

Requirements for the integration of volunteers into major events: An analysis from the perspective of human resource management and project management

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Abstract

Volunteers, who can lose their ability and willingness to perform due to poor organization, are a crucial success factor and unique resource for events. Due to increasing complexity of events and changing social trends, this study is to identify human resource and project management requirements for planning and holding major events with volunteers successfully. The research questions were evaluated through a systematic literature review and qualitative expert interviews based on the grounded theory methodology. The current state of research could be mapped extensively, but not fully due to time limitations of the analysis. Ten German experts were interviewed, and their results could not be analysed to the point of content saturation. Volunteer management entails nine core requirements, which include 146 tasks covering 30 topics, summarized in a volunteer management model. Its relevance is to be tested quantitatively and it is to be used for further theory development. The job characteristics model could be expanded to include a psychological stage in the context of voluntary work. Volunteer management teams should be interdisciplinary. For each manageable volunteer-number, a manager with a high degree of social competence should be appointed, who focuses particularly on appreciation, perception, assessment, and communication.

1. Introduction

Volunteers are a critical success factor in the holding of many major events (Allen & Shaw, 2009; Costa et al., 2006; Darcy et al., 2017; Doherty, 2009; Gallarza et al., 2013; van der Wagen & White, 2014; Zievinger & Swint, 2018). According to the resource-based view (Barney, 1991), volunteers are considered to be a unique resource (Studer & Schnurbein, 2013), as they are often only available in limited numbers and are strategically valuable. Not only does the strategic value result from the costs that are saved in comparison to the use of traditional human resources, but it also stems from the resulting increase in service quality, the increase in customer satisfaction, and the trust of guests and stakeholders (Englert & Helmig, 2018). As the face of the event, volunteers shape the event's image as direct

ambassadors in the eyes of all stakeholders (Doherty, 2009; Kraemer, 2020).

However, due to inadequate planning, volunteers can lose their ability and willingness to perform or even cease their activities before or during the event (Doherty, 2009; Seyhan, 2021a; Sims, 2016; Werkmann, 2014; Zievinger & Swint, 2018), which can prove detrimental to the successful holding of an event.

The increasing complexity of events (Jaeger, 2021; Meijs & Hoorn, 2008) and societal trends, such as changing availability of volunteers (Simonson et al., 2022), changing values (Armutat et al., 2018), digitization and changes in communication (Armutat et al., 2018), and the resulting increase in demand for professionalism in the organization (Darcy et al., 2017; Holmes et al., 2018; Schober et al., 2015; Traeger, 2020), are affecting the demands on volunteer management and demonstrate the need for volunteer management to evolve and adapt to change.

Over the past decade, research has specifically focused on the motives and motivations of volunteers (Allen & Bartle, 2014; Dickson et al., 2015; Englert & Helmig, 2018; Hallmann & Harms, 2012; Holmes et al., 2018; Kim, 2018; Koutrou & Pappous, 2016; Kraemer, 2020; Monga, 2006; Schober et al., 2013; Wang & Wu, 2014; Weinhold, 2013; Werkmann, 2014; Zievinger &

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Swint, 2018). In particular, mega-events¹, such as the Olympic Games, have been studied more closely in this regard (Dickson et al., 2014; Holmes et al., 2018; Koutrou & Pappous, 2016). Organizational problems have been identified, inter alia, in the distribution of tasks, leadership, knowledge management, coordination, and the defining of responsibilities (Ribeiro et al., 2021). In addition, project management has been increasingly examined in literature on application-related practice (Cuskelly et al., 2006; Matorčević & Gligorović, 2017; Seyhan, 2021a; Studer & Schnurbein, 2013; Werkmann, 2014; Wurster & Prinzessin von Sachsen-Altenburg, 2019). However, the studies' subject matter mostly concerns general projects that rely on long-term activities (i.e., multi-year voluntary activities in associations, for example). Since the voluntary work of events differs significantly from general voluntary work owing to its contextual conditions (e.g., complexity, time pressure, and uniqueness), further consideration of event voluntary work is necessary to identify a suitable set of tools for organizing volunteers (Majer & Millner, 2015). In specific literature on event management, it has often been pointed out that there is a research gap in the field of event organization and a lack of requirements for volunteer management (Allen & Bartle, 2014; Allen & Shaw, 2009; Costa et al., 2006; Cuskelly et al., 2006; Englert & Helmig, 2018; Haendel-Burckardt, 2000; Lockstone, 2004; Pillwatsch, 2017; Ribeiro et al., 2021).

Volunteers are defined by provision of labor, knowledge, skills, and experience without remuneration (Kraemer, 2020). The decisive factors are in particular a non-profit-oriented character of their work, the voluntary nature of their commitment, common good orientation, and community character (Simonson et al., 2022). Since volunteering is not based on an employment contract like paid employment (Redmann, 2018), but primarily on intrinsic motivation, analyzing motivation theory models, such as Hackman and Oldham's (1976) work characteristics model, can improve understanding of successful volunteer management. Hackman and Oldham (1976) established job characteristics that lead to intrinsic motivation, including a high internal work motivation, high-quality work performance, a high work and job satisfaction, and low employee absenteeism and turnover. The model was based on the observation that individuals experience positive affect when they learn (knowledge) that their task (responsibility) is of personal relevance (meaningfulness) and has been performed well. Five characteristics of an activity contribute to the emergence of these psychological states (Hackman & Oldham, 1976). First, skill variety means that an individual's different abilities and talents are required for the activity, and the potential to expand them leads to meaningfulness. Second, task identity refers to the degree or extent to which the individual participates in the holistic creation of the outcome (the greater one's contribution to an effort, the more meaningful one's work is

perceived to be). Third, task significance is the extent to which one's work impacts the lives or work of others (this process also increases the meaningfulness of the work). Fourth, autonomy is the freedom of action that the individual has in planning and undertaking the activity (this process is accompanied by the perceived degree of responsibility assigned). Fifth, feedback refers to the response whereby the individual receives information about the effectiveness of his or her own performance based on its assessment.

These theoretical findings form the basis for the interpretation of the research results of this study. Based on a systematic literature analysis and supplementary expert interviews, the aim of this study is to identify requirements for human resource management and project management to successfully plan and hold large-scale events with volunteers. This study focuses on the following research questions:

- What are the challenges of working with volunteers in the context of major events?
- What requirements can be identified for human resource management and project management through volunteers' integration into major events, and how must these requirements be implemented?

The results are summarized in a practical model with nine dimensions and contribute the further development of theoretical models and future research into the volunteer management of major events.

2. Systematic literature review

2.1 Methodological procedure

The systematic literature review was conducted based on Petticrew and Roberts (2006) and Doering and Bortz (2016). The primary search terms ("volunteers," "mega-event," "event," "organization," and "management") and secondary search terms ("human resource management," "project management," "motivation," "problems," "challenges," "commitment," and "satisfaction") were used separately and in combination. The scientific catalogs of the Technische Hochschule Mittelhessen (THM), the Julius-Maximilians-University Wuerzburg, and EBSCOhost were used for the search. Based on Brink (2013), the publication period was limited to the years 2000 to 2022 to reflect the changes described in the introduction and the changing framework conditions. German- and English-language publications, which included both scientific peer-reviewed journal articles and non-scientific publications with a high degree of application relevance, were examined to highlight the state of international research. The articles found were examined for additional sources through snowball sampling (Doering & Bortz, 2016). The search took place between March 16, 2022, and March 23, 2022. The

¹ Definition according to Jaeger (2021, p. 39): Mega-events are major events "that have an impact on entire economies, attract worldwide attention, and have significant global media coverage."

