

Volunteer Management in Event Industry *GIIAS SURABAYA AUTO SHOW 2017*

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Abstract: The purpose of this paper is to examine the process of volunteer recruitment for GIIAS Surabaya Auto Show as well as to find out whether the recruited volunteers' competencies are suitable for their job descriptions and they are the right people to achieve the event goals. This research started with a literature review which became the basic knowledge for the topic. The primary data were gathered through several in-depth interviews with the company's head of human resource (HR) and some volunteers. The secondary data were collected from event reports and publications. Results and collected data were sorted, reduced, and displayed. A conclusion was drawn to answer the research question. Volunteers were not given the opportunity to choose their desired stations during the event. This condition resulted in a low sense of responsibility in making the event successful. The results of the research reveal that the HR department does not have proper knowledge of HR planning, thus, affecting how the company manages its volunteers. Volunteers with low work ethic are likely to put less effort into providing services to the event organizer, exhibitors, and visitors. Interviews were conducted with the company's HR department to find out about the company's HR planning, specifically in managing its volunteers. Follow-up interviews with the volunteers of *GIIAS Surabaya Auto Show* provided insight for the event organizer that shed light on factors that influence volunteers' work ethics. The findings of this study suggest that the company's HR department should recruit volunteers based on their backgrounds and competencies, not merely based on their availability. Then, volunteers can be assigned to jobs that match their passion which can enhance their loyalty to the company and their potential efforts in achieving the event's goals.

1. INTRODUCTION

Human resource management is much more than recruitment and selection of staff and volunteers; it is a wide-ranging activity involving a long-term event business, diverse non-traditional employment contracts and an extraordinarily complex workforce need to be integrated into one cohesive body working towards the same purpose and goals.

Due to the dynamics of the event industry, Human Resource Management requires special attention and consideration in the event context. Firstly, events, as opposed to other more permanent and stable business operations, can be classified as projects (Bladen et al., 2012). Projects are defined as unique, temporary endeavours (Schwalbe, 2009) with specific objectives that are to be completed within limited time and budget frame, requiring the coordination of different functional areas

strategic development of the event organization. The expected outcome of this activity is a positive culture of commitment and co-operation developed in the process of managing the workforce. In the

(Kloppenborg, 2012). Thus, every event is handled and managed as a distinct and separate entity. This definition also holds true for professional event organizations which continuously plan and deliver numerous events as part of their day-to-day business process, as well as for events which are re-occurring in timely intervals or in other locations. Even though some events might share several similar features, every event forms a unique project due to event-specific requirements, different external environments, and influences. This uniqueness and distinctiveness of every event poses a special challenge for Human Resource Management since

every individual event has different staffing requirements regarding numbers and qualifications.

For the majority of events, volunteers are a very important part of the workforce; Goldblatt (2011) even calls them the lifeblood of many events without which these events could not be delivered. Volunteers commit their time, skills, and effort to the benefit of an event without financial compensation. In order to effectively recruit, reward, and retain volunteers, it is thus crucial to know why they are volunteering and what they expect from it (Shone and Parry, 2004).

At its most basic level, volunteer management can be described as the selection, supervision and engagement of volunteers. However, it is much more than that as volunteer management opens an organization to the community and allows citizens to get involved. Managers of volunteers ensure the well-being and happiness of an organization's volunteers. They keep volunteer programs effective and engaging ("Volunteer Management | Volunteer Canada" n.d.).

This project concerns the volunteer management of the infrastructure production in *GIIAS Surabaya Auto Show 2017*. Human resource management is a vital part of functional event productions. In this study, the focus is set on the planning and management of human resources, especially from the aspects of the infrastructure production team and volunteers. The aim of this project is to concentrate on the problems and challenges faced by the volunteers, identify development needs and provide improvements that can be applied in future production of *GIIAS Surabaya Auto Show*.

The author worked in the *GIIAS Surabaya Auto Show 2015* production team as a program coordinator. The responsibilities of the work consisted of supervising volunteers and planning the job directly in order to keep to the predefined production schedule.

The first automotive exhibition hosted by GAIKINDO, *Pameran Mobil GAIKINDO*, was established in 1986 and marks the beginning of Indonesia's largest automotive exhibition. In 2006, the exhibition reached a new platform by becoming an international-scale exhibition endorsed by OICA (Organisation Internationale des Constructeurs d'Automobiles) and changed its name to *Indonesia International Motor Show (IIMS)*. With more than 30 years of fantastic journey, in order to drive the exhibition towards a brighter future, GAIKINDO launched the show with a new brand: *GAIKINDO Indonesia International AUTO SHOW (GIIAS)* in 2015.

