Table of Contents

1. Introduction

Tourism is one of the fastest growing industry in the world with new destinations, hotels, and tour operators emerging constantly. Due to this development on the supply side, the tourists have been given a lot of power to pick and choose as it pleases them. Thus, much of the demands that tour operators and travel organizations receive from potential customers continue to get more specific. The tourism industry has had to adapt to these demands, which has made some travel organizations specialize in niche segments in order to differentiate themselves from other organizations on the market. One of these segments is volunteer tourism (VT). Volunteer tourists (may be referred to as volunteers throughout the paper) may be described as *"those tourists who, for various reasons, volunteer in an organized way to undertake holidays that might involve aiding or alleviating the material poverty of some groups in society, the restoration of certain environments or research into aspects of society or environment"* (Wearing, 2002, 1). These VT trips often take place in poor or socially burdened areas, where the volunteers can expect to contribute to the community in various ways. The VT organizations, or sending organizations, are responsible for all the stakeholders involved. Towards the volunteers, they need to make sure that their services live up to the expectations and thus generate satisfied volunteers.

VT has only been a serious research subject in the past few decades. Literature about VT often deals with the various motivation factors for combining traveling and volunteering such as altruism and personal development. However, only a few studies are about satisfaction in a VT context, and even less look into loyalty towards a VT organization. As not much can be found about satisfaction and loyalty within a VT context, this study makes use of literature in the fields of consumption, service, mass tourism, and the like. Research regarding satisfaction and loyalty in a tourism/hospitality context have focused much on evaluation of service products, but also on expectation and its relationship to satisfaction with tourism experiences (Andereck et al., 2012). Research into satisfaction and loyalty in a VT context may contribute to the improvement of tourism services and experiences of individual travel organizations or the travel industry in general. For instance, apparent dissatisfaction with a tourism service may encourage the respective travel organization or tour operator to make changes in order to obtain satisfied customers.

As the above indicates, research into evaluation of a VT product or service in terms of satisfaction and loyalty may help VT organizations better their product or service. For the sake of this study, the research takes point of departure in a case study of a VT organization. Projects Abroad (PA) is one of the leading VT organizations in the world, and send a large number of volunteer tourists abroad every year. To be able to measure the volunteer tourists' level of satisfaction, and ask about their future intentions in regards to PA, this study has made use of respondents who are past volunteers with PA. Of special interest are past volunteers, who are not willing to use PA again for a possible future volunteer trip.

The purpose of this study is to explore what situations may make past volunteer tourists not want to choose the same VT organization (Projects Abroad) again, even though they have been satisfied with their previous experience, and if any changes may reverse this decision.

This research aims to explore:

i) What aspects of volunteering with PA achieve a satisfactory level?

ii) What are the further intentions of past volunteer tourists?

iii) If, and in what respect, past volunteer tourists are interested in the benefits that loyalty programs may offer?

iv) What situations may make satisfied volunteer tourists disloyal?

To achieve these aims, the following objectives will be pursued:

i) Examine the ranking of satisfaction given by the respondents, and discover possible associations between variables.

ii) Establish through the quantitative data collected.

iii) List benefits provided by respondents, and establish if respondents are interested.

iv) Explore through data, especially the interviews with past volunteer tourists.

2. Projects Abroad – a Volunteer Tourism Organization

This small chapter seeks to introduce the case of PA before the actual study commences. It will include information about history, projects, and other aspects, which characterize them.

British geography professor Peter Slowe established PA in 1992 as a reaction to the need of an organization that allowed gap year students to combine travel with work experience. As the name implies, the organization deals with volunteers who participate in projects abroad from their country of origin. With the motto *"Help, Learn, Explore"*, PA have today grown into a leading VT organization on the international scene. Every year they send about 10.000 people abroad to about 30 destinations around the world. Each destination has its own extensive portfolio of projects. PA welcome volunteers between the ages of 16 and 75. The majority consists of University students, recent graduates, and gap year students, however, a rise in the older demographics of career breakers and retirees is also evident (Projects Abroad History).

