



Tampere Chamber Music Festival

Model of Motivation, Team
Organization, And leadership

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ABSTRACT

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The purpose of this thesis was to comprehensively assess a model that would help student volunteers at the Tampere Chamber Music festival in their overall involvement and performance levels. Over the years, the festival has been somewhat disjointed on the volunteering level owing to the numerous tasks handled by volunteers and project managers. They found the activities extremely tedious and craved for a better way to organize the festival so that there would be no need for anyone to feel demotivated. Hence, this thesis was to examine the organization, motivation, demotivation, and leadership at the Tampere music festivals with particular attention on student volunteers. Furthermore, the festival requires an all-encompassing model that will ensure meeting its target. Therefore, this study was intent on providing that model that would bring a solution to the situation and ensure the festival would be a success going forward.

The theoretical background of this thesis was on volunteer motivation, the reason for their demotivation, team organization, volunteer management, and leadership. The research design used was exploratory qualitative research design. The collection of data was by semi-structured interview questions generated and developed for the study by the researcher. The researcher used thematic analysis for the research. Research and interviews were conducted by visiting TAMK to see one of the interviewees and via skype. The researcher sent a total of ten interview invitations to past participants of the festival, and only three people accepted.

The study revealed that people were willing to give their very all if the organization of the festival was right, done on time, and had a model with which to work. The major complaints were the over-reliance on a model that did not work. There was poor organization due to late planning and lack of motivation from student volunteers. Creating a very conducive environment that would ensure people were motivated to make sacrifices for such a great cause.

Tampere Chamber Music festival can use the result of this study to engage and manage student volunteers properly and have a model in place for active organization. This model can serve as a template in the future.

Keywords: Tampere Chamber Music festival, student volunteers, project manager, leadership, TAMK

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GLOSSARY or ABBREVIATIONS AND TERMS (choose one or other)

TAMK Tampere University of Applied Sciences
HR Human Resources

1. Introduction

Festivals are a period and time to play the songs that people know and look forward to hearing. This statement is very true owing to the importance that many people attach to music. Music has existed for centuries, and people listen to it differently. It could be for the emotional soothing or to remember a loved one far away or even to enliven the soul and be happy. Whatever the reason is, music plays an integral role in people's lives in one way or the other. Music festivals are an avenue of attracting international tourists for the sole purpose of mingling with locals and enjoying a wonderful time where a variety of songs are on display. Not only do music festivals attract visitors, but they also help the economic growth of host cities (Maria I. Simeon & Buonincontri, 2011).

Yearly, there are three music festivals in Tampere: Tampere Jazz Happening, which takes place every November and first held in 1982. This event is all about rock-influenced Jazz and improvised music. The second one is: Tampere Vocal Music Festival organized every second year in early June, and it started in 1975. The Vocal Music Festival involves international artists for chorus review and vocal ensembles. The third one is the Tampere Biennale, which is all about contemporary classical music by Finnish composers organized in spring and first started in 1986.

Tampere Chamber music festival has had little success in the past. Due to the influx of visitors yearly to participate in the festival, the festival must get an international vibe to it, and this will mean organizing it well enough. Music festivals are trendy in Finland so much so that hundreds of thousands, sometimes millions, participate in them yearly. Because of their immense popularity, marketers have swooped in and taken advantage of the situation. Different companies are making large scale investments, for example, business to consumer sectors and signing sponsorship deals.

1.1 Background

No act of kindness, despite how small, that is ever wasted. This statement permeates into different strata of life, but mainly on "volunteering." It is a well-known saying which lays bear some noble gestures of humanity. Unfortunately, today, only a handful of individuals have got that knack in them to assist in various capacities. Many people perceive volunteering differently as opposed to what it should be. Some think financial rewards should be dished out after every volunteering exercise. Conversely, there will be a discussion about those that will come in the form of motivation.

Over the years, student volunteers have always been engaged at the Tampere music festivals to make them worthwhile, and this trend is going to continue in the future. Music festivals indeed ought to be organized so that they can attract more followership and attendances. However, the Tampere music festival has not had the resounding success that the organizers have always envisaged. Hence, the need for a plan that will change the narrative and ensure ground-breaking achievements going forward. One of the reasons for engaging volunteers is to minimize costs owing to the shoestring budget available to organizers. Tampere Hall has agreed to take the responsibility of the administration, marketing, and production. Hence, in the course of this thesis, this will be not discussed.

Being that it is a new topic, there was tremendous excitement when TAMK proposed it. I immediately knew it was going to be interesting, having worked as a volunteer in Cameroon both at church and social events. This work will illustrate the best and most appropriate leadership styles to implement effectively and its impact on student volunteers. This thesis promises to be a fascinating project work.

1.2 Structure of the Thesis

Chapter 1 is dealing with the introduction and background of the thesis, objectives and purpose, main research question, and sub-questions — also, the scope of the study, research problem, and finally, limitations of the study. The research problem forms the basis for the thesis work and making sure there is the best solution proffered.

Chapter 2 is about the theoretical framework, which will include discussion on topics such as motivation of student volunteers, demotivation, and what causes that: leadership style, organizing a team, and volunteer management. Also, how the volunteers self-motivate themselves to join the act and external motivation that comes from both their leader and colleagues. Again, outlining some crucial factors of demotivation and the suitable leadership styles for them and discussion about those.

Chapter 3 is all about the research methodology, research process, data collection, ethics, and privacy. The research methodology is qualitative analysis, where the researcher conducted interviews for three people; two who worked in the volunteering/production team and project manager at the previous Tampere festival. The sole reason for the meetings was to get first-hand information about the last festival.

Chapter 4 is on data analysis, where the collected data will be analyzed and reported. In addition to that, there is validity and reliability of research which confirms that there will be no alteration of data to suit the researcher's opinions. Every single data can be trusted and very reliable.

Chapter 5 will deal with the proposal of a model. This model will highlight the optimal way to plan the Tampere chamber music festival, just like some festivals across the world. Again, benchmarking made with at least a festival in Europe and the sustainability of the said model.

Chapters 6, 7, and 8 are about the result analyses of the interviews, discussion, and conclusions where there are recommendations for further work.

1.3 The Purpose and Objectives of the thesis

The purpose of this thesis is to examine a model for team organization, motivation, and leadership of student volunteers at the Tampere Chamber music festival. Furthermore, to analyze the cause of volunteer demotivation. Since annual budgetary allocations for the festival is a shoestring one, there is the need to engage volunteers who would assist in the overall process. Hence, providing a conducive and positive working environment and workforce is essential. The entire project work will not dwell on short-termism, because solutions would provide a blueprint in subsequent festivals.

Over the years, organizers at Tampere music festival have ended up doing multiple tasks and not being able to complete them owing to poor management and planning efficaciously. This situation has caused immense burnouts and delegation of other activities to student volunteers who themselves are sometimes confused, without direction, and irritated.

Therefore, the objectives of this thesis are:

Objective 1:

To propose a model that will be used for the overall organization of the festival and ensure it is sustained going forward

Objective 2: To implement exemplary leadership styles as opposed to dishing out orders from afar. That is participating in the work as well and ensuring volunteers are sufficiently motivated and managed properly

Objective 3:

To assist student volunteers, develop their competences and in planning and communication with others, and ensuring they complete all tasks on time. Being able to manage them effectively to

their full potentials so that they would want to come back and potential volunteers would be interested to join.

Objectives 4:

To utilize the qualitative research method in the collection of data. Employing Semi-structured interviews where the researcher asks interviewees open-ended questions for the sole purpose of getting a better understanding of the topic.

Objective 5:

To analyze returned results and ensure relevant data are simplified, processed, and reported, thereby maintaining originality.

Objective 6:

To re-evaluate the research topic in its entirety, thereby meeting the requirements for the research

1.4 Scope and Research Questions

The scope of this thesis is centered on the effective management of human resources to ensure that the Tampere chamber music festival is a success. The success of the festival is dependent on the amount of work put in by student volunteers and their continued willingness throughout the festival. This scenario cannot occur if the leadership is not right to bring out the best in them. Furthermore, to decipher why some people would want to pull out after having accepted to join a team of volunteers.

The main research question is:

- What leadership styles are best suited in the motivation and organization of student volunteers so that they can use the same going forward, which would attract and retain more volunteers?

Additional sub-questions are:

- How has the planning and organization of the festival been, and what impact has it had on volunteers?
- What model can be used to ensure the volunteers work together, and how will it be sustained?
- How has the recruitment process of student volunteers been, and how can they develop their skills and competences?
- What factors cause demotivation of volunteers?
- How can the festival be organized and promoted better?

Based on the main research question, it is worthy of note that the success of the festival hinges on practical and exemplary leadership. It will require some extraordinary effort to be able to pull everyone together to believe in what the common goal and shared vision is. Not only knowing the purpose and the shared vision but also having the utmost trust of the leader's credibility. The use of the leadership styles will be dealt with comprehensively in the next chapter. It will have a long bearing on how motivated the volunteers would be and how they will come together to work as a unit. Furthermore, retention of the volunteers and the ability to attract more to join in the years to come will be dependent on the overall atmosphere created and leadership style employed.

Since the festival in Tampere is an international one with artists and participants from across the world, the student volunteers will be drawn from Finland but will be both Finnish and international students. It is an avenue for students to mingle together and, in the process, learn so much. The premise for the main research question and sub-questions is to be able to methodically tackle them in the next chapters and ensure they give a clear picture of the entire thesis work. Hence, the reason why they were thoroughly selected to give credence to the thesis topic. Questions like the model to be used and why many students sometimes become demotivated and discontinue along the way.

1.5 Research Problem

It is an open secret that the Tampere chamber music festival, like many other festivals, engages the services of volunteers for productivity, relevance, and continuity. Going by this paradigm, the festival craves better organization and engagement of volunteers than previous ones. Achieving that will come from having better and qualitative leadership to pilot the affairs of the festival in that regard. Successful festivals have more dynamic models of organizing and engaging volunteers. That is, making sure that volunteers do less. That is not the situation with the Tampere festivals. Also, ensuring the volunteers are well motivated to want to give their all and come back in subsequent events. Tampere music festival is not shy from adopting a model from another festival that works, and that would ensure volunteers and the entire organization is right.

1.6 Limitations of the Study

The researcher discovered that little or no research had been carried out on this topic. Some core materials dated many years ago, which the researcher still found relevant and served the purpose of discussed topics. So, there was a lack of prior research, especially in getting a model that would be ideal for the Tampere chamber music festival. He had not attended any music festivals in Finland, so he did not have any ideas about their organization. Information was very scanty, and that made the situation extremely challenging. There were no already-made festival models of planning/organization and volunteer management out there on the internet. The reason is that most music festivals find it hard to share their secrets to success.

