup triumphs. It displays items of national, regional, local and general maritime interest. The museum also owns a number of heritage vessels such as *Ted Ashby*, *Breeze* and *Puke*, which guests can sail on (Voyager New Zealand Maritime Museum, 2014a).

Voyager New Zealand Maritime Museum employed 166 volunteers in the positions of heritage vessel crew, heritage vessel maintenance crew, model maker, host, tour guide and learning programme assistant. During 2012 - 2013, they contributed 30,081 hours. Their productive work equalled 40% of the total workforce in the museum (Voyager New Zealand Maritime Museum, 2013).

Anyone over the age of 18 can apply for the volunteer programme. Volunteers benefit from discounts in the souvenir shop and for the harbour sailings. They also get free car parking on their volunteering days. The museum organises social events for volunteers, such as outings and Christmas dinner (Voyager New Zealand Maritime Museum, 2014b).

A volunteer working group has been established to enhance the communication between the museum management team and the vast resource of volunteers. Representatives from all areas in the volunteer team have meetings with the volunteer manager on a regular

basis to ensure the volunteers are taken care of appropriately (Voyager New Zealand Maritime Museum, 2013).

The supporter membership organisation in Voyager New Zealand Maritime Museum is called *Voyager Crew*. The members are entitled to free access to the exhibitions, harbour sailings, school holiday programmes and the maritime library. In addition, they receive discounts in the museum shop and a number of other Auckland tourism attractions as well. Some volunteers also belong to this supporters' group. (Voyager New Zealand Maritime Museum, 2014c).

Figure 2 - Voyager New Zealand Maritime Museum

Source: Voyager New Zealand Maritime Museum (http://www.maritimemuseum.co.nz/)

1.5.3. Auckland Art Gallery

Auckland Art Gallery (Figure 3) is the premier public gallery located in Auckland. It was established in 1888 and sits in the corner of Albert Park in Auckland's city centre. It houses over 15,000 artworks including major holdings of New Zealand historic, modern and contemporary art, and outstanding works by Māori and Pacific Island artists, as well as international painting, sculpture and print collections ranging in date from the 11th century to the present day. It is the largest art institution in New Zealand. (Auckland Art Gallery, 2014a).

The gallery currently has over 50 volunteers and most work as tour guides, with a small number engaged in collection research. The tour guide volunteers receive professional training to gain an insight into the gallery, collections and functions (Auckland Art Gallery, 2014c).

Friends of the Gallery is the supporters' group of Auckland Art Gallery for those interested in caring about art and learning more about it. The members enjoy a reduced admission fee to paid exhibitions, entry to the Member's Lounge, invitations to exclusive art exhibitions, lectures and artist talks. They also get discounts in the gallery café, gallery shops and some other museum and art galleries in Auckland (Auckland Art Gallery, 2014b).

Figure 3 - Auckland Art Gallery

Source: Auckland Art Gallery (http://www.aucklandartgallery.com/)

1.6. Structure of the Dissertation

This dissertation comprises six chapters. This first chapter presents the current situation of the cultural sector in New Zealand tourism industry and outlines the significant role that tourism volunteers play in cultural tourism attractions, and shows the importance of understanding the volunteer population.

The second chapter reviews the existing literature by other researchers on the topic of volunteers. It begins with definitions of volunteers to explore the identification of this group of people. In particular, the literature review studied cultural tourism volunteers as a distinct segment. The review then moves on to the demographics of volunteers to

explore their characteristic features such as age, gender, educational background, etc. The work on volunteer motivational factors was then examined to gain a conceptual perspective of what influences people's decision to volunteer. It also includes information about the Volunteer Functions Inventory (VFI), which will be used as a theoretical basis in this research.

Chapter Three explains the details of the methodology of this research. It first describes the research method and research instrument for this study. It points out the benefit of using quantitative research method and questionnaire survey as the research instrument. The sampling method and data collection processes are presented. Ethical issues are also discussed here. Most importantly, methods of data analysis including frequency distribution analysis, central tendency analysis and reliability analysis are discussed to provide a clear process outline of the results.

Chapter Four starts by presenting the demographics of the research participants. Frequency distribution analysis is mainly used here to explore the pattern of volunteer groups. Characteristic features such as age, gender, income, educational background etc., are all examined in this section. Figures provide a visual understanding of the results. Next, frequency analysis and central tendency analysis are both used to explore the motivational factors of the volunteers who work in the three cultural tourism attractions. Descriptive statistics, the value of mean, are ranked among 30 motivational statements to compare their significance in influencing people to volunteer in the museums and art gallery. Furthermore, central tendency analysis is also adopted to explore six

motivational functions in a systematic manner. In addition, reliability analysis is conducted to assess the internal correlation of this research.

Chapter Five provides more detailed discussion of the findings reported in Chapter Four. Firstly, the demographic information of the participants is discussed. There are several interesting findings, some of which are in line with the previous research and some are different. Additionally, a funnel model is developed, based on the results from volunteer motivational functions. The insights gained from this quantitative research are discussed in term of each motivational function.

In the last chapter, the study's conclusions are drawn and recommendations are suggested, as a result of the findings. The contribution of this study is stated academically and practically. Finally, the limitations of this study are identified and insights for future research are suggested.

2. Literature Review

2.1. Introduction

The main purpose of this study is to investigate the volunteers working in three cultural tourism attractions in New Zealand and the reasons for their involvement in volunteering. The research thus explored the characteristics of this group of people and motivational factors that drive them to volunteer. A critical review of previous literature is necessary to assess what others have found out about volunteers and what is beneficial for conducting further study. Much has been written discussing volunteering in diverse contexts, and those provide the foundation of this study.

The literature review starts with the definitions of 'volunteer', to explain the origin of this social group and the means of identifying 'true' volunteers from other people. The review then explores the volunteers who work in the cultural tourism industry. As a discrete segment of the whole volunteer group, the literature review will investigate their unique features. Then, the published research on demographic backgrounds of volunteers will be reviewed in order to investigate the important characteristics that may affect the group. This is followed by a thorough review of previous literature about volunteer motivations. A number of typologies are outlined to discuss different perceptions of what makes people participate in volunteer programmes. Finally there is a discussion of the theoretical model used in this study.

2.2. Volunteers

In order to understand volunteer activities, it is first necessary to define 'volunteer'. However, this is extremely hard since there appears to be no standard practice. The term 'volunteer' is originally derived from a Hebrew word that means 'to willingly give' or 'a charitable donation' (Cnaan, Handy, & Wadsworth, 1996). This is understood as those people who volunteer are altruistic. The word 'volunteer' is firstly used in the military (Christiansen-Ruffman, 1990; Karl, 1984).The civilians who offered their service in the wars in Europe with no pay in the early 1750s were considered as volunteers. Nowadays soldiers are paid and therefore are no longer volunteers in this original sense.

Many publications aimed to define volunteers. The authors hold a wide range of views from the broadest to the purest. For example, Adams (1985) defined volunteering as helping others for no financial reward. Similarly, Shure (1991) stated that volunteers are people who are willing to offer a service without obligation or pay. Smith (1981) defined volunteers as individuals who participate in the activities and expect psychic benefits instead of bio-social determination, economic necessity or socio-political compulsion, which shows a more limited perspective. These definitions are relatively loose compared to others in the literature.

Scheier (1980) described volunteer activity as unsalaried service to others in a structured setting. He noted that formal volunteer programmes are always well organised with clear roles such as director, administrator and coordinator. Also, local, state and national organisations necessarily provide resource to support the programmes. Jenner (1982)

defined volunteers as people who are willing to work for a non-profit and formally-organised organisation that offers service to others without getting paid. Cnaan et al. (1996) analysed 11 widely used definitions including some literature mentioned above. They then came up with four dimensions to recognise volunteers: free choice (free will, relatively uncoerced, unobligated to volunteer), remuneration (none at all, none expected, expenses reimbursed, stipend low pay), structure (formal, informal) and intended beneficiaries (help others, strangers, friends, relatives and oneself). They also suggested that the lower the net cost of a volunteer is, the 'purer' the volunteer activity is, and therefore volunteering involves contributions of time with the least coercion or remuneration. It is an insightful opinion to balance the two poles of definitions. Stebbins and Graham (2004, p. 5) stated that 'volunteering is help offered either formally or informally with no or, at most, token pay done for the benefit of both other people and the volunteer'. This definition is based on the four dimensions created by Cnaan et al. (1996) mentioned before. From a professional perspective, Ford (2007) suggested that volunteering commitment should be more about duty instead of pleasure.

Edwards (2005, p. 22) described volunteer work as 'an activity that takes place in not-for-profit organisations or projects and is of benefit to the community and undertaken of the volunteer's own free will, without coercion; for no financial payment; and in designated volunteers positions only.' This definition included all the essential elements in the previous literature and particularly clarified the role of volunteers in the cultural tourism industry. For the purposes of this study, the term 'volunteer' will be interpreted through this definition.

2.3. Cultural Tourism

Cultural tourism has become an important sector within the tourism industry in the recent decades. In 2007, cultural tourism accounted for around 40% of all international tourism, which is approximately 360 million tourists (OECD, 2009). It is a common marketing strategy for countries and regions to use their local art and heritage tourism attractions to attract cultural tourists.

Silberberg (1995, p. 361) defined cultural tourism as "visits by persons from outside the host community motivated wholly or in part by interest in the historical, artistic, scientific or lifestyle/heritage offerings of a community, region or institution". It is related to two groups of tourism attractions: the tangible ones such as museums, art galleries, heritage sites, artistic festivals, historical and archaeological sites; and the intangibles ones such as opera and stage performances (Hughes, 1996; Stebbins, 1996). MacDonald and Fyfe (1996) considered cultural tourism products as manageable and visitable sites that provide local, regional, national heritage and spatial experience for tourists to learn meaningful cultural knowledge. Exhibitions and collections convey valuable ideas of the past to modern times. Nuryanti (1996) argued that the cultural heritage produces the products and the tourism industry consumes them in a practical manner. Furthermore, Graham, Ashworth and Tunbridge (2000) described cultural tourism products as a 'recycler' of the past. They suggested that art and heritage were not only products of a specific era and circumstances, but they should be recognised as the media through which historical collections create new meaning under modern social and political circumstances and present dominant narratives of the modern time.

Cultural tourism has existed for a long time but it has only drawn attention from academia and experts since the late 1970s. Tighe (1986) discovered in a marketing study that some people travelled long distances to gain more knowledge of culture specifically at the destination. These tourists visit the cultural tourism sites to learn about local residents' lifestyle, heritage, leisure pursuits and art (Waitt, 2000). The tourism experience is more fulfilling than learning from other media such as books and films. Halewood and Hannam (2001) anticipated that cultural tourism would standardize the local culture and translate local attractions into global phenomena.

2.4. Cultural Tourism Volunteers

Volunteers play an essential role in the daily operation of cultural tourism attractions (Edwards, 2004). In the 2012 financial year, 1946 volunteers were involved in 117 museums across New Zealand (Museums Aotearoa, 2013). On the other hand, only 1625 people were employed including full time, part time and casual staff in these museums, which is fewer than the unpaid volunteers. Volunteers worked a total of 185,712.5 hours for the museums. On average, each volunteer contributed 95.4 hours per year (Museums Aotearoa, 2013). The success and sustainability of cultural organisations would be difficult without the contribution of these volunteers.

As volunteers in cultural tourism attractions are different from those engaged in other industries such as public health and sport events due to the particular industry background and volunteer demographic, some literature offered some unique views in this specific context. Smith (2003) argued that volunteers who work in literary places

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should be considered as part of the wider audience, instead of part of the staff. Holmes (2003) holds a similar opinion, as she stated that volunteers who work in museums are leisure-seeking and their motivations are predominantly similar to the regular visitors. Orr (2006, p. 203) presented an even more in-depth notion in his work. He stated that 'museum volunteers produce and consume their own leisure'. In other words, the museum volunteers practise their leisure and use the museum space to construct their own cultural identities. These authors consider tourism volunteering as a leisure activity. These definitions focus on intended beneficiaries, instead of free choice, remuneration and structure. The cultural tourism volunteers offer help to the normal museum audience and satisfy themselves with the pleasure of being exposed to the collections they enjoy the most. This definition makes sense in the cultural tourism context and will be used for this study.

2.5. Volunteer Demographics

It appears that volunteers working in the cultural sectors are a diverse group of individuals. Even though several different people volunteer in the same organisation, their roles still vary. Individuals also have diverse characteristics and backgrounds themselves. Wymer (1998, p. 33) clarified that the total population of volunteers consists of different subgroups. It is not 'a monolithic and homogenous group'. In order to understand the volunteers from a comprehensive perspective, it is necessary to investigate the demographics of this group of people.

