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Why Volunteer?

**A Case Study of Volunteers in the
FIS Nordic World Ski Championship 2011
Oslo, Holmenkollen**

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ABSTRACT

This thesis is a case study conducted on the volunteers in the FIS Nordic World Ski Championship 2011 in Oslo, Holmenkollen. The focus has been to study why the volunteers are motivated. I have investigated this through these following four research questions; (1) *How does the volunteer's degree of motivation develop during the WSC 2011?*, (2) *What motivates people to work as volunteers?*, (3) *How does volunteers feel about themselves?* and (4) *How will the volunteer's expectations correlate with their actual experience?*

The literature review chapter presents leadership and motivational theory associated with voluntary work. The thesis method is a qualitative case study. The data collection are based participate-observer role, in depth interviews with five volunteers and data from parts of NIH's survey after the WSC 2011 with the same volunteers responding.

The results of this study are the following. In research question 1 the result are a variation in the respondents' motivation intensity during the WSC 2011. Before the event the motivation degree for the volunteers was medium high, during the event the degree increased to high and after the event the motivation degree decreased a bit to high-medium. In research question 2 the result are mostly different social reasons. All of Mitroff's four perspectives are represented in the volunteers' arguments, but the social reasons are mentioned most frequently. In research question 3 the results are that the volunteers feel better about themselves and had an increase in their self-esteem. In research question 4 the results are that the volunteer's expectations correlate well with their actual experience.

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1. INTRODUCTION

Not since the Olympics in Lillehammer 1994, has there been a bigger winter sport event in Norway than the FIS Nordic World Ski Championships 2011 (WSC 2011) in Oslo. As such, the event where bound to get a lot of attention and media coverage. The host broadcaster alone, Norsk Rikskringkasting (NRK), had around 250 employees working around the clock during the championship. Over 300 000 spectators visited the WSC 2011 during the 11 days of the competitions which took place in Holmenkollen. To reach the WSC 2011's vision¹, of spreading enthusiasm about the joys of winter, the organization needed over 2200 volunteers working day and night in the course of the championship.

To volunteer is a fundamental factor to maintain the Norwegian democratic welfare state. The Norwegian voluntary sector offers unique capabilities, and provides the country with great economic value in terms of workload and the creation of welfare services. In addition, to volunteer can give individuals a more meaningful life by doing something that first and foremost does not favour oneself. Volunteering does in fact create a valuable identity for individuals and strengthens the community. Volunteering is therefore so much more than the concrete society value it contributes with.

The mainstream economic theory assumes that companies as well as humans are fundamentally self-centred, in both their actions and through their decisions. The foundation of "The Economic Man" is rational maximization of own utility. This idea matches poorly with the fact that over half of the Norwegian population are involved in voluntary work.

This thesis will attempt to explain the economic value in volunteering. The voluntary sector is large and consists of many different groups; it is therefore necessary to limit the thesis. There is a difference between participating in voluntary work for the sake of own interests and to volunteer to participate in fundraising for the poor. I will therefore limit my research study to apply to voluntary work in the case of the WSC 2011.

¹ http://www.oslo2011.no/en/about_us/vision_and_values/

1.1 Previous Studies

Interest in the extent and importance of volunteering and voluntary organizations in society is not new in organizational literature. Volunteerism has also been the focus of extensive international comparative studies. There is a growing international awareness of non-governmental organizations (NGOs) also called non-profit organizations. The United Nations (UN) has in 2001 and this year, 2011, acknowledged the increasing awareness of these organizations by choosing these years to be "the International Voluntary year". In Scandinavia, the extent of voluntary organizations and volunteer work is large, and people engage in unpaid voluntary work on a regular basis. A national survey in Norway of 1700 voluntary organizations found that 54 % of the Norwegian population was engaged in voluntary work, which constituted 156 900 unpaid positions that year (Wollebæk, Selle and Lorentzen 2000). As such, this sector constitutes an important community arena.

Previous research has shown that volunteering can be an important learning and preparation arena for general competence, and that this expertise can be transferred to ordinary paid work (Ness, Sørebo, Holm and Berg 2007). But what about the motivation of the volunteers, can this also be transferred from unpaid to paid work?

A study about competencies of staff in Lillehammer Olympic Organization Comity, LOOC, found that the volunteers at the Olympics in Lillehammer in 1994, generally had features like high flexibility, high ability to cope with uncertainty, and the ability to work independently (Løwendahl and Nordhaug 1994).

1.2 Research Question

In this thesis I want to explore the volunteers mind and analyse the diversity of factors that effects their motivation. Furthermore, I want to see how leader's decisions influence motivation. Before presenting the research questions it is important to be clear about how I look at volunteerism in this thesis. Volunteerism in this thesis is based on Penner's (2002: 448) definition in which he defines volunteering as "... long-term, planned, pro social behaviours that benefit strangers and occur within an organizational setting" The definition entails four criteria; (1) the voluntary efforts often occur over a long time, (2) they are usually well thought out and planned, (3) help does not come out of a commitment to the

person who receives help, but for unknown people, and (4) it usually occur in an organized context (Penner 2002).

Based on my understanding of voluntary work and the use of the WSC 2011 as a case study, the four-folded objective of this study is outlined in four empirical research questions (RQ).

RQ 1: *How does the volunteer's degree of motivation develop during the WSC 2011?*

RQ 2: *What motivates people to work as volunteers?*

RQ 3: *How do volunteers feel about themselves?*

RQ 4: *How will the volunteer's expectations correlate with their actual experience?*

The research questions builds on previous research on volunteering. I use qualitative methods to explore the respondents' experiences, and I am also open to explore other topics that may emerge along the way. In order to answer the research questions, this study is based on leadership and motivation theory.

2. LITERATURE REVIEW

In this chapter the main literature, relevant for my case, related to motivation and leadership will be presented. The aim of the literature review is to base a suitable research framework on leadership and motivational theory associated with voluntary work. The first part of the review starts with a definition and clarification of main leadership theories, focusing on how leadership can motivate. The second part elaborates on motivation and shows the development of its main theories.

2.1 Leadership

Leadership is about reaching the organizations goal through others. This includes use of different actions and measures to motivate, organize and control employees, and make plans. In knowledge organizations, there seem to have been a power shift in the employees' favour in terms of leadership. Hillestad (2008) states that leaders of knowledge organizations, in a greater extent than before, have to compete with their employees on competence, skills and status. It is not uncommon that a leader's decision receives critical reviews and alternative suggestions from his employees. A leader's authority where earlier anchored in his hierarchic position, while it is now more defined by the leaders' personal authority and competence.

2.1.1 Transformational and Transactional Leadership

Bernard M. Bass developed a leadership continuum that distinguishes between transformation leadership, transactional leadership and "laissez-faire" leadership (Bass 1990 in Yukl 2006).

A leader with transformational leadership will transform and motivate employees in three ways; (1) make the employees realise the importance of the assignment, (2) get the employees to exceed their own interests for the benefit of the organization and (3) motivate the employees by enabling their needs for personal development and self-realization. This way, a transformation oriented leader will be looked up to, trusted, and have loyal employees.

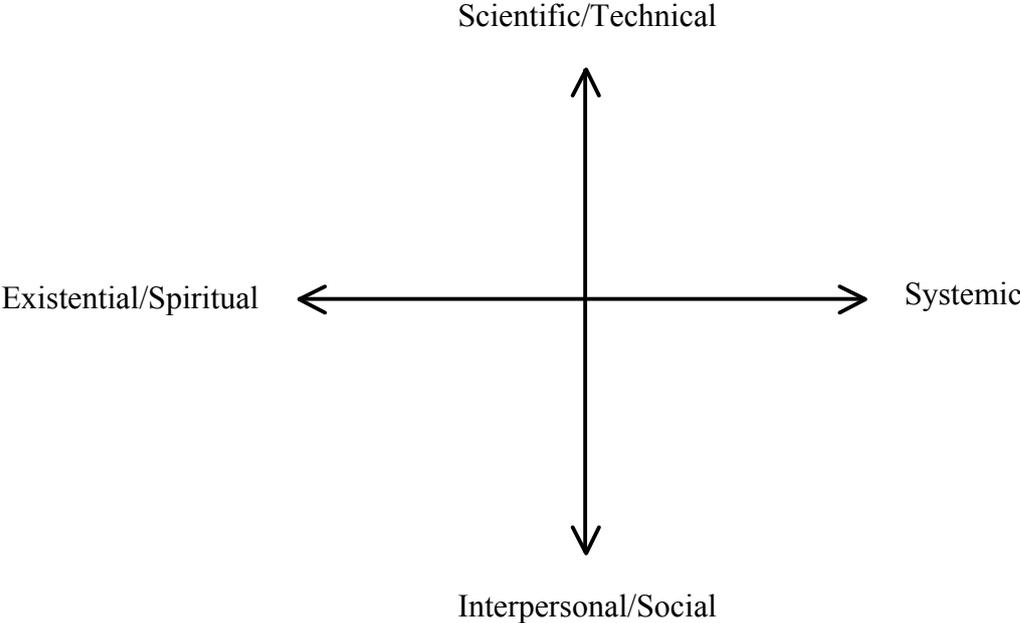
The transactional leader is more like an exchange process that demands a reward for work. A leader with transactional orientation is supported by reward systems to affect motivation. Leadership behaviour can also be to use punishment or rebuke when deviation from certain performance standards occurs. In other words, this leader behaviour is more controlling and rule based.

“Laissez-faire” leadership, or “Let it flow” leadership, are used to describe leader behaviour when the leader does not care about the organization’s assignments, goals or employees (Yukl 2006). Furthermore, “laissez-faire” leadership can best be described as absence of efficient leadership.

2.1.2 Mitroff’s Four Perspectives

As a modern leader and in society in general, one tend to reach for profits and success that comes easy and fast, even if we know it will not last long, to win more room in the market, gain prestige, or the like. The general effect of this behaviour in the long run has, according to Zsolnai and Ims (2006), has not been properly explored. Leaders, as well as others, may take different types of approaches to the problem at hand. This is something Mitroff (1998) tries to communicate through four perspectives. He states that we need to be more considerate with which problem we try to solve, as many leaders are solving the wrong problems. Mitroff’s four perspectives are scientific/technical, systemic, interpersonal/social, and existential/spiritual.

Mitroff’s framework, figure 1:



Source: Mitroff, 1998

The scientific way of thinking is the dominant perspective in our Western culture, as we prefer to put facts and numbers into account when we weigh different problems and solutions. The systemic way of seeing a problem is to take into consideration the secondary, thirdly, fourthly (and so on) effects on a solution. A typical example here is the environmental/pollution question. The fallacy arises when we try to put a scientific solution on a systemic problem. The social perspective takes into consideration how people and societies affect each other. The last of Mitroff's four perspectives is the existential. This perspective describes peoples' inside drive or believes, and is the most relevant when talking about volunteers. We can also argue for the relevance of the social perspective in terms of voluntary work, but it is the existential side that is essential.

2.1.3 Stages in a Team Project

When working in a team project for some hours, days or even years, the project will go through a number of similar stages. The theory is based on Bruce Tuckman's theory on group development from 1965 and was further developed by Tuckman himself and others, by adding and changing some of the steps. Tore B. Holmesland adapted Tuckman's theory and developed five steps on what project members experience during a project. To understand the steps of how the volunteers under WCS 2011 experienced their working process as a team with collective goals, I use Tore B. Holmesland's steps from 2003. The steps are Forming, Storming, Norming, Performing and Mourning.

The first stage is Forming, here the project is established and the project members get to know each other (Holmesland 2003). The group is not yet a group, but a set of individuals. This first stage is characterized by finding the purpose of the group, the definition and title of the group, its composition, leadership pattern and life span. From a management point of view, this stage should be finished by the first or second meeting (Graham 1989).

The second stage is Storming. In this stage, the project is organized and planned (Holmesland 2003). In addition, a lot of personal agendas are revealed and a certain amount of interpersonal hostility is generated (Graham 1989). At this point the members find their place in the group. This stage can seem a little overwhelming, with a lot of information for the project members and may cause some turbulence if individuals are not prepared or experienced with teamwork.

In the third stage, the group establish norms and practices for their assignments, thus the stage name Norming (Graham 1989). In this stage the group members determine how to make decisions, what kinds of behaviour are suitable, the level of openness between the project members, and further guidelines (Graham 1989). Here, trust is built between the project members, and is vital to the success of the project. It is in this stage that the first progress towards the group's goal is made (Holmesland 2003).

The last stage of the main project is the Performing part. It is in this stage that the plan of the project is executed. This stage can only be attained when the previous three stages are successfully completed. The group need to be mature and have the ability to be strongly and sensibly productive (Graham 1989). Holmestrand (2003) states that the project members experience a smooth collaboration with the other group members in this stage; team members have become more interdependent. Changes may occur in the initial project plan during this stage. Even so, as the level of trust and the implicit contracts are built up during the iteration towards the final project plan, changes that may occur will be implemented much more smoothly than if the group where just handed the plan without the existing network with the group members (Graham 1989).

The last stage involves completing the task and breaking up the team. Tuckman (1965) calls this the Adjourning stage, but in more recent research it is known as the Mourning stage. When the task is completed (hopefully) successful and the projects purpose fulfilled, the project members can move on to new things. From an organizational perspective, recognition of and sensitivity to people's vulnerabilities, particularly if members of the group have been closely bonded and feel a sense of insecurity or threat from this change are crucial. To work over a time period towards a goal, can leave project members feeling empty and give them a reaction of grief when the goal is reached and the project is finished (Holmesland 2003). A feeling of relief is also common, purely or in combination with emptiness and mourning.

2.2 Motivation

2.2.1 Background of Motivation Theories

There are almost an endless number of motivation theories. It is not strange that, through the course of history, humans have strived to understand what and where motivation comes

from. It is an important factor in individual's everyday life, if you are a child going to school, a single working mother, an old man in his last years, your degree of motivation affects how efficient you will be in reaching a goal. In the diversity of theories, we can find numerous of different definitions of motivation. One that is wide enough but still clear are;

“Motivation can be defined as the biological, psychological and social factors that enable, provide direction, and maintain the behaviour in different degrees of intensity in relation to goal achievement” (Kaufmann & Kaufmann, 2003).

With this definition Kaufmann & Kaufmann (2003) states that motivation can have biological, psychological and social sources or origin, and effect how we perform optimized. The definition also states that motivation determines direction, intensity and duration on our effort.