Another limitation was the sample size for the interview. The researcher reached out to about ten people for an interview, and a lot of them either did not have time or never responded to his invitation. In the end, he had just three. Luckily, there was a provision of vital information regarding the research question. Of all the interviewees, there was no male. It is not a problem for the research because, after all, most successful music festivals have female

artistic directors and producers. It just would have been better if there was at least a male among interviewed persons.

2. Theoretical Framework of Volunteer Well-Being and Leadership

This chapter presents some key topics to be considered in the conceptual framework of volunteer well-being and leadership. Issues such as motivational foundations for volunteering, the motivation of student volunteers, demotivation, and factors responsible for it, leadership styles, team organization, and volunteer management. Well-being in this chapter encompasses everything that has to do with motivation, demotivation, managing the team, and how to organize it accurately. The relevance of these topics is that it forms the fulcrum of all activities at the festival. Since we are mainly dealing with people here, it is equally paramount that we dissect all the pieces that form the puzzle. By this statement, it means getting everything about human resource right stemming from motivation and leadership. Without these core ingredients, there will not be any volunteering activity going on at the festival despite the best marketing or financing strategy employed. The case above forms more or less the basis for data collection because it tries to understand the rationale behind the organization/management of festivals generally and the involvement of volunteers. It is also here that the main research question and one of the sub-questions have been thoroughly dealt with and forms the basis for subsequent chapter 6 about the model proposal.

2.1 Motivational Foundations for Volunteering

Over the years, volunteering activities have been the bane of many profit-making organizations, and there is no stopping this trend. Rightfully so because it is much easier for organizations to engage people who would selflessly and willingly want to work and expect nothing in return. By implication, these organizations spend little or nothing engaging the services of volunteers. It is, however, momentous to briefly explain what volunteering is in a bid to establish a base and how volunteers can effectively carry out their tasks. People generally have different definitions and

perceptions about what volunteering is. It is also one of the most elaborate explanations to give because there is no one way to pin down who a "perfect" volunteer is by the kinds of activities on display. For example, I can agree to help my friend move his belongings to a new apartment. Typically, this activity takes a maximum of 24 hours to execute. Conversely, my brother could decide to travel to Africa and help in alleviating poverty by engaging in a feeding program that would see him go across African countries. This exercise could take months. In truth, we both are involved in volunteering, albeit the situations and time durations are different. Why because it is out of our free will, we do not get any rewards, there is an organization of our activities, and others benefit from our work. (Cnaan, Handy, and Wadsworth 1996). Whether or not the duration is short, that is still volunteering.

On the general scheme of things, people are never persuaded or coerced into the act of volunteering. It is a sub-conscious act that comes from within. Also, there are many options out there that could be more attractive to them if things do not go according to plan. That said, motivation most often than not come from student volunteers themselves. It could be for study points or much more than that. Yes, even though they will need motivation from their leader in the duration of their activities, the indispensability of self-motivation cannot be over-emphasized.

(Clary et al. 1998, p1516-1530) Categorized some underlying motivations of volunteering. Going by a functional analysis of volunteering, people engaging in similar acts have diverse reasons and motivations for doing so. These could be some of the reasons for motivation for student volunteers on a personal level at the Tampere music festival. Here are some of the functions:

- Values. These refer to concerns for the wellbeing of others. As with the case of the Tampere music festival, most of the student volunteers may be participating in helping one another. This sort of behavioral disposition is considered altruism, where everyone's welfare comes first, and there is a quality of expressiveness. Not just helping themselves, but also participants at the event. Taking care of their problems and ensuring they enjoy the best they could (Katz 1960).

- Understanding. Volunteers see the act of volunteering as a learning and self-development experience (Katz 1960). It is considered as an opportunity to learn, understand, be practical and garner skills and abilities. A lot of the student volunteers would be excited to get to learn and hone their skills to become better in the future.
- Career. Student volunteers may see the act as an avenue to increase their job prospects and enhance their careers. For example, Beale (1984) suggested that students should be encouraged to volunteer as it may serve as a "stepping stone" to their employments.
- Social function. Getting along with others due to intense normative or social pressures may be a motivation. It is an opportunity to hang out with friends or engage in different activities liked by others (Smith et al. 1956).
- Protective. It is volunteering for the protection of ego from negative features. This situation is the reduction of guilt over being more fortunate than others and tackling one's issues. Also, escaping from negative feelings and ensuring there is a greater level of commitment and high personal responsibility for others (Katz 1960, Smith et al. 1956).
- Esteem or enhancement. In this case, volunteering serves to enhance one's self-esteem, self-confidence, and self-improvement. When volunteers accept every situation, they face as a consequence of their participation and not shying away from it.

2.2 Motivation of Student Volunteers

We have listed some factors that could be responsible for the motivation of volunteers above, using the six underlying motivational functions by (Clary et al. 1998). It is also vital for motivation to come externally. In this case, the person they will be working with who is the leader or project

manager to effectively motivate them so that they do not lose focus and will. Student volunteers have it in their hands to determine how long they will stay. Therefore, it is critical to provide the best platform for them to know the steps to take. For them to be motivated, we should consider the following points:

- Enthusiastic welcome. The first day is always very crucial in a volunteer's life. Welcoming volunteers warmly is a must, and that will stick at the back of their minds during their stay at the festival.
- Having precise vision and clarity of job description. Many times, if the vision of an organization is not known, people will start asking hard questions about the direction they have taken. The concept is made achievable after briefing volunteers. Also, assigning distinct tasks and ensuring they are not shrouded in confusion. Already-made plans should be on the ground for all and sundry irrespective of the duration of their stay (Rehnborg and Moore 2012, p103). This situation is a source of motivation.
- Creating a pleasant working atmosphere and culture by caring for volunteers. Everyone must have the feeling of a community and a unity of purpose with their tasks.
- Having a brand identity. The volunteers must have an identity, such as having name tags, business cards, and having stationary of the organization.
- Instituting a feeling of significance among them. People should know and understand their importance and value. This scenario may propel them to give their heart and soul in the discharge of their duties.
- Having a buzzing feeling among student volunteers. The sense of excitement that will help them get fully engaged and challenge themselves the right way.
- Leading by example. As a leader or project manager at the festival, the student volunteers will all be looking at the leader for inspiration and motivation. Therefore, they must see the leader practice what he or she preaches.
- Encouraging them on the indispensability of focusing on the mission even amid great storms or difficult times

- Meeting with regularity for reviews and compliments. It helps the volunteers to know where they are doing well and where they need to improve on. Also, complimenting them will help boost their confidence and give them a sense of value.
- Making necessary jokes and a fun-filled atmosphere that will further enhance the already existing camaraderie among the student volunteers
- Showing them appreciation (Esmond and Dunlop, 2004). A satisfied student volunteer is likely to have higher levels of commitment and a better relationship with colleagues. Positive feedback is a motivator and treating everyone with the utmost respect. Appreciation must be shown to student volunteers for their contributions despite how little it is, (Agostinho and Paco, 2012).
- Provision of opportunities so that student volunteers can evaluate their experiences and learn in the process.
- There is an addiction to success. It is momentous that the student volunteers experience it first hand concerning the progress of activities. They should succeed so that it will result in extended commitment.

2.3 Demotivation and factors responsible for it

In many organizations involving volunteers, many things happen in the course of the whole volunteering exercise, which could either be to the detriment of the set goal or the success of it. Sometimes volunteers find it extremely difficult to leave owing to the sacrifices made and the amount of time and energy invested, which may be to the destabilization of the team. That said, going or backing out is not necessarily a problem of waning motivation, but tackling some other minute issues in time. Volunteers need a feel-good factor to continue, as explained above. When that feeling is absent, it begins to tell on their performances. Many team leaders expect volunteers to be able to manage feelings of pain and self-doubt independently. There tends to be a dichotomy between 'expectations' and 'reality.' Volunteers give in to disappointments, and the feeling of anger

sets in, which in turn gives room to them relinquishing their positions so that they can preserve their positive self-feeling.

In light of that, this section will elucidate factors responsible for volunteers dropping out and with particular focus on student volunteers at the Tampere chamber music festival, which could hamper its progress. No team leader would want to see devoted student volunteers to become demotivated and drop out subsequently. Therefore, it is essential to enumerate some of the factors to avoid them implicitly.

- Willems and Colleagues (2014) highlighted that one of the reasons for demotivation and quitting is when volunteers begin to struggle with team members, organization, and leader, and there is unnecessary tension in the team. Nobody would want to work in a toxic environment. In paid jobs, people tend to quit when there is a toxic working atmosphere. This situation is no different from volunteers who have no financial remunerations. These challenges are some of the reasons why there could be demotivation among student volunteers if things take a pear shape.
- Lack of professional support. If everyone is left on their own to fend and cater for themselves without assistance from colleagues and the leader, there is a higher propensity of having a lot of demotivated student volunteers. Everyone has to be carried along and ensure they get the maximum support required to carry out their tasks.
- Unclear vision, and switching of goals in the middle of a project. There is nothing people detest than a project, not having a clearly defined vision or purpose. Student volunteers would want to have a blueprint of activities to work. The plan, if provided, has to be as transparent and straightforward as possible. If not, they will become less interested and quit.
- Unstable and unfavorable working conditions or policies, for example, time. We all want to work in very stable and conducive environments where the time factor is considered necessary. No student volunteer would like to come to work and close very late or asked to

do particular tasks at odd times. The provision of a systematic approach of activities is mandatory so that questions do not start flying around as to why there is disorganization and working conditions are unstable.

- Burnout due to overworking oneself. This most times demotivates volunteers. Everyone ought to know what their roles are and stick to them. If the team leader delegates many tasks to an individual regularly, this could potentially get to a breaking point where anger issues set in and student volunteers are dissatisfied.
- Lack of appreciation and recognition. A close friend decided to tell his leader off when everything he did at his volunteering camp was not good enough. No matter how hard he tried, he was reprimanded and castigated. Not once was he appreciated, and he felt he was being targeted and hounded. He eventually lost the motivation to continue and left unannounced. This sort of situation and many more tales are some of the reasons why volunteers become demotivated. Appreciation and recognition of student volunteers is essential whenever they accomplish anything. One thing note here is that giving the volunteers cold shoulder could only trigger them becoming less interested.
- Volunteers not given opportunities to form relationships and community. Many are there for different reasons and one of which could be to 'bond' with friends. In order not to shatter the morale of the student volunteers, every one of them deserves to have the leeway to form 'positive' relationships, which will help in the success of the team. Not allowing them that opportunity will only degenerate to division and disunity amongst them.
- Blame them. Playing the blaming card is the quickest way to demotivate volunteers. Yes, they will make plenty of mistakes, which sometimes could threaten the progress of the group. However, the leader must find common ground where they are corrected and allowed to challenge themselves. Finger-pointing will only demotivate them and create a picture in their minds that perhaps, that is not where they belong.