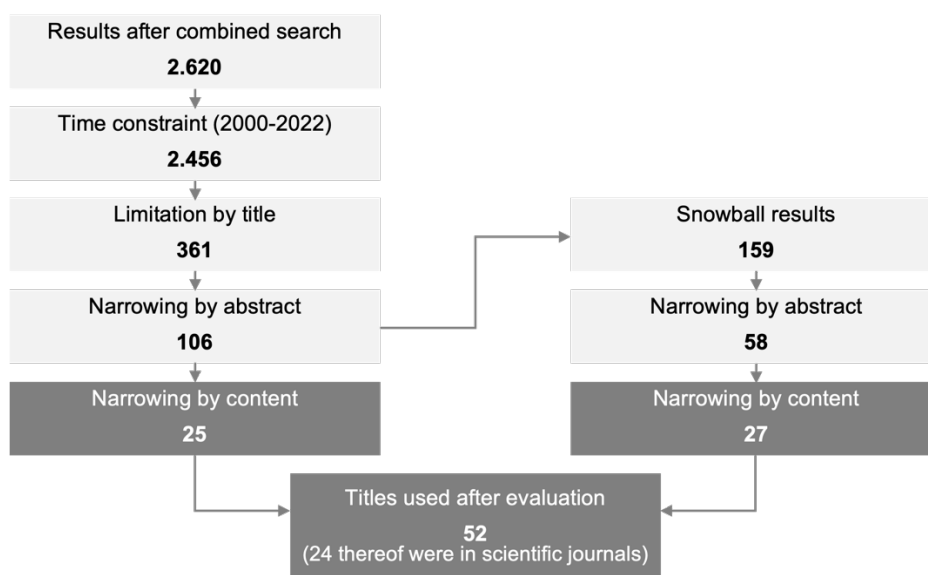
articles were filtered, evaluated, and analyzed based on their titles, abstracts, and content. The aim of the literature review was to gather the current state of knowledge regarding challenges and requirements in volunteer management. On the one hand, challenges and requirements that have already been scientifically investigated are to be compiled. On the other hand, challenges and requirements that have not yet been scientifically investigated, but that have been identified in the practical literature, are to be identified. Finally, the results were clustered according to their affiliation to human resource or project management and sorted thematically. This made it possible to identify gaps in knowledge in particular.

Through the detailed initial search, 2,620 publications, including 2,456 from 2000 to 2022, were found

and narrowed down by title to 361 publications. After a more detailed analysis of the abstracts and the rough content outlines, 106 articles were found to be sufficiently related to the topic. Using the snowball sampling, a further 159 publications were found, 58 of which had suitable content according to their abstract. After a complete evaluation of all the publications, 52 titles were identified (24 scientific and 28 application-related publications). These titles were evaluated according to the research questions and the relationship with either human resource management or project management.

Figure 1 shows the entire search procedure. Overall, both event-specific publications and volunteer management-related publications in general were examined.

Figure 1
Search procedure of the literature search



2.2 Results

Since 2000, there has been a slight increase in the average number of publications per year. None of the publications explicitly provide a holistic view of the organization of event-volunteers (i.e., the demands of human resource management and project management for volunteers at large-scale events). Instead, only partial aspects are considered in each case.

Forty-seven challenges and 141 requirements can be assigned to human resource management, while project management can be assigned 47 challenges and 45 requirements. In all areas, there are more results from non-scientific literature with application references than from scientific journals. Figure 2 shows the number of mentions in each case from scientific or non-scientific literature, where the same aspects in different sources were counted individually (and thus several times; gross number).

Figure 3 additionally shows the distribution of challenges and solutions or requirements, clustered according to own dimensions of personnel management and project management (identical aspects only counted once). Accordingly, the actual number of different challenges and requirements (net number) is shown.

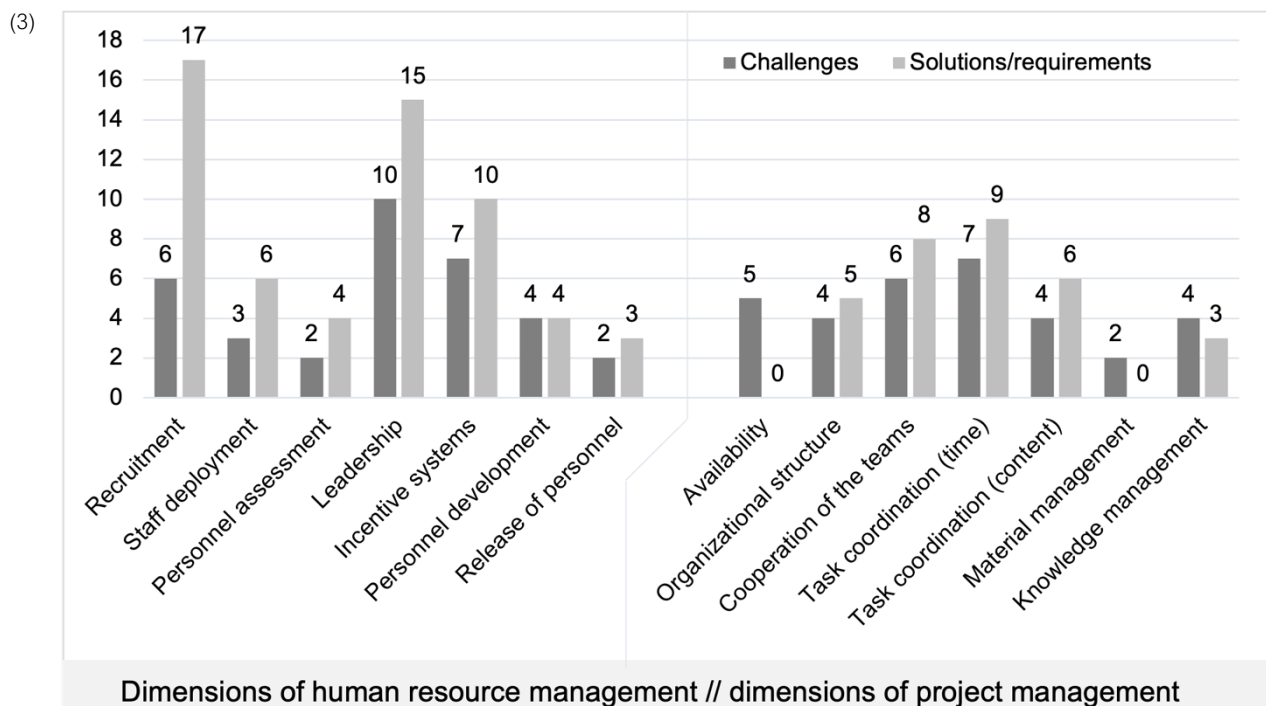
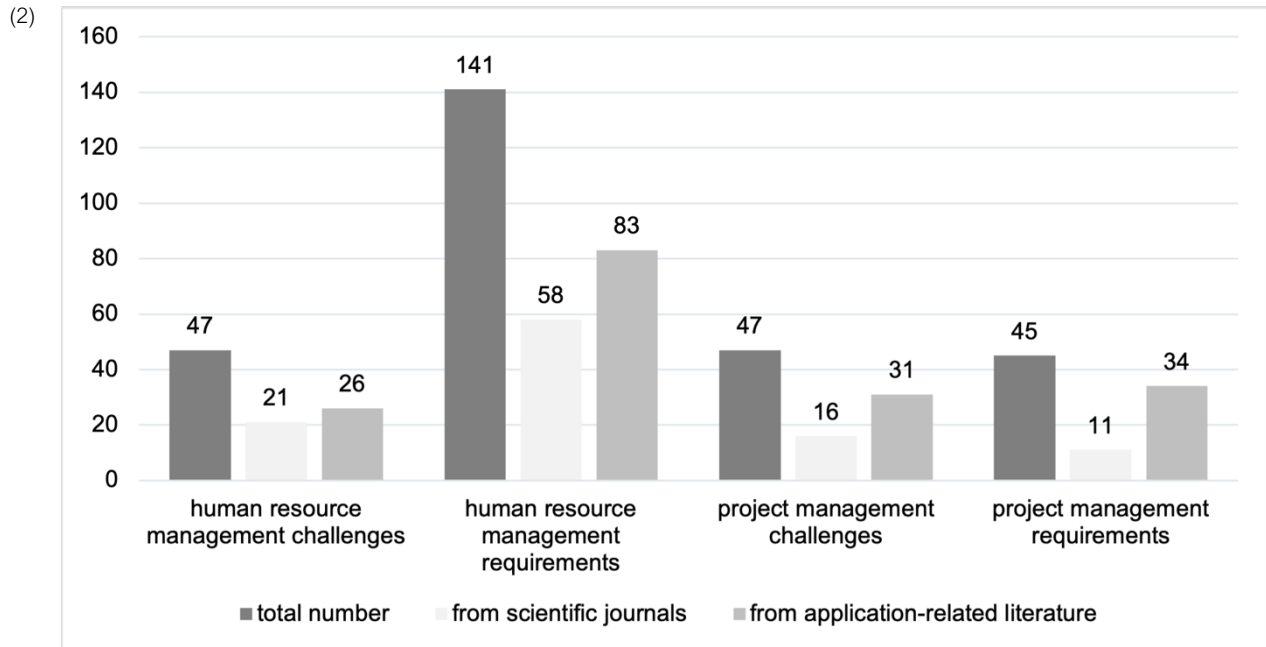
In summary, it can be seen that although many aspects of HR and project management can be found in current research, these have never been examined holistically. That is, the findings in scientific publications as well as in non-scientific publications with an application focus have mostly been captured in the context of other objects of investigation, such as studies on motivation or on the performance of volunteers. Overall, much more attention has been paid to aspects of human resource management. In addition, significantly more challenges and solutions can be found in non-scientific publications with application relevance than in scientific publications, which makes further qualitative research

necessary. In particular, solution approaches can be identified predominantly in application-related literature (cf. Figure 2: Solutions in project management from

non-scientific literature n=34 vs. from scientific literature n=11). Finally, the topics of availability and material

Figure 2 and 3

Gross number of mentions in all sources per area (2) | Net number of different challenges and solutions/requirements per dimension (3)



management stand out in particular, in which challenges but not yet requirements have been recorded. In the appendix, the individual results of the scientific (Table 3) and non-scientific publications (Table 4) can be observed and compared.