Age is a variable factor in the volunteer population. It ranges from teenagers to those over sixty. People who are over 50 are more likely to engage in volunteer work than the younger people (Bussell & Forbes, 2002). Ingen and Dekker (2010) also found that the majority of volunteers consists of retired people. On the other hand, young volunteers are considerably younger (Rohs, 1986). However, Smith (1999) stated that most teenagers between 15 and 19 years old are not involved in any volunteer activities due to time constraints and social reasons.

Some studies also found that gender is specific in the volunteer population. Female individuals are more involved in volunteer work than male volunteers (Rohs, 1986; Wymer, 1998). Smith (1999) also found that years in education are highly correlated to volunteering activities. While the minority of his research population left school at or before 16 years old, most of the volunteers have a better educational background and higher income level. Riecken, Babakus and Yavas (1995) reached similar conclusions.

Several authors addressed the relationship between family background and volunteer activities. They found that individuals are more likely to participate in a volunteer programme if their parents or children are involved in one (Nichols & King, 1998; Rohs, 1986). Strigas and Jackson (2003) found that people who are single and/or divorced are more likely to engage in volunteer activities. Moreover, employment status also affects the intention to volunteer. Smith (1999) stated that people with a part-time job are more often involved in volunteer work than those who are working full time or unemployed.

2.6. Motivations for Volunteering

In order to recruit and retain volunteers in these organisations, it is crucial to explore why so many people were engaged in the volunteer activities without getting monetary reward; how they benefitted and what they expected from a volunteer programme. The key to the success of cultural tourism attractions is to ensure volunteers have a good working experience and continue contributing their time and effort to the organisation. This cannot be achieved without knowing the real needs and motivations of volunteers. Limited knowledge of volunteerism in tourism sectors was found, so much of the previous literature derived from other sectors. Despite that, some of the notions are applicable in the tourism context. The theory of volunteer motivational factors is evolving over time. Ideas about motivational factor typology are continuously developing and influencing other researchers' work. Table 1 summarises the motivational factor typologies identified from the previous research.

Clark and Wilson (1961) identified three kinds of incentives that organisations distribute to enhance individuals' contribution to the activities. They are material (tangible rewards which include a monetary value such as salaries), solidary (intangible inducements which mainly derive from associating and socialising) and purposive (intangible inducements which are found in the personal goals). Knoke and Wright-Isak (1982) proposed three main incentives that motivate people to become a volunteer. They are utilitarian incentive (which includes the motivations of improving skills and gaining knowledge), affective incentive (which includes motivations for sharing common experience and enjoying

Table 1 – Summary of Motivational Factor Typologies in Previous Research

Researcher (Year of Publication)	Typology of Motivational Factor
Clark and Wilson (1961)	Material, solidary, purposive
Knoke and Wright-Isak (1982)	Utilitarian incentive, affective incentive, normative incentive
Beard and Ragheb (1983)	Intellectual, social, competence-mastery, stimulus-avoidance
Farrell, Johnston and Twynam (1998)	Purposive, solidary, external traditions and commitments
Clary et al. (1998)	**Value, understanding, enhancement, career, social, protective**
Holmes (2003)	Helping with something worthwhile, learning new skills, social motivations, work experience, pursuing an interest
Strigas and Jackson (2003)	Material factors, purposive factors, leisure factors, egoistic factors, external factors
Edwards (2005)	Personal needs, relationship network, self-expression, available time, social, purposive, free time, personal attachment
Dolnicar and Randle (2007)	Altruists, leisure volunteers, political volunteers, church volunteers

others' companionship) and normative incentive (which includes the satisfaction of helping others and doing a good deed).

Henderson (1981) argued that people participate in volunteer programmes to achieve a personal goal, such as making new contacts, learning new skills and even showing their talent. The action of volunteering is driven by a primary interest and obligation. Beard and Ragheb (1983) classified four categories of measurement of leisure motivations in their study. They are intellectual (motivations that serve mental needs such as understanding and creating), social (motivations that satisfy needs for interpersonal relationships and esteem), competence-mastery (motivations that consist needs for challenge, competition and achievement) and stimulus-avoidance (motivations that assist to escape from certain social contacts). They claimed that understanding these reasons behind leisure activities is vital to comprehend leisure behaviours.

Dennis and Zube (1988) also consider participating in volunteer activities as a form of leisure behaviour. Likewise, Green and Chalip (1998) suggested that volunteers contribute their time and effort to gain psychological benefits, which is identical to the origin of leisure activities. These authors are very insightful, since they focus on what the volunteers get from working in the organisations instead of simply looking at the reason they contribute their time and effort. The emerging of the self-interestedness concept provides a new perspective on investigating volunteer motivation factors. Edwards (2005) pointed out the implications of this finding. Since volunteering is a leisure choice, availability of time will either encourage or discourage people's decision to volunteer. Furthermore, it is clear why many people with the least spare time still make time for

volunteering, because it is a leisure product they can use in their free time. Orr (2006) argued that volunteers participate in these activities to enrich their lives, which is a form of 'self-generated leisure consumption'.

Farrell, Johnston and Twynam (1998) tested a 28-item volunteer motivation scale survey at a sport event and found four categories: purposive, solidary, external traditions and commitments. The former two factors were proposed originally by Clark and Wilson (1961), as mentioned before. The latter two factors were identified in Farrell et al.'s study as they claim that 'motivation for special event volunteers is different from that for other volunteers' (1998, p. 298). 'External traditions' means that external influence, such as family traditions, affects their decision on a volunteer career. 'Commitment' means that the incentive related to personal skills or other's expectations enhanced their commitment as volunteers.

Clary, Snyder, Ridge, Copeland, Stukas, Haugen and Miene (1998) conducted in-depth studies of volunteer motivation and introduced the Volunteer Functions Inventory (VFI). It categorised the motivation of volunteering into six functions: (1) Values, which expresses their desire to help other people and their concern about the community (2) Understanding, which satisfies their need of learning new knowledge and gaining more skills (3) Enhancement, which fulfils their satisfaction and sense of achievement about themselves (4) Career, which involves their egoistic needs of related work experience and potential job opportunities (5) Social, which supports their desire to meet people's expectation and strengthen social relationships (6) Protective, which helps volunteers escape from negative feelings and boring daily life.

Okun, Barr and Herzog (1998) stated that the primary motivations of volunteers are to help others, to be productive and useful, and to fulfil a moral responsibility. Holmes (2003) concluded that the initial motives of volunteers include helping with something worthwhile, learning new skills, social motivations, work experience and pursuing an interest. Furthermore, she also found some volunteers seek enjoyment and recreation, and some attempt a new activity. Smith (2003) found that a personal interest was the key factor that motivates volunteers to engage in the activities. Strigas and Jackson (2003) developed five factors for sports event volunteers based on a 40-item survey. They are material factors (rewards involving material goods and service, or even social status), purposive factors (motivations that are related to volunteers' desire to contribute to the event and community), leisure factors (individual needs for leisure activities), egotistic factors (individual needs for networking, interpersonal relationship and interaction with others, as well as challenge and achievement) and external factors (motivations that are influenced by people outside volunteers' immediate control).

Edwards (2005) found eight motivational factors in her study. They are personal needs (factors including the personal reasons for volunteering), relationship network (factors related to external individuals towards volunteers), self-expression (factors enabling volunteers to express their knowledge, ability and skill), available time (the spare time that volunteer have beyond work and family), social (factors that meet the needs of the volunteers to be a part of the community and interact with other individuals), purposive (factors that allow volunteers to give back to the community and do something useful for others), free time (the period of time that volunteers are willing to offer as volunteer

work) and personal attachment (factors that engage the volunteer intimately with the culture that reflect their interests). Her typology of motivational factors is profoundly influenced by the leisure behaviour concept mentioned previously.

Dolnicar and Randle (2007) identified four segments of volunteers based on their motivations. They are: altruists (people who volunteer for altruistic or humanitarian causes), leisure volunteers (people with relaxed attitudes who consider volunteering as a social behaviour), political volunteers (people who engage in volunteer work for political purpose) and church volunteers (people who donate their time to volunteer work out of religious reason). They suggested volunteer managers in the organisation could design more targeted campaigns using this typology.

2.7. Summary

Having reviewed the literature, the working definition of 'volunteering' adopted for this study of cultural tourism volunteers is from Edwards' (2005, p. 22) work:

'An activity that takes place in not-for-profit organisations or projects and is of benefit to the community and undertaken of the volunteer's own free will, without coercion; for no financial payment; and in designated volunteers positions only.'

Among all the volunteer studies, Clary et al.'s (1998) work has been adopted as the theoretical basis in this study. The VFI model proposed in their work is widely cited by other studies on volunteer motivations. As one of the predominant and systematic research theories in recent years, it will help to frame an in-depth understanding in

volunteers who work in cultural tourism attractions in New Zealand. Since this study involves three cultural tourism attractions, the leisure-seeking aspect identified by Smith (2003) and Orr (2006) as being a key factor in museums and art galleries will also influence the discussion of the findings.

3. Methodology

3.1. Research Design

This study seeks to reveal a deeper understanding of the demographics and motivations of the volunteers in the tourism industry in New Zealand. The main purpose of this research is to explore the characteristics of tourism volunteers who work in the heritage and art organisations and the reasons why they are passionate about the volunteer work. The research questions are intended to investigate the individual perceptions and experiences of volunteer group in the New Zealand cultural tourism industry context.

In order to accomplish this objective, a quantitative method was employed in this study, as a large sample size of New Zealand tourism volunteers was available. Quantitative research analyses the data using statistical and mathematical tools and the result generated from the data is more credible (Denscombe, 2010). Furthermore, quantitative research helps to reduce the probability of research bias and therefore the findings are more objective (Mehmetoglu & Altinay, 2006; Veal, 2006).

A questionnaire survey approach was adopted in this research. It is one of the most cost efficient data-gathering tools in terms of time and money. The inflow of data is fast and from a big sample size. Furthermore, the respondent's anonymity could be guaranteed and interviewer bias could be avoided (Gillham, 2000).

This research focused on the volunteer groups who work in New Zealand's cultural tourism industry. Relevant literature was reviewed in the previous chapter to gain an

insight into volunteer profiles and motivations in general and in the tourism industry in particular. Therefore, the objectives of this survey are:

(1) To understand the demographic profile of volunteer population in New Zealand;

(2) To assess the motivational factors that drive volunteers who work in cultural tourism attractions.

The design of the survey instrument was thus divided into two parts. The first part investigated the participants' basic personal information such as age, gender, educational background, family background, work status and years of service, etc. All of these were multi-choice questions. As some of the questions such as relationship status and income involved private information, participants had the option of 'prefer not to say' to protect them from any discomfort in sharing this information.

The second part of the questionnaire investigates their motivation in becoming volunteers in the cultural tourism attractions. To do this, 30 statements about their motivation to be a volunteer based on the framework of Clary et al.'s (1998) study were presented. Some statements were rephrased without altering the key point to avoid negative expression. For example, *'by volunteering, I feel less lonely'* was changed to *'by volunteering, I feel socially connected'*. Some statements were modified to adapt to the tourism context. Also, some words were modified into New Zealand term, such as *curriculum vitae* (CV) instead of *resume*. The participants were asked to rate each statement on a five-point Likert scale of 1 (definitely disagree) to 5 (definitely agree). As the questions were

generic and the volunteers have different roles in the organisation and different life status, some of the statements might not be suitable for everyone. There was a 'not applicable' option for the participants to choose. This was to ensure the accuracy of the result. The 30 statements covered the key motivational factors for volunteering in cultural tourism attractions.

3.2. Sampling

Convenience sampling was used in this research. This is a non-probability sampling technique that is commonly employed in quantitative research. The subjects were selected because they were proximate and accessible for the researcher (Doyle, 2011). In this case, the target research population was New Zealand cultural tourism volunteers. All the volunteers who work in three organisations (Auckland War Memorial Museum, Voyager New Zealand Maritime Museum and Auckland Art Gallery) were the research sample. They were the three major cultural tourism attractions in Auckland and the sample represents the whole population at a certain level.

The following criteria were applied in the selection of the participants:

(1) The participant must work in one of the organisations mentioned above;

(2) They are 18 years old or over so that they are able to consent.

Anyone who met these two criteria was eligible for this research.

However, the convenience sampling has certain drawback and this was recognised in the research. Sampling bias was likely to appear due to its non-random approach to the

participants. The researcher selected the sample because they met the certain practical criteria and may leave a number of other qualified participants out (Farrokhi & Mahmoudi-Hamidabad, 2012). In this case, the three organisations involved in the research are all medium or large in size (in terms of employee numbers) and located centrally in the metropolitan area, and therefore sample bias was possible since the result did not cover the cultural tourism volunteers who work in the small organisations or in the rural areas in New Zealand. As the research was under tight time frame and financial limit, the sample selected in this research was likely to lack generalizability.