2.4 Leadership Styles

We can agree that the success of the Tampere chamber music festival lies squarely on the shoulders of both the organizers, student volunteers, and the team leader. This fact is indubitable. However, formidable and workable styles must be in place for orderliness and a sense of belonging to be instituted. These styles will lead to the success of the entire festival but will ensure the volunteers have a good understanding and a sense of direction. The topic of leadership is a vast one, and no one individual can lay claim of "the best" leadership style. Whichever style works is what is best in that setting. It can be debatable that no one has been able to define leadership satisfactorily. We often hear many people say they cannot describe what leadership is but know a true leader when they see one. Others have merely attempted to explain the very essence of leadership and their points of view without fundamentally explaining what it is all about. To some people in a community, leadership means "someone such as government official with a very high level of visibility." That is their understanding of the term. Some people think of a leader as just someone in the apex position of a company. Leadership is way more than someone in authority or widely recognized.

It is worthy of note that this chapter has earmarked two styles of leadership to serve the purpose of the festival and which are going to come in handy. These leadership styles, as explained above, are not the best out there. However, they are "best suited" in ensuring the best outcomes and success of the festival. They are the servant and participating leadership.

2.4.1 Servant Leadership

According to Greenleaf, a leader is the one who goes ahead and says, 'I am first, follow me!' even when he knows that the path is uncertain and dangerous." (Don M. Frick 2004, p1). Many times, followers look up to their leaders to effectively model the way and have them follow suit. That is key in many groups such as the group of student volunteers at the festival who would be expecting something outside the norm.

The word "servant leadership" was first introduced by Robert Greenleaf. He summarized it nicely that servant leadership "is a philosophy and set of practices that enrich people's lives, builds better organizations, and creates a more just and caring world." This style encourages a more robust and friendlier approach to tackling problems. Followers regard the leader as first, their friend, and at the same time, a leader. It is never the sort of style that preaches "follow my words and not what I do" as often being used in Africa. It does build better and formidable relationships and has an open-door policy to problems and challenges.

A particular story to further draw inspiration and encouragement from is that of Leo in Herman Hesse's book "The *Journey to the East*." In the book, a band of men takes a mythical journey, most likely Hesse's journey. However, the central figure in the book is about Leo, who decides to accompany them and becomes their servant, doing their chores and also lifting their failing spirits with songs. Everything goes perfectly well until Leo disappears into thin air, and the group goes into despair and confusion. The group dissolves and abandons its journey abruptly because they cannot make it without their faithful servant, Leo. Years later, Leo, known by the group as a *servant* all along, is found. He has been the founder and *leader* of the band as the group finds out, in guiding spirit and mirroring what a noble leader he is.

One can deduce from the story that Leo's calculated attempt to leave the group was a test of their faithfulness and mettle. The group missed his aura and unassuming presence, as evident in the disarray in which the group found themselves. They saw him as not just a servant, but a leader who took care of their needs and ensured they lacked nothing. In Greenleaf's book, he vividly

opined that "to lead is to serve." He says: "The Servant-Leader is, first of all, a servant. That starts with the natural feeling that one wants to serve. The natural and conscious choice enables one to aspire to lead. The difference is manifested in the care taken by the servant: - first, to ensure he or she serves other people's highest priority needs. The best and difficult test is: do people served, grow as persons; do they, while being served, become healthier, wiser, freer, and more autonomous, more likely themselves to become servants? What is the effect of that on the least privileged in society; will they benefit, or at least, not be further deprived?". (page 7). Leo's story is a typical example of servant-leadership. Without his selfless services, the group and its members lost confidence and became implicitly flummoxed at their situation.

The essence of servant leadership is summed up by Larry C Spears, president of Greenleaf Centre. He said that "True leadership emerges from those whose primary motivation is a deep desire to help others."

This style of leadership will only ensure that student volunteers get even more motivated and involved because the leader is practicing what he/she is preaching. It will be tough to flout orders and instructions because the leader is the first to serve and to lead at the same time. It sounds straightforward in the grand scheme of things, but before the leader can record success at the festival, he/she ought to have the following characteristics as summarised by Larry C. Spears (2010):

- ✓ Listening. To adequately understand what volunteers are saying, the leader ought to pause and pay keen attention. The use of regular reflection and silencing the inner voice to what is said or not said.
- ✓ Empathy. The servant leader must be able to know and understand what the volunteers are going through in their daily routines and empathize with them when necessary. Being concerned with the plights of people is another way to build a long-lasting community.
- ✓ Healing. To heal, according to Greenleaf, is to "make whole." The leader heals when they focus on making people more whole. It is a two-way practice that both the leader and

volunteers would need one another to be complete. Everyone has got weaknesses and deficiencies, and it is in these limitations and honest admittance that there is a common ground for healing. This singular act fosters transformation and integration.

- ✓ Awareness. Being aware of the leader's limitations, they seek the opportunity to serve to help themselves and others too. There is an understanding of values and ethical issues.
- ✓ Persuasion. Persuasion is not about power and authority, as seen in the Machiavellian style of leadership, where there is an institution of the fear culture, deceptive techniques, and manipulation. Convincing people on decision making and direction or path to take and gaining a consensus among the group is the crucial factor here.
- ✓ Conceptualization. The servant-leader here thinks beyond immediate, short-term benefits and channels the thought process towards dreams and future goals.
- ✓ Foresight. The leader sees a possible income of situations, past lessons, realities of the present, and potential consequences of decisions of the future. The fundamental focus here is the intuition of the mind.
- ✓ Stewardship. The growth of the student volunteers at the festival should be of paramount importance to the leader. Spears used "nurture" to further corroborate this characteristic. The leader ensures the wellbeing and interests of the group. That can come in the form of helping volunteers in their weakest moments and offering them words of encouragement.
- ✓ Commitment to people's growth. Genuine care for the wellbeing of the team above that of the leader is a crucial element here. This sort of practice encourages reciprocity among the entire team. This commitment to growth could be professional, personal, and even spiritual.
- ✓ Building Community. Greenleaf emphasized and reiterated the importance of building a community in the philosophy of servant leadership. Where there is no existence of that, he said, "trust, respect, and ethical behaviors are difficult for the young ones to learn and for the old to maintain." It is the servant leader's responsibility to build a community that will promote the feeling of acceptance, equity, and value. There should be no room for repression, ill-treatment, and marginalization among the group.

2.4.2 Participative Leadership

This style of leadership would be needed to get student volunteers on board and ensure colossal success. Firstly, servant leadership is required where the leader serves to pave the way for mutual respect and create a culture of trust and belief. Participative leadership is another which will create that freedom of expression among the group. One would be very curious to know what participative leadership is all about. Again, what role it is going to play, ensuring everyone buys into it, and how that is going to work. The problem here is to ascertain if this sort of leadership style, practiced between employees and managers/leaders would work among a group of student volunteers. It certainly will because we are dealing with people, and everyone, regardless of financial benefits and attachment, should be treated right.

Participative leadership is simply the kind of leadership that leaders or managers allow subordinates the opportunity to be involved or participate in decision-making processes that affect them (Sagie et al. 2002). (Argyris, 1955) stressed that despite the many advantages of participative leadership, many leaders do not have sufficient knowledge with regards to the approach to use it effectively.

The derivation of the participative leadership theory of management comes from the works of Cliff Argyris, Rensis Likert, Douglas McGregor, and Warren Bennis, and a host of others. Heller (1971) asserts that these writers based their assumptions on the following:

1. That managers and workers are motivated to have decision-makers share their influence
2. That they are capable of fully contributing to the process of decision making
3. That there is no general use of this capability and willingness
4. That there is no noticeable change with the three antecedent circumstances regarding regular working conditions

Participation is said to occur when individuals are allowed to participate in the decision-making process of the organization in which they belong. The leader creates that enabling environment for subordinates to partake in shared responsibilities.

Davis (1957) defines participation as "the emotional and mental involvement of an individual in a team situation which encourages them to contribute to the goals of the group and also share responsibility in them.". The main idea is to get all student volunteers encouraged to partake in actualizing the central vision of the group by their direct involvement in the decision-making processes. This sort of freedom will help give them the much-needed confidence in going about their normal day-to-day activities.

They must be able to make suggestions and give their opinions about the goal of the group, and the leader must be able to encourage and provide them with that platform. The participative leader acts as a coach and facilitates the process of open suggestions and contributions. The result of this sort of approach and leadership style is so that there is an increase in motivation levels and productivity. The leader fosters and builds ability, human capability, and creates a sense of responsibility as a result of involvement in decision-making. Student volunteers need to feel the spirit of self-effectiveness, and psychological and mental empowerment, which gives creates a mindset that they are valuable assets to the overall volunteering process.

Why is it thought that a participative leadership style is fundamental to the success of the Tampere chamber music festival? Argyris (1957), enumerated that participation will consequently yield the following results:

- There will be a more significant feeling of cohesiveness. The togetherness that will only help build trust going forward
- Higher productivity, whether the leader is present or not. The leader gives followers an autonomy for their comfort, and this only paves the way for the feeling of positive reciprocity. They would not want to fail in all they do because of the trust reposed on them by their leader. Hence, an increase in productivity.

- Increase in morale and job satisfaction. There will be a buzz in the group and self-confidence that everyone would exude because of their participation.
- Relatively broader time perspective
- Greater behavioral flexibility. No more doing things a certain way and sticking to one principle when there are ways of tweaking certain things that would bring results.

Davis (1957) listed key advantages of participation that the creative potential of employees/followers can utilize. Their involvement in the decision-making process only helps them to harness their creative possibilities and to make better decisions. Some decisions that ordinarily would have been difficult to make were they not given ample opportunity to make them. There is also encouragement in accepting responsibilities. Many people cannot take up duties if given some. The sense of belonging and value makes this a lot easier.

Furthermore, there is an improvement in teamwork and higher motivation. Rightfully so, because mutual respect only enhances better and productive cooperation — the motivation to work with other group members increases as well, continually. The feeling of "ME" is banished and a collective spirit seen among them. Again, there is a restoration of human dignity and mutual interest and understanding. Mutual interest permeating people's minds so that no one will do anything outside the group's goal and shared vision.

Participative leadership will only help in the growth and development of student volunteers even after the festival because of the standard the leader would have set for them. If the leadership is wrong and the environment toxic, it will only spell doom for the organization of the festival. Hence, the actualization of the set goals would be under immense jeopardy.