Unlike most animals, humanistic motivation theories place emphasis on distinctive characteristics that humans contain. Humans have built-in facilities for social life and a desire to be active, perform and be useful to others. Humanistic theories are often assumed that humans have a number of inherent or learned needs. It is essential to present Maslow's hierarchy of needs when talking about humanistic motivation theories; although the theory has been elaborated and criticized it is still a fundamental explanation of why humans do what they do. Maslow's hierarchy of needs operates with five basic needs: (1) physiological, (2) safety and security, (3) love and social ties, (4) recognition and positive self-concept and (5) self-realization. These needs are the basis for motivation. The strength of the need and dominance varies from person to person, and can occur both because of internal and external causes. Maslow also argues that when a need is satisfied a new need emerge, but emphasizes that motivation is a complex phenomenon where the interaction between the different needs is important.

2.2.2 Self-Determinacy Theory

Self-determinacy theory (SDT) represents a broad framework for the study of human motivation and personality². SDT rests on three basic psychological needs; *Autonomy*,

² <http://www.psych.rochester.edu/SDT/>

Competence and Relatedness (Gagné & Forest 2008). These three conditions supporting individuals are argued to foster the most volitional and high quality forms of motivation and commitment to activities, including enhanced performance, persistence, and creativity (Deci and Ryan 2000). In addition Deci and Ryan (2000) states that SDT are the degree to which any of these three psychological needs are unsupported or prevented within a social context and that will have a robust detrimental impact on wellness in that setting. A sense of more autonomy will, in other words, lead to influence intrinsic motivation. Autonomy means that you can perform actions with a feeling of will and a sense of choice, and act according to one's values (Gagné & Forest 2008). The second psychological need, competence, means to be efficient and successful in negotiating ordinary situations in life, reaching the desired outcomes and prevent the opposite. Gagné and Forest (2008) states that the third psychological need, relatedness, is about feeling connected, affiliated or loved by other individuals or groups. According to SDT, people have a need to feel competent and autonomous in order to maintain their intrinsic motivation (Gagne and Deci 2005). There is a strong correlation between intrinsic motivation and work performance. The employees who are inner motivated are experiencing satisfaction, joy, and meaning when they perform their work, and create the best results (Kuvaas 2009).

2.2.3 The Economic Man vs. Altruism

The Economic Man are defined by the Oxford Dictionary of Economics (1997) as:

“A person who is entirely selfish and entirely rational. While such a person in pure form is a caricature met only in economic models, there is a sufficient element of this in enough people to make economic models relevant to real life. Real people are in various ways both better and worse than economic man. The Economic Man may only obey laws because of the penalties for being caught, and only keep bargains from concern for his reputation, but he is free from malice and dogmatic resistance to change”

The definition describes a person without any interest to volunteer for the good of others, or for any non-economic incentive. The economic man is one extreme point and altruism is the other extreme point on how self-centred a person can be. As such, altruism is the opposite of self-interest; it is about the interest of others and doing something good without expecting something in return. Altruism can be defined as the willingness to act for the good of others, even if the result is not necessarily a benefit itself. It means to be unselfish and caring about

others' wellbeing first. In an attempt to solve the problems above, Andreoni (1990) introduced a new theoretical orientation he called "impure" altruism, which is about the phenomenon of "warm glow". It means that the willingness of giving to others contribute to ourselves as well, by adding a value of giving. The person giving gets a sense of "warm glow".

Altruism is an important part of the reason to volunteer. The volunteers want to do something good for society, and to reduce social inequality. The "impure" altruism is also a relatively important item. Most people want to see themselves as a good person, and believes that the social feedback from users of the service is very important.

2.2.4 Social Norms

Coleman (1990: 242) defines social norms as *"rules of conduct that encourages people to behave in a certain way"*. People are rewarded for following the norm, and punished if they do not follow it. These sanctions can be both social and internal. A social sanction tends to come in the form of recognition and criticism from the environment, while an internal sanction gives a sense of self-respect or guilt (Lindbeck 1997). It is natural to imagine that such social norms play a role when an individual decides to volunteer.

2.2.5 Positive Psychology

Gable & Haidt (2005) definition on positive psychology are: *"Positive Psychology is the study of the conditions and processes that contribute to the flourishing or optimal functioning of people, groups, and institutions."*

Several humanistic psychologists, such as Abraham Maslow, Carl Rogers and Erich Fromm, started in the 1960s to developed theories and practices that involved human happiness. In one metaphor, psychology has been about how to bring people up from negative eight to zero but it hasn't been so good at understanding how people rise from zero to positive eight (Gable & Haidt 2005). In light of a 14:1 ratio of journal articles on sadness compared to happiness (Myers 2000), positive psychology wish to focus on how to get and maintain good psychology.

When further explaining positive psykology Gable and Haidt (2005) puts it like this: *"Despite these inequities, positive psychology's aim is not the denial of the distressing,*

unpleasant, or negative aspects of life, nor is it an effort to see them through rose-colored glasses. Those who study topics in positive psychology fully acknowledge the existence of human suffering, selfishness, dysfunctional family systems, and ineffective institutions. But the aim of positive psychology is to study the other side of the coin—the ways that people feel joy, show altruism, and create healthy families and institutions—thereby addressing the full spectrum of human experience”.

3. FRAME OF REFERENCE

Here I will show my pattern of thinking and formulate it as expectations.

3.1 Expected Findings

How will the degree of motivation for the volunteers develop? I assume based on my own prior experience from voluntary organizations that the motivation of the volunteers will change during the event. For me it would be natural to assume that the ones who sign up as volunteers are highly motivated, while people with a low motivation will not sign up as volunteers. During the WSC 2011 there are a number of situations, happenings or small events that can change the volunteers' motivation. I see a connection between the risk of change in the degree of motivation and how realistic the volunteer's expectations are. With high expectations of what you will experience as a volunteer, the risk of not being disappointed and the risk of noticing a decrease in your motivation are higher. If the volunteer has a lot of former experience in voluntary organizations, it is more likely that he/she has a more realistic picture of what he/she signs up for and there is a greater chance for the volunteers motivation to stay high. After the WSC 2011 is over, I will try to find out if their motivation degree for future volunteering is higher or lower than prior to the WSC 2011. Because of the large size of the event and the extensive focus from the media, I will expect that some of the volunteers will be overwhelmed by the attention they will receive from volunteering at the WSC 2011.

As a conclusion to research question 1, I expect most volunteers to build up a higher degree of motivation for volunteering after the WSC 2011. I also expect a few of the volunteers to get too tired and not being comfortable with all the tasks or organizing, and have a decreasing degree of motivation for volunteering. Before the event of the WSC 2011 starts, I assume that the volunteers' motivation degree will be high. Because of unforeseen situations during the event I will expect the motivation degree to decrease to some extent for some of the volunteers.

Why Do We Volunteer? Why do we do something we are not obligated or legally required to do? I believe it is in the human nature to be considerate and care for other humans. Therefore I expect to find that the respondents' answers about motivation for volunteering at the WSC

2011 are about wanting to help others. Different emphatic reasons can motivate a person to volunteer, for instance: compassion, humanity, kindness, sympathy or fellowship. Volunteering is looked at as an unselfish and a general positive activity. Accordingly, it can realize some of the earlier mentioned emphatic feelings. I also expect to find answers from the respondents about feeling obligated to participate. I am aware of that some people think it is our common duty as citizens and neighbours in a society, to do something that does not directly impact ourselves, even if we want to do it or not.

Which effects will volunteering have on our self-esteem? To volunteer is to do something to help others, without profiting ourselves. It is natural to think that doing something for other people will make us feel good about ourselves. I hope to find out if the volunteers deliberately volunteer to make themselves feel good and increase their self-esteem, or if it is just a bonus. I expect that some do volunteer work as a strategic activity to benefit themselves, by making it look like they are caring persons. I believe that to volunteer for your own benefits is fine, as long as you do not forget to do a good job volunteering. From earlier studies, it is known that people volunteer in fields of their interest. Either they do it of specific reasons for instance to increase options for youth, or they do it on a more general basis, like to contribute to the society. To volunteer within a field of their interest or hobby, might stimulate their motivation to an extent that they prioritise the activity over other alternatives or even paid work. As long as you volunteer, I do not think it is necessarily negative to trigger your motivation by own interests or interest of doing something for yourself.

The last research question; will expectations correlate with actual experience? is hard to predict. It is not easy to know what you are in for as a volunteer. As a volunteer we sign up to help, and often it is up to others how they will organize our help. Furthermore, it may help the organisation, event or project the most if the volunteer would wash dishes or answer phones. The volunteers' expectation depends on for instance: information received from their leaders, prior experience form volunteering and realistic thoughts about your own importance. I will expect most of the volunteers to have high expectations about being a volunteer at the WSC 2011, but I also have high expectations to the WSC 2011 as a volunteer. I believe that the large size of the event, the enormuos media attention and the professionalistic creators of the event, will assure that the WSC 2011 will be a greate experience for all involved.

4. METHOD

Troye (1999) defines methods in a thesis as: “*Methods are tools we use to test whether our assumptions hold. They contain guidelines for how data should be collected, organized and analyzed to emerge as meaningful information*”. This chapter explains the foundations of the thesis. In section 4.1 the reasons for choosing a case study is revealed. Section 4.2 explain my methodological choice. In 4.3 the research design is presented and emphasises on the thesis validity. Section 4.4 describes the three different data collection methods I have based my thesis on, while 4.5 illustrate how I have used the Interpretative Phenomenological Analysis. I end the chapter with 4.6 about ethics.

4.1 The Case Study as a Research Strategy

Choosing case study as a method was a natural choice when getting the opportunity to take such a big part in the event which I was about to study. Furthermore, the case study approach gave me the opportunity to get to know the respondents very well. Yin (1994) has identified three other conditions upon which the choice of research strategy depends: (1) The type of research question, (2) the control an investigator has over actual behavioural events, and (3) the focus on contemporary as opposed to historical phenomena. Furthermore, Yin considers the case study strategy to have particular advantage when “a ‘how’ or ‘why’ question” is being asked about a contemporary set of events over which the investigator has little or no control (Yin, 1994: 9).

Silverman states that the case study method aims to gather first-hand information about social processes in a naturally occurring context (2005). This can be seen as the opposite to research methods where events are taken out of its natural habitat and studied alone.

To further explain what a case study is, Punch (1998: 150) puts it like this; “*The basic idea is that one case (or perhaps a small number of cases) will be studied in detail, using whatever methods seen appropriate. While there may be a variety of specific purposes and research questions, the general objective is to develop as full an understanding of the case as possible*”.

With a case study, one must be careful to make the conclusions into general rules for all environments. I will try to identify trends and tendencies in the data collection that gives us

answers to the research problem. It will therefore be difficult to transfer all the conclusions to other contexts. Even so, I believe the result can be used by other organizations to give an idea of what works best. To be able to generalize more than just the use of one depth interview, I follow five respondents throughout the WSC 2011 and conduct several depth interviews, in addition to my own observations and self-interview. After the WSC 2011, I compare the interviews and observations and draw conclusions.

There are different types of case studies, and Stake (2000) has identified three types. One is the intrinsic case study, this type is used in this study because it only aims to describe a case and has no attempt to generalize or build theories.

4.2 Methodological Choice

This study is both an exploratory, constructive and descriptive study. It is exploratory and constructive because it aims at developing new tools that can be used to analyse and define motivation factors in a general perspective. It is descriptive in the sense that the study is based on description and analysis of the WCS 2011 event to serve as an illustrative case to gain understanding of the factors that determines motivation intensity.

4.2.1 Research Design

Research design is according to Saunders et al. (2009) the overall general plan for our research and how we will answer our research questions. Yin (1994) defines research design as an action plan for getting from here to there, where here defines the initial set of questions to be answered, and there is some set of conclusions (answers) about these questions. It covers topics from the choice of qualitative / quantitative approach to the detailed planning of how these will be carried out to find the answer to the problem to be studied. Quantitative data provides the opportunity to test various hypotheses through analysis of a large data set, while the qualitative method is more suited to develop hypotheses and theories, as one can go into more depth on the material gathered (Johannessen et al. 2004). The distinction between qualitative and quantitative has an undefined location on a line where the qualitative and quantitative methods are extremes (Grønmo 1996). The collected data are, in other words, more or less qualitative or quantitative, and which approach one chooses is thus a strategic choice. A combination of different approaches can in many cases, provide a complementary effect and compensate for the different approach weaknesses (Østby,

Helland, Knappskog & Larsen 2002). This research study has a qualitative approach as it explores a smaller data set of interviews and survey data from the same respondents more in-depth.

4.2.2 Validity

Construct validity means to establish correct operational measures for the concepts being studied (Yin 1994). Yin (1994) states that by using multiple sources of evidence, establishing a chain of evidence and having key informants review draft case study report, the construct validity gets higher. The operationalization of concepts to be measured in this study is established through both internal sources, such as an interview guide reviewed by key informants, and external sources such as the Norwegian School of Sports (NIH) and the WSC 2011 administration. This research study is based on multiple sources of evidence with data from both surveys and in-depth interviews and observations with the same respondents. Accordingly, construct validity is believed to be fulfilled in this research study.

Internal validity is not relevant for descriptive or exploratory studies according to Yin (1994). External validity is about establishing the domain to which a study's findings can be generalized (Yin 1994). To do this the researcher can use replication logic in multiple-case studies. Reliability means that the operations of a study, such as the data collection procedures can be repeated, with the same results (Yin 1994). To insure that the reliability will be approved Yin (1994) states that the researcher can follow case study protocol and develop a case study database.

4.3 Data Collection

Data was collected from six respondents including myself through both in-depth interviews and as a part of a larger external survey from The Norwegian School of Sports (NIH) in collaboration with the WSC 2011 administration. In the in-depth interviews, respondents were recruited through two factors: (1) random selection of those I was working with during the WCS event in the functionary service, and (2) the availability of time and opportunity to conduct an interview while working. In addition, I conducted interviews of myself to collect my own experiences and observations. The head of the section I worked with during the WCS 2011 event informed the other volunteers about my research and encouraged them to participate. As such, several volunteers were at my disposal. When the WCS 2011 event was

over, I had conducted interviews at two different occasions, one on the early stages and one in the final stages of the WCS 2011 event, with six respondents including myself. Of the six respondents were two women and four men. The ages of the respondents' were between 25 and 67 years old. Furthermore, the respondents consisted of two students, one retired person, two people who were active in work life and one who was currently unemployed. All were of Norwegian ethnic origin and, apart from one person; the respondents all had a university degree. Four of the respondents had, at a previous occasion, been volunteers during a major event, either in sports or in other contexts.

External data was collected from a survey conducted by the NIH in collaboration with the WCS 2011 and limited to the same respondents as in the in-depth interviews.