3. Qualitative study with expert interviews

To complement the perspectives from the literature with practical insights, additions and a review of the identified requirements, guided expert interviews were conducted (Doering & Bortz, 2016). Qualitative research methods

provide information about complex social processes (Eisenhardt & Graebner, 2007), which cannot be easily obtained through quantitative data. To compare the different results of data collection and analysis, the semi-structured interview provides the framework (Döring & Bortz, 2016). Derived from the previous literature research, the fields of action that opened up in the process and the constant further development during the interview phase, the guideline contains 17 questions. The first questions relate to the person himself, his qualifications, and information about previous projects and his field of activity in these projects. In this way, the expert status can be validated. Subsequently, the questions are dedicated to the challenges, solutions and requirements for personnel and project management when working with volunteers. Here, the respondents

mainly share their own experiences and personal assessments. Although the respondents have a significant influence on the quality of the data, there is no generally accepted definition of an expert (Döring & Bortz, 2016). Since the organization of volunteers is not based on academic or professional training, corresponding formal qualification cannot be used as a selection criterion. Therefore, in order to achieve the inductive research goal of gaining further personnel and project management aspects from working with volunteers, the experts were selected according to their professional and practical knowledge, their extensive experience time, and their maximum number of volunteers supervised (Gläser & Laudel, 2010). The interviews took place in March and April 2022 and lasted between 35 and 97 minutes (video interviews).

Table 1
Overview of Experts

Expert number	Experience of working with volunteers	Maximum number of volunteers managed per event
#01	18 years	5,000
#02	30 years	15,000
#03	25 years	1,600
#04	3 years	650
#05	15 years	1,500
#06	8 years	16,000
#07	20 years	7,000
#08	30 years	20,000
#09	10 years	5,000
#10	9 years	7,000

The analysis of the data is based on Glaser and Strauss' (2010; Strauss, 1998) inductive grounded theory methodology. The interview recordings were transcribed using the online service sonix.ai. The method of simple transcription was chosen (Dresing & Pehl, 2018). Accordingly, the transcription is verbatim, but not phonetic, so that the focus is on the content-related semantic analysis of the material. According to the theoretical sampling, the interviews were coded and analysed simultaneously, so that these processes merged and continuously influenced each other (Glaser & Strauss, 2010). For coding the data, each insightful statement was transformed into a first-order code, consisting of separated interview sections. To ensure objectivity, the codes were independently reviewed from a second rater. Through axial coding, specific second-order themes were then formed and analysed, and patterns of matching codes were identified. By combining these themes, third-order dimensions were finally formed. The summarized categories were subdivided according to the research questions and human resource or project management.

By analysing the 10 expert interviews, from 133 codes (first-order categories), it was possible to generate 44 codes for the challenges of working with volunteers and 89 codes for the requirements for the human resource management and project management of volunteers. Furthermore, 30 second-order volunteer management topics were generated from these codes

through abstraction, which grouped the core requirements for volunteer management into nine dimensions (see Figure 4, created based on Dacin et al. (2010)). The third-order dimensions were the development of a HR marketing and recruitment strategy, the preparation for joint deployment, the assessment of volunteers, the development of incentive systems, the leadership of volunteers, the development of knowledge and skills, the organization of project structures, the development of knowledge management, and the planning and distribution of tasks.

Together with the findings from the systematic literature review, the detailed results are presented and interpreted in the discussion. The data structure of the results from the expert interviews is displayed in figure 4 in the appendix. Detailed results from the expert interviews, and all identified challenges, will be sent upon request to the first author.

4. Discussion

In the course of the systematic literature review and the qualitative study, numerous requirements for volunteer management were identified that affect the work with volunteers at large events. Table 2 provides an overview of all the results. The requirements found in the literature were merged with those of the experts. On the one hand, this reveals requirements that are identified both in the literature and by the experts. On the other hand,

the aspects from the literature and the expert interviews complement each other, resulting in a comprehensive profile of requirements. The summary highlights especially that the themes and dimensions identified in the qualitative analysis establish themselves as a comprehensive framework to thematically group and abstract the identified requirements for volunteer management. The result is nine overarching core requirements for

volunteer management, which are illustrated in a volunteer management model at the end of the section (Figure 5).

Following requirements only originating from the analysis of the literature are marked with a L (literature research). Requirements only originating from the expert interviews are marked with an I (interviews). Requirements identified in the literature and the interviews are marked with a B (both).

Table 2
Summary of results

Themes	Categories: Volunteer management requirements	Source
A. Networking and community work for recruitment	- Recruitment through existing organizational structures (e.g., an association asks its own members)	I
	- Cooperation with companies (corporate volunteering)	I
	- Establishment and maintenance of a volunteer community	B
	- Recruitment by former volunteers	L
B. Communication and marketing of the event and the volunteer program	- Targeted advertising of the event to potential volunteers (e.g., at universities)	I
	- Marketing via search engines and social media	I
	- Attractive presentation of the areas of application and their added values	B
	- Use of well-known personalities for application	L
	- Positioning of the event and program with values, goals, and vision	L
	- Professional and appreciative presentation in all channels, adapted to the motivations of the volunteers	L
C. Job advertisement and -presentation	- Inquiry about the willingness to serve as a flexibly deployed volunteer	I
	- Transparent presentation of the effort and requirements per area	B
	- Transparent presentation and updating of positions that remain open	I
	- Honest and transparent communication of expectations to the volunteers	I
D. Application process	- Early start of the application phase	B
	- Staged recruitment process according to the planning progress of the event	I
	- Staggering of application phases according to location, time, and responsibility	L
	- Application opportunities for last-minute applicants	I
	- Own extended recruitment process for leading volunteers	I
	- Creation, maintenance, and communication of a waiting list to restaff	I
	- Recording of the qualifications and experience of the volunteers	B
	- Recording of personal interests and desired tasks	B
	- Analysis of the motivations of the volunteers	L
E. Human resource selection	- Use of recruitment-trained staff	B
	- Use of experienced volunteers as recruiters (or assistants) for recruitment purposes	L
	- Use of guided interviews	I
	- Low volunteer qualification and experience requirements	B
	- Recognition of a volunteer code of conduct	I
	- Conclusion of a volunteer contract with the volunteers	L
	- Avoidance of expectations that are too high or false	L
F. Onboarding	- Reduction in mandatory on-site pre-meetings	I
	- Kick-off event with general information	B
	- Experienced volunteers' accompanying of new volunteers	L
	- Information about and creation of an identification with goals, values, and vision	L
	- Establishment of an understanding of structure, roles, and processes	L
	- Demonstration of the benefits and values of each volunteer (in the overall context)	L
	- Defining and agreement of goals	L
	- Announcement of training opportunities	L
G. Teambuilding	- Integration of team building activities before and during the event	I
	- Positive sense of community and motivation through joint team and personal skills development	L
H. Employee assessment	- Employee evaluation during the event (critical for motivation reasons)	I
	- Assessment as a basis for selection for future events	I
I. Material- and intangible incentives	- Appreciation and perception of volunteers	I
	- Acknowledgment and recognition of each volunteer	B
	- Public appreciation of the volunteers	L
	- Recognition through guest feedback	L
	- Creativity in recognition measures	B
	- Recognition system with a focus on the personal goals of volunteers	L
	- Provision of certificates and attestations	I
	- Access to (special) event areas	B
	- Avoidance of financial incentives	L
	- Regular highlights and anchor points	I
	- Creation of memory material (pictures, aftermovies, community groups)	L
J. Belonging and community	- Uniform volunteer clothing	B
	- Joint closing event as a thank you	B