2.4.3 Discussion of Styles

There are no set rules in leading people, and indeed, no one leadership style is good or bad. It is left for individuals to figure out which one is best suited for their organization and the people that

they lead. Servant and participative leadership styles are the most suitable for the Tampere chamber music festival. This situation is so because managing international student volunteers will require a lot of expertise and patience owing to cultural inclinations and beliefs. A lot of the student volunteers have never worked with people from other nationalities before. Therefore, finding the right blend of leadership styles that will make them feel most comfortable is momentous. The success of the festival will make both volunteers and the leader proud. Why not employ what works and will make everyone express their God-given talents very comfortably and confidently?

2.5 Team Organization

Organizing volunteers is one critical area to examine. Also, deciphering how to get student volunteers to put in their best and the right styles of leadership are utilized effectively in the achievement of the goal is equally as important. It is imperative everyone knows what role they are playing and at what times (Eisner et al., 2009). Meetings will hold every so often, and everyone ought to know the periods and what agendas are on the ground. The establishment of a more robust and dynamic leadership pattern necessitates the team has a clearly defined pathway and trajectory.

Student volunteers already may know what the vision and goals are for the festival. However, reaching the goals is of paramount importance. It is momentous that these goals are written down for future references, and the volunteers also know what they are doing next. These goals are also dependent on instructions available to volunteers. If they are not well documented and pinned down, things will only get messier as the days go by and, consequently, might lead to chaos.

Moreover, breaking the goals into smaller tasks is the best way to go. These tasks should be vividly defined and more compact. Precision is critical here because the clearer the task, the much more comfortable the comprehension and execution (Eisner et al., 2009). Specific individuals ought to work on particular tasks and finish them before hopping on to another. This way, it ensures nothing is left undone or uncompleted. In addition to that, there is a need to set timelines

for task completion. It should not be a situation whereby everyone gets involved and spends an entire day doing a particular task. Timing is of colossal essence in getting things done so that everyone's time is respected.

Availability of resources before arrival (Sozanska et al. 2004). The leader has to make sure there are enough supplies, equipment, tools, and materials made readily available so that volunteers can have things to do (Eisner et al., 2009). Emphasis is still on time management because no one wants to get people involved in a venture and have their times wasted, running from pillar to posts

The leader/project manager should know the number of volunteers required for the entire exercise before inviting them (Stedman & Rudd, 2004). This process is part of the team organization because there will be no use involving many people who do not have similar vision and passion. Moreover, getting people with questionable and temperamental dispositions might discourage the entire team and destroy the strong bond formed. The volunteers should know their tasks while they are aware of the exact number required for the exercise.

Information to student volunteers on who is in charge of the project should they have questions or misunderstandings about their tasks. The leader should let them know for clarity purposes and if they need assistance. In addition to that, giving straightforward instructions prevents having an atmosphere of confusion and unrest (Cuskelly et al. 2006). Well-informed volunteers are an asset as opposed to those who are unsure about their standings.

There should be the creation of a feedback forum for short but effective meetings after every day's activities. This feedback forum could be verbal or written and discussed subsequently. This way, everyone will feel comfortable expressing themselves about the happenings of the day and how to improve the more. In the same vein, the leader can show recognition and give briefings on what

tasks to complete next (Luthans & Stajkovic, 2006; Danish & Usman, 2010). These meetings should be reasonably brief to avoid stretching the already exhausted volunteers.

Sometimes, volunteers prefer to have someone they can comfortably report to who will, in turn, inform the leader. Should they clamor for such a person, the leader should be ready to temporarily appoint one, just for the good of the team.

2.6 Volunteer Management

Previous topics discussed above have touched on relationships between the leader/project manager and student volunteers and also how to organize the team to perform appropriately. Tampere Hall, as already hinted at the beginning, will handle everything about marketing, admin, production, and the organization of the festival. It is worthy of note that proper management of the project between Tampere Hall, project manager, and student volunteers is vital in making strides. These three entities will be used regularly in this section to describe volunteer management holistically. The term "volunteer manager" will be used relatively often in this section, which is the same as the leader of the team/group or project manager.

Volunteer management is simply the most effective and efficient use of resources in the attainment of set goals. These goals can only be made achievable by "good people management." Volunteers could be well aware of the goals and mission of a project. However, managing the people to actualize those is paramount in this case. In many big organizations where the volunteer pool is also massive, there tends to be very formal, organized, and bureaucratic management practice. However, at the Tampere festivals, the volunteer pool is not that humongous and so finding common ground is essential. Is it true that every organization can decide on which management practice to adopt, whether bureaucratic or non-bureaucratic, formal or informal. Even though many volunteer organizations implement the formal and bureaucratic model like a typical workplace, many volunteers prefer a balance between efficiency and informality for them to express themselves freely (Gaskin 2003). That said, the core of volunteer management remains having an

understanding and commitment to the ethos of volunteering. In addition to that, having an understanding of what motivates each volunteer is momentous. Some times what will motivate student volunteers at the beginning might change towards the end, and the manager must be able to manage these vagaries.

Volunteer management is a broad and complicated topic that has sparked much debate in recent years. However, that will be briefly narrowed down to challenges faced by managers in volunteering organizations and the practice of poor management leading to difficulties encountered by volunteers. Furthermore, the volunteer management cycle will illustrate different phases of management. Hager (2004) stipulated that some challenges faced by volunteer managers in many organizations include finding and recruiting available volunteers during the workday. Also, financial issues related to supporting volunteers, lack of an adequate number of volunteers as a result of recruitment problems, lack of human resources and training time for volunteers, problem in the recruitment of volunteers with requisite skill or expertise. Unreliability of volunteers, absenteeism of volunteers, poor work habits, lack of professionalism in volunteers, an excess number of volunteers than required. In addition to that, problems emanating from government regulations, liability constraints or laws, and resistance from the paid personnel or board members towards volunteers. It is imperative to address issues like this while developing an array of best practices of volunteer management.

It is an open secret that volunteering organizations rely on human resource force, and so two levels of structures should be used at the festivals. They are Mid-level management, which consists of experienced volunteers and the general volunteers, who will come from basic processes. It is a thing of hope that a few of the trained volunteers at the previous events will be involved, while new ones, recruited to join the fray.

Organizations and project managers owe volunteers the sole responsibility of ensuring they adequately utilize their times in the entire project. Not all student volunteers can work for longer hours per week or on a long term basis. So, there is a need for the organization at the festival to devise a flexible strategy that will fully engage them (Gaskin 2003). Thankfully, the festival is a short-term project, which will mean volunteers will make limited commitments and follow them through.

Another area which many organizations usually overlook is that of costs. They fail to understand that spending money to have the services of the requisite number of volunteers for a particular project will lead to the overall success of that project. Many times, organizations recruit only a few people on account of not wanting to "spend big," and the project is ultimately abandoned or poorly executed. No one is advocating for many volunteers to be engaged in a very minute project. However, spending money to get what is required will, in turn, lead to positive returns. It costs money to get volunteers recruited and trained because their needs ought to be catered for and provided. Therefore, it requires proper management for an organization to achieve its goals and get volunteers to be efficient and effective.

2.6.1 Volunteer Management Cycle

Humphrey Pratt (2006) suggested the volunteer management cycle, which would provide a systematic framework for organizations to manage volunteers effectively. Even though a few of them have been briefly touched on in the previous section, they must not be left out to validate the cycle and approach it comprehensively.

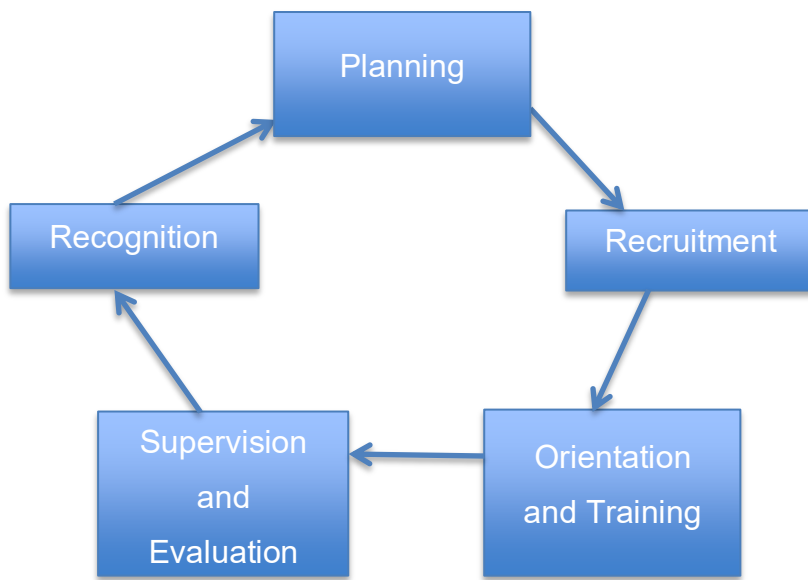


Figure 1. Volunteer Management Cycle

The organization will be working in partnership with the project manager in this whole process, and the manager will, in turn, relay all information possible to student volunteers hired. However, the organization plays an integral role in the planning process. Without planning, every other activity will only be a total waste of time. This process comes before recruitment. According to (Berkhan, 2007), organizations do not necessarily have to start from scratch or point zero if they already have a template prepared. That can be modified. Planning makes it much easier for an organization to identify its needs on the definition of the volunteers. Furthermore, why they need them, the reason why people agree to volunteer, the kind of target group, what the organization can offer to volunteers, and their readiness to start. This process is key to getting everything right from the onset.

The recruitment process has to do with the identification of specific tasks or roles after planning has taken place. The organization and project manager recruit people with particular skill-sets that match what they want. Effective volunteer recruitment can positively and significantly influence the overall performance of the organization. Recruitment is one of the main challenges of volunteer management because it considers many things. Some challenges, such as getting people with the right skill-sets and getting the correct number of volunteers needed and all. Before recruitment, asking many pertinent questions about profiles of potential volunteers is crucial. Although it is not a

paid job, a lot must be in place to get the right people. Else, everything will crumble even before it starts.

Yes, the Tampere festival will need both local and international student volunteers. However, recruitment will be for only dedicated and motivated people with the right proficiency. Questions to be asked are: who are the ideal volunteers? What makes them interested in these opportunities? Where can they be reached, and when? How can the recruitment message be constructed that will encourage student volunteers to take part in the organization? (Humphrey-Pratt, 2006).

Recruitment methods should be cost-effective, and there should not be any discrimination against anyone — discrimination with regards to sex, race, or background. Also, the recruitment message should be clear and motivational, and if possible, the organization should include personal benefits alongside.

As is with every new job, volunteers undergo proper orientation or induction training. This process will only intimate volunteers on what to expect during the entire exercise and to get them fully equipped for the tasks ahead. There is provision of relevant information for volunteers, and that gives them a sense of responsibility in the discharge of their duties. Familiarization of functions, environment, and colleagues comes with this process. Concerning training, many things are considered, such as training methods, which in the case of the student volunteers, will involve coaching and mentoring. Furthermore, the length of the training process should be very brief but effective and efficient, while the project manager/leader will provide the training.