4.3.1 Participant and Observant Role

Working as a volunteer together with my research participants over time is a genuine opportunity to get a holistic picture of the situation. The volunteer position helped me gain trust and get to know the research participants and my fellow volunteers. Furthermore, I was able to ask more suitable questions when I understood the responsibilities of the volunteers.

I added a data set with my own observation of the WCS 2011 and my own point of view of the topics in the interview with the respondents, to ensure the quality of depth interviews and provide more data for the analysis. Observations were conducted before, during, and after the WCS 2011 event. I was for instance, in the preparatory meetings and gatherings in advance of the event. By looking at how the volunteers are acting, I am also able to observe whether this is in line with what came up during the interviews.

4.3.2 Interview

As a study design, I chose to use semi-structured interviews in this research thesis. These are to some extent standardized, but open to explanations and follow-up questions. I did this in order to increase understanding of the volunteers and to ensure that I brought out the crucial factors. By keeping a certain structure, I was able to ensure that the same topics are covered in all the depth interviews (Saunders et. al 2009).

The purpose of the interview is to obtain information about the volunteers' motivation and how this motivation is affected by management's behaviour. In addition, I want to find out

whether volunteers have considered why they want to be a volunteer and their attitudes towards volunteering in general.

There are both advantages and disadvantages of semi-structured interviews. The advantages, is that it is possible to go in depth on individuals, to get to understand the respondents well and get a clear picture of what motivates them. It is also easier to insure that there are no misunderstandings, as I, as a researcher, can ask clarification questions if something is unclear. As such, it is possible to improve the studies validity.

Semi-structured interviews are disadvantages as they are very time consuming and it can be difficult to generalize based on their results, as the method is not exactly the same from time to time and there are few respondents. In addition, respondents may have a tendency to only tell parts of a story, consciously or unconsciously, and in this way lead the story to their advantage (Greve 2010). It is important to be aware of these aspects and use techniques to avoid that valuable information is not lost. I used time to prepare before I started with the interviews, and learned the practice of good interview techniques in line with recommended guidelines for in depth interviews.

During the interviews, I asked for permission from the respondents to take notes. I chose to take notes instead of taping the interviews, as I believe that the respondents will open up more, making it more similar to a normal conversation. I clearly see the advantages of taping the interview, especially to be able to collect the exact wording of the respondents. However, in order to solve this problem, I wrote out my notes shortly after each interview, ensuring a higher validity of the study. Furthermore, the notes from each depth interview were sent to the respondents, so the respondents could validate the interpretation.

As the plan was to interview the volunteers while they were on duty, I realized that there may be problems to interview the volunteers long enough to get a thorough understanding of their views. This method was chosen to not have to require additional spare time from the respondents. In order to carry out successful interviews, I conducted two rounds of depth interviews with each of the respondents; one in the beginning of the WCS 2011 event, and one interview in the end of the event.

4.3.3 Survey from the Norwegian School of Sports

To additionally strengthen my thesis I received a part of a large quantitative survey that the Norwegian School of Sports (NIH) conducted in collaboration with the administration of the WSC 2011. I received data for my respondents who answered the survey, which were four of my total six respondents. NIH originally conducted two large surveys that were sent out to all the volunteers of the WSC 2011. These surveys were conducted two to three weeks before the WSC 2011 and again two to three weeks after the event was over. Unfortunately, it was not possible to attain the survey data collected after the event. As such, this research study is only using the results the NIH collected after the WSC 2011.

4.4 Interpretative Phenomenological Analysis

For the qualitative analysis, the Interpretative Phenomenological Analysis (IPA) has inspired me, which is a relatively new developed method (Willig 2001). IPA is great as a psychological research method (Willig 2001). It is designed to get an insight into the respondent's psychological world and their impression of a topic, in this case, voluntarism and motivation for the WSC 2011. Finding the respondent's impression is done by examining the content from the respondent answers (Smith & Osborn 2008). Within the IPA it is recognized that such an examination involves the researcher's own interpretation of the data and contact between researcher and respondent. Good and honest communication with the respondent is the essential part of knowledge production (Flick 2002). It is the product of a strong contact between the interviewer and the respondent that constitutes good data (Toma 2000).

The main objective of this thesis is to explore the experiences of a group of people in detail, rather than generalize as much as possible (Chapman & Smith 2002). Therefore, the respondents were recruited based on their knowledge and expertise in their own experiences (Reid et. al. 2005). The focus of the IPA is to adjust the analysis of the pre-determined interview themes in combination with adding new and relevant themes that the respondents bring up during the communication with them. There is no definitive way to perform the IPA since it is relatively new and evolving continuously.

To start the analysis process, I read through the interviews several times. Firstly, I looked at interview by interview to see what was important to the different respondents. Furthermore, I

put the answers from each question from all respondents together and looked for trends, similarities and differences in the data. This was conducted to examine what experiences and feelings the volunteers obtained during the WSC 2011.

There were differences in the level of detailed the descriptions from respondents, some were more accurate and short while others were generous with longer explanations. The long explanations made it easier to understand the volunteers' thoughts behind their answers, but it was placed equal emphasis on all responses. My own observations in addition to the interviews helped to elaborate my impression and to find the relevant themes after reading through the interviews. After thoroughly examining and comparing the interview data, I found several themes (see table 1). After carefully going through all the themes to insure that all paragraphs applied to the themes I had placed them under, I created the following main categories; reasons for volunteering, spear time activity, self-esteem, and feedback and expectations from leaders.

Table 1 shows how these themes gathered into five categories:

Table 1:

Categories	Themes
Reasons for volunteering	Networking, carrier and RESUME arguments, meeting like-minded people, Suitable to take part in a “short” time project, wanting to contribute to culture and sport, to be a part of something big and current
Effects on the self-esteem	Feeling proud, increasing self-esteem by contributing to others, good to feel important and make a difference, recognition
Feedback from the leaders	Being one of 2200 volunteers decreases the level of feeling important, Getting noticed/seen and receiving comments from colleges and leaders for what I do
The volunteers’ expectations	Practical experience, see how a big event are organized, experience the mood of the volunteers and the event,

Table 2 shows an example of how the preliminary themes to the interviews were adjusted based on respondents’ statements, resulting in the final categories for analysis. The main theme in the last column represents the focus of the thesis, and shows the link between the category and the theme of the thesis. To illustrate how a sample extract from the interview becomes a final category, see table 2:

Table 2:

Statement from the interview:	Preliminary theme before the interview:	Final categories:	Main theme:
<p><i>“To be a part of something big and current like this, that the general man in the street knows about and that is given so much TV time and media place in general, that makes me feel confident because people notice what I am in on.”</i></p>	<p>The benefits you get for volunteering</p>	<p>Self- esteem</p>	<p>Motivation for volunteering</p>

4.5 Ethics

I believe it is important to follow general ethical guidelines in the implementation of this thesis. As such, I was careful not to share information between the respondents, and not disclose data that was not relevant for the research in question. I respected any confidential information and managed data storage with caution and to avoid plagiarism. When conducting the interviews, I was aware of the fact that I was a representative from NHH (Pedersen 2010).

At the end of the project in September 2011, interviews were deleted, and name lists and other indirect person-identifiable information was destroyed.

5. PRESENTATION OF CASE

I start the presentation of the organization behind this study's case, section 5.1, by giving a general information about the FIS Nordic World Ski Championship 2011 and talk about its' vision and values, the volunteers during the event and the section functionary service that all the respondents were recruited from. The 5.2 section elaborates on the traditions of the national stadium Holmenkollen used for the WSC 2011.

5.1 FIS Nordic World Ski Championships 2011

Oslo was awarded the FIS Nordic World Ski Championship 2011 (WSC 2011), the 25th of May 2006 by the FIS congress in Vilamoura, Portugal. Oslo and the Holmenkollen arena were selected over both Val di Fiemme in Italy and Zakopane in Poland. The Norwegian Ski Federation (NSF) and the Federation for the Promotion of Skiing established the organization "Ski-VM 2011 AS" to operate the WSC 2011 with an owner's share of 60 and 40 percent respectively. Åsne Havnelid was appointed Chief Executive Officer of Ski-VM 2011 AS in July 2007 and initiated this position on the 1st of September the same year.³

As a test event, the trial World Ski Championship was arranged as a World Cups weekend in Nordic disciplines at Holmenkollen March 13th-14th 2010. Approximately 370 athletes from 24 countries participated in the event that had over 20.000 visitors.⁴ The FIS council, the public and the media that visited the FIS World Cups in 2010 in Holmenkollen praised the organizing committee.⁵ With the World Cup events in 2010 successfully carried out, the organizational committee initiated the final preparations for the World Ski Championship 2011.

The FIS Nordic World Ski Championships 2011 were held in Oslo for 12 days from 23rd of February to the 6th of March 2011. It was the 49th WSC to be arranged, the fifth time it was held in Norway, and the fourth time it was held in Oslo. The organizers expected 650 athletes from 57 nations, 1,800 journalists and at least 300 000 people to attend as spectators.

³ http://en.wikipedia.org/wiki/FIS_Nordic_World_Ski_Championships_2011

⁴ <http://www.holmenkollen2010.no/www.oslo2011.no/all-about-the-fis-world-cup-at-holmenkollen-march-13th-14th.4759157-132123.html>

⁵ http://www.fis-ski.com/uk/news/fisnews/fisnews.html?actu_id_444=3116&actu_page_444=1

The WSC 2011 consisted of 21 disciplines in cross-country, Nordic combined and ski jumping, performed at Holmenkollen National Arena. The complex consists of the new Holmenkollen ski jumping hill (K120), the Midtstubakken ski jumping hill (K95) and the cross-country arena. The official medal ceremonies were held at University Square in downtown Oslo. It was also arranged several cultural and festival events. The WSC 2011 organization map can be found in appendix 10.4.⁶

5.1.1 Vision and Values

According to the WSC 2011's website, their vision is as follows: "*We will spread enthusiasm about the joys of winter*". The purpose of this vision is to "...*communicate why the WSC 2011 exists, how the organisation can contribute and why the officials should get out of bed in the morning and put in even more hours of voluntary effort.*" It will also represent the WSC 2011's collective ideology and platform.⁷

The values of the WSC 2011 are; enthusing, generous, professional, and future oriented. Enthusing is described as being happy, enthusiastic and having charisma. Furthermore, to be generous is described as, open, inviting, including and diversity. Professional means quality conscious, competence, fair play, flexible and conscientious. Lastly, to be future oriented is described by the WSC 2011 as looking ahead, being modern, innovative thinking, and having sustainable values.⁸

5.1.2 Volunteers in the WSC 2011

In order to host the event, the WSC 2011 was completely dependent on the efforts of volunteers. 1400 volunteers were already recruited ahead of the test event, FIS Nordic World Cups in March 2010, while the remaining 800 volunteers were recruited between September and October 2010.

When I, as a researcher, started the process with deciding what to examine in my master thesis I had already applied and got accepted as a volunteer at the WCS 2011. For me, signing up as a volunteer was more of a challenge to myself to see if I was able to work on projects like this in my career, than deliberately wanting to volunteer for exactly this event.

⁶ http://www.oslo2011.no/no/om_oss/fakta_om_vm_pa_ski/

⁷ http://www.oslo2011.no/en/about_us/vision_and_values/

⁸ http://www.oslo2011.no/en/about_us/vision_and_values/

As I participated in preliminary meetings and got more information about the event, my interest and excitement about the WSC 2011 grew.

The great majority of communication and information between organizational leaders and the volunteers were done through a private volunteer portal created for the WSC 2011.

5.1.3 Functionary Service

During the WSC 2011 I worked in a section with the responsibility for the volunteer's welfare under the event together with the rest of the study's respondents. In general the tasks in this section were to supply food, equipment and information to the other volunteers. It was also our job to organize and distribute what the volunteers needed were they could not come to our location. The sections were stationed in central positions at Holmenkollen, Midtstuen, Frognerseteren and in the city Centrum in Oslo. There were 25 volunteers in this section and all of them applied to be a part of the Event Service department (see Appendix D for organization map). I got a leader position for my shift team at the volunteer tent in Holmenkollen, but I was still one of the volunteers and not in the leader group of the WSC 2011. The watch team varied because the volunteers (except the leaders) switched between the sections locations, which made the recruiting of respondents for this thesis random and varied.

5.2 The Traditions of the National Stadium Holmenkollen⁹

Holmenkollen Ski Jump has existed as a symbol of the heart of Norwegian skiing since 1892. The first ski jumping competition took place in January 1892, and since then (with an exception of the second world war years) there has been an annual event in March called Holmenkollen Day. This day of competition are regarded as Norway's 'other' National Day. The national stadium Holmenkollen is world famous and represents an international symbol of ski jumping and ski sport in generally. The current ski jump record is 139 metres and was set by Andreas Kofler from Austria. The 'Holmenkollen roar' unites the crowd across the whole social and cultural spectrum. The Ski Jump has been reconstructed several times, last time with a complete new architecture-designed construction in 2010. The national stadium

⁹ Paragraph based on information from http://www.holmenkollen.com/eng/About-Holmenkollen/Holmenkollen-history#goto_341

now and under the WSC 2011 consisted of Holmenkollbakken (120K), Midtstubakken (95K) and a cross-country ski arena. There is no question that Holmenkollen has a special place in the Norwegian culture.

6. RESULTS

The purpose of this chapter is to present the results of the data collected for this thesis. In 6.1 the results of my own observations and thoughts of the WSC 2011 are presented. In 6.2 the conducted interviews are presented, these are summarized respondent by respondent. The results of the survey conducted by NIH are presented in 6.3. This chapter will in 6.4 review the themes that have been sorted out by the use of IPA, from the predetermined themes to the themes that came up during the interview, to the final categories that are the main topics in the research questions.

6.1 Self Observed Results

During my experience at the WSC 2011, I observed how the volunteer worked and what affected their motivation in positive and negative direction. I got to know the persons behind the respondents and understand the reasons for their answers. During this case study I have also been involved and part of this big event, which means that I got to see, feel and do the same things as the volunteers I studied. My focus as an observer was on the functionary service group, where I worked together with the interviewed respondents but I have also focused at the event as a hole.

I am in my mid-twenties and an active, curious student at NHH, where I graduate after writing this thesis. I signed up as a volunteer for the WSC 2011 because I like to try out new things and I am interested in work experience related to my carrier. Since I was a little girl and visited the Lillehammer Olympics in 1994, I have been fascinated by large events like this. It was further confirmed when I, as a student, worked on projects for UKEN and NHH Symposiet, in the student organization, NHHS.