K.	Welfare services	-	Recording of personal eating habits	I
		-	Sufficient and quality food and care	B
		-	Collective accommodation as an overnight offer	I
L.	Service offerings	-	Portal for carpooling, accommodation arrangement, etc.	I
		-	Creation of community and recreational opportunities	B
		-	Graduation of service offers according to commitment and position	I
		-	Establishment of first-level support (e.g., a hotline for technical assistance)	I
		-	Volunteers' insurance	L
M.	Communication management	-	Software and applications as a communication medium	I
		-	Continuous communication even before the event starts	I
		-	Constant communication to avoid fluctuation	I
		-	Intensive communication and dialog during the holding of events	B
		-	Outlining of communication rules and contact persons	B
		-	Clear and timely communication (avoidance of misunderstandings)	L
N.	Expectation management	-	Understanding of and an equitable response to personal concerns	I
		-	Fun and joy as a volunteer requirement	I
O.	Participation	-	Promotion of participation of the volunteers	B
		-	Creation of room for maneuver and the transferring of responsibility	L
		-	Integration into organizational processes to promote identification	L
P.	Criticism and feedback	-	Consequences in the event of misconduct	I
		-	Feedback culture in all hierarchical directions	L
		-	Establishment of feedback surveys	I
		-	Evaluation of processes and procedures already in place during the event	L
		-	Personal feedback from the manager throughout the process	L
		-	Daily results follow-up as a meaningful element	L
		-	Establishment of mechanisms to evaluate the referral and the relationship of care	L
Q.	Characteristics of the (honorary and full-time) managers	-	High level of social competence among managers	B
		-	Role model function and expert knowledge of the team leader	L
		-	Credibility of superiors	L
		-	Focus on volunteer as a person and empathy as a core characteristic	L
R.	Individual continuous education	-	Recording of further training interest and expectations	I
		-	Tailored (additional) training opportunities	I
		-	Adaptation of educational offers to time, place, and budget	L
		-	Training and continuous education offers via sponsors and partners	I
		-	Quality enhancement through project-specific training	L
S.	Mission-related training	-	Location-independent training online	I
		-	On-demand training materials with testing procedures	I
		-	General to field-specific training measures	I
		-	Conducting of key on-site training and briefings	I
		-	Special training and the raising of awareness for managers (including volunteers)	I
		-	Mandatory training	I
T.	Employees' rights	-	Digital accreditation for subsequent authorization adjustments (e.g., in the event of dismissal)	I
		-	Creation of opportunities to leave the organization gracefully ahead of time	L
U.	Attendance management	-	Presence request via application	I
		-	System for long-term recording of unexcused absences	I
V.	Implementation safety	-	Use of flexibly deployed volunteers with broad qualifications and experience	I
		-	Planning with excess volunteer capacity for attrition and sick leave	I
		-	Creation of a protection and care concept	I
		-	Social relationship-related work through team leadership	L
W.	Team structure	-	Diverse team composition (experience, personality, languages)	I
		-	Team composition according to common interests and motivations	L
		-	Codetermination of the volunteers in the team composition	L
		-	Use of and training in existing groups (e.g., clubs)	I
		-	Small team size for short communication channels	L
		-	Maximum proximity between volunteer and manager	L
X.	Coordination	-	Promotion of collaborative decision-making	L
		-	Coordination and briefing via area-specific managers	I
Y.	Knowledge distribution	-	Involvement of volunteers in the planning process as a source of ideas	I
		-	Manual as a reference work	I
		-	Application as an information center	I
		-	Creation of uniform information stands	L
Z.	Knowledge capture	-	Documentation system that is easily accessible	L
		-	Bundling and purposeful preparation of information	I
		-	Process-oriented checklists	L
AA.	Defining of tasks	-	Database for long-term human resource management data management	B
		-	Defining of tasks with exact time and content requirements	B
		-	Avoidance of irrelevant tasks	L
		-	Combining of tasks to fill a position	I
		-	Combining of tasks to increase attractiveness	I
BB.	Process organization	-	Prioritization of tasks	L
		-	Shift system for flexible deployment planning	I
		-	Application for short-term task distribution	I

	- Inclusion of break, meal, and commute times in planning	I
	- Regular formal and informal meetings	L
	- Standardization of processes	L
CC. Human resource deployment planning	- Consideration of personal interests and desired tasks	B
	- Clear definition of roles and a precise description of them	L
	- Software use for planning according to defined criteria	I
	- Motivation and quality through the transferring of responsibility	B
	- Fixed areas for responsibility and teams instead of switching between different areas	I
	- Rotation within the task area and team	B
	- Conception of meaningful job profiles	L
	- Joint planning with volunteers to reduce the effects of overload and underload	L
	- Assignment of complex tasks to selected persons	L
	- Tasks taken over by volunteers themselves	L
	- Inclusion of the private affairs of the volunteers in planning	L
DD. Task transmission	- Formulation of expectations, guidelines, and scope for action	B
	- Ability to work independently	L
	- Communication of the meaningfulness of the tasks	I
	- Confirmation from the volunteers on the assigned tasks and requirements	I

In the following, the individual requirements are evaluated and classified, similarities and contrasts between the literature and the expert interviews are identified, and the results are compared against the theoretical background.

An important requirement that the literature analysed focuses on is identification with the goals, values, and vision of the event or volunteer program (Redmann, 2018; Schober et al., 2013; Seyhan, 2021a; Studer & Schnurbein, 2013; Traeger, 2020; Wurster & Prinzessin von Sachsen-Altenburg, 2019) and the design of meaningful jobs (Kraemer, 2020). Emphasis in the literature is also placed on understanding structures, processes, and one's own role in the team and the organization and what responsibility this entails (Gallarza et al., 2013; Matrošević & Gligorović, 2017; Schober et al., 2013; Werkmann, 2014), as well as on the knowledge of the importance of each volunteer's role in particular (Allen & Bartle, 2014; Keyes, 2021; Wurster & Prinzessin von Sachsen-Altenburg, 2019). The job characteristics model (Hackman & Oldham, 1976) theoretically confirms these aspects, particularly through the core characteristics of task significance and task identity. However, these aspects are not explicitly addressed in the expert interviews. Hence, it can be concluded that the value of setting and communicating goals, developing a vision, and creating significance is underestimated in volunteer management.

Furthermore, the literature points to a role model function and the expert role of the team leaders (Aisbett & Hoye, 2015; Cuskelly et al., 2004; Haendel-Burckhardt, 2000; Redmann, 2018; Schober et al., 2015). Although the experts do not explicitly recognize this aspect, its positive effect can be proven by the job characteristics model (Hackman & Oldham, 1976). Through their specialized knowledge and actions, managers can challenge and promote the skills (variety) of the volunteers and assess the volunteers more accurately, thereby providing them with more effective feedback. Through the job characteristics model (Hackman & Oldham, 1976) and the results of the literature review in particular (Holmes et al., 2018; Redmann, 2018), the importance of providing volunteers with feedback based on systematic assessments is shown. Some of the

experts consider assessments as either critical or unnecessary (I#05/38, I#06/39, I#06/40, and I#07/23). In view of the personal encouragement, the individual demands of the volunteers during an event as well as the recurring use of volunteers at subsequent events, this attitude must be critically evaluated. It indicates either some volunteer managers' possible lack of understanding of leadership and communication or a misunderstanding of the interpretation of volunteer management. Against the background of a limited event duration and the independent consideration of each large event, the impression could be that the volunteer management of large events does not have to consider long-term and sustainable aspects, such as volunteer retention. Nevertheless, on several occasions, the requirements highlight that developing a volunteer community and integrating experienced volunteers are important (I#04/23, I#08/30, I#08/50, I#08/106–108, and I#09/22; Holmes & Smith, 2009; Kwak & Kim, 2009; Pawlak, 2021; Schober et al., 2015). Therefore, episodic volunteer management in the context of large-scale events must be understood through two dimensions. In addition to the project-specific, short-term dimension of deploying and organizing volunteers for current events, volunteer management must increasingly be understood as spanning across projects, organizations, and sectors. This is because it forms the basis for recurring deployment, training, and retention of volunteers, both within one's own organization and across organizational boundaries. Ultimately, all organizations benefit from an established volunteer community across the board.