Even though the recruitment, selection, and training processes will require expending energy and spending money, an excellent supervisory system has to be in place to follow volunteers up. Also, to ensure the establishment of a proper communication channel and evaluation. Usually, the manager does the supervision and feedback given to volunteers and the organization. The manager keeps a very close eye on them and corrects them only when necessary. Even though

reasons for motivation are different from person to person, there must be cooperation between volunteers and the manager so that they can meet everyone's needs.

Evaluation helps volunteers know where they ought to improve upon or maintain the same levels of commitment. Organizations also use this measure to ascertain whether they need to make changes that will enhance the volunteer's performance and satisfaction. There should be fairness and consistency in performance evaluation so that everyone feels there is the existence of equal treatment (Merrill, 2005).

Recognition has to be part of the day-to-day activities of volunteers. Their efforts ought to be acknowledged at all times because there is no financial remuneration for what they do. Volunteers are most likely to stay put if they sense that their efforts are being appreciated both from the leader and organization. This act increases satisfaction and a willingness to continue. There are different ways of recognizing people. A simple "thank you" in every little task completed can go a long way to reminding volunteers of their value.

3. Research Methodology

Newman (2011) emphasizes the importance of looking at empirical data and making the proper choices of instruments of measures. Researchers in social sciences use qualitative and quantitative methods of research as tools to decipher the link between the constructs.

3.1 Research Process

For suitability purposes, a semi-structured interview fits the bill in this research work due to its qualitative nature. The Tampere chamber music festival involves a whole lot of entities, and they have different views regarding motivation and the entire organizational structure. Hence, the need for a qualitative method that will explore all avenues and various standpoints about the topic.

Interview as research is not all about asking all kinds of questions to get answers Fontana & Fray (2005). It works both ways and can be said to be a collaborative effort. No matter how carefully we select spoken or written words, there always tends to be a modicum of ambiguity. Hence, the reason why merely asking questions and getting answers is a lot harder than it seems. Despite this, the choice of interview is the most common way to comprehend the phenomena that we are researching and rightly so. There are numerous ways of conducting interviews. However, the most common form of interview is face-to-face “verbal interchange” Fontana & Fray (2005, p 696-698)

Silverman (2006) cites Bridget Bryne’s take on semi-structured interviews, and it suffices to say that its usefulness is related to this research topic. He does suggest that:

“Qualitative interviewing is particularly useful as a research method for accessing individuals’ attitudes and values – observation and accommodation of things that cannot be found in a formal questionnaire. Open-ended and more flexible questions are likely to get better responses than closed questions. Therefore, providing better access to the views of interviewees, interpreting events, understandings, experiences, and opinions (that is, qualitative interviewing) when done well can achieve a level of depth and complexity that is not available to other, especially survey-based approaches”.

Based on Bridget Bryne’s explanation of the use of qualitative interviews, it does help to corroborate the idea of having questions such that would allow interviewees to tell what their experiences have been and how the Tampere festival is perceived. It enables them to answer questions freely without being confined to a particular pattern or be restricted.

As there are three interviewees, we can conclude that it is qualitative research. Denzin & Lincoln (2005) put up an argument that qualitative research is “a situated activity that finds observers in the world. It consists of a set of interpretive, material practices that ensures the world is quite visible”. When people conduct qualitative research, they study certain phenomena in their natural environments or settings in order to understand them. Also, to interpret it and, ultimately, try to

bring meaning to it. Doing a qualitative study entails the use of studies collection of empirical data such as interviews, case study, and personal experiences.

There is flexibility with qualitative researchers because of the room and technique that allows them to go back and forth in the research process (Ringdal, 2007).

The use of exploratory research was possible to comprehensively elaborate issues with the Tampere chamber music festival.

3.2 Collection of Data

This section clarifies the collection of secondary and primary data. Someone else usually collects secondary data, and so researchers end up using them through books, journals, newspapers, pictures, websites, and even videos. Essentially, the use of secondary data is for the support of an argument, Ringdal (2007).

Conversely, primary data are always collected by the researcher to conduct the study. There are very many techniques that researchers use in the collection of data. Observations and interviews are instruments of primary data collection, albeit interview is the most used and known method. As explained above, semi-structured interviews form the basis of the first data collection in this master's thesis.

The research consists of a few interviews. Altogether, the researcher interviewed people between the ages of 19 and 50. The researcher conducted all interviews during the fall of 2019, between August and November. All interviews were individual interviews where the interviewees had to decide the times that were convenient for them. Two of the interviews were via Facebook messenger video and skype audio calls, respectively, while one was face to face where the researcher had to travel to Tampere for that. All three interviewees were female and decided not to remain anonymous so that they could be open to honest responses and drive their points better. The division of questions was according to both the research topic and research question. The

structure of the questions was in a way that would help the researcher get answers to the problems. There was no particular reason why all three interviewees were female. It just happened as a coincidence to have all three female interviewees. Geographically, the interviewees all came from the same city in Finland, Tampere, where the music festival takes place.

During the interview, the researcher applied the recommendation of Supphellen (2000), where there was no interruption of interviewees. The researcher gave them ample time to make their points. Also, to pause whenever they felt like, to avoid any misunderstanding of questions presented. The interviewees were allowed to ask for a repeat of the questions, and unnecessary ones jettisoned. The researcher ensured a chronological order of the questions to give room for consistency and to stay on course with the research topic. All except one interviewee demanded to have questions beforehand to enable her to prepare better. The researcher obliged her, and in the end, it turned out well. Each of the interviews lasted approximately 15 minutes and 80 minutes.

Even though the questions were all semi-structured, they had to be altered slightly from time to time. That was so because all three interviewees had different roles at the past Tampere chamber music festival. There was a project manager, event producer, and volunteer. The reason was so that the questions could cover the research topic and deal with pertinent issues.

3.3 Ethics and Privacy

Before the interviews, the researcher asked the permission of the interviewees with regards to the use of a recorder, and they all gave their consent. Interviewees chose Interview times and dates at their convenience. During the interviews, notes were not taken by the researcher in order to pay strict adherence to the entire interview sessions to avoid distractions. The full interview questions are in the appendix of this thesis. Finland, being a country that respects the rights and privacy of every individual, it was only necessary to grant all the wishes of the interviewees. One of the interviewees demanded to use skype audio, which was respected. Another asked that no part of

the information about the interview be shared online or with anyone for ethical reasons and respect for her privacy. There will not be any part of the interviews leaked or shared anywhere. The researcher assured all of the interviews in confidence.

4 Data Analysis

After conducting interviews, the next task of a researcher is to analyze the data collected. According to Neuman (2011), the qualitative research method is comprehensive, and during the process of analyzing data, it is expedient to read, reread, and have a reflection of the data. We must do this process repeatedly until the results are satisfactory.

In figure 2, Miles and Huberman (1994) presented a framework for the process of analyzing data, which consists of three stages: data reduction, data display, and data conclusion/drawing/verifying.

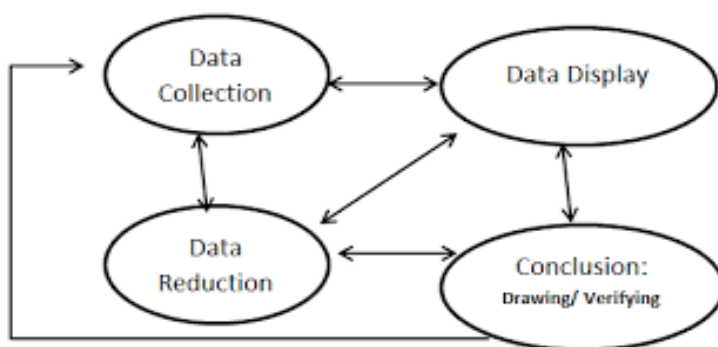


Figure 2: Components of data analysis: Interactive model (Miles & Huberman, 1994)

At the data reduction stage, the researcher selects, simplifies, and transforms collected data that are in notes form. He or she selects only relevant data from the interview and excludes similar ones. The reason for that is to have data compressed so that there is no repetition.

Rereading the collected data multiple times and encompassing them was the only way to extract every ounce of information, Miles & Huberman, (1994). In the course of rereading the interviews, the researcher realized new and exciting topics either briefly discussed or not discussed at all. The

overall research has these topics infused into it in order to have the research questions answered. The final step of arriving at a conclusion and verification of chosen data can commence.

One of the topics was about volunteers knowing the purpose for which they want to engage in volunteering work. If the purpose is not known, being at the festival is a waste of time for them.

4.1 Reliability and Validity

It is more challenging to test the reliability and validity of qualitative research (Hill, 2012). This statement is true because, unlike quantitative research, where there is a display of results in numbers, qualitative research has final results in words. We do observations relating to reliability and validity in qualitative study in unified terms. Unified terms such as transferability, trustworthiness, and credibility, rather than in separate terms (Golafshani, 2003). The researcher in qualitative study is the instrument, and reliability and validity do not depend on the development of instruments as we have in a quantitative study (Patton, 2002).

4.1.1 Reliability

In qualitative research, we achieve reliability when interpretations and statements from respondents are recognizable. In addition to that, reliability entails the provision of proper documentation and reflection with regards to the pattern that the researcher chooses (Golafshani, 2003).

We can use dependability and reliability interchangeably in qualitative research. That is true to ensure that the researcher achieves consistency in his/her research and gives room for a proper exploration of the product. The research ensures that the results are consistent and trustworthy in the entirety of the study. Interview questions ensure the demonstration of reliability.

To demonstrate the reliability of this thesis, we used recommendations made by Neuman (2010). This thesis met the same pattern, as explained above. The researcher recorded all interviews with a voice recorder. There is a presentation of all quotes from interviews in the result section.

4.1.2 Validity

Validity is said to be more significant than reliability in qualitative research, Hill (2012).

(Lincoln & Guba, 1985) emphasized that we can use different terminologies like credibility, conformability, transferability, trustworthiness, and dependability as proof of validity in qualitative research.

Credibility in qualitative research refers to internal validity and ensures that the researcher is sure that the study has proper measurements of different parameters. We achieve the credibility of a study when it is trustworthy, and this reflects the confidence of the researcher about his/her results, Lincoln & Guba (1985).

Qualitative research aims at the collection of detailed data and not a generalization. Transferability ensures the application of findings or results in another context such as place, population, and time.

On the other hand, conformability in qualitative research highlights the importance of objectivity of results. It ensures the researcher does not base the results on his or her preference but the experiences of participants. The presentation of information to readers must be from respondents about the situation. We presented data from interviewees with quotes (Shenton, 2004).