The volunteer tourists are able to start whenever they want, and can choose to participate from one to twelve weeks with the possibility of extending if desired. There is also a great flexibility in the placements as the volunteers can choose to stay in the same project through the whole period, volunteer in different projects at the same destination or volunteer in a different project at a new destination (Projects Abroad Flexibility). Thus, also the variety in projects may have a great appeal to volunteer tourists. VT projects within care, teaching, conservation, sports and building are just some of the themes that PA offer around the world depending on the need of the community. PA claim that the projects do not require any form of experience in advance, but offer practical work experience in return (Projects Abroad Projects). Other projects in form of internships also offer the volunteer tourists hands-on work experience to further a study program in their home country within areas such as health care and medicine, law and human rights, journalism, and international development. All projects are coordinated with the local government and community, and supports local employment to best utilize the local knowledge and skills (Projects Abroad History). Local employment also promotes mutual learning between the locals and the volunteer tourists as they can exchange stories and ways of executing various tasks, which may encourage cultural exchange. PA emphasizes greatly on cultural exchange, and believe that placing the volunteer tourists in local host families may further encourage such exchanges (Projects Abroad Impact).

PA are convinced that they are equipped to help the volunteer tourists with any problem that may arise before, during or after volunteering as many of the staff members have prior experience as volunteers themselves (Projects Abroad Experience). The majority of the PA staff at the national sales offices mainly deal with issues prior and after the placement. While the local PA staff, locals who are familiar with the area and the people, take care of any issues that may arise at the placement. An issue, which is very important to PA prior and during the placement, is safety and security. PA do their outmost to ensure that the volunteers feel secure at the placement. Therefore, PA spend a lot of time providing necessary information prior to the volunteer tourist leaving home such as what host family the volunteer tourist is placed at, what to be aware of when arriving to the country (e.g. culture shock), and a packing list. Once at the placement the local staff is the main point of contact to ensure that everything is as it should be at the placements and at the host families (Projects Abroad Safety). However, also after returning home, PA make efforts to involve the volunteer tourists. For example, they try to retain customers. On the website, there are several suggestions to how past volunteer tourists may promote PA once returned to one's home country, such as writing testimonials or physically hanging promotional material up in the city of residence (Projects Abroad Alumni). PA also encourage past volunteers to join Facebook groups, and contribute with information and pictures that may help potential volunteer tourists to that particular destination. Past volunteer tourists can also participate in future information meetings where they talk about their experience with the country and project in front of potential new volunteers. Thus, there seems to be many ways that PA tries to keep a relation with past volunteers.

PA stands out from other VT organizations such as Global Volunteers and Global Citizens by being for-profit. According to their website, being for-profit *"[...] allows for the pooling of resources and the dispersal of risk, and it encourages innovation"* (Projects Abroad Mission & Values). Thus, many projects are realized much faster as the reliance on large donation is eliminated, and material may be purchased accordingly. Much of the fee that volunteer tourists pay PA goes towards accommodation and food (i.e. the host families), health and travel insurance, administration, and material when applicable (Projects Abroad Prices). PA further explain that financial payments are not made to the partner organizations in the communities, but donations relevant to the projects occur. All this is set in place so the partner organizations remain financially independent (Projects Abroad Impact). In short, PA's role is to supply volunteers to developing countries, organize the practical tasks such as delegating host families and projects at the various destinations, and look out for the volunteers. PA highlight four key words to why people should choose them: experience, flexibility, variety and support (Projects Abroad).

3. Methodology

Following the model of Hyman (1964), all types of research goes through the same various phases: the idea-generating phase, the problem-definition phase, procedures-design phase, observation phase, data analysis phase, interpretation phase, and, in the end, the communication phase (in Graziano & Raulin, 2013, 41-44). The initial phases of idea generating, problem defining, and design are essential as they set the tone for what observations to undertake to obtain data in the subsequent phases. The above mentioned has included the problem-definition phase in terms of defining the problem, which this research sets out to examine. It also attempts to describe the overall framework of this research, which will be elaborated in the next chapter. This methodology addresses the subsequent phases, as it will include the considerations made in regards to the design of the research such as methods used and limitations, which have emerged while designing and making initial observations. First, this chapter begins with a brief description of why I have chosen to volunteer with PA, and how my personal experience may have influenced my role as a researcher.

