

**(SP) THE MOTIVATION OF SHORT TERM EMPLOYEES AT ANNUALLY  
STAGED MEGA SPORT EVENTS – A CASE STUDY OF STAFF AT THE  
–66<sup>th</sup> HAHNENKAMM RACE IN KITZBUHEL 2006**

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**Introduction**

The Hahnenkamm Race in Kitzbühel (Austria) is the biggest and most prestigious alpine ski event in the world. The 66<sup>th</sup> race took place on 20–22 January 2006. Approximately 40,000 spectators visited Kitzbühel and the Austrian ORF's television broadcast was used by more than 30 TV stations all over the world. The organizer, Ski Club Kitzbühel, had to recruit 500 persons to organize and stage the Hahnenkamm Race.

The aim of the research is to determine which factors in the work environment cause satisfaction and dissatisfaction for the short-term employees at the Hahnenkamm Race in 2006. A questionnaire, distributed to all staff (n=500), was designed to detect intrinsic and extrinsic motivational patterns of the temporary employees. This research provides important information for all organizers of annual events in order to improve their motivation programs to ensure enough employees for the following years' events.

Theoretically speaking, the staff recruitment process and incentives at the Hahnenkamm Race are similar to those of the recruitment processes and incentives for volunteers at other sport events. The only difference is that the money paid to employees of the Hahnenkamm Race is one additional extrinsic incentive. Due to the fact that Hahnenkamm staff members at the race are only employed for a few days, their employment and salary cannot substitute for regular employment. Therefore, the motivational patterns for the staff are similar to those of volunteers. The challenge of motivating volunteers has long been recognized as an integral part of managing sport events. According to Edginton, Hudson, and Lankford (2001), motivation plays an exceedingly important role in moving an organisation towards excellence. Yet despite the agreement over the significance of work motivation, there is considerable controversy over which of the multiple factors motivate short-term employees (or volunteers) at events to work. The complexity of work motivation is evident in the interaction of the forces among an individual, the job and the work environment that account for the level, direction and persistence of effort expended at work (Steers & Porter, 1991). Pinder (1998) has described work motivation as the set of forces, internal (individual needs and motives) and external (environmental forces), that initiate work-related behaviour and determine its form, direction, intensity and duration. Given the relative intricacy of work motivation, it is not surprising that numerous theories have been developed to explain this phenomenon. These approaches include motivation and hygienic factors (Herzberg's two-factor theory) and Deci's theory that extrinsic motivation spoils intrinsic motivation (Krech & Crutchfield, 1985). Finally, Bruggemann's (1975) theory of "satisfaction with work" is to be considered.

**Method**

A questionnaire was sent to all 500 short-term employees of the 66<sup>th</sup> Hahnenkamm Race four days after the event.<sup>7</sup> In total, 175 of the questionnaires that were returned passed the inter-individual consistence tests. This sample is representative for the volunteers of the 66<sup>th</sup> Race. The questionnaire consists of 25 questions and 138 items. The research design is based on a socio-economic, theoretical foundation. It was pre-tested with the Olympic Games volunteers in Athens 2004. The descriptive statistics of the sample show that 31% of the employees were female and 69% male.

	N	Mean	SD
Age	172	39,7	14,5
How often have you worked for the race?	<b>170</b>	<b>9,0</b>	<b>9,6</b>
Days of work	171	9,6	20,8

A linear multiple regression analysis and other statistical methods, e.g. correlation analysis, will be used to explain the importance of several intrinsic and extrinsic factors that describe the work motivation of the short-term event employees.

### Results and Discussion

The regression analysis showed several results, although only some will be displayed here. All data presented are significant results at least at a level of  $p < 0.05$ . The regression showed that those employees that expected to make “friends” ( $\beta = 0.285$ ), to be involved in “decision making” ( $\beta = 0.164$ ) and to have “fun” ( $\beta = 0.195$ ) as part of their job at the race were significantly more satisfied with their work at the Hahnenkamm Race than others.

Concerning the work environment, it can be shown that internal factors best describe work satisfaction (corrected  $R^2 = 37.2$ ). Significant results can be seen in the factors “feeling of security” ( $\beta = 0.292$ ), “good atmosphere in the team” ( $\beta = 0.297$ ) and “the feeling of support at work” ( $\beta = 0.22$ ). Of particular interest for this research is to determine to what extent the salary is important in motivating the staff. This fact distinguishes an employee from a volunteer. We found that only a slight but significant correlation ( $r = 0.241$ ;  $p < 0.01$ ) can be found for the salary being related to work satisfaction. However, in the linear regression analysis, which takes into account 17 other factors of the work environment, the salary is not at all significant.

In terms of the tasks at work, the staff members were more motivated when their work was “varied” ( $\beta = 0.283$ ) and “met expectations” ( $\beta = 0.159$ ). Highly significant results are shown by the correlation of an exciting job and the overall satisfaction with the Hahnenkamm Race ( $r = 0.503$ ;  $p < 0.001$ ). A correlation of  $r = 0.346$  can also be seen for the “allowance for shopping” in Kitzbühel and the overall work satisfaction.

For the next years, recruitment of employees was positive for the “Ski Club Kitzbühel”, as only 20% was new staff and the general (all employees) expectation of the work was lower rated than the overall satisfaction with their job after the 66<sup>th</sup> Race. More detailed results will be shown when splitting the group into those that had worked at the Hahnenkamm Race several times before (70%) and others that have worked there only for the first or second time (30%). The differences between the groups give some further insights into the differences between one-time event staff

<sup>7</sup> The data collection was supported by the Ski Club Kitzbühel (Mrs. Barbara Thaler).

(similar to volunteers of mega sport events) and staff who are traditionally involved. This particularity is important for events that return to the same city annually.

The results presented in this abstract represent a small selection of the study's findings. At the conference the findings will be presented in their entirety—backed by theory and in greater detail. The results are important so as to learn more about staff who have to be treated and motivated similarly to volunteers at events that take place annually in the same city. They need to be satisfied with their work in order to offer their work for the next year.

### **References**

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