The use of quotations of interviewees demonstrated the validity of this research process. The quotations tally with the answers that interviewees gave during the interview. Therefore, there is a high level of credibility in this study.

We demonstrated the dependability of this thesis by objectively using techniques and methods of collecting data and providing information. Again, by listing all quotations by respondents and the exclusion of opinions of the researcher.

5. Model Proposal

This chapter seeks to explore the activities of another successful festival in order to have it as a benchmark. Due to challenges with the overall organization of the Tampere chamber music festival, it is only healthy to be like another festival that has been a success over the years. The model of the festival's organization is going to come in handy, and this will be beneficial to both organizers and volunteers. That is not to suggest that the festival in Tampere has been a failure or that we should entirely jettison the already existing template of the organization. However, the premise is so that some things are tweaked a little bit to give room for new and fresh ideas that will ensure better results going forward. We hope that this model for the Tampere chamber music festival is used in subsequent events, having tried it over the years with remarkable success. In this analysis of the festival to be used as a benchmark, events and months will not be the focus. The focus will be on the planning aspect concerning volunteer involvement and leadership.

Indeed, the model should ordinarily deal with revenue generation in such a way that organizers will be elated and desirous of having it used permanently. However, revenue generation is just a "cup of water out of the ocean" because if the organization of the festival right, the funds will follow. We are looking at the bigger picture in this context. Similarly, there should also not be too much emphasis placed on attendance. Motivation for attendance is not entirely on the genre of music, but about overall festival experiences of people and to seek cultural enrichment, novelty, education, and basically for socialization.

(Gelder and Robinson, 2009; Crompton and McKay, 1997). The mention of people's experiences and others is to buttress the fact that these factors will only come to fruition if there is a model that guarantees such an atmosphere. If the festival in Tampere is disorganized, the attendance will be abysmal, funds not generated, and subsequent festivals will record a low turn-out.

The proposed model is the Oxford chamber music festival. The festival was founded in 2000 by violinist Priya Mitchell. The festival is an annual get-together that brings friends and musicians from

across the world for a week of music-making and celebration. This chapter will explain the reason behind the success of the festival and why the Tampere chamber music festival has not hit those heights.

5.1 Benchmarking

It is critical to know how the model of organization and volunteer engagement measures up with many festivals out there. This situation ensures the furtherance of the Tampere chamber music festival. It is one thing to lay down laudable plans and blueprints of what the festival should be. However, it is another thing to have the blueprint working and meticulously implemented. That is an area where the Tampere music festival is lagging. Implementation in this regard will come from both the organizers and project manager.

- It is good to have a fixed financial base. Oxford music festival has had remarkable success in this department owing to well-thought-out plans in place to ensure it records giant strides. Organizers have everything mapped out beforehand, and this solves problems of running around in desperation and panic.

On the other hand, the Tampere music festival does not have a viable financial base, and so the organization becomes a herculean task. They do things very late, and the perfect picture of the dream festival from organizers is not actualized. Of course, we all know that finance is a significant constraint of the festival. However, making use of the little available and planning well on time will go a very long way.

- Oxford festival takes advantage of services rendered by older and more experienced people. These sets of people have more time on their hands and show more commitment and assisting in every capacity available. They carry the younger ones along, and this has helped, especially in the bedding process. At the Tampere festival, even though it is predominantly student volunteers, there is a tiny blend of experienced ones who have served in previous festivals. These can help model the way for others. We describe this process as “peer mentoring,” where we pair new volunteers with more experienced ones. In

all honesty, the Tampere music festival may not have the number of experienced volunteers to mentor the new ones. However, this is where proper orientation and training come in, as explained in previous chapters.

- Instituting a culture where volunteers can willingly say in what capacity they can help. At Oxford music festivals, volunteers give up their houses for some artists and staff members who are interested. Some of them who have cars offer their cars for errands. That is undoubtedly the job of the organizers, but volunteering at the festival has been part and parcel of them that they go extra miles to make the festival succeed.
- Due to the success of the festival at Oxford, volunteers always have the enthusiasm to come back every year. At the Tampere music festival, many student volunteers work for a year and never show up again. Some of the reasons for this are very few people involved, doing things just at the last hour, the risk associated with the unfixed process.
- Training in communication skills, health, and safety. Organizers at Oxford music festival engages volunteers in proper communication skills that will enable them to treat customers the right way. Again, ensuring the safety and health of all and sundry is paramount. There are skills such as active engagement of visitors and the building of confidence in getting over nerves. Again, dealing with tough customers and complaints and more. In addition to that, health and safety training such as: how to prepare and monitor risks, knowing first aid provision for the festival and emergency processes: security briefings, protection of children and adults who are vulnerable, and more.
- We have discussed extensively, the servant and participative styles of leadership as the two styles that would be best suited at the Tampere music festival. At Oxford music festival, the leadership style is slightly different, and it has worked for them over the years. Oxford music festival is an old festival, and this leadership style has been working. Friend leadership is one that a leader is sensitive to people's emotions, is a genuine listener, ensures only actions counts. Moreover, leads him/herself first before leading people, and creates a community of positive thinking and much more (Heikki Toivanen, 2012-2018). All in all, the

Tampere music festival needs to start with the styles mentioned in this thesis because it is still growing. At the same time, tweak it with friend leadership because it is very similar to servant leadership, where a leader thinks about others first.

5.2 Sustainability of Model

We have proposed the kind of model that would help bring the Tampere chamber music festival to gain national and international recognition, just like its counterparts across the world. It is now left for its sustainability and improvement so that it does not go into oblivion in years to come. What are the things the festival do differently to ensure activities remain the same? The only way out is to keep using the blueprint and making sure that people buy into the modus operandi of the entire organizational structure. Organizers have an integral role to play in sustaining this model and making it their watch-word.

Chopping and changing things every year without strategically planning will only jeopardize the organization of the festival, Allen et al., (2008). Everyone is allowed to make suggestions, and opinions are respected. However, no one can change the entire structure in place to suit him or her. The organizers, student volunteers, and project manager ought to keep this in mind. This way, there will be consistency and achievement of positive results long term. Training and other activities must be done differently, like the examples cited from the Oxford chamber music festival, where things are put in place to get the best from people, especially volunteers. This training and other borrowed activities from the Oxford music festival should be sustained and used for future references. By so doing, the Tampere chamber music festival will grow exponentially and have a successful model for team organization, motivation, and leadership.

6. Results

This section will introduce critical findings drawn from the interviews. The presented result is vital in answering the research questions. There is a segmentation of the results of the interviews concerning the selected topics as relevant sections of the analyses.

The anonymity of interviewees is guaranteed and maintained. Therefore, we will present information about interviewees in code form such as interviewees 1, 2, 3 (I1, I2, I3), and more. Furthermore, there is no mention of the names of the interviewees for confidentiality purposes. The presentation of results comes in the form of topics derived from the interviews.

Topics:

All about the Tampere chamber music festival. It is only expedient to have a little background about the music festival, and a little insight would give a balance to the topic for discussion.

I1: "Well, the basic idea was that a high-class classical music would hold in Tampere. We have Tampere Hall and Tampere Film Harmonic Orchestra, and they are trendy. The reputation of Tampere Hall is very high- and at a top European level. Nevertheless, the idea was that Tampere did not have a winter festival at all. Famous artists have met in Kuhmo Chamber music in Eastern Finland, which by the way, is the most popular and the biggest. They are having their 30th anniversary right now. So Kuhmo is like the idol; high up there, but it started the same way as Tampere chamber music. It is not about the popularity, but about the high class. Of course, we need more customers. We need more paying audience. Also, it is about time we taught something to the younger generation as well. Teach them about the meaning of music. Music brings people together. Music is international and involves well-being and dance. Dance is also related to this festival. Moreover, it is not very traditional to combine chamber music between 3-6 musicians on the stage and a dancer or two dancers".

I3: *“Tampere is a new festival quite small, and it is in the wintertime. There is this excellent communication between TAMK and students and the possibility to incorporate that into their studies, and that is something special.*

Another thing is in small villages with festivals where volunteers are usually locals of different ages. For example, in the Kuhmo festival, there are different ages of volunteers. For the younger volunteers, they show interest by inquiring what they should do for the summer event. For adult volunteers, the tradition is evident, and they become part of the event and have access to all the concerts. For example, one guy when he moved away from Kuhmo, he could not live without the festival that he came back to volunteer out of his pension money. He got emotional and could not live without it”.

From both answers, we can see that the Tampere Chamber music festival is not there yet vis-à-vis other festivals across the country and the rest of the world. Very correct because of the organization of at least two events in the cold periods. It is, however, striving to compete with other festivals. The festival recruits students yearly to volunteer, and most of them do that for study points, unlike other festivals where there are more older people. It is also to teach the younger generation about music.

Planning and organization. How can the festival be better?. There have been many complaints about the general planning and organization of the festival from volunteer, customer, and logistics standpoints. This idea is to shed more light on that.

I1: *“The miracle of nature around us and for some people, it is easier to communicate through music. So music is communication. That was in 2018. We did not just have concerts but also had a workshop, master-classes for students, and lectures. Some researchers in the field of neurology or psychiatry psychology give lectures. There is also music research. Those were top-level*

researchers with Finnish international academic research projects. Some of them are doctors who have noticed that music helps heal people from pain and stress.

Again, it is challenging to find sponsors for classical music because many companies go for Pop music, and as you know, Ice Hockey. So it is a big challenge. The funding has to change and be stable. We should have 2 or 3 companies who would be involved and spend some money and sponsors”.

I3: *“In Tampere, it has suffered from being organized later than we wished because of financial constraints. Even in small festivals, you need a certain amount of people with whom to work. There are very few people, and that is the problem because they do things in the last few months and weeks. Another problem is coordination, which is poor because people end up doing a whole lot of different things”.*

Answers from both interviewees come from different angles, the angle of wellbeing, lectures, and engaging people with exceptional cases. Again, from the angle of finances, which is critical. As was hinted at the beginning, the festival has a minute budget with which to work, and this is one of the significant issues. Other key points are very few volunteers, poor coordination of personnel, and late planning.

Solution: The organization of the festival should be on time. There should be better coordination of personnel, so they know their duties. They should carry everyone along, including people with disabilities, and more sponsors to be involved in making the music festival better.

Leadership style

Trying to know the leadership style used in the past at the festival and the perspective of the interviewees regarding leadership.

I1: *“I recognize from your proposal about servant leadership that “leading is a service.” Also, I did some participative leadership like you also mentioned in your writing. Doing everything like taking*

care of sick student volunteers, agreement deals, card payments, accounting, and more. We did the planning together”.