3.1. I, the Volunteer Tourist

Choosing VT as my research topic has been quite easy for me. Not only is VT a fairly new topic within tourism research, where Wearing (2001) provides a lot of initial insight, it is also a type of tourism I have recently experienced myself. The following section describes my decision to volunteer, why I have chosen to do so with, what issues I have encountered, and what I can do with this obtained knowledge.

February 26, 2014, I ventured on a planned seven week stay in the Philippines, where six of them would be dedicated to volunteering with PA. To be fair, it all started before this. On November 8, 2013, the strongest typhoon measured in history hit the Philippines. It was named typhoon Haiyan, or locally known as typhoon Yolanda. I remember watching it all on the news in Beijing, where I was doing an internship in connection with my studies. Usually, in relation to humanitarian situations shown in the media, I do not do anything, as there are so many situations, I have a hard time relating to, and nothing tangible to do about it. However, this time it affected me differently. I started by donating money to Danish Red Cross, who had created a campaign to raise money for humanitarian help in the areas worst hit. Despite the donation, I could not get rid of the feeling of wanting to do more. I asked myself why this was. It all came down to my personal relation to the

Philippines. My mother is from the Philippines, and my brother and I are born there as well. Naturally, I felt like the aftermath of the natural disaster could have happened to my family, even though they did not live near the path of the typhoon. Also, as I was not sure that my money made an actual difference in the lives of people in need. Thus, I was truly inclined to do more than donate money.

In the meantime, while still in Beijing, I was brainstorming possible thesis topics and suddenly found a way to combine both my upcoming Master thesis and my desire to do more than merely donate money. I had been searching the Internet, and found that widely known humanitarian organizations such as Red Cross, Save the Children and Habitat for Humanity did not allow volunteers to be sent to the Philippines at the moment, unless they were already an active member of the organization and could contribute with valuable skills. I was not. In my search for other organizations, PA appeared with a newly established Disaster Relief project as a response to the damage the typhoon had caused. Information about the project ensured that volunteers were not sent to the worst hit area, but an area where the typhoon had also hit badly. The Disaster Relief project aimed at physically rebuilding damaged school and care facilities in collaboration with the local government of Bogo City in the northern part of Cebu Island. The project did not require any experience with construction work, which was good as I had none. After receiving more information at an information meeting organized by the Danish PA staff, I decided to volunteer on the Disaster Relief project as they allowed me to join with short notice.

My rush to arrive in the Philippines has, as I look back, affected the other big reason for me to join the Disaster Relief project, namely the planning and collecting of data. Little time was taken to actually make a plan for what to do once in the Philippines. However, what made sense before leaving was to do qualitative research in the field in form of interviews as I was going to be surrounded by possible informants. The initial idea was to examine the motivations of the volunteer tourists who participated in the Disaster Relief project. Before leaving Denmark, I had sent my problem formulation and interview guide for feedback, which I received two weeks into my stay. However, it was not the feedback I had hoped for. I was asked to be more critical and incorporate other aspects than purely motivation into my research. The main issue I faced though was not being able to find stable Internet anywhere in the typhoon struck city that would allow me to look for alternative approaches to my research in order to adjust questions for my respondents. Also, finding time to do so was not easy. We worked from eight in the morning to four in the afternoon at various schools, dinner at my host family was set around six o'clock every day, and I had spent the two first weeks socializing with the other volunteers in the evenings, which I wished to continue with. All this culminated into a huge dilemma of what to do. Thus, in the realization that I might end up collecting data I could not use or not having enough time to research alternatives and then collect data, I decided to put the research on hold, and simply enjoy the experience of volunteering. I am happy I did so as I was able to fully immerse as a volunteer and not change the dynamics with the other volunteers, which may have happened if I had started to behave as a researcher.