Before I started as a volunteer for the WSC 2011, I saw it as an opportunity to create a new and bigger network for myself. I find it interesting to meet new people and I saw it as an opportunity to meet people I other vice would not meet. As a student, I am able to manage my own days and it was no problem for me to organize my schedule and make room for being a volunteer a couple of weeks. The most important thing I expected to get back from volunteering at the WSC 2011 was the experience to learn how such a large event is organized. Furthermore, I appreciate the opportunity to meet and learn from new people. To

see and experience the great involvement and the special sporting atmosphere up close is unique for me. I am aware of that all the volunteers get free entrance to all the happenings when not working, as well as equipment and outdoor clothing for being a part of the WSC 2011. Even so, I do not think that is the reason most people volunteer. I think it is very positive and it increases my ownership feeling to the event by wearing the official jacket and the WSC 2011 logo, however, it is more of a plus than a reason to volunteer.

To be able to contribute to others affects my self-esteem, and is an important factor when deciding to volunteer. On some level, I think it is a little selfish to do something because I know it will make me feel better about myself, but as long as my actions helps others and my main motivation is not to increase my own self-esteem, I think it is a positive deed. I feel proud when talking to others about my volunteering, which I think proves that it positively affects my self-esteem. I feel honoured to have the opportunity to participate in the WSC 2011. As a student, I receive student loan from the government that make it possible not to be dependent of wages. I believe that more people would volunteer and help others if they had the opportunity, but given that everybody had the time, economic freedom and health. It is a fact that it is easiest to see our own needs first. The challenge is to know when what we have is good enough, and see that by helping others we help ourselves.

Even though I feel the importance of being a part of a big organization like the WSC 2011, I am also aware of the fact that I am one of over 2200 volunteers, which makes me one out of a lot of people and weakens the sense of how important I feel. At the same time, I know that each one of us is significant making the wheels go around, and that the WSC 2011 truly relies on motivated volunteers. So it is nice to think that the effort I will do actually make some difference.

I think I possess the same motivation as most volunteers and as a student. Both roles are a lot about doing something to develop myself. On the other hand, I am an energetic person with a lot of motivation for short time projects just like the WSC 2011, where I am able to see an end or deadline to the event.

Through people who encourage me to participate, through family and friends who brag about my participation both within and without my presence, I get recognition. Another field of recognition is the media who has so much focus on the event and therefore increases the awareness of the event. Being involved in something that most people know about increases

the recognition for me and the other volunteers. During the event frequent feedback from colleagues and leaders will be an important source of recognition for me. Generally the feedback I have received has been exclusively positive. Most of my friends have been wondering what it means to be a volunteer, like how much time it takes, work assignments, if we get to keep the clothing and if we get to meet many interesting people. Adults are more concerned that it is great experience and that it would look good on a resume when I am going to apply for a job.

When I signed up as a volunteer I expected to have some fun and learn as much as possible, hopefully simultaneously. I also expected to meet many new positive people and I looked at it as a great opportunity to increase my network. I expected the leaders to be understanding when it came to inputs and wishes from us volunteers, as far as possible, and that the leaders do not make unreasonable demands from the volunteers, like working around the clock. My expectations are in a way the same way as under normal working conditions, plus some more "goodwill". To conclude my expectations to the leaders at the WSC 2011 are probably higher here than to the leaders of a regular job.

When it comes to my satisfaction of the information received from leaders in advance of the event, I am very happy about being invited to several meetings with my leader, the leaders of other sections and others in the administration to discuss, be informed and get to know each other before the event started. Furthermore, the kick-off day was a good preparation, where all the 2200 volunteers was invited to an information day with all the leaders, a concert and guiding around the arenas on Holmenkollen. This in particular, increased my ownership feeling and devotion to the organization. Here we got a face on the names we had emailed and talked too, good entertainment and lots of information about how management wanted the WSC 2011 to be and look like. The leaders told us how things should work and who was responsible for what, in addition to how the management wanted us to behave towards each other, the audience and performers. I also got some information about the tasks that I was responsible for, but it was still a little bit unclear to me. I knew that I was going to be leading the routines and shifts' at the volunteer tent in Holmenkollen, but what the exact routines was still not clear. On the other hand, it was very well communicated by the leaders that we should work in a flat structure and that help out wherever it was needed.

If there has been something to criticise so far in terms of how the volunteers where treated during the WSC 2011, I can only think of one incident where the volunteers was split. The

bonus discussion about the CEO Åsne Havnelid, how would get a bonus of half a million kroner if the board was satisfied with the event. Volunteerism must come from within and based on values such as solidarity, community involvement, helpfulness and generosity some say, but in the end the CEO was not a volunteer, she was the volunteers' leader, and I think some of the volunteers had problems with seeing this distinction.

When I think about how my experience has been compared to my expectations in advance, the biggest difference was that I experienced a greater sense of belonging than expected. To feel such ownership of this championship where not anticipated, take into considering that I only where a part of the WSC 2011 in the final stages. If I have to come up with something negative about being a volunteer here, it was that it took more time than I first thought. My best experience as a volunteer was during a hectic watch when everything suddenly completely stopped and everyone stood cramped around the small television we had available to see the 15km men final stage. It was a completely absurd experience where we were all one big family in front of the television at home in the living room, not a crowd of unknown people on the job enjoying their half-hour break for lunch. The whole thing lasted no longer than a maximum of 5 minutes before everything was up and running again. Everyone was very happy and congratulated familiar and unfamiliar people with the victory.

My worst experience was my first shift, which I started by arriving late. That was not fun to have as a first impression. As a shift leader I had responsibility for a number of important keys and accreditation cards, which had to be in the tent in Holmenkollen for the shift leader the next morning, which also was depended on it. But when the first day was over I was full of new impressions and a lot of information, and managed to bring with me the keys and cards home. Luckily my leader solved it in a nice way and I did not need to go back. Even so, my self-esteem was not very high the next day.

In advance and during the WSC 2011 my motivation was not directly put to the test. However, after a couple of shifts, I realized that my task would largely take place inside a tent with no view of what happened in the arena, which was a disappointment for me. The stress level as a volunteer was very variable, and I noticed the difference in people. Someone did a thousand things half finished, some concentrate on one thing and closed their eyes to others, while others took it easy and with a smile as they did a thing at the time. The last group could probably irritate the others a few times, then and there. It seemed as though they

did not see anything that had to be done. In the end of the day, however, they had done more than the others and in addition they were still in good spirits.

I have learned some new things about myself too as a volunteer. I am, for instance, able to handle stress better than I thought, and actually better than some of my fellow volunteers at the WSC 2011. I also learned that it is harder to ask people about services or assistance than I thought it would be.

My impression of the leaders are very positive in general, much because I have the impression that there was a strong focus on keeping the structure of the organization as flat as possible. I highly appreciated as a volunteer, that it became easier to come in contact with others and ask for help.

When the WSC 2011 was over I had a great relief feeling on the train ride back home. But already on Monday came a feeling of emptiness. I remember that I felt like I had no goal to work towards in the near future. All the attention of the WSC 2011 was suddenly gone overnight. The feeling of emptiness was still there after a couple of days, and I wondered what my new friends from the WSC 2011 were up too. I missed them and regretted not taking more time to get to know them better. Fortunately, it was not long before many of my fellow volunteer friends approached others and me through Facebook. It took a few days to get back to everyday life for me. My strategy was to focus on managing my daily life, thinking ahead to new challenges, while letting myself be allowed to daydream a bit about what I had just experienced. I must admit that it was hard to come back to life effectively without processing what I had just been through. To get to know myself and realize what I had appreciated and not, has been a good learning experience for me. The evaluation of oneself does not hurt anyone. Asking such questions as: What did I do well? And what can I do better? are essential and the best processing we can all do. Furthermore, I believe it is important to work with developing positive sides and strengths, while making ourselves aware of our weaknesses, and find solutions that can compensate or avoid such sides to appear.

I will probably volunteer again if I get the opportunity; however it is time consuming and will demand a certain geographical closeness. It is very tempting to be part of such a major event again.

6.2 Interview Results

6.2.1 Magnus - A Future Oriented Student

I got an instant connection with Magnus when we meet at our first shift. Maybe because we both are student, are in the same age group or the fact that we have similar thoughts around being a volunteer. Magnus is a young, social and positive man in his twenties. He is a man how looks forward and likes to plan his life ahead; he has a clear plan for the future. We sat down during lunchtime in our first shift together and talked about being a volunteer, his motivation and his thoughts about the leaders.

In his everyday life Magnus is a marketing student in Oslo, and plans to start a firm in his hometown together with his brother. He tells me that he chose to volunteer at the WSC 2011 because he thinks it will be an advantage carrier vice when he is finished school and applies for a job. To have on his resume that he has done volunteer work will look good, he says. From being a volunteer he thinks he can get an important experience, like learn about how the WSC 2011 is organized and all the logistics behind the event. Magnus states that his self-esteem grows by doing something for others and he feels proud about it. That is also why he has done volunteer work before in other forms than for a big event like the WSC 2011. As a student, in a part time job, or as a volunteer, he thinks that the different roles have the same basis when it comes to motivation. He wants to learn as much as possible for the future in whatever role he has. For his work as a volunteer, he gets recognition from his friends. It comes in different forms, some are very interested in why he is a volunteer, some in what he do as a volunteer, and some ask what kind of benefits he gets. Magnus thinks it is a big plus that the volunteers get some benefits like free entrance and clothing.

Magnus have only received positive reactions on volunteering. He believes it is natural to think that volunteering in general is positive and important. The WSC 2011 is such a big event, which gets a lot of media attention. As such, his expectations for feedback and common talk about the event are higher than usual. He believes the event will be filled with positive and helpful people, which he hopes to build a network with. When it comes to the leaders of the volunteers, Magnus expects them to be present and available for questions. He thinks it is important that a leader acts as the volunteers he/she is leading. The information from leaders through the volunteers' Internet portal has been good so far, according to Magnus. Even so, he has missed information about which working tasks he had.

Furthermore, he thinks that he should have been better trained ahead of the event, as this was not part of the preparations for volunteers at the WSC 2011. Other than that Magnus have no critique of the preparation of the WSC 2011, in general or in his case as a volunteer.

The second interview with Magnus was done in the last week of the WSC 2011. Magnus met me after a shift in the city centre. Even though it was freezing cold, we found an outdoor café with view of the ice sculptures in Karl Johans gate, made especially for the WSC 2011. We talked about his experience of volunteering in the WSC 2011, and compared it to his expectations.

Magnus was full of compliments to the WSC 2011 and we talked a long time about why the experience was better than he expected and imagined. He believes the main reason is the people he worked with and the little community we had created. One of the best moments during the WSC 2011 for Magnus was when he had a lot to do and where very stressed. Then one of the leaders in a different department came and gave him a pat on the shoulder and said “nice job”. At times the stress level where very high, but overall he thinks he and his colleges managed it pretty well. One of the bad moments happened when spectators yelled at him because they did not get a place at the train up to the arenas, which was very clearly not Magnus’ job to manage. He said it felt very uncomfortable because he could not answer back, as he was a representative for the WSC 2011 in his uniform and he had no possibility to help him either. It was a challenge to behave in that role for him. Over all he thinks the leaders of the volunteers did a great job, he appreciated their positive attitude and how good they were at motivating.

Magnus thinks the first days after the WSC 2011 were very special. Suddenly everything was over and it was right back to his regular life. During the event he had so much fun and worked together with so many good people towards a goal. When it was over, it was very hard for him to motivate himself for schoolwork. Magnus said it took almost a week before he was back in his regular rhythm. It has given him a lot to keep contact with some of the people he worked with, and made it a little bit easier getting back, but he did not think of it as a deliberate strategy. Magnus is sure he will volunteer again, but maybe not for a big event like the WSC 2011. He would, for instance, like to be a volunteer on a more regular basis. To meet so many positive people and get so many new friends has been very valuable for Magnus.

6.2.2 Gunnar - The Retired Businessman

Gunnar is a curious, experienced and prior successful businessman in his early sixties. I did not meet him until the third day of the event, when we had a lunch break together. When I told him that I was a student, he became very enthusiastic. He told me how interesting he thinks it is to talk to young students, about their future, choices and options. So it was not hard to ask him if he could be a respondent for my thesis. We immediately started talking about his reasons for volunteering at the WSC 2011.

Gunnar chose to volunteer because he thinks the WSC 2011 is an exciting project, and he wanted to contribute to something somewhere. He has experience from volunteering at the rehearsal WSC in 2010, and had a good and interesting experience there. Gunnar emphasizes that the most important thing for him to get back from volunteering is to experience the feeling and atmosphere of the event. He thinks this is really special and not found in the business world, and it is what he looks forward to the most in the WSC 2011 experience. Other physical benefits, like tickets and clothing are practical but not important in the big picture for Gunnar. If it is things he need he can buy them himself, it does not work as a motivator for him. Although he sees that it can have an effect on the recruitment of younger people.

It does something to Gunnar when he accomplishes something, it feels very good to feel important and be part of the action. It increases his self-esteem. Gunnar was the CEO in a big and successful electrical firm, and he tells me that as a retired he finally has time for this kind of unobligated roles now. When I ask him if he motivates differently at work and as a volunteer he says he sees a huge difference. He works to be able to give his family and himself a good life, but he would not have had his current job if he did not earn money. As a volunteer he goes after his interests and wants to do something meaningful. Also events like the WSC 2011 is short term with very specific goals, therefore he thinks it is easier to give a little extra. The people around Gunnar think it is only positive that he contributes, and he sees that as his best acknowledgment.

When we talked about the leaders, Gunnar says he expects them to at least provide all the necessary information on time. It is important that they are positive and are present where the volunteers are. In advance of the event, he thinks the leaders have done these things right, and have listen to the feedbacks from rehearsal WSC last year. So far, he has no critic

to give the leaders for their preparation to the event. The role as a volunteer during the WSC 2011 is very special as the event is so big and gets so much media time attention. Gunnar hopes that would not attract the wrong volunteers who are only interested in getting attention for themselves.

In the second interview I had with Gunnar, we talked on the phone as he went on vacation before we got a chance to sit down together. Gunnar could tell me that his experience was in accordance with the expectations he had in advance. He thinks that is because he was a part of the rehearsal WSC, and it was easier for him to have realistic expectations. Also the working pressure was in basic as expected. The experience and the atmosphere itself where outstanding, and the teamwork was especially positive. He had no negative experiences to mention and claims that his motivation was never put to the test. Good preparation prevented this of occurring. He was positively surprised of how his colleges under the WSC 2011 seemed to cope well with the different tasks and tempo, and said they were well prepared through the leaders and the information they gave. He is left with an entirely positive impression of the leadership, and cannot think of anything he would do differently as a leader. We got all the information we needed, the leaders where involved in what happened and showed great accessibility for all who had questions.