I2: *“It was good, and my project manager was hands-on, which enabled me to report to her daily. I also wrote my report and submitted it to her.”*

I3: *“All festivals that I have been to have people who are in contact with the volunteers. In Oxford, the artistic director is the contact point/person. She is the one who knows the people. So, it is friendship-based leadership. In Kuhmo, the director is the contact point and does all the recruitment. In Amsterdam, they recruit from the network and organized by the coordinator. It is so different and personal, so every festival has its ways of going about things.*

It is teamwork, and as a leader, you should be able to do many tasks. Everybody is doing everything in most festivals”.

The leader must work with the team and not leave everything to volunteers. Yes, especially when someone takes ill, and people assigned to specific tasks cannot do them. Every festival adopts what works for them. The vital point is to get everyone regardless of position to work together.

Motivation of student volunteers. In order to get volunteers to deliver, they have to be motivated. Where and how? That is the all-important question that requires answers.

I2: *“Well, for me, it was because I wanted to do event producing in the future, so I was very motivated. I am into music, so I volunteered and would like to do it again. For the others, they just had to do something for the course, so it is different. People were not forced to be there”.*

I3: *“Volunteering is something that you do out of your free will. You need to find out as a volunteer why you need to be there. Is it for the study point as a young person or the experience? Young*

people get job possibilities and having it in their curriculum. If it is for study point, then there is motivation”.

I1: *“The motivation should come from inside. You have a passion, you like to work with people, and you are not always after the money. You want to learn new things, experience, get to concerts to meet famous musicians and speakers. Just seeing the artists is also a motivation for student volunteers. Some were excited to drive the artists from hotel to concert venues and back. Again, having the opportunity of finding jobs in the future.”*

All student volunteers at the Tampere music festival have had different reasons for motivation. Some of the volunteers are self-motivated, while others get the motivation externally. As seen, they must know why they are volunteering in the first place.

Demotivation

There must be a reason why most of the student volunteers feel the need to down-tools and back-down entirely.

I1: *“Lots of marketing needed, but the main problem was that there was a lack of resources. How much workload can you give to students? How much pressure, time-wise, and how much responsibility can you give to bachelor students? That is one question too. Moreover, I have noticed that for some students, it has been too demanding, and then they quit”.*

I2: *“We started the event very late. We had a Christmas vacation just before the event, and we did not receive any information about the festival. To me, it was kind of weird. We did not know our roles before the event. It had to clear. Planning had to be done earlier, which was not. Also, with every student volunteer,”.*

I3: *Well, I think it is when someone does not know why they are there. I have not had any experience of people leaving. However, there were two cases of people who left because of back problems and absent-mindedness. Most times, students get more motivation because of getting study points. I believe it starts with excellent communication and knowing why you are there. It should be a win-win situation for everyone (organizers and volunteers). It might also be that there is no communication and feedback channel where you evaluate people's performances and experiences. What went right, wrong, and could be done differently?"*

From the accounts above, student volunteers were subjected to much work than required, and that we can say that it was as a result of very few volunteers involved. Also, without proper information and people looking over their shoulders for assistance, they could be demotivated and quit.

Recruitment and Training. Getting the right number of volunteers and getting them trained is the way to go.

I3: *"There has not been a specific structure, at least not always in time, and they have tried to get student recruitment process done earlier, but when the artistic plans are not ready enough, and the money is not there, you cannot fix your plans. The plans are not possible in advance if there is no financial security so, recruitment is difficult".*

I1: *What was surprising to me was that TAMK students did not want to be involved in social media, and that was on my shoulders as well. There was much avoidance of risks. I did not find the right persons for many things, like updating webpages and social media. No one was interested in marketing, which came as a surprise to me. Music students thought rehearsals and playing were the only things they could do. They did not want to do any work".*

Model for Tampere music festival. Developing or adopting a model so that the festival will implement it moving forward

I1: *“There are no tricks about these things. We would need craft designers, photographers, marketers, webpage analysts, student coordinator, and project manager, and more. I know it is difficult to engage these young people because they want to travel more, have more money, and live comfortable lives. Moreover, if you could find a model which is functioning well somewhere, it would be nice. For example, how to train volunteers well, motivate them, and much more”.*

I3: *“Oxford chamber music festival is an old festival organized nineteen times. They have mainly older volunteers who have time. The difference is that there were volunteers who gave their houses for some artists and staff members. It is accommodation for volunteering and driving people around. When you organize a festival for many years, then you are lucky and feel good that you have done it well. You develop a base-group of people who keep coming back. The thing with the Tampere festival is that the organization is very late, and having the group of volunteers who keep coming back is another thing. It is risky when you use many student volunteers because they come for one year and never come back again because they do it for their studies. You should have a volunteer base at different ages. Having local people with local network will help in bringing others. The motivation for them is for their studies, so having a volunteer base at different ages is the way to go. Organization should be on time and in advance”.*

Two different perspectives about the model to use. One of the interviewees did not have a solution due to a failed system tried over the years without success. However, the other interviewee having taken part in a more significant music festival elsewhere, suggested one.

Skills and competences of volunteers. At the end of the volunteering exercise, volunteers should be able to learn and hone their skills/competencies.

I2: *“I constantly asked other people whenever I needed help and that I was how I got better.”*

I1: *“For the skills and competencies that students learned, I asked them to write those in their reports. Many learned about time management, problem-solving, communication skills, style, and creativity. It was more about communication skills. They made mistakes and learned from them as well”.*

Volunteer Organization – team work or individual work. Trying to know whether volunteers worked individually or as a team to complete tasks assigned.

I2: *“Not really. Some drivers drove people around, and there were people selling tickets, budgeting, and more. So, I had the musical guests and people to show them around. And I had to write a report about the event”*

I1: *“I tried to form teams, for example, the finance team, which consisted of about six students, and I did not interfere. I asked them to select a contact person because of the project I had, so remembering names was difficult for me. I had one contact person for finance, marketing, translations, music students, and more”.*

Promotion of Festival. We should feel the success of the festival outside the shores of Tampere. It is essential to know ways to promote the festival.

I1: *“Now it is only national, but it takes time before it grows into an international one. I dream that this will be known internationally as the Oxford chamber music festival or Kuhmo chamber music festival. There is one Bachelor’s student doing some research about St. Petersburg in Russia and if there are Russian students from there who could come here. What service package we could*

offer them like festival tickets and more. The question now is if we should offer a whole festival ticket package say with 200 euros or 150 euros? I want to believe that there are markets outside Finland because music is international as are with artists who are from Finland and other parts of the world”.

I3: *“Marketing is expensive and requires more money. I do not know how the budget is now. It must be better”.*

I2: *“First of all, if I would market this festival, I would start in Helsinki and eventually in Turku and other surroundings. You, first of all, get the attention of the Finnish crowd. Also, getting people to Tampere in winter is not that simple. There has to be something special that will draw people to Tampere in the winter. Another problem is the Tampere music festival is about music and lectures. The lectures go with well-being and all in Finnish. The public usually misses one major part of the festival. It is almost impossible for people to come from outside of Finland when they can get more in English in other parts of Europe or across the world. So, I am sure it is not a good ambition to start marketing it outside at the moment. Conversely, if lectures are organized in different languages other than Finnish, then you partly lose the core Finnish public. Yes, because not all groups follow lectures in other languages very well”.*

The festival, no doubt, can do better in terms of marketing, which has been a far cry from what it should be. Better tools and strategies have to be in place to ensure all is done right.

7. Discussion

This section of the thesis will have the researcher discuss the results presented to ascertain their coherence with the topics in the theoretical framework. This section will go through the topics that were enumerated and presented in the result section, to put things in better perspective.

All about the Tampere chamber music festival: The whole idea of the festival was to have one that would impact the lives of locals positively. Not only through music but through other inspirational means. Means like workshops, lectures, seminars, and more. Furthermore, to teach everyone, especially the younger generation, and utilizing music. Therefore, the organizers set very lofty standards that would ensure they meet the targets. However, those have fallen short in many areas owing to the period when they organize the festivals. In addition to that, getting the right personnel in specific departments. By personnel, we mean having mainly students to volunteers, which means that most of them did not return the following year because they are there for study points.

Planning and organization. The consensus has been that the planning and organization have not been the best. All interviewees agreed on the fact that it must be better. First and foremost, the music festival has not had sponsors willing to inject funds into the festival because there tend to be better prospects out there. For example, sponsors would prefer to sponsor sporting events like ice hockey as opposed to a music festival. By implication, there have been very few financial backings. That situation has rendered the organization and planning rather abysmal. Again, very few volunteers have always been recruited, inferring that these volunteers would end up doing so much. It is common knowledge that when there is not much amount of money for a project, organizers become jittery, panicky, and desperate. Hence, the reason why they did everything so late and very little information given to volunteers. Generally, the coordination at the festival in time past was very poor.

Volunteer organization (team work or individual work). Truthfully, volunteers at the Tampere chamber music festival worked in teams in the past. However, that has not been successful because some people have ended up relinquishing their duties or declined out rightly for reasons

best known to them. The project manager tried to divide tasks so that everyone knew what to do. Yes, they worked both individually and collectively, as evidenced in the interviews. However, some of them did not want to take any risks or be involved with specific duties, which going forward would not bode well for teamwork. Team organization and teamwork entails ensuring that the volunteers know what their roles are the leader has to do that. Secondly, simplify the roles so that they do not appear too cumbersome for in the maximization of their potentials (Getz, 2005).

Leadership styles. At the Tampere chamber festival, servant and participative leadership styles are suitable as supported by one of the interviewees. The past festivals did not have a particular leadership style because everyone did everything. Friend leadership is also an option that could complement the first two. The point here is that servant, and participative leadership will ensure that volunteers learn from their leader who leads by example and also allows them the freedom to take part in the decision-making process (Don M. Frick 2004, p1). That would propel them to greater heights and assure them of how valuable they are to the group.

Motivation of student volunteers. Motivation levels at the Tampere music festival have been somewhat up and down. By this, we mean many of the volunteers in the past did show different motivation patterns that should that need addressing. Hence, the reason for this research. The primary thing is self-motivation, as all interviewees indicated (Clary et al. 1998). Volunteers need to know why they are there in the first place before external motivation from their leader or project manager. Most of the student volunteers got motivated because of study points. Moreover, there was an opportunity for them to see their favorite musicians perform live, an avenue to get jobs in the future, and working with different people. Whatever the reason for their motivation, the leader of the group ought to ensure he or she gives them the kind of motivation required of a good leader.

Demotivation. We can see from all the interviews that some people either did not have the best of times at the festival for different reasons or got fed up with the festival generally. Poor communication and feedback a massive factor from the past event. Every volunteer deserves to be communicated to if he or she is doing the right thing or not. That would either help them learn from their mistakes or strive to do more if the feedback is positive. Student volunteers in the past

had a problem with the information in circulation, and in the end, it did feel like they were on their own. They were getting information by themselves and so on. There was no definition of some of their roles due to things done in the “last minutes.” All of these factors led to them working so much and getting stressed out in the process, Willems and Colleagues (2014).