Even though I have not collect data in form of interviews while in the Philippines, I still feel I can utilize important information from my time volunteering. For example, I am familiar with the various services that PA offer at their placements, which I may utilize when creating the data collection tools. Also, I have an impression of how involved the local PA staff was, and a first-hand experience with the overall communication efforts of PA during and especially after the placement, and the like. This insight is also a major reason why I have chosen to still pursue this area of research even after returning home. Initially, the study would have dealt with the Disaster Relief project as that is the project I have participated in. Also, because the project intrigues me as it is not a standard project of PA. However, due to the reasons described above, a fieldwork approach has not been possible. And after reviewing literature, much of the existing studies about VT already examine motivation for participating in a VT program. When returning home, processing the experience by evaluating my own expectations and satisfaction has been important to me. As I am relatively positive about the experience, I have voluntarily provided positive word-of-mouth (WOM) statements to friends, family and potential future volunteers. While doing so, I have discovered how fairly unexplored satisfaction research is within VT. Thus, to take on a new perspective on VT, I have decided to explore the concepts of satisfaction and loyalty, which still enables me to focus the data collection on the volunteers. The actual methods used for collecting data will be addressed later in this chapter.

3.2. My Dual Role

As the above describes, I have been able to participate in a VT program before conducting this particular research. As I have had the opportunity to observe the activities, tasks, and the like connected with VT, an obvious way to collect data would have been with the use of participant observation. Participant observation is a qualitative method of collecting data in fieldwork *"in which a researcher takes part in the daily activities, rituals, interactions, and events of a group of people as one of the means of learning the explicit and tacit aspects of their life routines and their culture"* (DeWalt & DeWalt, 2002, in Hobbs and Wright, 2006, 4). This provides the researcher with an insider perspective, which may not have been gained otherwise. As mentioned above, I choose not to conduct the research while in the field, thus the method is not appropriate for this particular study. However, my time volunteering has provided me with first-hand insights to the life as a volunteer tourist, which may help me further in this research.

Having participated in a VT program also places me in a difficult situation. Many of the experiences I have had may influence my attitude towards PA. I have to remind myself that other volunteer tourists may not have had the same experience as me. For instance, even though I may have been satisfied with the service, activities and the local staff does not mean that everyone else has been satisfied. Thus, the data collection method(s) need to take that into consideration, and allow for respondents to be dissatisfied. This is reflected upon in the formation of the initial data collection, which allows the respondents to rank their level of satisfaction or dissatisfaction to several aspects of PA's services (see appendix 1). The data collection tools, I have chosen to utilize, can be considered objective in nature. However, as the data is analyzed, it is difficult to do so objectively. The data must be interpreted as I see and understand it. Therefore, the data may be analyzed differently by other authors and their subjectivity. However, too much subjectivity may turn into bias. A way that a researcher may show signs of bias is if the findings are interpreted to fit a specific view or even excluding important findings. Bias is naturally not desirable, and I must thus constantly remind myself where the information or view is derived from, i.e. the findings, the literature or my own experiences.

Living and socializing with other volunteers while participating in a VT project has made it difficult for me to look at them as possible respondents at that particular point in time. They have not chosen to volunteer so I, as a researcher, could come and observe and question them. It has been difficult mostly because I did not want them to look or think about me as anything other than a girl who wanted to volunteer because she was affected by the events in the Philippines, like many others. This sort of mentality does not represent a great ethnographer. Besides not being able to collect the data I have planned, this is a big reason why I chose to step back as a researcher and not reveal my intended agenda.