3.3. Data Collection

Questionnaires were used as the form of data collection in this study in order to identify the demographics and motivation factors of cultural tourism volunteering in New Zealand. The survey was conducted from 20 March 2014 to 30 April 2014. The six-week data collection ensured a high response rate and provided participants enough time to consider.

The survey took place at three major museum and art tourism attractions: Auckland War Memorial Museum, Voyager New Zealand Maritime Museum and Auckland Art Gallery. The research was fully supported by the volunteer coordinators in these three organisations. The questionnaire was available to all the volunteers who work in the organisations. They could either complete the survey online or in hard copy format. The researcher set up an online survey link using a form created by Google Drive and the URL link was sent through the volunteer co-ordinators, to all the volunteers who work in

these three tourism attractions. The hard copies of the questionnaire were available in the break room in Voyager New Zealand Maritime Museum and at the front desk in Auckland Art Gallery. The paper surveys were posted to those volunteers in Auckland War Memorial Museum who preferred hard-copy surveys. Based on the feedback from coordinators, some participants were provided postage-included envelopes to mail back the completed survey to the researcher. As a method of enhancing participation rate for the survey, participants were eligible for a prize draw for a $50 gift voucher when they complete the survey.

A survey invitations were sent out to all 450 volunteers who work in these three cultural tourism attractions. A reminder email was delivered to the participants two weeks after the initial invitation for the survey. In total, 177 valid responses were received from the participants at the end of the survey period, among which 109 responses were obtained from the online survey and 68 responses were obtained through the paper survey. Since a return rate higher than 30% for a self-completion survey would be considered as acceptable (Dillman, 1978), the response rate in this research project (39%) was considered as sufficient for data analysis.

3.4. Ethical Issues

Ethical issues are likely to emerge in the data collection stage. In fact, any research involving contact with human populations requires ethical consideration (Gray, 2009). Ethical consideration ensures that the research is conducted in a responsible and morally

defensible way. It is important that the researcher's behaviour is appropriate in relation to those who are affected by the research (Blumberg, Cooper, & Schindler, 2008).

The participants' knowledge and experience in the area of volunteer work were of great value to this project. Their effort to participate in this research is sincerely appreciated. The intention of this study was also to enhance their volunteer working experience. The participants were invited to share their perspectives of volunteer work experience (Appendix A: A Letter of Invitation). The partnership between the researcher and participants was based on mutual respect and benefit. Upon completion of this research, a summary of the findings will be made available through the volunteer coordinators at the three organisations involved.

Participation in this research was on an informed and voluntary basis. The participants were given a Participant Information Sheet (Appendix B) prior to the research. By understanding and completing the survey (Appendix C), the consent of participants was obtained and evidenced. The participants were required to spend approximately 15 minutes to complete the survey. The survey responses were anonymous, and no personal identification was recognisable. Participants did not experience any discomfort or risk as a result of joining this research project. The identification of participants was anonymous and the survey data were treated confidentially and stored securely by the researcher at all times. The result did not refer to any individual participant. The prize draw part (Appendix D) was separated from the survey. All these steps were for the purpose of avoiding harm to participants, ensuring informed consent of participants, respecting the privacy of participants and avoiding the use of deception (Gray, 2009). The research

project was fully approved by the AUT University Ethics Committee (AUTEC) on 5 March 2014 (reference number: 14/20), before data collection took place.

3.5. Data Analysis

The information obtained from the questionnaire surveys was coded into a dataset for analysis. With the help of Statistical Package for Social Science (SPSS) computer software, frequency distribution analysis, central tendency analysis and reliability analysis were conducted to investigate the data.

3.5.1. Frequency Distribution Analysis

Frequency distribution, as one of the most basic and common methods of data analysis, was used here to explore the demographics of volunteer group. It presented the distribution of each value or the count of each subgroup in the sample (Gray, 2009). In this study, frequency distribution analysis shows how many times each of the factors within 30 items has been selected from volunteers. Descriptive statistics about volunteer population profiles has been presented to describe the basic features of their characteristics. Some figures such as bar graphs and pie charts present a visual image of the demographics of the volunteers who work in the cultural organisations in New Zealand.

3.5.2. Cross-Tabulation Analysis

In order to explore the relationships between the demographic data, cross tabulation analysis was carried out. It is one of the most popular analytical tools to analyse

categorical data. Cross-tabulation analysis generates a contingency table that provides a variety of information about the relationship between two variables (Cooper, Schindler, & Sun, 2006). Cross-tabulation tables present a clear format of two sets of data and provide detailed insights. In this research, the researcher chose age, gender and ethnicity as the independent variables. Volunteer roles within the organisations and the organisation they are serving were the dependent variables. The purpose of this analysis was to examine whether there is any difference between the roles and organisations that New Zealand cultural tourism volunteers choose to engage in across different age, gender and ethnicity groups.

3.5.3. Central Tendency Analysis

Central tendency analysis is a basic statistical tool to measure the central value of a probability distribution. Mean is the most common value that represents the typical form of the entire sample (Weisberg, 1992). In this research, the respondents were given 30 statements about the motivational factors that contribute to their decision about volunteering in the tourism attractions. They were asked to specify to what extent they agree with each of the statements. The purpose of this analysis is to find out the average opinion for each of 30 motivational factors. A five-point Likert scale was applied here, from 1 (Definitely disagree) to 5 (Definitely agree). As not every statement is applicable to each respondent, there is also a 'Not Applicable' option. The researcher excluded those who thought the statement was not applicable when analysing the data, so that the result was more accurate.

Frequency distribution and central tendency analysis were both conducted on the items of the motivational statements, in order to measure the participant's overall attitude towards each of the 30 statements. The percentage of each response in each statement was calculated to explore the distribution. In order to gain an in-depth understanding of participants' attitude towards the 30 statements, 'definitely agree' and 'tend to agree' are added together as 'positive response', while 'definitely disagree' and 'tend to disagree' are added together as 'negative response'. The percentage of 'positive response' and 'negative response' presented a more clear distribution of the response.

Furthermore, the statements were ranked according to their mean value to compare which one has the most and the least influence on motivation for volunteering. Standard deviation was also shown to measure the data dispersion (Gray, 2009). The analyses were based on the mean scores of each statement. The higher the mean score was, the greater the impact of that factor on the respondents' decision to offer their services to the cultural tourism attractions.

In order to understand the volunteer's motivation in a systematic manner, it is necessary to assess the result from the volunteers on the motivational function basis. Central tendency analysis was also carried out in terms of motivational functions. According to the VFI model, there are six functions (values, understanding, enhancement, career, social and protective) that are related to each statement (Clary et al., 1998). Therefore, six new variables were calculated as the result of average value of each of the five statements under the same motivational function. The new variables aligned with the previous ones with the Likert scale in the range of 1(definitely disagree) to 5 (definitely agree). The

higher the average score was, the more strongly that function influenced the decision of becoming a volunteer. The function values were also ranked in the order of mean value to explore the importance level of each function.

3.5.4. Reliability Analysis

Reliability analysis was conducted to test the internal consistency of the 30 motivational statements, as well as the six motivational functions of the cultural tourism volunteers in New Zealand. This is the most common method used to examine the consistency and repeatability of a sample's pattern of responses to the research questions. It is a summary statistic at a group level to measure the extent to which the responses from the participants are replicated. It is also useful to test the consistency across a set of items (Helms, Henze, Sass, & Mifsud, 2006). In this research, this was carried out to assess the reliability of the scale. Cronbach's Alpha value was calculated to assess the internal consistency in the motivation statements and values, because it is the most frequently used method for analysing reliability. (Field, 2005). In this case of culture tourism research, the analysis enhances the accuracy of the participants' opinions.

This chapter has described the data collection and analysis process used for this research. In the next chapter, the demographic data are presented first. This is followed by a report on the findings about the motivational factors driving this sample of respondents to volunteer in the cultural tourism sector.

4. Results

4.1. Demographic Profiles of Volunteers

The survey firstly gathered descriptive data about the respondents. The result from 177 returned surveys showed that 33% of the participants were male volunteers and 67% of the participants were female. The highest proportion of respondents was over 60 years old (71.6%) and people aged 18 - 20 years were the smallest group (1.1%). A further 10.8% were in an age range of 51 - 60 years old, which means over three quarters of the respondents were over 50 years old (see Figure 4).
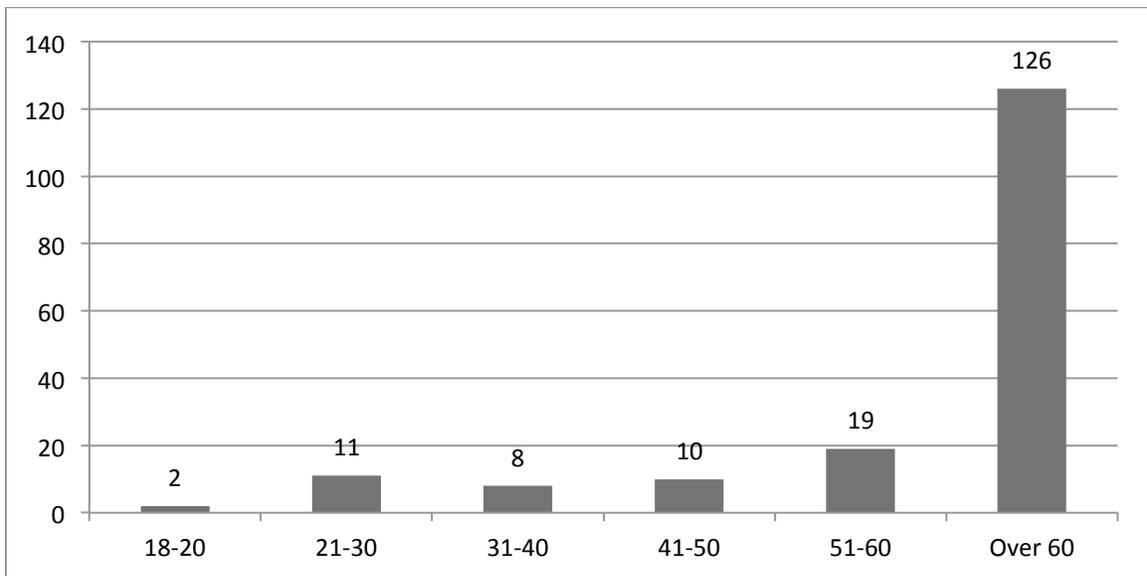
Figure 4 - The Distribution of Participants' Age Groups (n=176)

Among all the respondents, 90.7% self-identified as New Zealand Europeans, followed by 4.7% Asians and 1.7% Pacific Islanders. Most of the respondents were well-educated,

as 37.1% had a bachelor's degree and 25.7% had a diploma or certificate. A small

number of respondents received even higher education, as 15.4% of them had master's

degree and 2.3% had doctorates (see Figure 5).
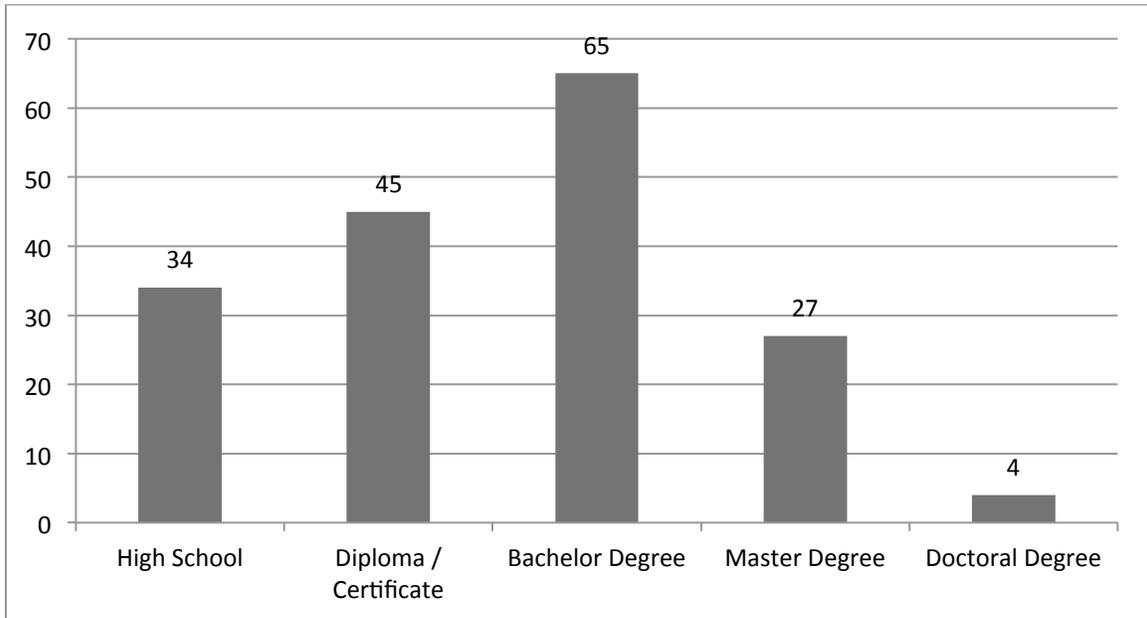
Figure 5 - The Distribution of Participants' Educational Level (n=175)

The majority of the respondents are partnered or married, representing 60.3%. They were

followed by 27 single respondents (15.5%), 21 divorced respondents (12.1%) and 18

widowed respondents (10.3%). More than half of the respondents were retired (57.1%).