We ended the interview by talking about how pleased he was to have been given the opportunity to be a part of the WSC 2011 and on the same time he was relieved when it was over. It was fun to be a part of, but good to put the event behind him. He had plenty of things waiting for him when the WSC 2011 was over, so he did not notice any feeling of emptiness in the time after the event. He said that he believes it is more appropriate for those who have been involved in the WSC 2011 over a longer period or on a higher level, or for the younger with more spare time. If Gunnar will volunteer again, depends mostly on the time perspective the volunteer work. He wants to support whatever he can, but two full weeks was a little too much and he will probably not priorities volunteer work over such a time period next time.

6.2.3 Alf - The Ski-jumping Enthusiast

Alf is a dedicated, enthusiastic and hardworking veteran in the volunteering business. Alf worked as an assistant to our group leader and was therefore a man I got to know first. Because of all his past experience with sport events in Holmenkollen, he was an important

person to us fellow volunteers and also to the leaders. In other words he had a lot of extra duties and responsibility, and it was nearly difficult to have ten minutes alone with him without anybody coming to him with questions. After a couple of times trying we finally manage to get a break together and time for the first interview.

Alf is closing his retirement age, but as no plans to sit down or back out of his passion. He chose to be a volunteer during the WSC 2011 first and foremost because he is a big sports fan and love to be where it happens. In the past Alf has participated in several committees and boards in the development of sports talents and is generally very active in the sport environment. He gets a great experience by being a volunteer. Getting the opportunity to meet new and especially young people motivates Alf. For his self-esteem, it is good to feel like you mean something for someone but he does not volunteer to feel better about himself. It is something Alf does mainly because he knows events like this are entirely dependent on volunteers. Contributing to the sporting world is something he gladly does, it is his interest and it is something he has done all his years. He believes that to encourage volunteerism, he contributes to a richer cultural life and the importance a meaningful interest for young people.

When Alf is working in his regular job, it is more about doing a good enough job, but as a volunteer he has more much more to give. Doing something for others or for your own interest, gives you so much more than activities you do for money. Like everyone else, Alf says, he gets recognition. His friends and family expects this from him, they know that he is going to contribute, so they do not notice it as something special. The reactions he gets are very positive, except from his wife who can ask a few questions about time priority once in a while. Even so, Alf states that his wife wants him to participate as well, since she knows it gives him so much.

After much experience in the sport world he knows a lot about what he goes to when he volunteers, but expectations are still high, he says, he just cannot help that. His expectations are especially high when it comes to meeting the other volunteers. Expectations of the leaders are that they understand that we are not in a normal workplace where work tasks and responsibilities are completely or fairly divided. He hopes the leaders will participate and be available. The leaders must decentralize their responsibilities and duties to the volunteers. Information through the Internet portal for the volunteers is nice and simple, and has worked well. However, it can seem as the leaders have forgotten the many elderly who are

volunteering. They are not as up to date on the Internet, and it has been a challenge for them to get control of all the information. Other than that Alf does not have any criticism to the leaders, so far. In the end of the interview he adds that he sees the role of a volunteer as a luxury, and not everyone has the opportunity to take part. Volunteering is a necessity in our society if we want it to be as rich of welfare as it is now.

In the second interview, Alf and I had a cup of coffee after a shift in the volunteer tent in Holmenkollen. It was the last day of the event, and all the volunteers were invited for some food and drinks down in the city centre later that evening.

Alf started by talking about how his experience met his expectations, which says a lot considering all the experience he has as a volunteer for Holmenkollen and the sporting world. Alf has mostly positive things to say about the WSC 2011, especially taken into account the enormous size of the WSC 2011. He thinks most of the negative things that occurred were driven by external factors, like transportation and weather, and that these things must be accepted. His best moments during the WSC 2011 were when he got positive feedback from other volunteers in relation to the job he did. The first few days, until communication lines were established, were a bit strenuous, but he will not call it a bad memory. Even then his motivation was not put to a test. About the stress level, Alf said, we experienced sometimes a certain stress level led to a full focus on the job, but still he felt we had good control. When I asked him if he had learned something new about himself, he laughed a bit and said, the only thing he learned about himself is that he is not 20 years anymore.

Based on the responsibilities and workload, he thinks that the leaders have worked well. If there is anything he wants to advise them to do, it is to spend more time on information and training in the last phase before the event starts. When the event was over he felt a great relief and joy, not just because he had been involved in the event, but also because he suddenly felt how tired he was after 16 days of long shifts. Alf has been involved in several large events and he thinks this has been the best WSC ever. As he has been part of several events like this before, he had no special reaction when the event was over. However, for the new volunteers a little follow up and after meetings would possibly be to prefer, Alf mentions in the end. The goal must be to keep the volunteers who are part of such an event for the first time to continue. He will definitely sign up as a volunteer again.

6.2.4 Hilde - The Social Seeker

Hilde usually works in a newspaper and is a mother of two teenagers. She is a social and caring woman in her mid-forties. It was not hard to ask her to be a respondent for my thesis. Hilde seemed curious about every person she met, and I remember noticing how she seemed to know everybody after the first day. She told me that she had been a single parent for a long time, and now that her children were getting older, she missed more and more to be social and meet people, maybe even meet someone special. Being a volunteer she sees as a good opportunity to get in touch with positive people with similar interests.

She is a person who is active in events happening in her community, and now it is the WSC 2011 in Holmenkollen. From before, Hilde has been volunteering for the Cancer Society and the TV campaign, now she wanted to do something different and a more long-term project. She says she gets a lot back from volunteering, for instance getting to know new people. It is something with the holistic picture of such an event that is fun to be a part of. Hilde thinks it is more important to do this because it is needed, than to increase her own self-esteem. That is more of a plus than her main motivation. It has been a part of my upbringing, she says, it has to do something for others and her being curious on people.

Hilde gets that little extra motivation kick for an event like the WSC 2011 and has thus more to give than in her regular job, where things are long term and goes on more or less by itself. Voluntary work is completely dependent on the individual to stand up and take part. Hilde's friends and family gives her recognition with remarks like "you are tough" and other positive feedback. Her children are not surprised that she volunteers, as she comes from a family that always has contributed, so they are used to it. But there are times when Hilde feels like she has to defend herself a bit for her priorities. Some do not understand why she uses some of her vacation on volunteering for the WSC 2011. She gives reasons like; having grown up children, working shift with two days off every third week, so she do not need to take out two full weeks of vacation.

Hilde's expectations for the WSC 2011 are to be able to participate on an equal basis with all the volunteers. She has also been involved in things like this before and knows what to expect. Her expectations for the leaders are that they act respectfully and that they understand that everyone is here for the same reason; to have a good time and contribute to the WSC 2011. The information in advance of the WSC 2011 has been kind of incomplete,

Hilde says. For example, it seemed that we had to go through several e-learning tests, but only one was posted. Other than that she has no specific critique to the leaders. We ended the interview by talking about the role as a volunteer. Hilde thinks that volunteering is entirely dependent on people who can stand up and give from themselves. It is a bit like team sport, if nobody meets up and contributes, nothing gets done. That serves as good motivation for her.

In the second interview I had with Hilde, we meet in a café outside the WSC area to get some space and silence from the event. Hilde said that the WSC 2011 had exceeded her expectations. The most positive experience of all during the WSC 2011, were all the people she came in contact with because she had on the WSC uniform, both among volunteers and in the public in general. Especially kids came over wanting to talk and had questions about working for the WSC 2011 as a volunteer. The negative aspects she experienced was that it took too long to get things in place in the tent where the volunteers in our group worked, as she had to resort to emergency solution several times in the first week. There were also problems with getting to Holmenkollen on time, as she never knew when the transportation up to Holmenkollen would be on time. Hilde's best experience was the opening night in the city centre on the University place with nearly 100,000 other spectators. She felt the excitement, jubilation and pride of being part of the event. A foreign boy around 12 asked her about the WSC 2011 and how he could become a volunteer and he ended the conversation by saying thank you for talking to her. This was a very touching moment for Hilde.

Her motivation were not put to a test during the WSC 2011, because she knew that it required a lot of time. Stress vice, she thinks it was very hard to serve hot meals to over 1000 people in a short time, but it was an amazing feeling when we achieved it. Most of the volunteers handled it very well. For herself, she has learned that she has a higher pain threshold than she thought when she really struggled with a sore arm. She was also surprised of her own emotional reaction when the WSC 2011 was over. It lasted a few days, and even though she had read about that this could happen in advance, she was surprised by her own reaction. It felt like she was drained physically, but still sad that it was over. But even so, Hilde would absolutely volunteer again, it was a memory for life and she got so many new acquaintances.

6.2.5 Leif – Unemployed in Need of Experience

I did not get to know Leif before the end of our first shift together. Leif was a hard working guy who did not sit around to chat when he saw something that had to be done. But when he had done what he could and the shift was over, he gave me a much more social impression. Leif is an optimistic, honest and active man in his mid-fifties. In the past Leif has worked as a project coordinator to arrange conferences for public sector, but right now he is unemployed.

Leif signed up as a volunteer for the WSC 2011 for a number of reasons. He wanted to see how a major event where organized. He also wanted to meet new people and develop a broader professional network. It suited him well in terms of time, since he is between jobs and thinks it will look nice on his resume. He gains to be a part of something big by volunteering at the WSC 2011. He also gets experience of working in teams, be challenged by doing new things and he expands his network. The benefits like clothes and tickets are fine, but not very essential to Leif. He says it is good for his self-esteem to be able to contribute to something bigger than himself. It's also nice to be able to represent such a large organization like the WSC 2011. Leif says he is motivated differently as a volunteer and at work, and says that it is because the tasks are quite different. The tasks are not very specific in the WSC 2011, where there is more openness to help each other wherever it is needed.

Leif gets recognition for his work as a volunteer from both volunteer colleagues and leaders. It is a very good feeling to be seen and noticed, Leif says, and adds that it boosts his self-esteem. He has only received positive reactions from others, but he thinks that applies to any type of volunteering when you do something good for others. When it comes to the WSC 2011, people think it is great that he is a part of this and are a little envious that he is able to.

Leif signed up relatively late and therefore claims to have no expectations of what to expect as a volunteer, or what type of work he should have. Leif had just sent a mail to the leaders of the WSC 2011 and asked if they needed more volunteers when he got a severance package from his last job. His expectations for the leaders are that they would give all the volunteers the information they need to do their work great, and of course treat us with respect. He has been very satisfied with the information given ahead of the WSC 2011. He thinks the Internet volunteer portal is great, all the information needed in one place. It was also positive that the leaders actively use SMS directly to the volunteers. Leif do not have

much criticism, but so far there is potential for improvement in providing clearer and better evaluation of the work on a day-to-day basis.

Leif's opinion about the role of volunteering is that it is something special. Everyone knows that without people signing up as a volunteer, it is not possible to arrange such an event.

I meet Leif again right after the event was over. We started the second interview with him telling me about his experience as a volunteer in the WSC 2011. He was very positive and pleased with what he just had been a part of. Now that he is back in his ordinary life, he has had a mixed reaction, feeling both happy and a little empty inside. He knows that an event like this is over after a given period and it is a bit sad, but then again it is just the way it is. He felt empty in a way that he no longer meets his new colleagues. Fortunately there is Facebook, which gives the opportunity to keep in touch with people. He thought it was nice in the sense that he can use all his strengths and resources on other things in his life when it ended. Leif adds that it has been a fantastic experience all in all. It is lovely to see people being so dedicated and passionate about what they are doing. He would definitely volunteer in an event like this again.

As he said in the first interview, he did not have any specific expectations when he signed in as a volunteer. The solidarity among all the volunteers and especially the section we worked in was amazing and Leif cannot come up with something negative to say about the organization. When he experienced a death in his husband's family during the event, he was only met with understanding and respect when he had to go. The most positive experience was to take part in the joy and enthusiasm of all the volunteers, which was truly amazing for Leif. Also, he adds that several times on the way home from Holmenkollen he received many positive comments from the audience about how great the WSC 2011 was. He got really proud of that.

Leif's motivation for volunteering in the event was not put to any test. It was high tempo most of the time, and all the colleagues helped where it was needed. He thinks everyone was very solution-oriented. Besides the leaders was always present in the action with positive comments. The leaders were not afraid to take part or to do what was needed. He feels he has learned to be more solution oriented by working in this team, where the entire infrastructure was not quite where it should be or what he where used to. Leif's impression of the leaders

are very good, he thinks it is clear that they have worked long and intense with preparation for the event.

6.3 Survey Results

The data from two weeks after the WSC 2011, were given to me from the survey that the WSC 2011 conducted in collaboration with the Norwegian School of Sport Sciences, NIH. Since this survey is initially formed to fit NIH's study, and not this thesis, I have focused on analysing the parts of the survey that are related to this thesis' research questions. The most interesting data to collect was questions number 19, 28, 32, 35, 36, 39 and 41 (see Appendix C for complete survey). Unfortunately I only received four of my six respondent's answers from NIH.

In question 19 the respondents are asked to grade (from 1 to 7) how important different sayings are to their motivation for volunteering in general. Magnus ranks statements "*It is good to have on your resume that you have worked as a volunteer*" and "*I can get connections that can help me with my carrier*" the highest. Hilde rank the statement "*I can do something concrete about causes that concerns me*" the most important to her motivation. Leif puts all the following statements as a 7; "*I feel meaningful when I volunteer*", "*It is good to have on your resume that you have worked as a volunteer*", "*I can get connections who can help me with my carrier*", "*As a volunteer I become more satisfied with myself*" and "*As a volunteer I learn through practical experience*". The last respondent I have this kind of data on is myself. I ranked "*I feel meaningful when I volunteer*", "*It is good to have on your resume that you have worked as a volunteer*" and "*As a volunteer I become more satisfied with myself*" to be highest important on my motivation as a volunteer. The least important (answer = 1) statement are "*I feel a social pressure to volunteer*" for all of the respondents.

Question 28 is regarding how satisfied (from 1 to 5) the respondent are with the information received from the leaders. Magnus, Hilde, Leif and myself answered that the information was better during the event (respectively: 5, 4, 5, 5), than before the event (respectively: 4, 3, 4, 2).