Other researchers who have experienced issues with their dual role include Hume and Mulcock (2004), and Bruner (2005). Mulcock (in one of her first ethnographic fieldwork tasks) experienced the notion of 'culture shock' even though she was conducting research within the city she lived, but the subculture she had set out to observe was so different from what she knew. By setting aside her assumptions of the physical and metaphysical realities, and disbelief in the alternative, she managed to objectively immerse in the setting she was investigating (Hume & Mulcock, 2004, xv). Thus, she had to participate, setting-wise, in something she did not believe in, and still managed to maintain her role as a researcher. Also Bruner has experienced some struggles while taking on a dual role. Not only did he take on a tour guide/lecturer role, he wished to observe the group he was meant to lecture. His plan to combine the two was hindered by the tour company employer, who had a different view of what Bruner should focus on conveying to the tour group. Thus instead of educating the group on reflexivity and subjectivity of tourism like he intended, he was encouraged to describe the representation of the performances which the group saw (Bruner, 2005). He thought that the tour group had chosen the specific tour because it offered an anthropological perspective and the debates he was presenting within tourism, however, in the end they merely wanted to see the destinations listed on the itinerary. Thus having to compromise on the knowledge he would share, he was not able to observe them from the standpoint he wanted to. In the end, having two roles in his research did not do him any favors.

Thus having come across other authors' struggle to maintain a balance between being a participant and researcher has comforted me a bit. Assessing my own dual role has made me attentive to the issue of bias, and how to avoid it. That I, as a researcher, need to keep in mind that others may not have experienced the same as me, and the data collection methods need to take that into consideration. Also, that the personal insight I may have should only be useful in the creation of questions for the data collection, in terms of what may be relevant to VT, but not be visible in other parts of the research. Now that this has been made clear, the methodology continues with the considerations for design and methods.

3.3. Considerations Taken in Regards to Research Design

The above describes a personal account for choosing to volunteer with PA, and how that may have affected my role as a researcher. The rest of the chapter proceeds with other considerations taken in this methodology. Referring to Hyman's model (confer p.8), this research paper has reached the procedures-design phase. A research design includes the procedures and components chosen to create proper data collection and analysis such as philosophical worldviews, strategies of inquiry, and research methods (Creswell, 2009, 5). The following will account for my choice of research design by looking at various components.

3.3.1. Exploratory Case Study

There are two fundamental types of research depending on the nature of the research questions: descriptive and explanatory. Descriptive research tends to describe a problem, for instance social problems within a community or gender issues at a workplace, where explanatory research tries to answer why these problem exist (De Vaus, 2001). However, a third type of research does exist, and is known as exploratory research. As with descriptive and explanatory research, the name suggests that exploratory research seeks to explore the research questions asked in the introduction. According to Schutt (2006), *"Exploratory research seeks to find out how people get along in the setting under question, what meanings they give to their actions, and what issues concern them"* (Schutt, 2006, 14). Thus exploratory research tries to explore a phenomenon under a specific setting. The reason why exploratory research needs to explore is mainly due to the limited literature on the topic or population, and it is necessary to make sense of what is available (Creswell, 2009, 26). As implied in the introduction (confer p.3), little research has been conducted about satisfaction and loyalty within a VT context. Thus to answer the research questions in this research paper, it is necessary to explore existing literature on the included concepts, but also various research methods.

As exploratory research tends to focus specifically on a setting or topic, many researchers tend to combine it with a case study design. According to De Vaus (2001), *"A distinguishing characteristic of case studies is that contextual information is collected about a case so that we have a context within which to understand causal processes"* (De Vaus, 2001, 50). A case can be an 'object', such as an individual, an organization/institution, a place, a time period or an event. A case study design may utilize one or more cases in the same research. This case study only makes use of one case, the case of PA (see chapter 2). Thus, it is essential to describe the organization under investigation to set the overall framework. Also, review the literature on VT, satisfaction and loyalty to specify what is included in the study.

Having the knowledge and experience with PA, as I do, makes it a strategic choice to use the organization as my case. Also, I do not have to screen other cases, which has saved me some time as well. As exploratory research is often very specific in terms of questions and setting, the findings reached in this paper may not provide conclusive answers and should therefore not be generalized to the wider population. However, the findings may suggest ideas and issues that may need exploring and further testing in future research.