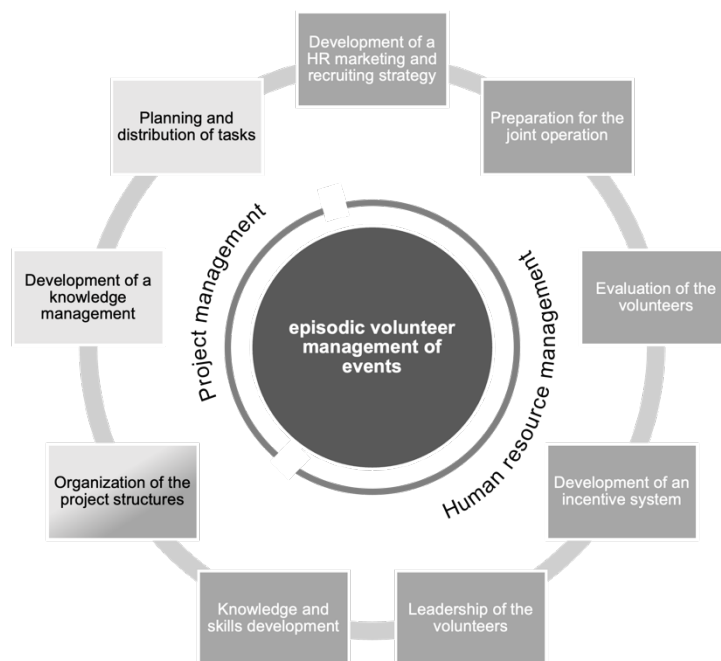
Experts specifically emphasize the use and utilization of existing groups as volunteers (e.g., existing club teams as a team; I#02/21, I#02/66, I#05/32–34, I#07/13, I#07/23–25, I#07/63, I#09/18, I#09/33, I#09/60, and I#10/39). This aspect cannot be found in the literature. The advantages that existing groups bring (e.g., established relationships between team members, team leaders who are aware of the strengths and weaknesses of the team, already distributed roles, partly existing administrative structures within an association, and existing networks for required further resources) are applied in practice but are not yet recommended in the literature.

With regard to recruiting volunteers, literature and experts point to the difficulty of finding enough volunteers (Graff, 2005; Wurster & Prinzessin von Sachsen-Altenburg, 2019; #02/19, #03/20, #07/17, #07/23, #08/23, #09/22, and #09/56). However, at the same time, the German Volunteer Survey has observed a general increase in voluntary engagement (Simonson et al., 2022). This discrepancy indicates untapped potential and points to the identified shortcomings of event volunteer programs. Furthermore, it underscores the value of presenting and promoting a program attractively, making the commitment meaningful, encouraging, and challenging volunteers, and considering volunteers' personal motivations and goals. At the same time, the conflict between volunteering in associations, non-governmental organizations, and organizations that provide aid

in the humanitarian field and volunteering at events held for entertainment purposes can be observed here.

Overall, the results of the literature review and the expert interviews are consistent with the job characteristics model (Hackman & Oldham, 1976). Moreover, the requirements also prove to be relevant for the volunteer management of large events. The focus of volunteer management at major events must be on volunteer needs. Where possible, participation and the transferring of responsibility should be expanded. Contact between volunteers and managers should be as frequent as possible to ensure meaningfulness and feedback. Appreciation and communication form the basis for individual volunteer management.

Figure 5
Own representation of a holistic volunteer management model



4.1 Practical recommendations

The results from Table 2 (i.e., the core requirements of human resource management and project management) are summarized in a holistic volunteer management model (see Figure 5). In addition to the core requirements, the model illustrates how these requirements relate to human resource management and project management. It is noticeable that human resource management plays a particularly decisive role in the volunteer management of major events. With regard to the single core requirements, competences are required in the most diverse subject areas to manage volunteers.

For example, skills and experience are required for recruitment, (online) marketing, design, communication, leadership, logistics, resource planning, and project management. Therefore, a volunteer management team should be staffed in an interdisciplinary way according to the requirements identified here and should be further trained in the competences that it lacks. Large organizations can also leverage appropriate expertise across departments. A matrix organization² can provide a helpful structure for doing so. The structure horizontally links the individual teams (volunteer management, guest management, etc.) with the various

² Matrix organization is a type of cross-functional organization that brings people from different functional areas of an organization together, working in a (mostly temporary) project team. That means a

new additional dimension is added, which changes the authority-connections, communication, and influence (Ford & Randolph, 1992).

functional areas (vertically; recruitment, marketing, etc.).

Going beyond the core requirements, several specific requirements can be identified as particularly crucial for successful volunteer management:

First, volunteers are not rewarded monetarily for their efforts. Therefore, special attention must be paid to appreciation and effective (individual) incentive systems. Organizations' managers and employees should be trained in and made aware of how to deal with volunteers.

Second, volunteers do not wish to be considered a mere workforce of a large organization but a part of a project to which they can contribute and within which personal development is possible. Individual perception plays a decisive role – the performance of each volunteer must be recognized – and the evaluation of this performance is crucial, as this evaluation is the only way to provide individual feedback and make personal development and promotion possible.

In addition, communication plays a key role. Both appreciation and perception, as well as the practical organization and coordination of volunteers, ultimately depend on volunteer management's quality and scope of communication. From the moment of application, it is important to communicate continuously with the volunteers, enter into a close dialog with them (i.e., to intensify communication on a personal level), and always respond promptly to the volunteers' concerns, with a contact person always being available.

Third, in view of these requirements for appreciation, perception, and communication, volunteers require a close reference person who can respond to them individually. Therefore, a manager can only be responsible for a limited number of volunteers. In practice, this leads to the recommendation that volunteer management requires a correspondingly large number of leadership roles or positions, proportional to the number of volunteers. A central office can only organize the coordination of tasks, deployment times, and processes. Managers should be selected with a view to dealing with a wide range of people and personalities and should be made aware of their crucial role in volunteer management.

4.2 Theoretical recommendations

In general, the job characteristics model (Hackman & Oldham, 1976) applies to the context of volunteering. The core job characteristics and psychological stages of the model could be confirmed as relevant by the requirements of this research. Since the personal and work-oriented outcomes in volunteer management are ultimately the same as those in a company, the design of the workplace does not differ in terms of the intrinsic motivation of employees. It is only the model's sole focus on work activity feedback that does not adequately reflect the role of appreciative communication in volunteer management. Appreciation proves to be a fundamental aspect of volunteer management. Therefore, a proposal

to expand the model by including the psychological stage "experienced appreciation for work" could be formulated. Crucial for this experience is especially the relationship with the volunteer management and its interaction with the volunteers. In addition, the organization is responsible for establishing appropriate appreciation mechanisms and implementing them in a variety of ways that are appropriate for the volunteers.

4.3 Limitations of the empirical study

Due to the limited number of experts (N = 10) and the restriction to the German-language area, international and intercultural differences could not be recorded. Furthermore, owing to the limited number of interviewed experts, not all of the codes (first-order categories) were covered by several text passages from different interviews, and the criterion of theoretical saturation could not be satisfied. Single experiences and individual opinions could thus be overrepresented. Owing to the author-side selection of the articles found as part of the search process based on a possible affiliation to the research field, there could be a risk of subjective bias in the literature review.

In this study, challenges, and requirements, which were based on volunteers' behaviours or framework conditions, were recorded. The exact causes of the challenges, as well as the reasons why appropriately defined requirements lead to success, could not be fully captured theoretically. Often, the literature could not provide a theoretical explanation. In addition, the individual connections to the motivations of volunteers, their commitments, their levels of satisfaction, and their retention could not be discussed in more detail. Finally, the modelled requirements were mainly captured from a management perspective. For a holistic view, a review by interviewing volunteers is necessary.

4.4 Recommendations for future research

Future quantitative studies on volunteers and volunteer managers should investigate which of the volunteer management requirements are considered most relevant and how widespread the requirements' implementations already are. In particular, this process could identify gaps in practical application. In addition, depending on the size of the event, differences in the professionalism of volunteer management could be revealed. This could raise further questions that have yet to be answered: What do volunteers particularly value? Which requirements are essential for a commitment, and which requirements can be understood as optional? Which requirements continue to be considered necessary by volunteer managers? Descriptive data analysis of as many different event formats and groups as possible is recommended to identify possible differences in weighting and importance.

In current publications, it is assumed that the intangible incentive and motivation systems of volunteers are

fundamentally similar to those of paid employees. Future research could therefore investigate the transferability of other human resource management and project management practices to volunteers. In addition, the various dimensions of volunteer human resource management and project management could be explored in more detail in future studies. For example, existing models from work with paid employees could be confirmed in terms of their applicability to volunteers or, if necessary, adapted to volunteers and their short-term deployment in the context of large-scale events, as was done with the job characteristics model.