Nineteen respondents (10.7%) were in full-time employment, while 28 (15.8%) were

employed part-time. Only thirteen respondents were students (see Figure 6).
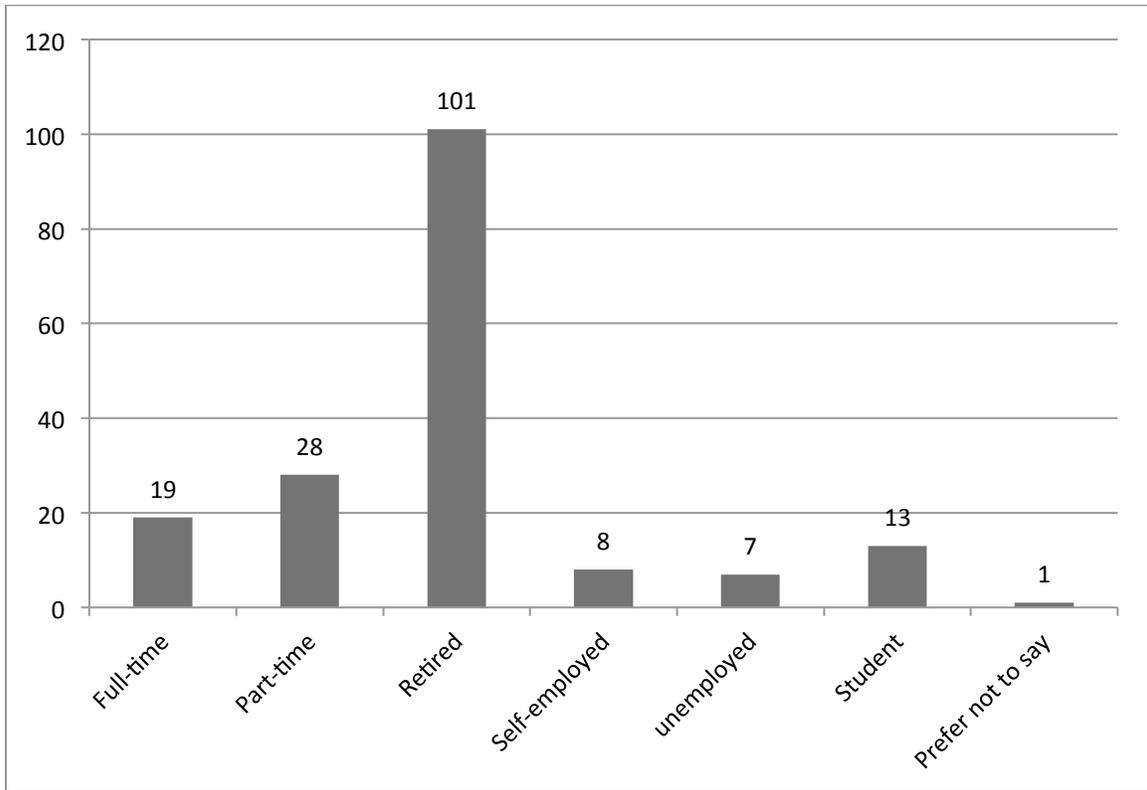
Figure 6 - The Employment Status of the Participants (n=177)

With regard to income, 54 respondents (31%) reported an annual household income of over 65,000 NZD, being the largest group in the sample. The second largest group of the respondents (16.1%) had incomes ranging from 20,000 to 35,000 NZD. A further 7.5% of total respondents had the household annual income of under 20,000 NZD. Income is a relatively private subject, and therefore 46 respondents (26.4%) preferred not to respond to this question (see Figure 7).
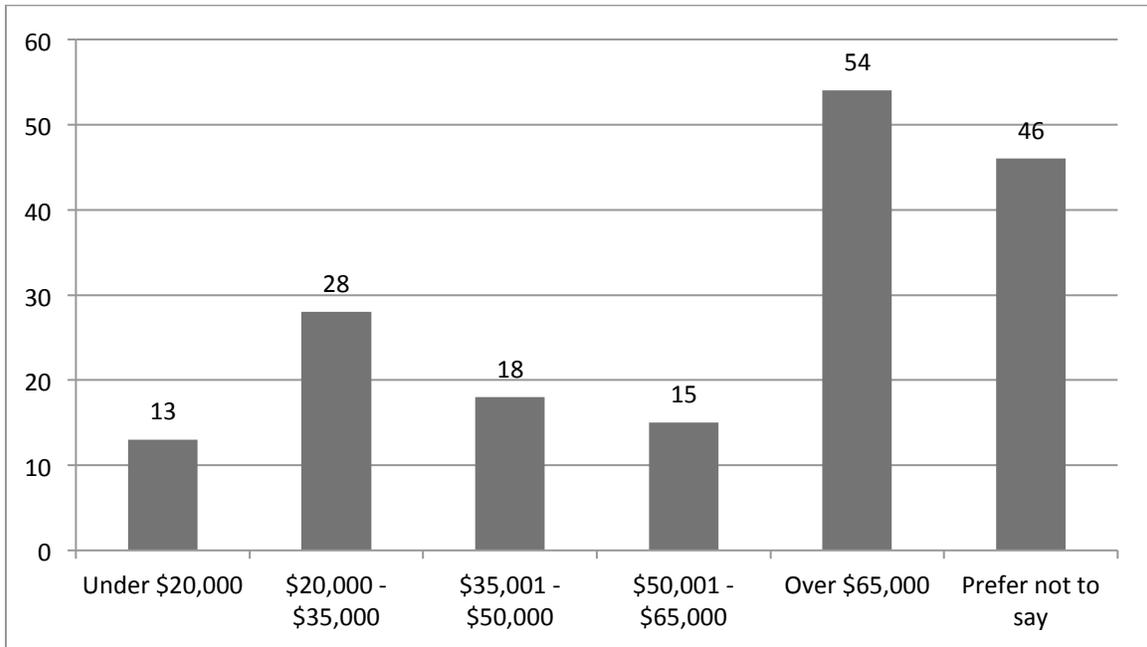
Figure 7 - The Income Level of the Participants (n=174)

Regarding length of service in the current organisation, the majority of the respondents (86 individuals) had volunteered from one to five years. In addition, 36 of them (20.7%) have volunteered for six to ten years and 15 of them (8.6%) have volunteered for eleven to fifteen years. Three respondents had volunteered in the same organisation for over 20 years (see Figure 8).

On the other hand, almost one third of the respondents had been involved in volunteering in any organisation for over 20 years, while a similar number of respondents (49 individuals) had volunteered for one to five years. Only a few participants (6.4%) had just started working as volunteers (see Figure 9).
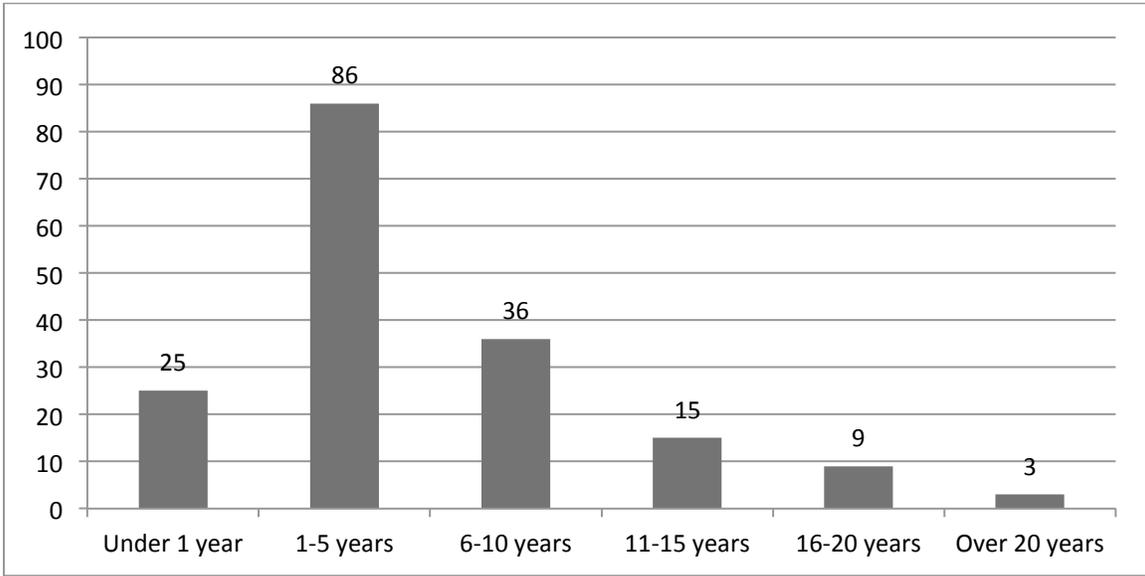
Figure 8 - Participants' Years of Voluntary Service in the Current Organisation (n=174)
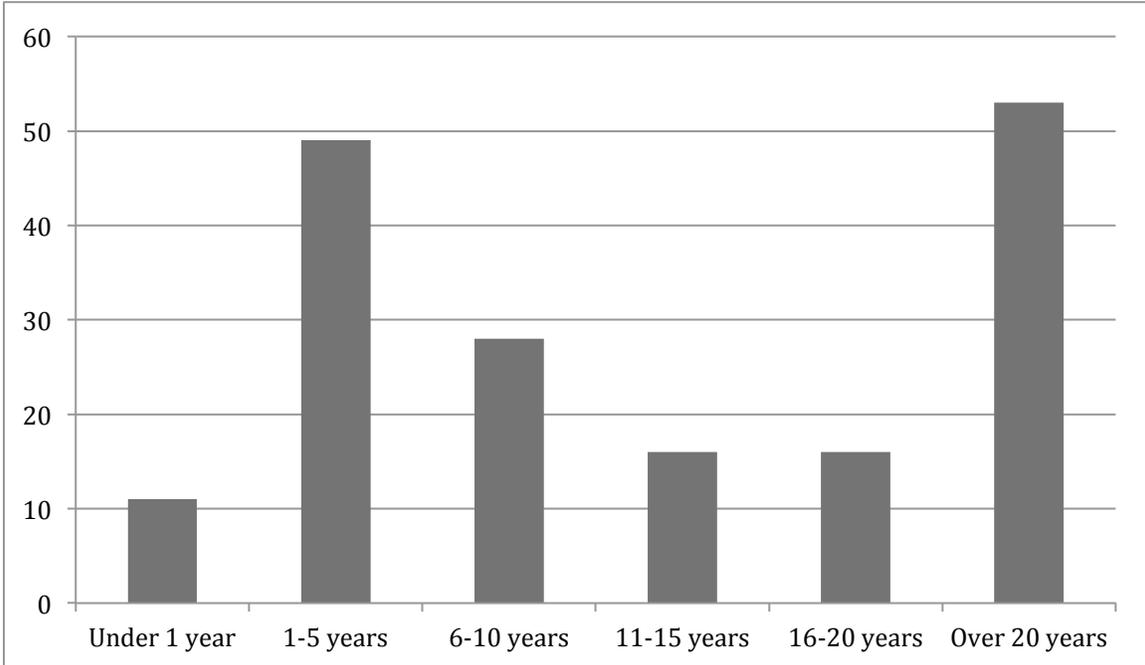
Figure 9 - Participants' years of Voluntary Service in Any Organisation (n=173)