The survey asks in question 35 the respondents to grade the following statements if they agree or not (from 1 to 5) about involvement as a volunteer. Magnus answered that he fully

agrees that *“My work was fun”*, *“I learned how it is to work during a sport event”*, *“I increased my knowledge and experience”* and *“I expanded my network”*. He disagreed on the statement *“I contributed actively in organizing the WSC 2011”*. Hilde agreed strongly only on the statement *“I have expanded my network”*. On the other hand, she disagreed on several statements; *“I had my own responsibility area and had the opportunity to take my own decisions”*, *“I was closer up on the happenings than if I were a spectator”*, *“I contributed actively in organizing the WSC 2011”* and *“I learned about skiing at the elite level”*. Leif found that he agreed on six of the ten statements; *“My work was fun”*, *“I learned how it is to work during a sport event”*, *“I expanded my network”*, *“I was closer up on the happenings than if I were a spectator”*, *“I can use this volunteering to increase my general work opportunity”* and *“I got recognition for my work”*. He disagreed on three statements; *“I had my own responsibility area and had the opportunity to take my own decisions”*, *“I learned about skiing at the elite level”* and *“I contributed actively in organizing the WSC 2011”*. I agreed on all of the statements, but only strongly on *“I was closer up on the happenings than if I were a spectator”*.

Question 36 follows the same structure as 35. Here I strongly agreed on *“I think it was exciting”*, *“I got accreditation”*, *“I got close up to my own interests”*, *“I like being a volunteer”* and *“I got clothing and gear”*. Leif disagrees with me on the statement; *“I got close up to my own interests”*, besides that we answered the same on the other statements. Hilde and Magnus strongly agree on *“I think it was exciting”*, *“I got accreditation”*, *“I like being a volunteer”* and *“I got clothing and gear”*, and they do not disagree strongly on any statement.

In question 39 the respondents are again asked to rank on a scale from 1 to 5, on how different statements are in line with how the leaders in the WSC 2011 behaved. Magnus strongly agrees that the leaders *“Good mood”* and *“We are including and work as a team”*. Hilde only strongly agrees that the leaders conducted *“Good mood”*. Leif strongly agrees on all the six statements; *“We are honest and humble”*, *“We are motivating and have the ability to excite”*, *“Good mood”*, *“We are including and work as a team”*, *“We are clear and understandable”* and *“We are result oriented, and deliver what we promise”*. The results of my own answers are that I strongly agree on; *“We are motivating and have the ability to excite”*, *“Good mood”*, *“We are including and work as a team”* and *“We are result oriented, and deliver what we promise”*.

The last question 41 wants the respondents to rank, from 1 to 5, the five different general statements. Magnus strongly agreed on the statements; *“Food options for our volunteers were good”* and *“The clothing for us volunteers were good”*. He strongly disagreed on the statement *“I'm going to keep me far away from everything to do with volunteering”*. Hilde strongly disagreed on the same statement as Magnus, and she did not strongly agree on any of the statements. Leif strongly agreed on the three first statements; *“Food options for our volunteers were good”*, *“The clothing for us volunteers were good”* and *“I have increased my desire to be a volunteer at major sports events”*. He strongly disagreed on the two last statements; *“I have increased my desire to volunteer in the organized sport (for instance in for sport teams)”* and *“I'm going to keep me far away from everything to do with volunteering”*. I strongly agree on; *“Food options for our volunteers were good”*, *“The clothing for us volunteers were good”* and *“I have increased my desire to be a volunteer at major sports events”*. As the other respondents I also answered that I strongly disagree to the statement *“I'm going to keep me far away from everything to do with volunteering”*.

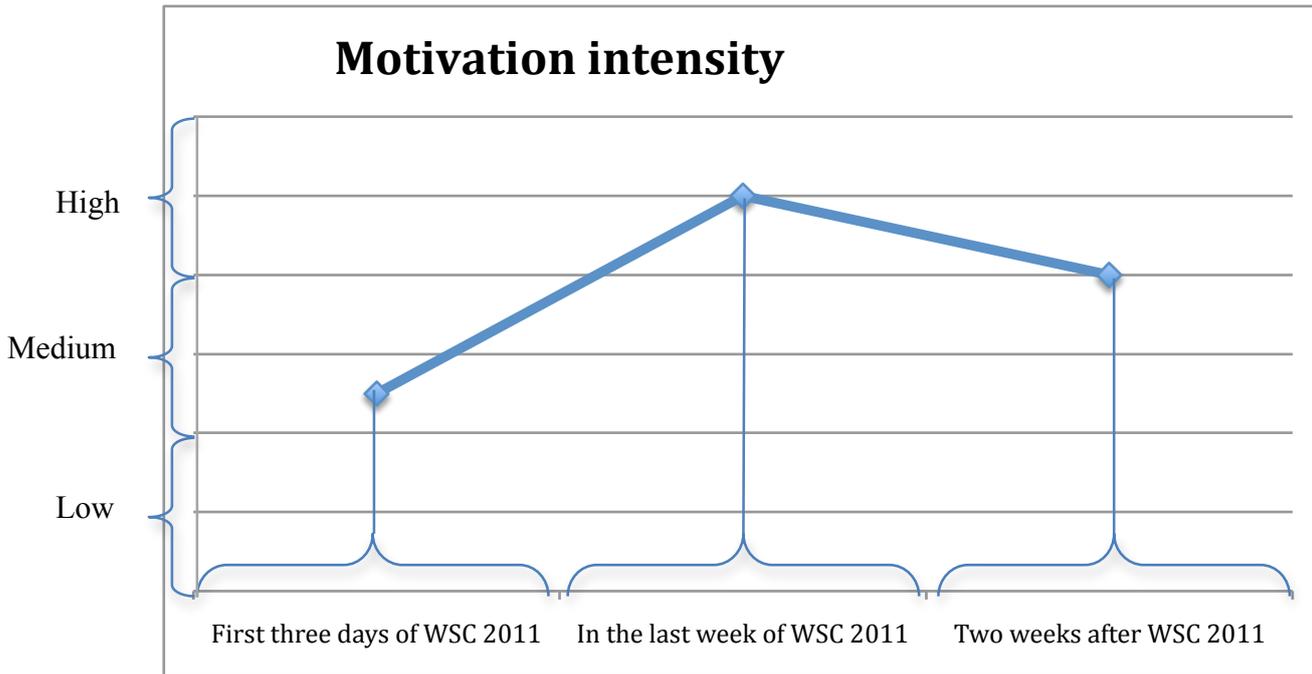
6.4 Research Question Results

In this section I have incorporated data from self-observed results, interview results and survey results in order to answer the study's research questions (RQ) 1, 2, 3 and 4.

6.4.1 RQ 1 - Degree of Motivation Intensity

With results from different time periods, this thesis shows the changes in the volunteer's motivation intensity during the WSC 2011. The respondents have been asked motivation questions at three different times; during the first three days of the WSC 2011, during the last week for the WSC 2011 and two weeks after the WSC 2011. The data from two weeks after the WSC 2011, were given to me from the survey that the WSC 2011 conducted in collaboration with NIH. As such, it is possible to see the development in the respondent's motivation, at which time the motivation is on a top and has its low. From own observations seen together with the respondent's answers from the interviews it is possible to see what factors that effects the motivation in a positive and negative direction. This is a structure of a project study. The measurement of the motivation intensity is approximately split up into low, medium and high. The results are shown in Figure 2. The results are illustrative to show how I interpret the intensity changes.

Figure 2:



Shown in figure 2, motivation intensity is not at its highest level in the first three days of the WSC 2011, it is in a low of the medium level in time period 1. During the last week of the WSC 2011 the motivation graph shows a clear increase of motivation intensity in comparison to the first three days. The motivation intensity in time period 2 is at a high level. In the last period, approximately two weeks after the last duty day of the volunteers, they were asked again about their motivation intensity. The question where; *“how high are their will for volunteering again for a sport event after the WSC 2011”*. The result in the graph shows high motivation intensity, but there is a decrease from the last measuring point in time period 2. The motivation intensity in time period 3 is on the border between a high and a medium level.

6.4.2 RQ 2 - Reasons for Volunteering

In general, the respondents are highly motivated to volunteer at the WSC 2011. When the respondents were asked what their motivations to volunteer for the WSC 2011 were, they gave different reasons why. The majority had answers that involved a social reason; either by wanting to make a larger network, have fun and meet new people or new carrier contacts. Most respondents also mentioned that they like to contribute. Some respondents like to contribute on a general humane basis, while other respondents are more concerned with the

cultural aspect, like arranging events and supporting spare time activities. Furthermore there are a few respondents with special interest in skiing and ski jump activities.

The fact that media has given the WSC 2011 so much attention in advance, especially during and also after the event was over, has made an impact on the respondents motivation. The media's attention on WSC 2011 is not the first reason the respondents mention when asked for motivation reasons, but it clearly is a big part of why most of the volunteers have heard about the event in the first place. In question "*How do you feel you get your recognition for you work as a volunteer?*" and: "*What type of reactions have you received for your work as a volunteer?*" several of the respondents mention how positive it has been that so many know about what the WSC 2011 is about. This increases the recognition the volunteers received from people around them. Additionally it makes it possible for the volunteers to receive more positive feedback when the event they volunteer for is known, such as the WSC 2011.

A number of the respondents, mainly the young respondents, are interested and curious about the organization of a large event like the WSC 2011, and have answered that they wish to learn and get experience for their volunteering.

6.4.3 RQ 3 - Effects on the Self-Esteem

The respondents have answered that their volunteering and ability to be a part of the WSC 2011 have affected and increased their self-esteem. The respondents' answers are relatively similar in this theme. By being able to contribute to others through the WSC 2011, it has made the respondents proud and gives them a blissful feeling of their actions. A few of the respondents also state that the feeling of being important to a case or to other people is an important factor for increasing their self-esteem. On the other hand, one of the respondents said that being one of 2200 volunteers decreases the levels of how important she feels, and therefore does not make the biggest impact on her self-esteem. Furthermore, more than one respondent have emphasized that it is more because it is a matter of course to contribute, than to deliberately do something for herself to increase her self-esteem.

The respondents have exclusively received positive feedback on their volunteering for the WSC 2011. The recognition consisted of increased interest and compliments from friends, family and people that they meet. The two student respondents said that their fellow students and friends had a lot of question about what it means to be a volunteer and what our duties

were, while adults were more concerned about the experience and how good it will look on the resume. Some of the respondents think that feedback and getting noticed by their leaders and volunteer colleges was the best recognition to them. Only one of the respondents came in situations where she had to defend herself or got problems been understood for why she volunteered for the WSC 2011. She says that people did not understand how she prioritized or wanted to volunteer being a single, full time working mother of two, when she had to take time off work and using her own holidays.

When we learn new and more things about ourselves, it affects our confidence and self-esteem. It is therefore relevant to the thesis if the volunteers feel that they learn something new about themselves in the WSC 2011 experience or not. The respondent's answer of what they had learned about themselves during the WSC 2011 was very divergent. Most of the respondents have learned some new things, but there is no specific correlation between the answers. The two oldest respondent's claim that they noticed that they are not twenty years old anymore. Other than that, they both say that a lot has to happen before they are able to learn something new about themselves. The four younger respondents have learned a lot. One of them says she learned that she can push herself far, one learned to be more solution oriented, one learned how high her motivation can become by working on projects when the timeline is relatively short, and the last one learned how he can have a psychological reaction when a project is over.

6.4.4 RQ 4 - How Expectations Correlate with Experience

The respondents were asked a number of questions about their expectations and actual experience in both of the interview's conducted. The first question where which expectations they had of their experience as a volunteer. One of the respondents, Leif, did not have expectations for the WSC 2011 at all since he got into the project as a volunteer much later than the others. He just wanted something to do while he was unemployed. The other respondents expected many and different things; to have fun, meet positive and helpful people, make connections and broaden their network. Most of them also mention their expectations about the atmosphere and mood of the event. Furthermore, there were some general ethical expectations about respecting each other, everyone get to participate under same rules and to be treated fair. When it comes to expectations for the leaders, the respondents had many opinions. In general they expect the leaders to be available of questions and comments, to respect all and be present during the event, and not to be

exploited with workload or time, but to at least have the same rights as in an ordinary workplace. Most of the respondents hoped for a flat organization structure. The respondent who was a part of the trial WSC in 2010, Gunnar, expected the leaders to have learned from the failures and to have taken into consideration the feedback from the volunteers how participated then. Several respondents mention that they hoped for a flexible leadership and to act differently than at an ordinary working place. They hoped that the leaders would participate, be more available and delegate responsibility so that the volunteer also would feel ownership to the event.

The respondents had a lot of opinions about how to handle the information flow and expected a large amount of clear information from the leaders. The respondents satisfaction with the information received from the leaders are general positive. They liked the kick-off day we all had in advance, and that the leaders also used SMS in addition to the Internet portal, when important information were distributed. Even so, there are some respondents, Alf and Gunnar, who are critical to the almost exclusive use of the volunteers Internet portal for communication and information between the leaders and the volunteers. One of the respondents, Alf, said that the Internet portal has been a good tool in general and if you are up to date on computers, but many volunteers are of the old generation and have felt slightly overlooked because they were not able to stay updated. Another respondent, Hilde, mentioned that it seemed a little unprofessional to have one e-learning test, called E-learning 1. It seemed (because of the name) the e-learning test was one of several, but it was the only one distributed. In addition there are some complains about unclear information in advance about which tasks and responsibility each volunteer would have.

Compared to what the respondents' expected their experience the WCS 2011 were almost exclusively positive. Their experience correlated to a high degree with their expectations. Some of the respondents said they experienced a greater connection and an ownership to the organization then they expected. The respondents also agreed that one of the greatest reasons why the experience as a volunteer was better than expected, was the great teamwork and social connection in the group. All the people the respondents came in touch with because of the uniform we where wearing, other volunteers, kids and audience, where also an important factor for the event to such a success for the volunteers. The negative experience in comparison to the expectations where almost only about the time use.

When talking to the respondents about their best and worst memory from the WSC 2011 in the second interview, they were pointed out by some of the respondents the lack of flow in the starting phase of the event as the worst memory. This is relevant to the leaders because the reasons that the respondents explained with, like unclear task responsibilities, not established communication channels and not good enough pre training, was clearly linked to the leadership of the volunteers.

At the end of the event the respondents were left with a professional and positive impression of the leaders. The respondents say it was because they held focus on a structure as flat as possible, which made it easier for the volunteers to contact people. The leaders treated the volunteers with respect as colleagues, which the respondents appreciated. One of the respondents said that it was obvious that the leaders had worked long and hard to prepare this. In addition to this none of the respondents had any episodes with the leaders that they find critic worthy.

7. DISCUSSION

In this chapter will discuss the results form the result chapter, and compare the results of the thesis research questions to the frame of references and literature review chapters. In this chapter excerpts and quotes from the data collection illustrate interpretations of the respondents' answers, to the extent that there has been space.