Since this study has examined results from volunteer managers and the literature of all event sectors, further explicit research regarding the different types of major events is important. For example, religious events, social events, sporting events, and cultural events should be distinguished. Lastly, the results of qualitative research should be examined in relation to other countries and cultures and again related to the theoretical models.

In addition, the proposed volunteer management model must be questioned, further theoretically developed, and empirically tested to determine its completeness and relevance. Based on the model, dependencies of the different requirements can be determined and influencing variables on motivation, performance and satisfaction can be derived. To this end, we suggest examining the challenges presented in Tables 3 and 4 and the requirements summarized in Table 2 regarding the underlying dependences and cause–effect relationships to develop a dynamic model.

5. Conclusion

Volunteer management in the context of major events has not yet been considered holistically in terms of human resource management and project management. Therefore, the main objectives of this work were to identify requirements for volunteer management, to examine them scientifically, and to prepare them for practical application. The extensive systematic literature review, as well as the verification and expansion of the results through the qualitative expert study, resulted in nine core requirements for volunteer management, which could be summarized in a new volunteer management model. This paper contributes to closing the research gap that exists in the field of volunteer management at major events. In addition, the paper provides a basis for rethinking the job characteristics model (Hackman & Oldham, 1976) with a view to working with volunteers and further scientifically examining volunteer management. Additionally, the results suggest that volunteer management is so demanding in terms of interdisciplinary requirements that a team with broad expertise is necessary and that all management responsibilities cannot be combined in the best possible way in a single person in the case of large events.

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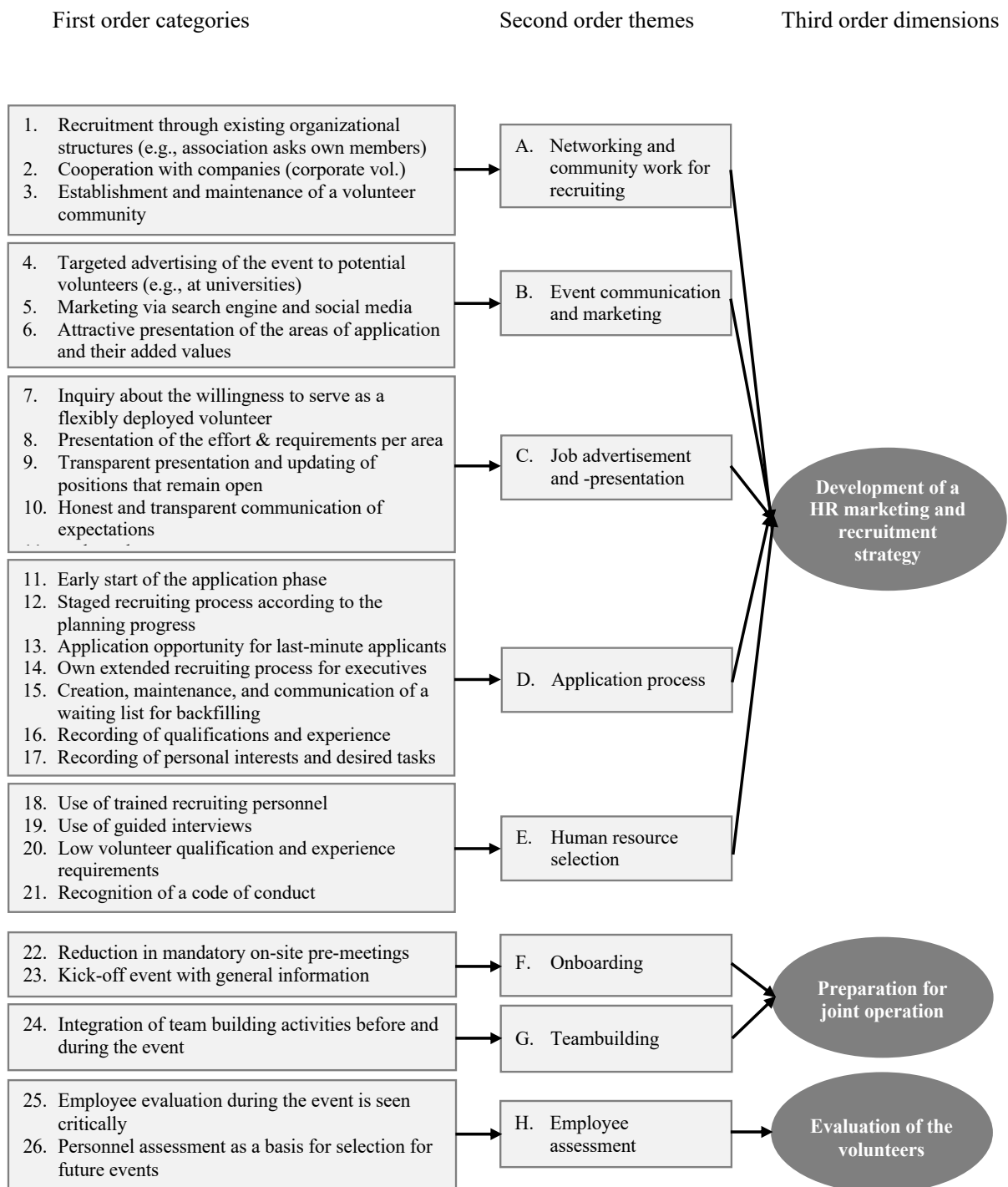
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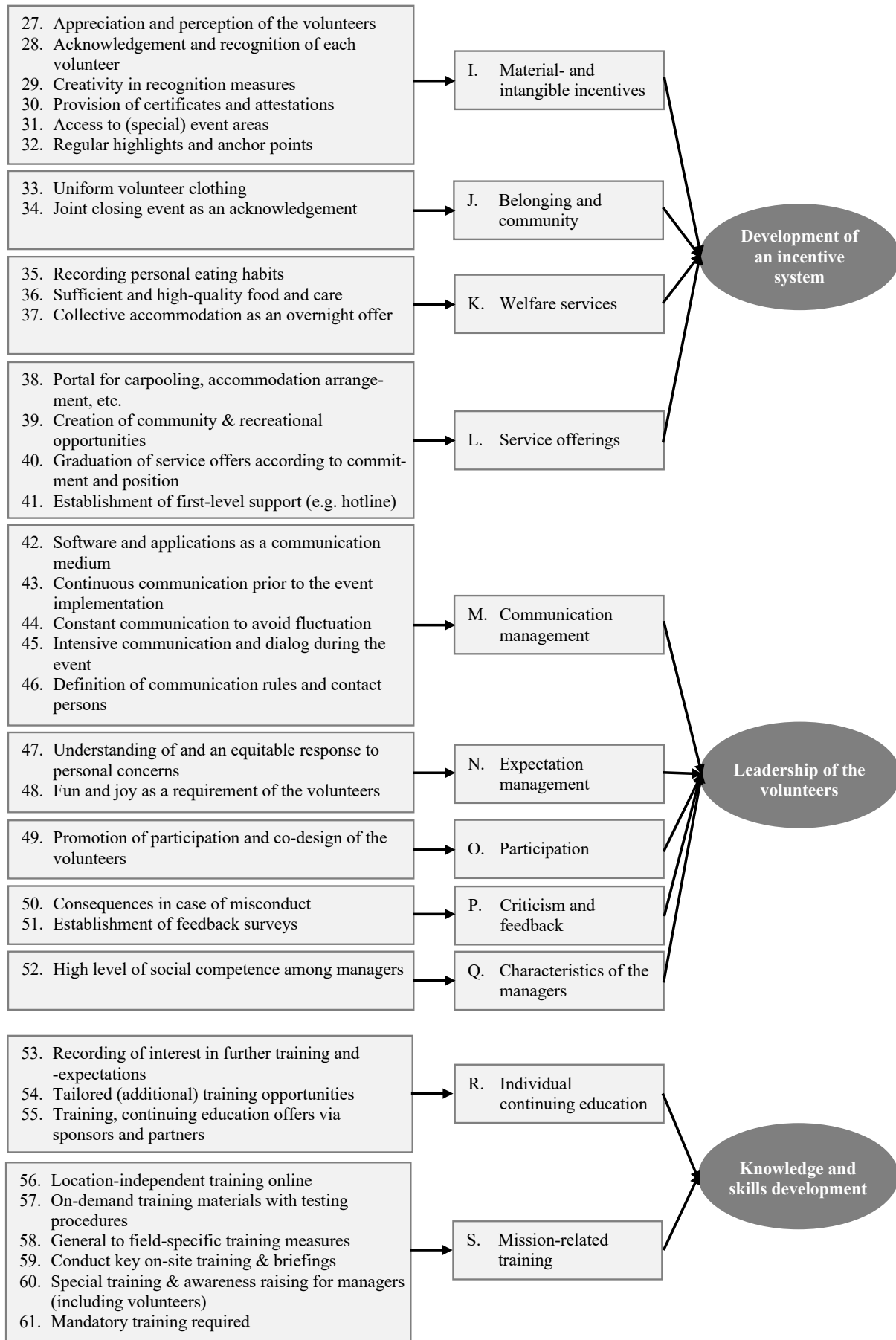
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Appendix