In regard to participants' roles in the organisations, the total sample comprised 61 guides (34.5%), 29 collection and exhibition volunteers (16.4%), 24 hosts (13.6%), 19 operations volunteers (10.7%), 9 administrators (5.1%) and 35 respondents (19.8%) in other positions, which is fairly diverse (see Figure 10). Among the respondents, only 38.6% were members of their Museum or Gallery's Supporter Group.
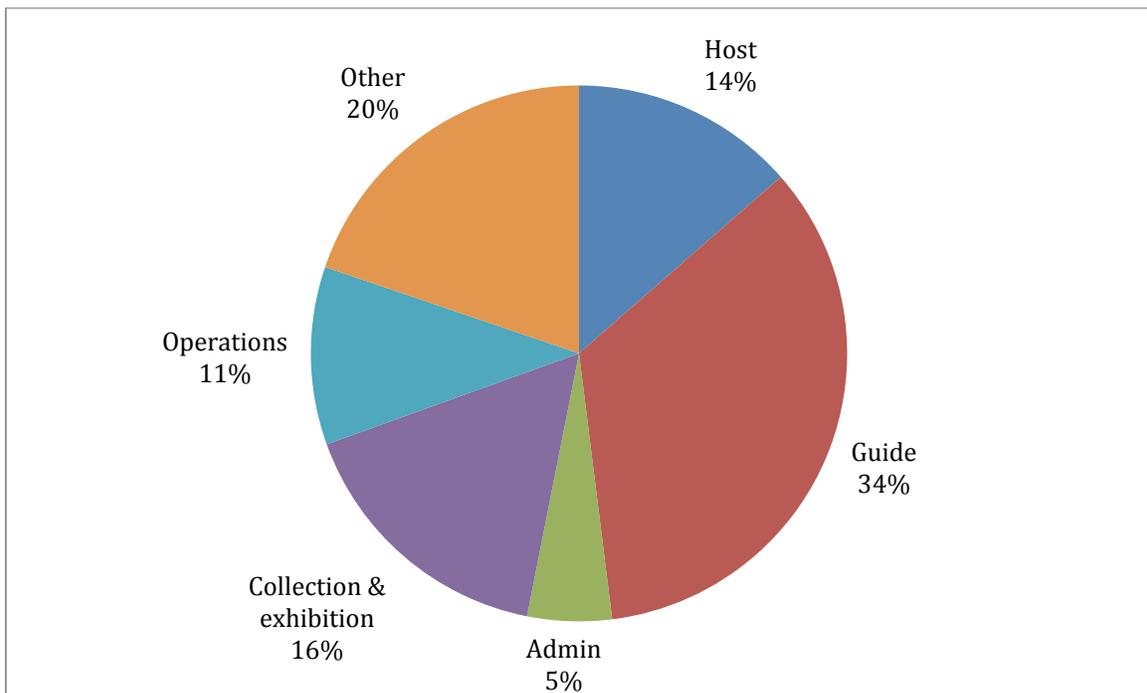
Figure 10 - Participants' Volunteer Roles in the Organisations (n=177)

Before the process of cross tabulation analysis, it was noticed that the distribution of age and ethnicity groups were not statistically equal. For example, there were only two participants who are 18 to 20 years old and only eight participants were between the age of 31 and 40. The distribution was found even more extreme in terms of the volunteer ethnicity. Apart from the New Zealand European group, all other groups including Asian and Maori contained less than ten individuals, respectively. The frequency was too small

to conduct a legitimate cross-tabulation analysis and the result would be meaningless. Therefore, only the cross-tabulation analysis on gender and the dependent variables was conducted.

As Table 2 shows, the majority of participants who were in administration positions are females (88.9% of total). Moreover, female participants filled up around three-quarters of the positions in host, guide and collections and exhibitions roles. On the other hand, the majority of the operational roles were performed by male participants (94.7% of total). There was a significant difference in the roles in the tourism attractions across the gender groups.

Table 2 – Cross-tabulation of Volunteer Gender and Role in the Organisations

Volunteer Role	Gender	
	Male (n=58)	Female (n=118)
Host	26.1%	73.9%
Guide	23.0%	77.0%
Administration	11.1%	88.9%
Collections & Exhibitions	27.6%	72.4%
Operations	94.7%	5.3%
Other	31.4%	68.6%

Table 3 presented volunteer gender and the cultural tourism attractions where the participants worked. In Auckland War Memorial Museum, over three quarters of the participants were female (77.8% of total). The proportion was even more extreme in

Auckland Art Gallery, as over 90% of the participants are female. On the other hand, male participants comprised the majority of the volunteer group in Voyager New Zealand Maritime Museum (85.3% of total).

Table 3 – Cross-tabulation of Volunteer Gender and Tourism attractions

	Gender	
Tourism attractions	Male (n=58)	Female (n=118)
Auckland War Memorial Museum	22.20%	77.80%
Voyager New Zealand Maritime Museum	85.30%	14.70%
Auckland Art Gallery	6.30%	93.80%

Further descriptive data from the demographic section of the survey can be found in Appendix E.

4.2. Motivational Factors

Participants had also been asked to rate their level of agreement with a number of statements. Among the 30 statements regarding motivational factors for volunteering in cultural tourism attractions, the largest number of the respondents (70.5%) 'definitely agreed' that *Volunteering adds interest to my life*. This was followed by *Doing volunteer work makes me feel I am contributing to the community* (67.2% of the participants definitely agree) and *I feel it is important to help others* (62.6% of the participants definitely agree). Other statements that are 'definitely agreed' by over half of participants are *I am keen to ensure that visitors benefit from visiting this place* (58.4%) and *I am*

genuinely concerned about the organisation I am serving (57.1%). Table 4 presents the five statements with most agreement.

Table 4 - Statements with Most Agreement

Statements	Definitely Agree	Tend to agree	Neither agree or disagree	Tend to disagree	Definitely Disagree
Volunteering adds interest to my life.	70.5%	26.7%	2.8%	0.0%	0.0%
Doing volunteer work makes me feel I am contributing to the community.	67.2%	26.6%	4.5%	1.1%	0.6%
I feel it is important to help others.	62.6%	33.3%	2.9%	1.1%	0.0%
I am keen to ensure that visitors benefit from visiting this place.	58.4%	31.8%	9.2%	0.0%	0.6%
I am genuinely concerned about the organisation I am serving.	57.1%	29.4%	8.8%	.6%	4.1%

On the other hand, the statement *People I'm close to want me to volunteer* is 'definitely disagreed' by 30.4% of the participants, the highest percentage in this category. Other statements that were most 'definitely disagreed' include *Volunteering will help me succeed in my chosen profession* (19.1% of the participants 'definitely disagree') and *I can make new contacts that might help my career* (14% of the participants 'definitely disagree'). Table 5 displays the five statements with least agreement.

Table 5 - Statements with Least Agreement

Statements	Definitely agree	Tend to agree	Neither agree or disagree	Tend to disagree	Definitely Disagree
People I'm close to want me to volunteer.	5.1%	16.7%	29.7%	18.1%	30.4%
Volunteering will help me succeed in my chosen profession.	20.2%	14.6%	39.3%	6.7%	19.1%
I can make new contacts that might help my career.	19.0%	25.0%	30.0%	12.0%	14.0%
Volunteering allows me to explore different career options.	16.8%	26.3%	33.7%	9.5%	13.7%
Volunteering experience will contribute positively to my curriculum vitae (CV).	28.9%	23.3%	24.4%	10.0%	13.3%

In order to explore this set of data in a more comprehensive way, the percentage of 'definitely agree' and 'tend to agree' are added together to investigate the overall opinions about the statements. The result was similar to the previous finding: the statement *Volunteering adds interest to my life* still holds the top spot with 97.2% of the participants with this positive view. It was again followed by *I feel it is important to help others* (96%) and *Doing volunteer work makes me feel I am contributing to the community* (93.8%). The statement *I can do something for the organisation* has an overall positive response from 93.6% of the participants, even though the 'definitely agree' percentage is not impressively high. Table 6 presents the top five statements with high positive response in the survey.

Table 6 - Top Five Statements with High Positive Responses

Statements	Positive Response	Neither agree or disagree	Negative Response
Volunteering adds interest to my life.	97.2%	2.8%	0.0%
I feel it is important to help others.	96.0%	2.9%	1.1%
Doing volunteer work makes me feel I am contributing to the community.	93.8%	4.5%	1.7%
I can do something for the organisation.	93.6%	4.6%	1.7%
I am keen to ensure that visitors benefit from visiting this place.	90.2%	9.2%	0.6%

The same analysis was conducted on the percentage of 'definitely disagree' and 'tend to disagree' to investigate the more negative opinions towards the statements. It is not surprising that *People I'm close to want me to volunteer* receives the most negative response, as 48.6% of the participants 'definitely disagree' or 'tend to disagree' with the statement. However, the statement *My friends volunteer* received negative response from 32.6% of the participants, even though only 11.4% of them 'definitely disagree'. Other statements that were rated negatively are *Volunteering experience will contribute positively to my curriculum vitae* (23.3%) and *Volunteering allows me to explore different career options* (23.2%). Table 7 presents the five statements rated with high negative responses in the survey.

Table 7 - Top Five Statements with High Negative Responses

Statements	Positive Response	Neither agree or disagree	Negative Response
People I'm close to want me to volunteer.	21.7%	29.7%	48.6%
My friends volunteer.	44.7%	22.7%	32.6%
I can make new contacts that might help my career.	44.0%	30.0%	26.0%
Volunteering will help me succeed in my chosen profession.	34.8%	39.3%	25.8%
Volunteering experience will contribute positively to my curriculum vitae (CV).	52.2%	24.4%	23.3%

The researcher used the central tendency approach to identify the most important items amongst all the statements. They were *Volunteering adds interest to my life* (with a mean score of 3.68), followed by *Doing volunteer work makes me feel I am contributing to the community* (mean = 3.59) and *I feel it is important to help others* (mean = 3.57), as both of them had relatively high mean score. The respondents also placed a high level of importance on *I am keen to ensure that visitors benefit from visiting this place* (mean = 3.47) and *I am genuinely concerned about the organisation I am serving* (mean = 3.35). Table 8 lists the highest rating motivational statements, as well as their mean values and standard deviation.

Table 8 - List of Highest Rating Motivational Statements

Statements	Mean	Standard Deviation
Volunteering adds interest to my life.	3.68	0.527
Doing volunteer work makes me feel I am contributing to the community.	3.59	0.686
I feel it is important to help others.	3.57	0.611
I am keen to ensure that visitors benefit from visiting this place.	3.47	0.712
I am genuinely concerned about the organisation I am serving.	3.35	0.969

Note: Statements in this table are in descending order by mean score.

On the other hand, *People I'm close to want me to volunteer* stood at the lowest end of the scale with the mean of 1.48. Besides, motivation statements such as *Volunteering will help me succeed in my chosen profession* (mean = 2.1), *Volunteering allows me to explore different career options* (mean = 2.23), and *I can make new contacts that might help my career* (mean = 2.23) were perceived as some of the least important items among all the statements. *My friends volunteer* also presented a low mean score as 2.16 in the result. Table 9 shows the lowest rated motivational statements, with their mean values and standard deviation.

Table 9 - List of Lowest Rated Motivational Statements

Statements	Mean	Standard Deviation
People I'm close to want me to volunteer.	1.48	1.228
Volunteering will help me succeed in my chosen profession.	2.1	1.34
My friends volunteer.	2.16	1.247
I can make new contacts that might help my career.	2.23	1.286
Volunteering allows me to explore different career options.	2.23	1.242

Note: Statements in this table are in ascending order by mean score.

4.3. Motivational Functions

The statements were analysed according to their motivational functions, in line with the tailored VFI model adapted in this study. The six functions are: values, understanding, enhancement, career, social and protective. The function 'values' was ranked the highest among all six functions with a mean of 3.29. Although it did not include the statement with the highest mean in the previous test, most of the statements under this category showed a mean result of over 3.3. The next most highly valued function in this test was 'understanding' (mean=3.25). It included some of the statements with high mean scores, such as *Volunteering allows me to learn through direct 'hands on' experience.* (mean=3.31) and *I can learn more about the purpose of the organisation* (mean=3.25). 'Protective' was in the third place with a mean of 3.22. Although two statements with the highest mean among all 30 statements were under this category, there was still a statement like *No matter how bad I've been feeling, volunteering helps me to forget about it* with a low mean of 2.63. On the other hand, 'Social' was the lowest ranked function

with a mean of 2.25. It included some low-mean statements such as *People I'm close to want me to volunteer* (mean=1.48) and *My friends volunteer* (mean=2.16). 'Career' was also rated as one of the least important function of volunteer motivation (mean=2.41). It was in line with the result from the previous test since all the statements under this category have mean scores under 2.5. Table 10 lists the motivational functions in descending order, together with their mean value and standard deviation.

Table 10 - List of Motivational Functions

Motivational Function	Mean	Standard Deviation
Values	3.29	0.550
Understanding	3.25	0.587
Protective	3.22	0.604
Enhancement	3.09	0.793
Career	2.41	1.112
Social	2.25	0.914

Note: Functions in this table are in descending order by mean score.

4.4. Reliability Analysis

The reliability co-efficient was computed to investigate the reliability of the 30 motivational statements in this research. The Cronbach's Alpha value was 0.928, which indicated an excellent internal consistency. In addition, the alpha co-efficient for the six motivational functions was also calculated. The result of each of the motivations showed a value range from 0.700 to 0.935. The generally accepted value for reliability is a

Cronbach's Alpha result of over 0.7 (Helms et al., 2006). In this case, all six motivational functions showed acceptable to strong internal correlation. Table 11 displays the reliability of the motivational functions findings. Data from the motivation section of the survey can be found in Appendix F.