3.3.2. Mixed Methods Research

After having established the nature of the research, the chapter moves to the research method used to conduct this study. Mixed methods research is seen as the third research paradigm alongside quantitative- and qualitative research methods. Defining mixed methods research is fairly difficult as a variety of definitions exists. For instance, Greene states that:

> *"Mixed method inquiry is an approach to investigating the social world that ideally involves more than one methodological tradition and thus more than one way of knowing, along with more than one kind of technique for gathering, analyzing, and representing human phenomena, all for the purpose of better understanding"* (in Johnson, Onwuegbuzie & Turner, 2007, 119).

According to Greene's definition, the nature of the social world makes it necessary to mix the methods of quantitative and qualitative research at any stage of the research in order to gain a better understanding of the object under investigation. Other definitions focus more or less on the same, but may be described differently. Johnson, Onwuegbuzie and Turner (2007) have presented a paper, which has used content analysis on the definitions set forth by the leading authors in the field of mixed methods research to create one working definition. The integration of 19 definitions suggested by the leading authors makes the new working definition about half a page long including aspects such as mixed methods partners with the philosophic worldview pragmatism, and relies on both quantitative and qualitative elements (see Johnson, Onwuegbuzie & Turner, 2007, 129). However, it is important to bear in mind that there is no perfect definition as mixed methods continues to grow as a research paradigm, thus understandings may change over time. Also, a selection of definition may merely be due to preference of phrasing. The above definition by Greene will be the guiding definition in this research paper.

Mixed methods research has developed from a part of the validation process by triangulation of methods to a full research methodology. It may make use of quantitative and qualitative research methods at any of the following stages: research design, data collection and/or data analysis (Johnson, Onwuegbuzie & Turner, 2007, 115). At what stage to mix the methods may also depend on the purpose for conducting mixed methods research. Greene, Caracelli, and Graham (1989) put forth five purposes for conducting mixed methods research: 1) triangulation, 2) complementarity, 3) development, 4) initiation, and 5) expansion (in Johnson, Onwuegbuzie & Turner, 2007, 115). This case study has utilized mixed methods research for the purpose of complementarity, which seeks to elaborate the findings from one method with findings from the other method (Ibid). How this is conducted will be elaborated in the research methods later in this chapter.

As with other research designs, there are strengths and weaknesses to mixed methods research. Where just conducting quantitative research may lack the understanding of setting, and biases and interpretations may not be discussed, qualitative research may weigh up on these concerns. According to Veal (1992), a disadvantage of purely quantitative research is that the questions have to be very specific and targeted towards the information the researcher wants to obtain from the outset, because he or she cannot return to the respondent and clarify (Veal, 1992, 52). On the other hand merely conducting qualitative research may raise questions about interpretation, and the findings may not be generalizable to the wider population. By combining quantitative- and qualitative research one research method's strengths are said to make up for the other's weaknesses (Bryman, 2012; Creswell & Clark, 2011, 12). Also, it does not restrict the researcher in connection to data collection. Important to bear in mind is that mixed methods is an accessible approach to research questions which are best answered with both research methods. This means that mixed methods may help answer research questions of both quantitative- and qualitative nature in the same study. According to Creswell and Clark (2011), *"individuals tend to solve problems using both numbers and words, combine inductive and deductive thinking, and employ skills in observing people as well as recording behavior"* (Creswell &

Clark, 2011, 13). Thus mixing methods makes for a good way to understand a phenomenon in the social world.

Where there are advantages to the use of mixed methods, there are also some challenges. One of them is the required skills: if the researcher does not have knowledge or experience with both types of methods, it may be a difficult task to undertake. A more pressing challenge to mixed methods is time, or more precisely the lack of time to process data, i.e. analyze two types of data (Johnson & Onwuegbuzie, 2004, 21). According to Bryman (2012), some authors do not think mixed methods research is desirable or feasible (Bryman, 2012, 628). There are two arguments against mixed methods research: 1) research methods are fixed with respective epistemologies and ontologies, and 2) quantitative- and qualitative research are separate paradigms that are incompatible (Bryman, 2012, 629). However, as the next section will elaborate there is a worldview which is convinced that it is possible to be more practical and less restricted.