Figure 4
Data structure of the results from the expert interviews





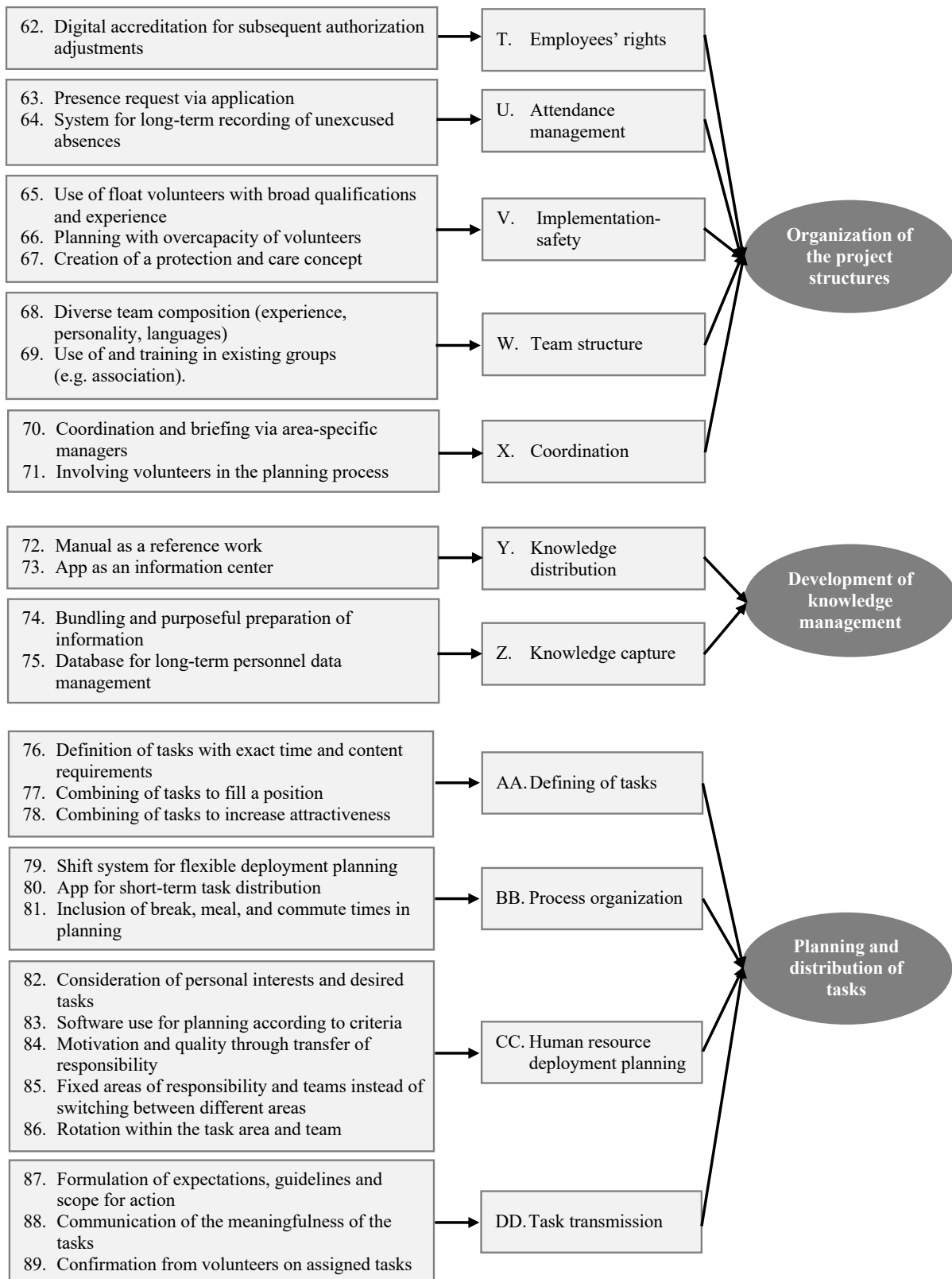


Table 3
Results of the literature search for challenges and solutions from scientific journals

Source	Results: Challenges of volunteer management and solutions to and requirements for successful volunteer management per source (where available) Categories on the right: Classification of the results in the core areas of human resource management and project management	Recruitment	Human resource deployment	Human resource assessment	Leadership	Incentive systems	Human resource development	Personnel release	Availability	Organizational structure	Cooperation of the teams	Task coordination (time)	Task coordination (content)	Material management	Knowledge management
Aisbett and Hoye (2015)	Solutions / requirements: Ensuring of close proximity to personal caregiver; Role model function and expert knowledge of the team leader				x										
Allen and Bartle (2014)	Solutions / requirements: Continuous communication of the importance and role of each volunteer; Encouragement of personal initiative; Codetermination in team composition; Assumption of tasks by volunteers themselves				x					x		x			
Allen and Shaw (2009)	Solutions / requirements: Analysis of the motivations of the volunteers	x			x										
Cuskelly et al. (2004)	Challenges: No guaranteed reliability of volunteers; Lack of reliability of volunteers Solutions / requirements: Personal feedback throughout the process; Follow-up on results as a meaningful element; Focus on people and empathy as a core characteristic of team leadership; Role model function and expert knowledge of the team leader;				x										
	Quality enhancement through project-specific training; Recording of desired activities and working hours						x					x			
Dickson et al. (2014)	Solutions / requirements: Analysis of the motivations of the volunteers				x										
Doherty (2009)	Challenges: High individual costs for volunteers (transportation, meals, hotel); Scope of tasks is either too small or too large; Inability to meet expectations owing to lack of time and necessary equipment; Organizations' lack of resources to complete tasks Solutions / requirements: Creation of avenues of recognition from guests and spectators; Reducing of the effects of overutilization and underutilization through joint planning; Inclusion of volunteers' private affairs in planning					x						x		x	
Englert and Helmig (2018)	Challenges: Lack of understanding or sense of purpose of tasks Solutions / requirements: Quality improvement through project-specific training						x						x		
Gallarza et al. (2013)	Solutions / requirements: Creation of an understanding of the structure, roles, and processes; Personal recognition and social satisfaction of needs by direct supervisor; Involvement in organizational processes to support identification		x			x									
Giannoulakis et al. (2008)	Challenges: Disregard for motivational factors; Lack of knowledge of volunteer needs; Disregard for motivational factors; Lack of formal or administrative authority; Diverse motives and motivations per volunteer Solutions / requirements: Analysis of volunteer motivations; Assignment of tasks based on personal interests and motivations	x	x												
Haendel-Burckardt (2000)	Challenges: Lack of formal or administrative authority; Lack of sanctioning authority				x										