As a part of the *GIIAS* series, *GIIAS Makassar Auto Show* (South Sulawesi) and *GIIAS Surabaya Auto Show* (East Java) held in 2015 recorded more than 500,000 visitors. Both exhibitions contributed up to IDR 6.3 trillion to the Indonesian automotive industry. Those *GIIAS* series are still running annually in each city.

2 METHODOLOGY

Both quantitative and qualitative research methods are important in the fields of organization studies and human resource management (Creswell 2009). The two research directions differ from each other in their basic epistemological assumptions. Quantitative research assumes regularities in social contexts that can be analysed objectively and explained theoretically by data. In contrast, qualitative research assumes that there are no general regularities in social contexts. Such research is therefore oriented more strongly to individual cases and cannot claim to depict the research object completely and in all its facets (Creswell, 2009). However, the different individual interpretations enable the researcher to gain a deeper understanding of, and some initial information about, the research object (Bluhm et al., 2011).

The author firstly conducted a literature review of the current state of research. Secondly, several volunteers who had worked at the event production were interviewed. Those volunteers were stationed at different parts of the event, namely: ticketing, indoor and outdoor area, stage, multimedia, and test-drive area. Beside volunteers, an interview was conducted with one permanent employee, Human Resource Development staff, of the event organization who had organized *GIIAS Surabaya Auto Show 2017*.

This research uses the concept of seven stages of volunteer management to study the process of volunteer planning and management in the event of *GIIAS Surabaya Auto Show 2017*.

3 STATEMENT OF RESEARCH PROBLEM

In order to achieve a successful event, human resource planning and management are set on high priority. Events have a timeline extending from planning to conducting the actual event and post-event period. As an event date approaches, the need

for human resources increases and reaches its peak during the implementation. This variety of processes in event production sets a number of potential challenges (Allen et al., 2008). In this study, the question to be answered is: what was the volunteer planning process in the production of *GIIAS Surabaya Auto Show 2017*?

4 STAGES OF VOLUNTEER MANAGEMENT

There is a volunteer management model which is widely recognised as the best practice framework for effective management of volunteers and volunteer programs. That model includes seven stages of volunteer management, namely: planning and design, recruitment, screening and matching, orientation and training, supervision and support, recognition, and evaluation (“Volunteer Management Essentials”, n.d.).

Effective **planning and design** lay the foundations for successful volunteer programs. In this stage, volunteer managers identify the goals of the program, create a budget and identify the role that volunteers will play within the organization.

During the stage of **recruitment**, volunteers are sought and the application process takes place. Volunteer managers choose a target audience and launch a recruitment campaign in order to attract volunteers.

The process of **screening and matching** volunteers includes interviews, reference checks and appropriate background checks. Volunteer managers are responsible for the safe handling of information and may need to manage unsuccessful candidates.

Orientation and training of volunteer management are centred on enabling and empowering volunteers to make a valuable contribution to the organization. Volunteer managers are responsible for ensuring that volunteers receive ongoing opportunities for training and development.

Effective **supervision and support** motivate volunteers and give them a sense of purpose. Volunteer managers ensure that supervision and support are provided as well as disputes and grievances managed appropriately.

Steps taken to **recognise** the contribution made by volunteers can enhance volunteer retention and commitment. Volunteer managers identify opportunities to reward and recognize volunteers.

Evaluation of volunteer programs allows continuous improvements to be made. Volunteer

managers ensure that volunteer programs are carefully evaluated using a variety of methods.

5 FINDINGS

The volunteer recruitment process of *GIIAS Surabaya Auto Show 2017* was based on the availability instead of the competency of the volunteers. Volunteers were not given the opportunity to choose their desired stations during the event. This condition resulted in a low sense of responsibility in making the event successful. The results of the research reveal that the HR department does not have proper knowledge of HR planning, thus, affecting how the company manages its volunteers. Volunteers with low work ethic are likely to put less effort into providing services to the event organizer, exhibitors, and visitors. The EO gave a one-day orientation and transferred basic knowledge about each volunteer’s job description. Volunteers felt more like being controlled than supervised. They tended to be the ones to blame when things did not go as expected during the event. Evaluation was done every day for five days (number of days event being held).

6 CONCLUSION

When the volunteer planning process is conducted poorly, the volunteers will not reach their maximum performances. Volunteers who feel less appreciated by the supervisor will work carelessly and often leave their stations. The services provided by volunteers can be far from excellent which happens because volunteers are not given the opportunity to choose their positions in organizing the event.

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