7.1 RQ 1 - Degree of Motivation Intensity

In this section discusses reasons why this study reached the results shown in Figure 2 (Result chapter 6.4.1). Figure 2 gives the results of the motivation intensity of the volunteers during the WSC 2011 and the development during three different time periods.

In the first time period, the motivation intensity is in a low-medium level. According to results from observations and interviews the volunteers are ready to start doing what they have been waiting, organized and planed for. The challenge occurred when all the positions, practises and the procedures have to operate and coordinate as a professional cooperation at all time, from day one. *"We had almost zero training in advance, so it was hard to get it all done efficiently during the first shifts..."* There where errors and delays that suddenly, but maybe not unexpectedly, appeared when the WSC 2011 started up with all the events and 2200 new volunteers on duty. *"The first days, when no routine was clear, things where done double or not at all... mostly because of unclear communication."* This caused some frustration for the volunteers, as it was not clear how to contact when different things happened, and even if they knew the name of the contact persons they often did not know the person or how he/she looked like. This was the first impression of most of the volunteers meet the first days in the event. Although all respondents said they thought people faced the challenges with positivity and much work will, most of the volunteers felt that it was not quite as expected and therefore I interpreted some challenge to the motivation. *"Most of the volunteers handled stress very good, they didn't loose focus and did there best even if they couldn't please everyone as fast as they liked."*

According to the project stages theory this stage are in line with the storming stage, where the project is finished planed and it is time for everyone to find their place in the group. Both

theory and this study support that this stage can be overwhelming for the project members and cause some turbulence when the volunteers are not prepared at this stage.

During the second time period, the last week of the WSC 2011, the motivation graph shows a clear increase of motivation intensity from the level medium to high. From observations of the WSC 2011 the volunteers are now in to the routines and duties that are demanded of them, and the days run more smoothly with less stress. There is also a fact that there is not much time left of the event and it seemed like the volunteers motivation raises and they have more to give because they can see that the end is near. In this stage the volunteers know each other better and norms of how to behave on duty have been established, witch mean a better social environment, where trust and comfort are present: *“The little community we created during the event have bloomed...”*. From theory we can place this stage as finished with the norming stage and in the performing stage. The guidelines and norms of how to make decisions and behave are made and learned to optimize the performing, and in the last week of the WSC 2011 operations are running smoothly. Also changes in supply and demand in the volunteer’s duties, for instance; how many volunteers are on watch in the different places and time changes in the schedule are handled professionally and easier then in the beginning.

In the third time period, approximately two weeks after the last duty day of the volunteers, the result in the graph shows high-medium motivation intensity. There was a small decrease from the second time period. This can be explained by dissatisfaction from a few volunteers with the time issue, according to answers like this; *“...depends on what is demanded time vice if I will join more times. I like and want to contribute, but two weeks full time is to much to prioritize at once one more time.”* Apart from this comment, the respondents are agreeing on wanting to volunteer for a sport event once more. This is a major compliment to the leaders of the volunteers under the WSC 2011, if we take into consideration how much time and effort the volunteers where committed to during the event, and still they are not scared to contribute and give their time in the future. The leaders have to have done many things in the right way. More of this subject will further be examined in 7.4 Discussion on RQ 4, in this thesis.

From theory this stage is know as the mourning stage, after the projects goal is reached the team is breaking up and the project comes to an end. According to the respondents the mourning phenomenon where a real and very powerful feeling in this stage, just like the theory of project stages describes it. Even dough it seemed like the respondents where tired

and to some degree glad it was over, so they could go back to their everyday life, neglected duties or move on to new things; *“I was very pleased to be able to take part in this, but when it was over I was a little relieved too. Fun to join, but good to be done with...”*. The volunteers of the WSC 2011 developed a strong ownership feeling to the event, a lot of expectation where build up and work hours put down. When it all suddenly, although planned and as expected, was over the general opinion from the respondents was an empty feeling, as described from one of the respondents:

“I felt empty and a little sad, it was strange. I had read about it somewhere in the paper, but I was not prepared. Surprised by my own reaction. Felt physically exhausted, but had no joy in the fact that the Championship was over...”

From theory we know that working over a time period towards a goal, can leave project members feeling empty and having a grief reaction when it is over. This matches with the respondent's answers in a good way. A relief feeling were also common with the respondents, but mostly in combination with a kind of mourning.

My expectations of the result on research question 1, presented in the frame of reference chapter, were not the same as the actual study results. Before the event of the WSC 2011 starts, I presumed that the volunteers would answer that their motivation degree would be high. The study results showed medium motivation degree compared to the motivation degree during and after the WSC 2011. My assumptions about unforeseen situations during the event that would decrease the motivation degree were the opposite of what actually happened. My expectations on the last stage, after the event, was that most volunteers would build up a higher degree of motivation for volunteering compared to during the event, was on the other hand correct.

7.1.1 Conclusion

The results of the degree of motivation intensity in this thesis have shown a variation in the respondents' motivation intensity during the WSC 2011. Taking in to consideration the project stage theory, the result from the respondents fit quite accurate to the following stages storming, performing and mourning. Compared to the theory there should have been two more stages in the project that this study did not find, the forming and norming stage. This results may raise doubts about parts of the project stage theory.

7.2 RQ 2 - Reasons for Volunteering

One of the main issues in this thesis boils down to what motivates people to volunteer for the WSC 2011. Why do people choose to volunteer? In the presentation of this research question's result, the case study have found the reasons why the respondents choose to volunteer at the WSC 2011 in the first place, and that they are diverse. The majority answer that it's a social reason, either by wanting to make a larger network of friends or new carrier contacts. *"I choose to join as a volunteer because it's nice to have on my resume in the future."* There are also many of the respondents that bring up the wish of doing something for others, to contribute to culture and sport. *"I have chosen to volunteer because I think it's exciting to contribute and help. I have always been a sports fan and like to be in on what is happing"*

It is possible to see a clear connection to Mitroff's four perspectives (see Figure 1, page 5), where the perspectives are the scientific/technical, the systemic, the interpersonal/social and the existential/spiritual side. From the theory it is usually arguments from the existential perspective that is used when explaining why people do volunteer work. The result of this analysis on the other hand indicates that all the four perspective is highly relevant. The social perspective is maybe the most visible in the respondents' answers in the case of the WSC 2011. This comes from a number of more or less complex reasons; one is that the respondents see it as a golden opportunity to meet new and positive people with some of the same values and interest as themselves. Another reason is that people use arenas like the WSC 2011 to broaden their professional network. The existential side were expressed by some of the respondents by addressing how important it was for them to experience the mood in the event and feel like they are contributing with something to others. The will to act for the good of others are Altruism at its core. One can interpret the existential side in different ways; I believe it is about building yourself. That is why I place all the respondents' arguments about wanting to experience, either different feelings or to learn more about them self, falls under the existential side. We can additionally see the systemic perspective with at least one of the respondents, Alf, how again and again volunteer for ski jumping and winter sports activities. Also Hilde gives me a kind of systemic argument when she reasons her volunteering with; it is a part of her upbringing and something they always have done in her family. The last perspective, the technical side are maybe not that obvious, but I argue it is present in the respondents' reasons as instrumental motivation. For instance Magnus said he

signed up as a volunteer because it will look nice on his resume. On the other hand all of the respondents answered that the equipment and clothing they received as volunteers did not matter or were only seen as a bonus, and not the reason for volunteering. I will still argue that there were a degree of technical reasons for some of the respondents, at least unconsciously, that was observable in situations when some of the volunteers got additional benefits. Both theory and this study support that the four perspectives; the social, the technical, the systemic and the existential are the relevant perspectives when explaining why people volunteer in the WSC 2011.

Volunteers may have many different objectives for doing the same volunteer work, and for many there is more than one motivation purpose behind. At the same time volunteering meet various motives for the same individual at different times. This is relevant since the debates on volunteering have focused on egoism versus altruism. On the other hand, they are selfish and sign up only to improve themselves. This is both in terms of self-esteem and careers. Or that, on the other side they are motivated by what Piliavin and Charng (1990) calls the "true altruism".

The respondents were asked if they get motivated differently as a volunteer than as in regular paid work. This question is important to see what the leaders must focus on when motivating volunteers. The respondents who said they were motivated differently, Alf, Gunnar, Hilde and Leif, were also asked a follow up question about why they see the working forms differently.

"I think I'm motivated by totally different things as a volunteer and in working life. This event is only short time. In working life I am more of an individualist that believes in making your own life, but in this setting its more about the common good and doing things for someone else than you."

Economic students at business school around the world have learned basic economical theory, The Economic Man Theory among others. These theories build on profit maximizing and to think of our own good, if not we will lose or be fooled. After analysing the results of the respondents' answers it is interesting to explain how a person can be motivated without an economic value. SDT represents a theory that can explain how we have our basic psychological needs that can explain volunteering better than The Economic Man Theory. Many of the respondents mention the social arena as a reason for being a volunteer in several

occasions we talked. A want of social contact and/or a wish to creating a meaningful life for others, or ourselves seems like an important foundation for signing up as a volunteer, after doing through the data results. According to SDT, people have a need to feel competent and autonomous in order to maintain their intrinsic motivation (Gagne and Deci 2005). In the respondents' answers there are little to find in their reasons for volunteering about feeling competent or autonomous. There are on the other hand a lot of answers talking about how they want a new social arena, a bigger network or meet new people. Relatedness is about feeling connected to other persons, groups or a community, and might be the trigger for the respondents to release an intrinsic motivation for volunteering. This is supported by Jelstad (2007) which based on her findings found that relatedness independently contribute and account for significant variance to intrinsic motivation.

I expected, in my assumptions presented in the frame of reference chapter, that the result of the research question 2 would be that the respondents answer about motivation for volunteering at the WSC 2011 to be about wanting to help others. This showed only to be one of the reasons the respondents mentioned. After being in this process myself, looking at it with for a research perspective and reading through literature, articles and other studies, it is very clear that a person's reason for volunteering are depended on many complex factors. Their motivation is triggered by existential reasons, as I expected before knowing the results of this study, but also by social, systemic and scientific reasons.

7.2.1 Conclusion

The respondent's reasons for volunteering are in many of the arguments the same, but in the same time they represent different perspectives. All of Mitroff's four perspectives are represented in their arguments, but the social reason are mentioned most frequently in the respondents interviews and in the survey, and I have clearly observed this motivation during the WSC 2011. Above feeling competent or autonomous as according to the SDT, relatedness to other persons or an organization is the main cause to why the respondents of this study choose to volunteer.

7.3 RQ 3 - Effects on the Self-Esteem

The results of the research question "*How does the respondents feel about themselves during and after being a volunteer in the WSC 2011?*" are that the respondents have been affected

and to a variation of degree increased their self-esteem. There are no findings that indicate that the respondents have signed up as volunteers just to affect their self-esteem. The statement from a respondent: *“I do it more because I think it's a matter of course to contribute, than to deliberately do something for my self-esteem”* are in accordance with my own observations of most of the volunteers during the WSC 2011. It is not in line with what Clary et al. (1998) found, which said that the motivation we have for volunteering are self-esteem reasons, and that we are happy to participate in voluntary activities in order to maintain or increase positive feelings about the self (Clary et al. 1998). In this study the results on the affect on the self-esteem and other personal benefits, are looked on as a bonus, not the origin reason for being a volunteer.

It is a clear result, and not unexpected, that the respondents has had a positive experience by volunteering through all the recognition and encouraging feedback from know and unknown people. Some see an opportunity for personal development through new experience, but none of the respondents has proclaimed to sign up as a volunteer with the goal of increased self-esteem. Maybe they would not admit it, but there are a lot of easier and less time consuming things to do if your aim is solitary higher self-esteem, therefore it is believable when the respondents claims that increase of their self-esteem was not the origin motivation.

It appears like the enormous media attention has brought a bigger focus on the organizers and volunteers than what anyone had imagined prior to the event. All the respondents mentioned how proud they felt by this. Medias attention are a factor that affect some of the respondents self-esteem, they describe that the WSC 2011 TV time makes them feel confident because people notice what you are in on. Media attention also gives the respondents more recognition. To get recognition for what you do have a large impact on our self-esteem and motivation.

“To be a part of something big and current, that the general man in the street knows about and that is given so much TV time, makes you feel confident and proud because people notice what you are in on.”

Although volunteering are rewarding in terms of good self-esteem, it is not the reason to be voluntary in the first place. Many of the respondents I interviewed talked about the good feeling it gives when someone appreciates you was not something they realized until they actually are a volunteer and see how much it means for the organization. The motivation is

not primarily directed to others, but by helping others we feel good about ourselves (Andersen 1996).

Clary et al. (1998) point out that people might use volunteering as a self-protection function. Kvaal (2009) did a qualitative study of visiting friends in the Red Cross and found that some volunteers used volunteering to reduce their own negative feelings and protect their own ego. This may be negative feelings about themselves, feelings of guilt because for being more privileged than others or various reasons. Furthermore, it may be that they want to work through their own problems by being concerned with other's problems. They utilized volunteering to reduce negative emotions (Kvaal 2009). Although Kvaal's study is on a different case than a sport event, it is possible to see similarities. My respondent Leif, who was unemployed, had a kind of self-protection reason to volunteer. It is more rewarding and meaningful to have something to do, and especially do something for others. I think Leif felt less sorry for him self and more confident, because he now could answer that he volunteered, when people ask what he was doing.

From the definition of social norms we know that people are rewarded for following the norm, and punished if they do not follow it. Different cultures have different norms. Two of my respondents, Hilde and Alf, clearly came from cultures with strong norms concerning traditions of volunteering. It was an interesting finding when Hilde said she did not really felt it as an option to volunteer, of course she choose the WSC 2011 her self, but not to volunteer in general. This shows her feelings of obligation to the norm of her culture. This gives her recognition from friends and families that shear the norm and self-respect, which leads to increased self-esteem. It is therefore natural to for her that such social norms play a role when she decides to volunteer.

It seems like that the respondents have experienced an unexpected positive setting or a boost to their self-esteem, which have affected the whole experience as a volunteer in the WSC 2011. They have flourished as human beings with attempting to function as optimal people, surrounding themselves with contributing people, groups and organizations. In line with positive psychology the respondents have focused on ways to feel joy, increase self-esteem and show altruism, and have therefore experienced so much more than they expected by signing up as volunteers.

From my assumptions in the frame of reference chapter I expected that the respondents by doing something for other people will make them feel good about themselves. The study results clearly stated that all the respondents had affects and an increase on their self-esteem, the results also stated that the respondents looked at it as a bonus to feel better about themselves.

7.3.1 Conclusion

From this discussion on the volunteers self-esteem and results from observations, interviews and the survey, it is possible to see the connection between increased own self-esteem and performing positive psychology in it simplest way; by doing something positive for yourself or others.