Table 11 - Reliability of the Motivational Functions

Functions	Number of Items	Alpha Coefficient
Values	5	0.700
Understanding	5	0.814
Protective	5	0.735
Enhancement	5	0.891
Career	5	0.935
Social	5	0.849

The findings reported here represent the response rate of 39% from volunteers from the three institutions. This level of response suggests that the findings have some validity and will be of interest. The next chapter interprets these findings and discusses their implications for managing volunteers in cultural tourism attractions in New Zealand.

5. Discussion

The purpose of this research was to explore the demographics of volunteers who work in the cultural tourism attractions in New Zealand, as well as the motivational factors for engaging in the volunteer programmes in this field. The main goal of this study was to use the findings to provide practical and insightful suggestions for volunteer management and development in the tourism attractions. In this chapter, the characteristic features and motivations of the volunteers who work in cultural tourism attractions in New Zealand will be discussed using the results from the quantitative research.

5.1. The Demographics of Volunteers

The findings suggested that this sample of the cultural tourism volunteers in New Zealand comprise varied groups of people. In terms of age, the predominant group of participants was senior citizens who are over 60 years old. If we add participants between 51 and 60 years old onto that, the percentage rises up to over three quarters of the total. It is no surprise that most of the volunteers who contribute to the museums and art galleries are retired, as they have more free time. The result is in line with the previous literature, such as Bussell and Forbes (2002), who claimed that people over 50 years old have a greater tendency to participate in volunteer programmes, compared to young people. This result highlights a challenge to the volunteer recruitment for attracting more young people into the volunteer programmes. Meanwhile, it is also interesting to find out whether the cultural tourism attractions really want young people to volunteer.

Approximately two out of three participants in this research were female, which suggested that women tend to volunteer. It aligns with the result from similar research conducted around a sports event (Strigas & Jackson, 2003). The present research explored more deeply in regard to the gender group. The result from cross tabulation analysis showed that the majority of the females engaged in the positions such as host, guide and administration, meanwhile most male participants were working as operations volunteers. It is also found that Auckland War Memorial Museum and Auckland Art Gallery have the larger number of female volunteers. On the other hand, Voyager New Zealand Maritime Museum attracted many male volunteers, as most of them have sailing experience and marine maintenance skills that can apply only at this museum.

The majority of the participants were New Zealand Europeans. The other cultural groups were found extremely scarce by comparison, which shows that the art and heritage volunteers were mostly Kiwis who were deeply immersed in New Zealand culture. Since New Zealand's population is very ethnically diverse, recruiting volunteers from different cultures would enrich the ethnic diversity in the cultural volunteer demographics. If more people from different cultural backgrounds get involved in volunteering, this would benefit the museums and art galleries, which interact with tourists from all over the world. Any language barrier would be less problematic when the volunteer team is multilingual. As a result, the visitor experience in these cultural attractions could be enhanced.

Over half of the volunteers surveyed were well-educated. This level of education in the volunteer group is understandable, since the cultural heritage collections are quite

specialised and it requires certain levels of knowledge and experience to fully understand and interpret them. Furthermore, well-educated people are likely to be lifelong learners, and the cultural tourism sites are great places to learn. Smith (1999) had a similar finding in his research, as he stated that number of years in education is related to volunteer participation.

Almost half of the participants have been doing volunteer work for over 10 years; while over 15% of them stayed in the same organisations for this period of time. This implies that for these people, volunteering is more a long-term lifestyle instead of a short-term habit. Their contribution to the cultural tourism attractions is extensive and continuous, and therefore it is important for volunteer management to enhance their volunteer experience and retain them for longer time.

The results showed that over 60% of the participants were partnered or married in regard to their relationship status. This finding is different from what Strigas and Jackson (2003) found in their research in US as they claimed that single and/or divorced individuals are more likely to participate in volunteer activities.

Furthermore, over half of the participants were retired people. This makes sense as these people have more free time to participate in the volunteer activities. Also, there were more participants with a part-time job than those with a full-time job or unemployed. This result is in line with Smith's (1999) research. The participants with jobs including both full-time and part-time comprise over a quarter of the total. It is interesting to

discover that people still make time for volunteer activities even though a majority of their time may be occupied by paid employment.

Over 40% of the participants have an annual household income under 65,000 NZD, which is lower than New Zealand's average annual household income (70,616 NZD) (Statistics New Zealand, 2013). The result indicates that volunteers who work in cultural tourism attractions do not necessarily have a high income, which does not align with the findings from Smith's (1999) research. However given the high proportion over retirement age, many will be living on a pension.

The findings showed that volunteers perform varied roles within these tourism attractions. Among the participants, a large group of them were tour guides. It makes sense since tour guides meet up with the different visitors everyday, and share their knowledge of the exhibitions and collections. Participants in the front-of-house roles including hosts and guides add up to half of the total. This further suggests that volunteers who work in the cultural tourism attractions have a prominent interest in interaction with visitors. It is a mutual benefit, as tourists enjoy a good visit experience in the tourism attractions through the contribution of volunteers, meanwhile volunteers get the opportunity to use their knowledge and socialise with the visitors.

The research also explored the membership coverage in the volunteer group. The result is surprising, since less than 40% of the participants reported having joined as members of their museums or art gallery. Given that by volunteering, they are demonstrating their support of the institutions, they may already have the same benefits. Management could

take actions to involve those volunteers further by developing new benefits that are exclusive to the members.

5.2. Enhancing the Volunteer Experience in Six Areas

Based on the result of analyses, a conceptual model of motivational function (see Figure 11) has been developed to understand the volunteers who work in cultural tourism attractions in New Zealand. The funnel-shaped diagram consists of six motivational functions from 'values' on the top to 'social' at the bottom. It presents in descending order of priority of the motivational functions that influence people's decision to volunteer in these organisations. The following sections discuss the model in detail.

Values

Understanding

Protective

Enhancement

Career

Social
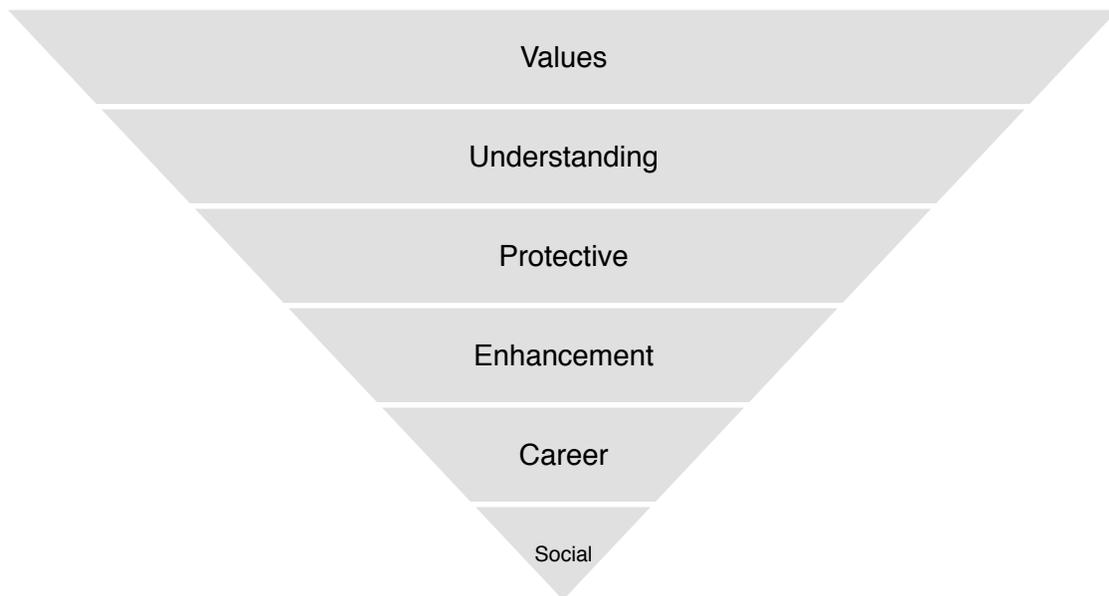
Figure 11 - Motivational Function Model

5.2.1. Values

The findings from this research showed that motivational function 'values' was considered by respondents to be the most important function of all. In fact, a large number of participants were motivated by the intangible values that they gain when they participate in volunteer activities. Those people become tourism volunteers and work in the cultural tourism attractions out of altruism. They are willing to devote their time and effort to help other parties including visitors, organisations and communities to achieve organisational goals. They feel *It is important to help others*. This was the top motivational statement in this category and has a high mean value, which means it is agreed by most of the participants. The volunteers were also *concerned about the visitors*. They feel fulfilled when visitors learn new knowledge or have a good experience in the museums or art gallery. They are *keen to ensure that visitors benefit from visiting the tourism attractions*. Not only do they care about the visitor's experience, they are also *genuinely concerned about the organisations they are serving*. They feel happy to *do something for the organisation*.

What they seek from the volunteer programmes is the opportunity to put their time and and effort into helping others. In this case, it is important to provide the volunteers with a sense of achievement. They were proud of being volunteers and feel satisfied to see their contribution being recognised in the organisation they serve. For example, organisations could keep the volunteers updated about information such as how many visitors they have served, which recognises the volunteer's contribution to the organisation. They will feel they are part of the successful outcome and their time and effort is in good use and of

great value to the organisation. In doing so, volunteers gain a clearer picture of what they have accomplished in the volunteer activities from explicit achievements. It is one of the effective strategies for retaining them in the organisation for a long period of time and also motivating them to present a better experience to the visitors. The three case museums and art gallery appear to have already been successful in retaining many of their volunteers (see Figure 8).

5.2.2. Understanding

The motivational function 'understanding' was identified as the second most important function among all. It suggests that many people participate in the volunteer activities in order to gain new knowledge and experience, or to exercise the skills that they are unable to use in other areas. The findings showed that a large number of people become volunteers in order to *learn through direct 'hands on' experience*. They view the volunteer programme more as an opportunity to develop skills and increase knowledge. It is not limited to professional knowledge in the cultural field. They want to *learn more about the purpose of the organisation*. They are curious about the function of the museums and art gallery and being volunteers gives them the chance to inspect closely what they are interested in. Moreover, volunteering allows people to *gain a new perspective on things*. This indicates that participating in volunteer activities makes these volunteers reflect on their own philosophy. They also *explore their own strengths* through volunteering. They may have some particular interest or abilities but would not be able to exploit this in daily life, for example the enthusiasm for sailing at the Voyager Maritime Museum. Not everyone is able to have a career in what they really love to do, but by

volunteering, their needs for these particular hobbies are met. In addition, some people join volunteer work simply for learning *how to deal with a variety of people*. The visitors to museums and art galleries come from all over the world and have very diverse cultural backgrounds. Through communicating with the visitors, volunteers can also learn from visitors' life and travel experiences.

The interaction between visitors and volunteers is beneficial for both parties involved. Since there are so many things volunteers are able to learn from a volunteer programme, it is vital for volunteer management in the organisations to provide the opportunities to learn. When marketing the volunteer programme, they should include what potential knowledge and skills the volunteers could learn. This will show the volunteer programme is part of learning instead of simply giving. In fact, the majority of the research sample is well-educated (see Figure 5) and likely to value and enjoy acquiring new knowledge. It will also be more attractive, especially for those young people who are outgoing and keen to learn about the art and heritage sector of the tourism industry, or about specialist topics covered by the institutions.

5.2.3. Protective

The motivational function of 'protective' was rated as the third important function in this research. Many individuals join the volunteer programmes, because volunteering had positive influence on their lives and help them avoid their personal problems even just for a short while. In fact, most of the people wanted to *escape from normal routine*. It is inevitable that people get bored of their regular work and life, and volunteering is a

healthy and positive way to relax. As the literature review addressed before, many researchers consider volunteering as 'a leisure activity' (Dennis & Zube, 1988). People need leisure activity to release the stress from work and family issues. In other word, *Volunteering adds interest in people's life*. In addition to the leisure activities, volunteering also *contributes to the community*.

As volunteering at cultural tourism sites is an interesting activity to fill up a volunteer's spare time, it helps to prevent the negative feelings that might frustrate or depress the volunteer. Those people usually come from the workforce with heavy demands and they look at volunteering as a means of channelling some mental self-protection. They hope to gain involvement, trust and respect from participating in the volunteer activities. The majority of the sample was retired (see Figure 6) and these people are also likely to seek activities that will give meaning to their lives, since they are no longer in the workforce. Therefore, it is crucial for volunteer management in the organisations to realise that giving volunteers tasks that are related to social engagement and autonomy will make them feel different. As their connection to the volunteer programme is very valuable, extra care is required to help them establish a positive perspective not only for the volunteer programme but also, more importantly, for their life. In this case, volunteer activities are considered as a remedy of some people's less satisfied life.