	<p>Solutions / requirements: Precise job descriptions with clear criteria; Advertisement of concrete and attractive positions; Use of experienced human resource professionals in the recruitment process; Recognition system with a focus on the personal goals of the volunteers; Experience of coordinating volunteers; Role model function and expert knowledge of the team leader; Quality enhancement through project-specific training; Team leadership with social, conceptual, and technical skills</p>	x																		
Hallmann and Harms (2012)	<p>Solutions / requirements: Analysis of the motivations of the volunteers</p>	x		x																
Holmes et al. (2018)	<p>Challenges: Lack of insight into qualifications and task fulfillment of volunteers; Volunteers' high expectations for supervision, proximity, and participation; Significant individual communication efforts owing to the high number of volunteers; Lack of volunteers' time resources; Volunteers' high-efficiency expectation for all developmental activities; Significant time and resource efforts required from each volunteer; Many expectations in relation to personal preferences (e.g., location, time, and team); Systemless planning of assignment time and duration; Multiple assignments of tasks and resulting unemployment</p> <p>Solutions / requirements: Staggering of the application process by location, time, and responsibility; Ensuring of close proximity to personal supervisor; Matching of quality of service offerings with high value of volunteers; Positive sense of community and motivation through joint team development; Closing event as an element of appreciation, including honoring and celebration; Rotation of responsibilities to provide volunteers with variety</p>			x																
Kim (2018)	<p>Solutions / requirements: Analysis of the motivations of the volunteers</p>	x		x																
Kwak and Kim (2009)	<p>Challenges: Lack of event details at time of bidding; Loss of personnel possible at any time</p> <p>Solutions / requirements: Building of volunteer community;</p>	x																		
	<p>Experience of coordinating volunteers; Creation of multiple recognition opportunities from which to choose; Closing event as appreciation element, including honoring and celebration; Creation of commemorative materials (pictures, aftermovies, community groups, etc.); Evaluation of processes and procedures</p>																			
Lee (2005)	<p>Solutions / requirements: Regular personal exchange even without acute cause</p>																			
Macduff and Netting (2005)	<p>Solutions / requirements: Regular personal exchange even without acute cause</p>																			
Monga (2006)	<p>Solutions / requirements: Analysis of the motivations of the volunteers</p>	x		x																
Nichols and Ojala (2009)	<p>Challenges: Inadequate transportation and logistics planning</p>																			x
Ralston et al. (2004)	<p>Challenges: Volunteers' high expectations for supervision, proximity, and participation</p>																			
Ralston et al. (2005)	<p>Solutions / requirements: Recognition system with a focus on the personal goals of the volunteers</p>																			
Ribeiro et al. (2021)	<p>Challenges: Lack of coordination in task assignment and scheduling; Poor quality of provided food and materials; Loss of personnel possible at any time; Lack of task assignment during the event; Lack of task explanation</p> <p>Solutions / requirements: Experience of coordinating volunteers; Prioritization of tasks</p>		x																	
Studer and Schnurbein (2013)	<p>Challenges: Lack of organizational and operational structures</p> <p>Solutions / requirements: Professional and appreciative organizational presentation in all channels, adapted to the motivations of the target volunteers; Information about and creation of an identification with goals, values, and vision;</p>	x																		
		x		x																

	Encouragement of self-initiative; Insurance of volunteers; Clear role definition and precise description of roles				x	x												
Xia (2017)	Challenges: Loss of personnel possible at any time Solutions / requirements: Further training instead of placing too great a demand on applicants; Early start of the recruitment phase									x								
Zievinger and Swint (2018)	Challenges: Lack of recognition systems; Lack of proximity to volunteers and no awareness of their individual performances; Lack of communication between volunteer and project manager; Lack of training opportunities; Lack of mentoring Solutions / requirements: Creation of multiple recognition opportunities from which to choose; Positive sense of community and motivation through collaborative team development							x										

Table 4
Results of the literature search for challenges and solutions from non-scientific publications

Source	Results: Challenges of volunteer management and solutions to and requirements for successful volunteer management per source (where available)	Categories on the right: Classification of the results in the core areas of human resource management and project management	Recruitment	Human resource deployment	Human resource assessment	Leadership	Incentive systems	Human resource development	Personnel release	Availability	Organizational structure	Cooperation of the teams	Task coordination (time)	Task coordination (content)	Material management	Knowledge management
Darcy et al. (2017)	Challenges: Lack of recognition systems; Loss of personnel possible at any time Solutions / requirements: Creation of multiple recognition opportunities from which to choose						x			x						
Dickson (2018)	Solutions / requirements: Regular personal exchange even without acute cause; Ensuring of close proximity to the personal caregiver; Creation of room for maneuver and the transferring of responsibility to volunteers; Adaptation of training measures to volunteers' time, place, and budget; Recording of desired activities and working hours					x x x		x					x			
Eisner et al. (2009)	Challenges: Lack of recognition systems						x									
Gmuer (2016)	Challenges: Accepting of unqualified volunteers owing to the fear of personnel shortages Solutions / requirements: Positioning with values, goals, and vision during recruitment; Avoidance of financial incentives; Communication of training opportunities already during recruitment		x													
Goldblatt (2011)	Solutions / requirements: Promotion of collaborative decision-making												x			

Graff (2005)	Challenges: Reduction in the number of volunteers; Preference for short-term tasks and availability	x									x													
Holmes and Smith (2009)	Solutions / requirements: Recruitment by former volunteers	x																						
Holzbaur et al. (2010)	Solutions / requirements: Process-oriented checklists																						x	
Jackson (2021)	Challenges: Lack of performance measurement systems			x																				
Kamp (2007)	Challenges: Misinformation caused by the amount of recruitment personnel; Significant individual communication efforts owing to the high number of volunteers; Inconsistent or missing communication systems and channels; Poor quality of provided catering and materials; Fulfillment of personal wishes difficult (e.g., free entry for family or friends); Increasing loss of motivation toward the end of the event; Lack of closing rituals; Lack of reliability of volunteers; Individual need for coordination per team member; Short-term assignment of tasks; Multiple volunteers on one task and a resulting unemployment; Scope of tasks is either too small or too large; Lack of information channels and possibilities; Loss of information at the boundaries of responsibility; Declining communication discipline over time Solutions / requirements: Avoidance of high expectations before the event; Recognition system with a focus on the personal goals of the volunteers; Creation of diverse recognition opportunities from which to choose; Personal recognition and social satisfaction of needs by manager; Regular personal exchange even without acute cause; Creation of uniform information booths; Promotion of personal initiative; Design of a volunteer cultural program and recreational activities (soccer, PlayStation); Regular formal and informal meetings; Motivation through the transferring of responsibility; Reducing of the effects of overload and underload through joint planning; Delegation of decisions and responsibilities to volunteers;	x																						
	Standardization of processes; Establishment of meeting times for information exchanges																						x	x
Keyes (2021)	Solutions / requirements: Use of a digital data collection and employee management system to store qualifications, expectations, motivations, constraints, etc.; Analysis of the motivations of the volunteers; Demonstration of the benefits of each volunteer	x																						
Koutrou and Pappous (2016)	Solutions / requirements: Analysis of the motivations of the volunteers	x																						
Kraemer (2020)	Challenges: Diverse motives and motivations per volunteer Solutions / requirements: Early involvement of experienced volunteers in recruitment (human resource management); Task-specific support by experienced volunteers; Creation of meaningful tasks	x																					x	
Kuster et al. (2019)	Challenges: Lack of organizational and process structures; Lack of diligence in team composition Solutions / requirements: Social relationship-related work through team leadership																							
Matorčević and Gligorović (2017)	Challenges: Lack of awareness of own responsibilities and role Solutions / requirements: Detailed data collection via a planned application process; Use of experienced recruiters in the recruitment process; Creation of an understanding of the structure, roles, and processes; Agreement on a volunteer contract; Recognition system with a focus on the personal goals of the volunteers; Focus on people and empathy as a core characteristic of team leadership		x																					
Pawlak (2021)	Solutions / requirements: Recruitment by former volunteers	x																						
Redman (2018)	Challenges: Volunteers' high expectations for supervision, proximity, and participation; Lack of volunteer time resources; Significant time and resource efforts required from each volunteer; Many expectations in relation to personal preferences (e.g., location, time, and team)																							

van der Wagen (2007)	Challenges: Lack of formal or administrative authority Solutions / requirements: -					x												
Weinhold (2013)	Challenges: - Solutions / requirements: Follow-up on results as a meaningful element; Personal recognition and social satisfaction of needs (perception, thanks, belonging) by direct supervisor; Defining of goals and plans of action instead of action specifications; Team composition according to common interests and motivations; Regular formal and informal meetings						x											
Werkmann (2014)	Challenges: Lack of design options and freedom in task design; Individual support hardly possible owing to number of volunteers; Different levels of experience and knowledge; Lack of task assignment during the event; Lack of task explanation Solutions / requirements: Analysis of volunteers' motivations; Creation of an understanding of the structure, roles, and processes; Creation of room for maneuver and the transferring of responsibility to volunteers; Creation of an additional benefit (e.g., through free admission); Adjustment of the quality of services (food, clothing, etc.) to the high value of volunteers; Positive sense of community and motivation through joint team and personal development; Allowing of volunteers to work independently; Rotation of responsibilities for variety among volunteers; Assignment of tasks based on personal interests and motivations						x											
Wurster and Prinzessin of Sachsen- Altenburg (2019)	Challenges: Accepting of unqualified volunteers owing to the fear of personnel shortages; Inadequate recording of volunteer qualifications; Lack of communication between volunteer and project manager; Incorrect self-assessment of volunteers Solutions / requirements: Use of well-known personalities to recruit; Information about and creation of an identification with goals, values, and vision; Constant communication of the importance and role of each volunteer; Clear and timely communication of changes; Mutual underestimation within the team	x																