7.4 RQ 4 - How Expectations Correlate with Experience

It is up to the leaders which expectations the volunteer get before the event, and the leaders role during the event are essential to what the volunteers experience will be. The information the leaders choose to give the volunteers will effect what the volunteers see it as possible outcomes from the experience. Therefore it was no surprise to find in the results how much the leaders effected the respondent both expectations and experience. Expectations that correlate with experience leads to satisfied and highly motivated volunteer.

The results of research question four are mainly about how the respondents' expectations are about having fun, meeting positive and helpful people, making connections and broaden their network, which correlated to a high degree with the volunteers actual experience. My assumptions from the frame of reference chapter are in line with the research question result. Although I expected different reasons for why the experience would be good, like the large size of the event and the enormous media attention. The respondents said that it was because of the great teamwork and social connection in the group.

Some of the respondents said they experienced a greater connection and an ownership to the organization then they expected. From own observations and some of the respondents' statements, it is possible to see the importance of wearing WSC 2011 clothes. It seems like by wearing the clothes have led to a lot of situations where the volunteers have received recognition and got in touch with several people.

The leaders have had a large impact on the volunteers' experience of the WSC 2011. Their interaction with the leaders have played an important role of how the respondents attitude towards the WSC 2011 in general, their duties as a volunteer, their fellow volunteers and their own self-esteem. The respondents were left with a professional and positive impression of their leaders according to the answers in the interviews conducted and through my observations. One reason for this can be that the leaders of WSC 2011 focused on the use of transformational leadership. This form of leadership has suited the volunteers of the WSC 2011 well. From the literature review chapter we know that transformational leadership increases the motivation, morale and the performance of the volunteers. The respondents also mentioned how easy it was for them to contact people because of the leaders focus on a flat structure. When the leaders treat the volunteers with respect, they receive respect, and it appears like this relationship have made the respondents' experience as good as they hoped. The leaders impacts on the respondents have contributed to the great experience most of the volunteers had.

7.4.1 Conclusion

In this discussion it has been brought out the importance of well-suited leadership to motivate volunteers. With expectations that correlate with experience the volunteers gets satisfied and highly motivated. The use of transformational leadership have led to leaders to motivate and guide the volunteers to lead them self, so the structure of the WSC 2011 became as flat as possible and the volunteers to feel appreciated.

8. CONCLUSION

Throughout the preceding discussion, I have sought to answer the four research questions: (1) *How does the volunteer's degree of motivation develop during the WSC 2011?*, (2) *what motivates people to work as volunteers?*, (3) *how do volunteers feel about themselves?* and (4) *how will the volunteer's expectations correlate with their actual experience?*

The results of the first research question have shown a variation in the respondents' motivation intensity during the WSC 2011. Before the event the motivation degree for the volunteers was medium high, during the event the degree increased to high and after the event the motivation degree decreased a bit to high-medium. Taking in to consideration the project stage theory, the result from the respondents fit quite accurate to the stages storming, performing and mourning, but the stages forming and norming were not in the study results. These results may raise doubts about parts of the project stage theory.

The results of the second research question are mostly different social reasons. Seeing a need and seeing that it becomes results of they're doing, motivates the volunteers. All of Mitroff's four perspectives are represented in the volunteers' arguments, but the social reasons are mentioned most frequently. Above feeling competent or autonomous as according to the SDT, relatedness to other persons or an organization is the main cause to why the respondents of this study choose to volunteer. Personally I believe one cause can be the modern and busy life we live, where it can be hard to meet new people in our daily routines. We all have the need for social stimulation and there are a number of different arenas how sees this increasing demand for this. The Internet is maybe the biggest arena now days, with dating pages, social media as Facebook, Ttwitter, Sukker.no and Møteplassen.no to mention some. Not everyone is comfortable or wants to use the Internet for such a purpose. The WSC 2011 was seen by many as a golden opportunity as a meeting place to get to know people with attractive characteristics, such as being sporty, positive and giving. The fact that most Norwegians live a privileged life without worries of basic need like food, a place to live and health. Therefore it is not a surprise that we can offer our time on others, like volunteering. Without volunteers we would not have as good social diversity and a wide cultural and sports opportunity of high quality for all, or for those among us who are struggling.

The results of the third research question are that the volunteers feel better about themselves and had an increase in their self-esteem. The medias impact is an important factor for how

much recognition the volunteers gets. Further there are a high number of results on volunteers how thinks that effects on their own self-esteem as a bonus, not an argument for volunteering itself.

The results of the fourth and last research question are that the volunteer's expectations correlate well with their actual experience mostly because of motivating and effective leaders. With expectations that correlated with experience the volunteers are more satisfied and highly motivated. The use of transformational leadership has been a key factor to this success.

9. LIMITATIONS AND FUTURE RESEARCH

The limitations of this study will be discussed so that future research on the volunteering can improve the field of motivation and leadership.

First of all, the present study is a case study in which one individual event, the WSC 2011, was investigated in terms of the volunteers' motivation. Accordingly, it lacks between-event comparisons, in addition to lack of cross-cultural replicability as the study was conducted in only one country. Further research should investigate the motivation of volunteers on more than one event and in more than one country to explore whether the results of this study are possible in other settings. In another events, would the results be the same or the opposite?

Secondly, the literature review chapter presents a sample of an enormous amount of motivation and leadership theories. The timeframe would not allow reviewing all theories. It is important to remember that different theories can have conflicting statements. If we want to say that people are motivated by more money you can find theories that back up your research, but the same goes if you want to say that people are demotivate by more money. A lot of theories are coloured by the individual researches opinions. A direct limitation to this study on the project stage theory are to know if the forming and norming stages also existed in this case project if there had to be results from further time periods. In future research it would be interesting if the study had additional stages to analyse.

As a limitation to the variation in motivation intensity degree analyse, it can come from respondents misunderstanding the questions, or the fact that the respondents were not ask the exact same question in the three different time periods. The questions where about motivation intensity degree, but did not have the same words in the three different time periods. In future research it would be recommended to be clearer to avoid any misunderstandings.

Further, in future research it would be interesting to interview some of the leaders as well to have more data for discussion. To found out what are their experiences and if it is in accordance with the volunteers' experiences. Especially for research question four, where there seems to be a limited amount of studies that is comparable to support or question this

study's results on this research question. Also a follow up study with the respondents to see if they volunteer again would be an exciting future research.

The data collections were limited to volunteers in the functionary service. It was not possible in this study with its time limitations, with short possibilities to investigate on the volunteers. In future studies more interviews should preferably be conducted with volunteers in different parts of the organisation and in levels of leadership, this could have provided useful perspectives on the research questions.

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APPENDICES

Appendix A:

Interview guide: Stage 1, in the start of the WSC 2011

1. Hvorfor har du valgt å være frivillig under ski VM?
2. Hva får du igjen for å være frivillig? Hvilken type godtgjørelse er knyttet til ditt engasjement som frivillig?
3. Hva gjør det med selvfølelsen din å få jobbe som frivillig?
4. Hva jobber du med/gjør du til vanlig og hvordan motiveres du der/Hva motiverer deg til daglig?
5. Hvordan føler du at du får anerkjennelse for arbeidet ditt som frivillig?
6. Hvilke type reaksjoner har du fått fra andre (hvem) på at du skal delta som frivillig?
7. Hvilke forventinger har du til din opplevelse som frivillig?
8. Hvilke forventinger har du til ledelsen?
9. Fortell om din tilfredshet med informasjonen du som frivillig har fått fra arrangør.
10. Er det noe du synes er kritikkverdig til nå med tanke på hvordan de frivillige blir ledet?
11. Har du avslutningsvis noen kommentarer om din rolle som frivillig under VM?

Appendix B:

Interview guide: Stage 2, one week after the WSC 2011

1. Hvordan opplevde du VM - i forhold til hva du hadde forventet når du meldte deg på?
Hva utmerket seg positivt og hva utmerket seg negativt?
2. Fortell om ditt beste og verste øyeblikk under VM. (Tenker ikke på sportslig suksess eller fiasko, men på din opplevelse av det å være frivillig)
3. Følte du at motivasjonen din for å delta som frivillig ble satt på prøve enkelte ganger?
Dersom, fortell om hendelsen.
4. Hvordan opplevde du stressnivået under VM? Og hvordan taklet du og dine kollegaer svingningene i arbeidstrykket?
5. Har du lært noe nytt om deg selv under VM? Kan du i så fall utdype dette?
6. Hvilke inntrykk sitter du igjen med, med tanke på hvordan ledelsen behandlet de frivillige?
7. Dersom du var øverste leder/sjef for de frivillige, hvilke endringer ville du gjennomført dersom VM skulle arrangeres på nytt?
8. Kan du beskrive hvordan det har vært å komme tilbake til hverdagen etter VM?
 - a) Hvis følte en viss tomhet, hvor lenge varte dette i dager? Timer? Hadde du ventet dette? Var det kraftigere eller mildere enn det du hadde forventet?
 - b) Hvis du følte en sterk glede, hvor lange varte dette i dager?
 - c) Har du en spesiell måte/strategi for å takle slike oppturer eller nedturer?
 - d) synes du at du fikk en god oppfølging av hva som skjedde med deg etter avslutningen?
 - e) Opplevde du at debriefingen gjennom avslutningen var god for din del?
9. Vil du melde deg som frivillig igjen? Hvorfor/hvorfor ikke?

Appendix C:

Interview done by NIH: Stage 3, two weeks after the WSC 2011

1. Kjønn
2. Fødselsår
3. Hvor bor du?
4. Høyeste avsluttede utdanning
5. Yrke: Hva betrakter du deg i hovedsak som?
6. Hva er din brutto årsinntekt i 2009 (før skatt og fradrag)?
7. Er du født i Norge?
8. I hvilket land er din mor født?
9. I hvilket land er din far født?
10. Hvor mange år har du bodd i Norge?
11. Er du medlem i et idrettslag?
12. Er du medlem i en skiklubb, eller et idrettslags skigruppe?
13. Trener du på treningssenter?
14. Vi sendte i forbindelse med prøve-VM ut en spørreundersøkelse til de frivillige. Svarte du på denne?
15. Har du utført frivillig arbeid for frivillige organisasjoner i løpet av de siste 12 måneder?
Du kan svare på flere alternativer.
16. Omrent hvor mange timer bruker du i uken på frivillig, ulønnet arbeid innen idretten?
17. Har du tidligere vært frivillig under et stort arrangement? Du kan svare på flere alternativer
18. Angi på en skala fra 1 til 7 hvor viktige påstandene er for din motivasjon til frivillig innsats generelt (1=ikke viktig i hele tatt, 7=svært viktig)
 - a. Jeg føler meg betydningsfull når jeg arbeider frivillig
 - b. Det er bra å ha en attest på at man har jobbet som frivillig
 - c. Folk som står meg nær har oppfordret meg til å arbeide frivillig
 - d. Jeg kan få kontakter som kan hjelpe meg i arbeidslivet
 - e. Som frivillig blir jeg mer fornøyd med meg selv
 - f. Jeg føler et sosialt press for å delta
 - g. Jeg kan lære mer om det jeg arbeider for
 - h. Som frivillig lærer jeg noe gjennom praktisk erfaring

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- i. Jeg har venner som arbeider som frivillige
 - j. Jeg kan gjøre noe konkret for saker som opptar meg
19. Hvor fikk du informasjon som påvirket deg til å delta som frivillig under ski-VM 2011?
(Det er mulig å sette flere kryss.)
20. Hvilken seksjon/avdeling skal du jobbe i?
21. Hvilken posisjon skal du ha i din gruppe/seksjon?
22. Hvordan vil ditt frivillige arbeid under ski-VM organiseres?
23. Hvilken type godtgjørelse er knyttet til ditt engasjement som frivillig?
24. Gradér på skala fra 1 til 5 din tilfredshet med informasjonen du som frivillig har fått fra arrangør. 1 = svært misfornøyd, 5 = svært fornøyd. Skriv gjerne en kommentar om dette tema.
25. Kan du angi på en skala fra 1 til 5 følgende påstander knyttet til din involvering som frivillig under ski-VM? 1 = helt uenig, 5 = helt enig.
- a. Arbeidet mitt er morsomt
 - b. Jeg får innsikt i hvordan det er å arrangere et stort idrettsarrangement
 - c. Jeg øker mine kunnskaper og erfaringer
 - d. Jeg utvider mitt kontaktnettverk
 - e. Jeg har mitt eget ansvarsområde og får muligheten til å fatte egne beslutninger
 - f. Jeg er tettere på det som skjer enn jeg ville vært som tilskuer
 - g. Jeg kan bruke dette arbeidet til å øke mine generelle arbeidsmuligheter senere
 - h. Jeg bidrar aktivt med organiseringen av ski-VM
 - i. Jeg får innsikt i skiidrett på elitenivå
 - j. Jeg får anerkjennelse for arbeidet mitt
26. Her kommer flere spørsmål om samme tema. Kan du angi på en skala fra 1 til 5 følgende påstander knyttet til din involvering som frivillig under ski-VM? 1 = helt uenig, 5 = helt enig.
- a. Jeg synes det er spennende
 - b. Jeg får akkreditering
 - c. Jeg får komme tett innpå mine egne interesser (som skiidrett)
 - d. Jeg får se prominente personer / VIP
 - e. Jeg får se utøvere og ledere
 - f. Jeg liker å være frivillig
 - g. Mine venner og bekjente er også frivillige under ski-VM

- h. Jeg fortsetter tradisjonen med å være frivillig under arrangement tilknyttet Holmenkollen
 - i. Jeg får antrekk og utstyr
27. Ta stilling til følgende utsagn: "Jeg stiller gjerne opp på bestemte tiltak organisasjonene setter i gang, men orker sjelden å delta i vanlig møtevirksomhet" (1 = helt uenig, 5 = helt enig)
28. "Jeg stiller heller opp som frivillig på et arrangement som for eksempel ski-VM enn å delta i tradisjonelt frivillig arbeid i idrettslag eller andre frivillige organisasjoner" (1 = helt uenig, 5 = helt enig)
29. Hvordan er holdningene til VM 2011 i de miljø du har kontakt med?
30. Hvilke type reaksjoner har du fått fra andre på at du skal delta som frivillig?
- a. Familie og slektninger
 - b. Skole- eller studiekamerater
 - c. Arbeidskollegaer
 - d. Naboer
 - e. Venner
 - f. Andre
31. Har du avslutningsvis lyst til å komme med noen kommentarer om din rolle som frivillig under VM, skriv den her.

Appendix D:

Organizational map of the WSC 2011