5.2.4. Enhancement

'Enhancement' is a volunteer motivational function that concerns the impact on the psychological level, which was ranked fairly low in this research. However, one of the

motivational statements in this category: *Volunteering makes them feel valued* achieved a comparatively high level of agreement (mean=3.26). This suggests that they obtained more accomplishment and recognition in the cultural tourism attractions than in other areas of their lives. Participating in the volunteer activities *makes them feel needed*. Their knowledge and skills in some particular areas were appreciated while they volunteer in the organisations. This makes them feel satisfied and has a positive influence on themselves in a spiritual way. In the volunteer activities, they found a place to influence others by passing on their technical skills or transferring their knowledge about the cultural heritage collections. The volunteer experience *increases their self-esteem*. They get to hold themselves in higher regard and realize that they are important to other people in different ways. Ultimately, they *feel better about themselves* through volunteer activities. A few participants considered volunteering as *a way to make new friends.* This is reasonable since most of them shared a common interest in cultural heritage collections, and therefore they were very likely to become friends. Even though this function did not appear to play a major role in participants' decision to volunteer (mean=3.01), expression of appreciation and recognition from the organisations is always beneficial to boost an individual's morale. They might not look for direct recognition, but they do want to feel they are appreciated for giving up their time and putting in their efforts in the organisations they involved.

5.2.5. Career

The findings discovered that 'career' was the second lowest motivational function and five statements in this category all have fairly low mean value, which means most

participants did not agree with these career-related statements. Only a small number of participants think that *Volunteering experience would contribute positively to their CV*. It does not mean that the experience they have in the museums or art galleries is not valuable, but the fact is that they do not consider it as their primary goal when they first sign up for the volunteer programme. They would make some new contacts when they were doing the volunteer work but these contacts were not for their professional career. In fact, as was discovered, these volunteers were just making casual friends for social purpose. Most participants did not agree that the purpose of their action of volunteering is to *explore different career options* or *help them succeed in their chosen profession*. This result is in line with Strigas and Jackson's (2003) findings in a sports event, as they noticed that career-related motivations had less influence on a volunteer's decision to volunteer. It is actually a good thing for volunteer management, since the connection between volunteers and the organisations only based on career facts is utilitarian, and therefore fragile. Once they found a better career option or they thought there is small chance they would be able to *get their foot in the place they would like to work*, they are more likely to quit volunteering. On the other hand, since the majority of this sample population are retired, career considerations are not significant when they participate in the volunteer activities.

5.2.6. Social

According to the survey findings, the motivational function 'social' was considered the least important factor on the participants' decision to become volunteers. Only a small number of individuals became volunteers to meet other people's expectations. Their

decisions about being volunteers were independent and came from their own will. They did not agree that *People they are close to want them to volunteer*. It was not because *their friends volunteer* either. It is true that most people's behaviour and decision are sometimes affected by others. However, it was not the case in the sample surveyed about volunteering in cultural tourism attractions.

In the research, participants have shown strong self-determination in volunteering. It therefore makes sense that they make the decision to volunteer based on their own observation and experience, instead of the influence from others. Most of them had their own judgment about volunteer activities. They did not join the volunteer programme only because *Volunteering is an important activity to the people they know best*. Even though *others with whom they are close place a high value on volunteer service*, they still had their own opinion, instead of agreeing with what others said or believed. From the organisation's perspective, it is critical to make sure that volunteering is people's own decision at the recruitment stage. Some people may sign up for a volunteer programme because their friends tell them some misleading information or some benefits that are not applicable for them. It is troublesome for both organisations and volunteers if volunteers only find out that the programme is not exactly what they want *after* they have been recruited. The volunteer management should make sure that sufficient information is provided to the potential candidates for volunteering during the recruitment process. A work trial is also an ideal way to find out whether the candidates are suitable for the volunteer roles they applied, although it requires additional work for the supervisor.

5.3. Conclusions

The conceptual model presented here was derived from the responses from a sample of respondents from three cultural tourism attractions. The majority of the respondents were partnered or married retired European female with a strong educational background and average income. From the findings related to their motivations for volunteering, the respondents appear to fall into two of Dolnicar and Randle's (2007) four volunteer segments: altruists and leisure volunteers.

Given that museums and art galleries serve a variety of functions including hosting commercial and private events, in addition to showcasing New Zealand's heritage as cultural tourism attractions, the findings may not apply to volunteers who are commercially driven. The conceptual model is therefore likely to be most applicable in the not-for-profit side of cultural tourism products, where volunteers are motivated more by the notion of serving public good.

6. Conclusion

6.1. Summary and Recommendations

The contribution of cultural tourism volunteers in New Zealand is significant. Tourism volunteers put in a large amount of time and effort to the tourism attractions and ensure a great experience for many international tourists and domestic visitors. However, the reasons for volunteers' engaging in the unpaid activities are yet to be fully discovered. This research aimed to investigate the demographics of volunteers who work in museums and art galleries, which serve as cultural tourism attractions in New Zealand. Furthermore, it also intended to discover the motivational factors that influence people's decisions to become volunteers. By understanding what motivates the volunteers to participate in the activities, cultural tourism attractions can use this information to enhance the marketing, recruitment, training and recognition of volunteer programmes. The findings will help to make the volunteer programme more sustainable, and benefit the organisations in financial ways. Most importantly, the findings will help recruit the volunteers and retain them in the organisations for a long time.

In order to investigate the volunteers' characteristics and motivations for volunteering, a thorough review of the previous literature was presented. It started from the general definition of the volunteers to volunteers who work in the tourism industry. The literature review discussed previous research findings about volunteer demographics and some popular typologies of volunteer motivations. Clary et al.'s (1998) volunteer function inventory (VFI) model was employed in this research, since it covered a wide range of

elements of volunteer motivation, from tangible items to intangible items, and from material level to philosophical level. The VFI model was widely cited in other people's research after it was proposed; therefore it was deemed a suitable tool for investigating the motivational factors of New Zealand's cultural tourism volunteers. Quantitative research was conducted to gain a practical understanding of volunteers in New Zealand's cultural tourism industry. A survey method was employed for data collection. The questionnaire included demographic questions and 30 motivational statements rating derived from the Clary et al.'s (1998) VFI model. Three organisations (Auckland War Memorial Museum, Voyager New Zealand Maritime Museum and Auckland Art Gallery) were involved in this research and over 170 valid responses, representing a response rate of 39%, were received during the survey period. Statistical analyses including frequency analysis, central tendency analysis and reliability analysis were conducted to explore the pattern of the participants' responses. The results from the quantitative research led to some interesting findings.

In regard to the volunteer characteristics, the majority of the participants who work in the cultural tourism attractions in New Zealand are older citizens. Only one out of three of them were male volunteers and the majority of these served at the Voyager Maritime Museum. Most volunteers were Europeans. A large number of volunteers were well educated. Most of the participants have been volunteering for over 10 years and some of them stayed in the same organisation. Many participants have partners or are married. Their income was not necessarily high. Retired people comprised the majority of the tourism volunteers in the sample. Front of house roles such as host and guide were the

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most common ones. Less than half of the volunteers belonged to the museum or art gallery's membership programme. It is suggested that volunteer management in the cultural tourism attractions should put more effort to:

(1) Attract more young people to become volunteers;

(2) Enrich the diversity of ethnicity in the volunteer group;

(3) Involve the volunteers in their membership programmes.

Additionally, responses to the rating of 30 motivational statements were examined. The majority of the participants agreed that volunteering adds interest to their life and makes them feel they are contributing to the community. Most of them disagreed that the reason they become volunteers is that people they are close to volunteer or they want a professional career in the area. The responses on the basis of six motivational functions were also examined. It was found that motivational functions of 'values' and 'understanding' had the most impact on people's decision to volunteer. On the other hand, 'social' and 'career' dimensions were placed at the bottom of the importance rating. It is recommended for the volunteer management in the cultural tourism attractions in New Zealand to

(1) Provide volunteers with a sense of achievement;

(2) Clarify what volunteers are able to learn from the experience;

(3) Give volunteers autonomy and chances for social engagement;

(4) Show appreciation of volunteers' time and recognise their effort;

(5) Provide volunteers sufficient information about the programme at the recruitment stage.

Overall, this study identified the demographics of cultural tourism volunteers and the most and least important motivational factors that affect people's decision about volunteering. The findings will contribute to fill in a gap in New Zealand's cultural tourism volunteer research and assist tourism organisations to enhance the volunteer programmes.

6.2. Limitations and Future Research

Volunteers who work in cultural tourism attractions in New Zealand are an important group of people that should not be ignored. Their contribution of time and effort supports the daily function of these organisations. Without their help, the cultural tourism attractions are likely to face serious operational and financial problems. Therefore, research on tourism volunteers is crucial and the field requires more attention from the researchers in the tourism industry and universities.

This study presented an overall picture of cultural tourism volunteer demographics and their motivation of volunteering in the museum and art galleries. However, some limitations should be noted.

Firstly, a convenience sampling approach was adopted in this study due to the time and financial constraints. The three cultural tourism attractions involved in this research are

all located in Auckland, because this was easily accessible for the researcher. The three attractions involved were also not-for-profit organisations, and thus commercial operations were not part of this study. A more representative result will be generated if more cultural tourism attractions in more places across New Zealand are involved including rural, small town and for-profit operations. A nationwide survey would identify any difference in cultural tourism volunteers in urban as opposed to rural settings, and not-for-profit as opposed to commercial attractions.

In addition, difference in motivations under different demographic subgroups should be examined. Unfortunately in this study, some of the subgroups were not large enough for productive cross tabulation analysis. Researchers should explore the correlation between factors like age, gender, educational background and volunteer role, and the response to the motivational factors in future studies. It is likely that people of different characteristics have different views about what influences them to volunteer.

Furthermore, qualitative research could be undertaken to discover more motivations that are related to the context. It will be interesting to find out whether cultural tourism volunteers are different from other volunteers in their perspectives on volunteering, and whether some 'back of house' volunteers even identify themselves as cultural tourism volunteers. As this study employed Clary et al.'s (1998) VFI model, a non-tourism instrument, the findings might be limited. To truly understand the cultural volunteers in New Zealand, in-depth qualitative research is needed.

This research also indicated that understanding the demographic characteristics and motivational drivers can provide useful insights for the cultural tourism sector in New Zealand. The values that volunteers bring to their host organisations make volunteer groups an important factor in successful operations. It is hoped that the findings of this study will enable cultural tourism operations to deliver the best experience to both their visitors and volunteers.

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Appendix A: Letter of Invitation

Dear Volunteer,

Research Project: Understanding volunteers in art and heritage tourism organizations in New Zealand: Exploring the demographics and motivational factors.

My name is Rico Chen and I am a postgraduate student at Auckland University of Technology (AUT). I am undertaking a study of volunteer work in New Zealand art and heritage tourism attractions and I would like to invite you to participate in this project.

With the agreement of XXX, I am seeking your participation in this study. This research will provide insights into the demographic make-up of heritage volunteers in New Zealand and their motivations for volunteering in the heritage sector of the tourism industry. Your knowledge and experience of volunteer work would be of great value to this project. I would very much appreciate it if you could share your perceptions about your experience of volunteering.

I attach a Participant Information Sheet, which provides more details about this research and the survey that I hope you will complete. All participants have the option of taking part in a draw for **a $50 grocery voucher**. Copies of the survey are available **at the break room**, and you can return the completed questionnaire to the secured box at the same place **by April 30, 2014**. Alternatively, you may complete the survey online through the following link:

http://tiny.cc/VolunteerResearchNZ

Thank you for considering taking part in my research project.

Yours faithfully

Rico Chen

rico0523@gmail.com

Appendix B: Participant Information sheet

Participant Information Sheet

AUT
UNIVERSITY
TE WĀNANGA ARONUI O TAMAKI MAKAU RAU

Date Information Sheet Produced: 6 March 2014

Project Title: Understanding volunteers in art and heritage tourism organizations in New Zealand: Exploring the demographics and motivational factors

An Invitation

Kia Ora:

My name is Rico Chen and I am a postgraduate student of AUT. I am undertaking a study of volunteer work in New Zealand art and heritage tourism attractions. This research will investigate the demographic profiles of tourism volunteer population and identify the motivational factors for volunteering in the tourism industry.

I would like to invite you to participate in this project. Your knowledge and experience of volunteer work are of great value to this project. I would appreciate it if you could share your perceptions about your experience of volunteering.

What is the purpose of this research?

Volunteers are essential to the daily operation of many art and heritage tourism attractions. Although people have researched this topic, as yet there is no literature on tourism volunteers in the New Zealand context. This research will explore the demographics and motivational factors of volunteers in New Zealand art and heritage attractions. This research will be used in my dissertation as part of my Master's degree in International Hospitality Management at AUT. It may also be published in hospitality and tourism academic journals.

How was I identified and why am I being invited to participate in this research?