Model for Tampere music festival. The Oxford chamber music festival was proposed as the model for the Tampere chamber music festival because it represents the very essence of a successful festival. One of the interviewees did not have a solution to the model because the tried system had failed, as can be seen in the response. The other interviewee, however, did. Admittedly, no music festival is without flaws. At the same time, some festivals like Oxford chamber music festivals have had massive success over the years, and that masks their flaws somehow. It is a festival that has been organized for nineteen years and so has an excellent and fixed financial base. Many companies are willing to sponsor, and that has attracted more followership and involvement. Older people get involved yearly and offer up some of their prized assets for the success of the festival. Not only do they volunteer, but they also come back again the following year. Everything stems from a magnificent organizational structure and leadership put in place by the organizers. If not, those volunteers would never dream of coming back. They do everything on time, unlike the music festival in Tampere. Organizers at the Tampere music festival must be able to ensure that they implement those reasons mentioned above that make the Oxford chamber music festival tick. For example: developing a core volunteer group (a mixture of older and younger people) and follow that through, get more sponsors, organize in time, and have a fixed financial base.

Recruitment and Training: Recruitment has been a significant problem at the Tampere music festival, as the interviewees pointed out. The reason is that there has not been any recruitment structure in place to get volunteers. A lot of the student volunteers did many tasks because there were a lot of square pegs in round holes, and people ended up not wanting to take any blames for failure. There should be familiarity with the functions, environment, and colleagues of volunteers. Organizers must bring out the cash and spend it on the recruitment process because if they get

the right volunteers, it will help generate more revenue for them. The recruitment process also has to be better. Holmes et al. (2009).

Skills and competences. Going by results from all interviewees, student volunteers developed and refined their skills and competences during the past music festivals in Tampere. They had to write reports, and a lot of them talked about communication skills, creativity, time management, problem-solving, and learning from others. One of the research objectives was to enable volunteers to harness their skills and competences as a plus after the festival, which from the responses given by the interviewees was the case in previous events.

Promotion of the festival. There is an African proverb that says, “charity begins at home.” That statement means everyone should keep his/her house in order before trying to prove anything to the world. According to two of the interviews, the Tampere music festival should be famous within Finland before moving outside. Again, the marketing has to be perfect, and lectures should be done in the local language to get locals to attend the festival. Subsequently, those lectures can be in multiple languages that will attract visitors to participate in the music festival. One of the interviewees talked about improvements in marketing on the part of organizers. They need to inject money to ensure the festivals can compete favorably with their counterparts across the world. Again, the festival period should be changed to a more favorable period of the year so that visitors can come. Except for one of the events organized in June, the others take place during the cold periods, which may not be convenient for some people visiting.

Furthermore, the research may not have dealt with volunteer retention separately. The reason is that if there is an atmosphere where student volunteers are happy and satisfied with their tasks, there is a high possibility of retaining them (Bang et al., 2009). It is a chain reaction. That enabling environment and the right set of volunteers must be created and recruited for all to thrive.

Impressions: Tampere music festival is in dire need of a facelift, and all has to fall in place to make sustainable progress from the findings disclosed. We can deduce from the interviews that in

the past, the organizers of the festival did not sit down to make plans ahead before engaging people. A model should have been in place in previous festivals to make things a lot easier.

Despite the poor organizational structure of the festival, student volunteers over the years have tried to do the best they could. There was a problem with communication channels between organizers and volunteers. It has to be better, and the project manager/leader must work to protect the interest of the people under his or her care by way of furnishing them with vital information.

8. CONCLUSIONS

One of the objectives of this research work was to propose and provide a model that would aid the overall organization of the Tampere chamber music festival. This model would be used as a benchmark and infused into the organizational structure of the Tampere music festival. The organization over the years has been relatively weak and hence, the necessity to look elsewhere with better effect. It was time for the Tampere chamber music festival to do things differently and compete with other music festivals out there. There was a model proposal and explanations given and also how to sustain it in chapter 5.

Furthermore, another objective was to examine the leadership styles that would be suitable for the music festival in Tampere. The leadership styles were servant and participative. The researcher concluded that servant and participative leadership styles would do. The conclusion was owing to the reports gathered during the research on how the student volunteers were managed and led. The leader must be able to lead by example and also model the way for everyone to get involved in the decision-making process of the team. This process will, in turn, pave the way for the volunteers to maximize their potentials and have a sense of value and belonging. Every volunteer would want to get better at the end of every exercise, and so exemplary leadership will entail volunteers to develop their skills and competences. The leader owes it to the volunteers to

manage them properly and to ensure that all tasks are clear enough and simplified. It is noteworthy that if the leadership is right, volunteers would want to come back.

The chapter met the objective because it covered all about leadership styles.

In order for volunteers to be involved in the first place, they have to be motivated. The objective was to deal with motivation in two-folds: self-motivation, which was spoken about in the form of functions, and also motivation coming from the leader. Yes, everyone ought to be motivated before they get involved in volunteering. However, the leader must motivate them so that they can perform. Most people look up to their superiors for motivation, and if it is not there, they will walk out of the door. This research did meet the motivation objectives in the theoretical part of the thesis.

This research sought to know why most volunteers would become less interested and quit. The researcher discovered that demotivation comes as a result of factors such as unclear vision, toxic environment, and colleagues, unequal opportunity to thrive, and much more. In the past Tampere music festivals, many student volunteers had declined specific tasks because they felt there was not sufficient information regarding execution. So they did not want to partake in them. This and more can cause demotivation. Reasons for demotivation were enumerated.

This research discussed the exploratory qualitative research method, with interviews conducted and semi-structured questions asked. Open-ended questions were asked to allow for the flow of information and ensuring the interviewees were relaxed.

Data was collected from interviewees and subsequently analyzed. This research used thematic analysis for the results. The results of the conducted analysis showed that the Tampere music festival is bereft of a proper organization. Volunteer engagement is at an abysmal level. There should be more money invested in the festival. In addition to that, they did not do things on time in the past. However, one can argue that there will be an injection of money if sponsors see the level

of top-class organization that goes with it. We all know that good things cost money. However, if there are no plans in place, sponsors will look elsewhere.

Recommendations: Tampere chamber music festivals should be managed and organized by professional volunteers and leaders. Involving student volunteers is a great idea. However, most of them only do that for their studies and so may end up not coming back. Volunteers should go through thorough orientation and training processes. Also, providing them with all the training facilities that will aid the process and make them stay. (Ellis, 2005, page 2). A project manager or leader must ensure that there is an active communication link between him or her and volunteers. Volunteers should have the opportunity for knowledge sharing. Since the Tampere music festival is a yearly event, it would be nice to get the opinions of volunteers on different things. The opinion of everyone counts.

8.1 FURTHER WORK

There is still no workable HR system for volunteer recruitment. This thesis has presented volunteer management, leadership, motivation to perform. Furthermore, what system to use in the organization of the Tampere music festival. However, the festival cannot continue to have the same methods of volunteer recruitment. They should adequately sell that to the volunteers in order to recruit only the best.

Again, the provision of a better platform for people with exceptional cases, like disabilities, and who want to listen to their favorite musicians/music. How do we get music to this set of people so that they are part of the target group?

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APPENDICES

Appendix 1: Research Interview Questions (Interviewee 1)

1. *Researcher: Could you please tell me a little bit about the Tampere Chamber music festival. What it is all about.*
2. *Researcher: I understand there are three events organized by the Tampere music festival. How would you describe the events because we have Jazz and the rest?*
3. *Researcher: So, you worked as a project manager for the past three years. How was the planning and organization?*
4. *Researcher: Do you have any suggestions on how the organization could be done better going forward? Some things that could be done better?*
5. *Researcher: Did the student volunteers work together in a team or had individual tasks?*
6. *Researcher: Apparently, you said the budget was insufficient, so how were you able to manage?*
7. *Researcher: You were almost like a leader because you were a project manager. What leadership style did you use to motivate the volunteers at the festival?*
8. *Researcher: How were you able to develop their skills/competencies because I am sure at the end of the day, they must have learned one or two things?*
9. *Researcher: Overall, how do you think this festival can be promoted better so that it cuts across many countries? As it is right now, is it within Finland or the Nordic area?*
10. *So, do you have anything you might want to add or say?*

Appendix 2: Research Interview Questions (Interviewee 2)

1. *So, you worked as a volunteer at the past festival. Can you tell me about the Tampere Chamber music festival?*
2. *Researcher: So, there are three kinds of events at the Tampere music festival, like jazz, rock, and more. Do they have all three at the same or different times?*
3. *Researcher: So how involved were you in the planning and organization of the festival?*
4. *Researcher: Do you think the organization was okay, or do you think it could be better?*
5. *Researcher: You worked with student volunteers. What kind of role did you play, and did you have to work with others as a team?*
6. *Researcher: How would you describe the leadership? What leadership style do you think was used?*
7. *Researcher: I understand that volunteering is not easy because, along the way, so many people become disinterested and do not want to continue anymore. So how were you able to motivate yourself? Where did the motivation come from?*
8. *Researcher: How would you explain why some people get demotivated and quit along the way. Do you know any factors why they get motivated?*
9. *Researcher: Before you started, did you have any kind of training or orientation?*
10. *Researcher: So, how were you able to develop your skills and competences?*

11. Researcher: Going forward, how do you think the festival can be promoted better so that other people can know more about the Tampere chamber music festival?

12. Researcher: Do you have anything to say about the music festival?

13. Researcher: So, like how many hours were you working daily?

Appendix 3: Research Interview Questions (Interviewee 3)

- 1. Researcher: Now that you have said something about the model, how would you describe the model used at the Oxford festival that you attended in terms of volunteer participation with the one used in Tampere?*
- 2. Researcher: I said something about demotivation. What are some factors that could cause some of the volunteers to leave?*
- 3. Researcher: Now that you said something about recruitment, do you have any idea about the recruitment of volunteers at the Tampere music festival?*
- 4. Researcher: What about the accommodation? Where the volunteers coming from home or?*
- 5. Researcher: Generally, how would you say the organization and planning of the Tampere music festival have been? Do you think the festival has been organized properly?*
- 6. Researcher: Overall, what would you say is your take away with regards to the previous Tampere chamber music festival? Anything learned..?*
- 7. Researcher: How do you think they can promote the festival? I know it is still a small festival, but music is international. How can it cut across many countries and become famous?*

8. *Researcher: How would you describe the kind of leadership that has existed in previous events? What sort of leadership has been implemented so far?*
9. *Researcher: Do you have anything you want to add?*