You are invited to join this research because you currently volunteer in one of the following heritage tourism organisations: Auckland War Memorial Museum, Voyager New Zealand Maritime Museum and Auckland Art Gallery.

What will happen in this research?

As a participant in this research, you will be asked to complete a questionnaire. It will take you approximately 10 minutes. The information you share in the survey will be used in the study. It may also be published in hospitality and tourism academic journals.

What are the discomforts and risks?

You should not experience any discomfort or risk as a result of participating in this research project. If you do not wish to answer any question, you do not need to do so.

What are the benefits?

The findings from this research will provide the art and heritage tourism attractions with new insights into the volunteer population, which may contribute to development of the volunteer working experience.

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As an expression of our appreciation, participants will be eligible for a prize draw for **a $50 gift voucher**. You can complete the prize draw section of the survey to join.

How will my privacy be protected?

The survey responses are anonymous, and no personal identification will occur. The result will not refer to you. The prize draw part is separated from the survey and your answers will remain confidential and anonymous.

What are the costs of participating in this research?

The only cost of your participation is approximately 10 minutes of your time.

What opportunity do I have to consider this invitation?

Please take time to give consideration to your involvement in this research, which will commence on 1 March 2014. If you have any question about your participation or the research, please feel free to contact Rico Chen, rico0523@gmail.com, phone: +64 022 170 2371.

How do I agree to participate in this research?

If you agree to participate in this research, please complete the attached survey including the informed consent question.

Will I receive feedback on the results of this research?

Upon completion of this research, a URL link will be available for you to access the summary report.

What do I do if I have concerns about this research?

Any concerns regarding the nature of this project should be notified in the first instance to the Project Supervisors, Dr. Claire Liu, claire.liu@aut.ac.nz, 921 9999 ext. 6431 and Dr. Jane Legget, jane.legget@aut.ac.nz, 921 9999 ext. 8625.

Concerns regarding the conduct of the research should be notified to the Executive Secretary of AUTEC, Kate O'Connor, *ethics@aut.ac.nz*, 921 9999 ext. 6038.

Whom do I contact for further information about this research?

Researcher Contact Details: Rico Chen, rico0523@gmail.com

Project Supervisor Contact Details:

Dr. Claire Liu, claire.liu@aut.ac.nz

School of Hospitality and Tourism, Faculty of Culture and Society,

AUT University, Auckland, New Zealand

Dr. Jane Legget, jane.legget@aut.ac.nz

School of Hospitality and Tourism, Faculty of Culture and Society,

AUT University, Auckland, New Zealand

Approved by the Auckland University of Technology Ethics Committee on 5 March 2014, AUTEC Reference number 14/20.

Appendix C: Survey

☐ **I understand that by completing this survey, I give my informed consent to the information provided being used in this study.**

Please tick this consent question before continuing.

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TE WĀNANGA ARONUI O TAMAKI MAKAU RAU

Part 1: WHY VOLUNTEER?

This section explores the reasons why you participate in volunteer work in the museum or gallery. Please indicate the degree to which you agree or disagree with each statement. **Please tick one choice for each statement.**

	Definitely agree	Tend to agree	Neither agree or disagree	Tend to disagree	Definitely disagree	Not applicable
1. Volunteering can help me get my foot in the door at a place where I'd like to work	○	○	○	○	○	○
2. My friends volunteer.	○	○	○	○	○	○
3. I am concerned about the visitors.	○	○	○	○	○	○
4. People I'm close to want me to volunteer.	○	○	○	○	○	○
5. Volunteering makes me feel valued.	○	○	○	○	○	○
6. People I know share an interest in volunteer service.	○	○	○	○	○	○
7. No matter how bad I've been feeling, volunteering helps me to forget about it.	○	○	○	○	○	○
8. I am genuinely concerned about the organisation I am serving.	○	○	○	○	○	○
9. By volunteering, I feel socially connected	○	○	○	○	○	○
10. I can make new contacts that might help my career.	○	○	○	○	○	○
11. Doing volunteer work makes me feel I am contributing to the community.	○	○	○	○	○	○
12. I can learn more about the purpose of the organisation.	○	○	○	○	○	○
13. Volunteering increases my self-esteem.	○	○	○	○	○	○
14. Volunteering allows me to gain a new perspective on things.	○	○	○	○	○	○

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	Definitely agree	Tend to agree	Neither agree or disagree	Tend to disagree	Definitely disagree	Not applicable
15. Volunteering allows me to explore different career options.	○	○	○	○	○	○
16. I am keen to ensure that visitors benefit from visiting this place.	○	○	○	○	○	○
17. Others with whom I am close place a high value on volunteer service.	○	○	○	○	○	○
18. Volunteering allows me to learn through direct "hands on" experience.	○	○	○	○	○	○
19. I feel it is important to help others.	○	○	○	○	○	○
20. Volunteering adds interest to my life.	○	○	○	○	○	○
21. Volunteering will help me succeed in my chosen profession.	○	○	○	○	○	○
22. I can do something for the organisation.	○	○	○	○	○	○
23. Volunteering is an important activity to the people I know best.	○	○	○	○	○	○
24. Volunteering is a good escape from my normal routine.	○	○	○	○	○	○
25. I can learn how to deal with a variety of people.	○	○	○	○	○	○
26. Volunteering makes me feel needed.	○	○	○	○	○	○
27. Volunteering makes me feel better about myself.	○	○	○	○	○	○
28. Volunteering experience will contribute positively to my curriculum vitae (CV).	○	○	○	○	○	○
29. Volunteering is a way to make new friends.	○	○	○	○	○	○
30. I can explore my own strengths.	○	○	○	○	○	○

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Part 2: ABOUT YOU

This section is designed to help us understand more about volunteers in the New Zealand museum or gallery sector. Your responses will not be attributed to you as an individual, nor will your answers or identity be passed to any third parties. **Please tick the appropriate option**.

1. **What is your age?**

○ 18 - 20   ○ 21 - 30   ○ 31 - 40   ○ 41 – 50

○ 51 - 60   ○ Over 60

2. **What is your gender?**

○ Male   ○ Female

3. **What is your ethnicity?**

○ NZ European   ○ Maori   ○ Asian   ○ Pacific Islander

○ Middle Eastern   ○ African   ○ Others (please specify _____)

4. **What is your highest level of education?**

○ High School   ○ Diploma / Certificate ○ Bachelor degree   ○ Master degree

○ Doctoral degree

5. **How long have you been volunteering in this museum/gallery?**

○ Under 1 year   ○ 1-5 years   ○ 6-10 years   ○ 11-15 years

○ 16-20 years   ○ Over 20 years

6. **How long have you participated in volunteer work anywhere?**

○ Under 1 year   ○ 1-5 years   ○ 6-10 years   ○ 11-15 years

○ 16-20 years   ○ Over 20 years

7. **What is your relationship status?**

○ Single   ○ Partnered / Married ○ Divorced   ○ Widowed

○ Prefer not to say

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8. What is your current employment status?

◯ Full-time employment   ◯ Part-time employment   ◯ Retired

◯ Self-employed   ◯ Unemployed   ◯ Student

◯ Other (please specify _____)   ◯ Prefer not to say

9. What is your approximately annual household income in New Zealand Dollars?

◯ Under $20,000   ◯ $20,001 - $35,000   ◯ $35,001 - $50,000

◯ $50,001 – 65,000   ◯ Over $65,000   ◯ Prefer not to say

10. What is your role within the museum/gallery?

◯ Host   ◯ Guide   ◯ Administration   ◯ Collections & exhibitions

◯ Operations   ◯ Other

11. Are you a member of the museum/gallery supporters' group? (ie: Friends organisation)

◯ Yes   ◯ No

[For reference]   In which organisation are you volunteering?

◯ Auckland War Memorial Museum

◯ Voyager New Zealand Maritime Museum

◯ Auckland Art Gallery

Thank you for your participation.

Please place your completed survey form in the secured survey box provided.

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Appendix D: Lucky Draw

PRIZE DRAW

Please fill in your contact information here if you wish to join the prize draw for **a $50 grocery voucher**.

Name:

Contact number / email:

Please note: this section is separated from the survey you have just completed and your answers to the survey will remain confidential and anonymous.

Appendix E: The Demographic Data

1. What is your age?

Item	Frequency	Percentage
18-20	2	1.1%
21-30	11	6.3%
31-40	8	4.5%
41-50	10	5.7%
51-60	19	10.8%
Over 60	126	71.6%

2. What is your gender?

Item	Frequency	Percept
Male	58	33%
Female	118	67%

3. What is your ethnicity?

Item	Frequency	Percentage
NZ European	156	90.7%
Maori	2	1.2%
Asian	8	4.7%
Pacific Islander	3	1.7%
Middle Eastern	2	1.2%
African	1	0.6%

4. What is your highest level of education?

Item	Frequency	Percentage
High School	34	19.4%
Diploma / Certificate	45	25.7%
Bachelor Degree	65	37.1%
Master Degree	27	15.4%
Doctoral Degree	4	2.3%

5. How long have you been volunteering in this museum/gallery?

Item	Frequency	Percentage
Under 1 year	25	14.4%
1-5 years	86	49.4%
6-10 years	36	20.7%
11-15 years	15	8.6%
16-20 years	9	5.2%
Over 20 years	3	1.7%

6. How long have you been participated in volunteer work anywhere?

Item	Frequency	Percentage
Under 1 year	11	6.4%
1-5 years	49	28.3%
6-10 years	28	16.2%
11-15 years	16	9.2%
16-20 years	16	9.2%
Over 20 years	53	30.6%

7. What is your relationship status?

Item	Frequency	Percentage
Single	27	15.5%
Partnered / Married	105	60.3%
Divorced	21	12.1%
Widowed	18	10.3%
Prefer not to say	3	1.7%

8. What is your current employment status?

Item	Frequency	Percentage
Full-time employment	19	10.7%
Part-time employment	28	15.8%
Retired	101	57.1%
Self-employed	8	4.5%
Unemployed	7	4%
Student	13	7.3%
Prefer not to say	1	0.6%

9.What is your annual household income in New Zealand Dollars?

Item	Frequency	Percentage
Under $20,000	13	7.5%
$20,000 - $35,000	28	16.1%
$35,001 - $50,000	18	10.3%
$50,001 - $65,000	15	8.6%
Over $65,000	54	31%
Prefer not to say	46	26.4%

10. What is your role within the museum/gallery?

Item	Frequency	Percentage
Host	24	13.6%
Guide	61	34.5%
Admin	9	5.1%
Collection & exhibition	29	16.4%
Operations	19	10.7%
Other	35	19.8%

11. Are you a member of the Museum/Gallery Supporter's Group? (I.e.: Friends organisation)

Item	Frequency	Percentage
Yes	68	38.6%
No	108	61.4%

Appendix F: Mean and Standard Deviation of 30 Motivational Statements

Item	Mean	Standard Deviation
01. Volunteering can help me get my foot in the door at a place where I'd like to work	2.38	1.230
02. My friends volunteer.	2.16	1.247
03. I am concerned about the visitors.	2.65	1.083
04. People I'm close to want me to volunteer.	1.48	1.228
05. Volunteering makes me feel valued.	3.26	0.838
06. People I know share an interest in volunteer service.	2.71	1.064
07. No matter how bad I've been feeling, volunteering helps me to forget about it.	2.63	1.068
08. I am genuinely concerned about the organisation I am serving.	3.35	0.969
09. By volunteering, I feel socially connected	3.24	0.859
10. I can make new contacts that might help my career.	2.23	1.286
11. Doing volunteer work makes me feel I am contributing to the community.	3.59	0.686
12. I can learn more about the purpose of the organisation.	3.25	0.786
13. Volunteering increases my self-esteem.	3.02	1.012
14. Volunteering allows me to gain a new perspective on things.	3.24	0.794
15. Volunteering allows me to explore different career options.	2.23	1.242
16. I am keen to ensure that visitors benefit from visiting this place.	3.47	0.712
17. Others with whom I am close place a high value on volunteer service.	2.57	1.078
18. Volunteering allows me to learn through direct "hands on" experience.	3.31	0.813
19. I feel it is important to help others.	3.57	0.611
20. Volunteering adds interest to my life.	3.68	0.527
21. Volunteering will help me succeed in my chosen profession.	2.10	1.340

Item	Mean	Standard Deviation
22. I can do something for the organisation.	3.34	0.676
23. Volunteering is an important activity to the people I know best.	2.35	1.079
24. Volunteering is a good escape from my normal routine.	2.87	1.030
25. I can learn how to deal with a variety of people.	3.04	0.959
26. Volunteering makes me feel needed.	3.07	0.954
27. Volunteering makes me feel better about myself.	2.99	1.018
28. Volunteering experience will contribute positively to my curriculum vitae (CV).	2.44	1.358
29. Volunteering is a way to make new friends.	3.01	0.949
30. I can explore my own strengths.	3.05	0.902