Mixed methods seem to have more advantages than challenges in terms of what the researcher gets out of employing it in a research. According to Creswell and Clark (2011), a reason to employ mixed methods may be because there is a need to explain initial results. They explain that: *"quantitative results can net general explanations for the relationships among variables, but the more detailed understanding of what the statistical tests or effect sizes actually mean is lacking"* (Creswell & Clark, 2011, 9). This is where the employment of qualitative research methods can weigh up for the weakness of quantitative research methods. This research deems mixed methods research desirable as the research questions require both research methods to answer them, and it also allows for the initial data to be elaborated in a different research method, which will be explained more in the research methods section.

3.3.3. Philosophical Worldview

Now that the choice of research approach has been established, the methodology will continue with the philosophical worldview and strategies of inquiry. According to Guba (1990), a worldview should be understood as *"a basic set of beliefs that guide action"* (in Creswell, 2009, 6). Thus the worldview should be understood to shape what methods are appropriate to use to answer the research questions. Some worldviews emphasize the use of quantitative research methods while others focus on qualitative research methods. For instance, a positivistic/post-positivistic worldview leans toward a quantitative research method, whereas a social constructivistic one tries to make sense of the world through qualitative research methods (Creswell, 2009, 6-8). However, to best answer the research questions in this research, the worldview of pragmatism seems to fit better as it does not commit to just one type of philosophy, and may utilize all approaches available (Creswell, 2009, 10). Also, as a mixed methods approach has been chosen to best answer the research questions, pragmatism is generally the worldview of choice. According to authors such as Johnson et al. (2007), and Onwuegbuzie and Leech (2004), pragmatists are researchers who believe methods should be combined in order to best answer complex research questions (in Kwok, 2012, 125). This means that both quantitative- and qualitative research methods may be employed to answer the research questions.

3.3.4. Strategies of Inquiry

When choosing to utilize the mixed method approach, it also allows for the use of mixed methods strategies of inquiry to examine the research questions. Creswell (2009) explains the mixed methods approach excellently: *"The researcher bases the inquiry on the assumption that collecting diverse types of data best provides an understanding of a research problem"* (Creswell, 2009, 18). Employing both strategies of inquiry requires the decision of which type of research method to start with, and what research method to emphasize on, also known as timing and weighing. According to Tashakkori and Teddlie (1998), *"the results from one method can help identify participants to study or questions to ask for the other method"* (in Creswell, 2009, 14). This is known as sequential mixed methods procedures, and may be utilized by conducting quantitative research methods first and then qualitative research methods, or in the opposite order. Thus a mixed methods strategy could be to obtain initial data, which may be the guideline for further data collection.

Another strategy dealing with timing, known as concurrent mixed methods, is to combine both types of data in order to produce a comprehensive analysis, which is achieved by interpreting the overall results (Creswell, 2009, 15). Other strategies connected with mixed methods design are mixing and theorizing. Mixing can be done in three ways: integrating, connecting and embedding. Integrating the data makes use of concurrent mixed methods as it collects both sets of data simultaneously and merges them together, whereas connecting the data means that they are connected at the data analysis of the first set of data and the data collection of the second set of data, and embedding provides the second set of data as support for the first set of data (Creswell, 2009, 208). Theorizing depicts whether a theoretical perspective is explicit or implicit in the mixed method study. Most of the time the theory is explicit, i.e. it will be mentioned in a theory- or literature review chapter (Creswell, 2009, 208).

I have chosen to begin my data collection with a survey, and from the participating respondents I have chosen individuals to interview in depth. This is also called a sequential explanatory strategy where quantitative data is collected and analyzed first then follow-up qualitative data is collected and analyzed. I do not deem one research method more important than the other as they both contribute with equally important information that is needed to answer the research questions. The quantitative data answers the first three research questions, and works as a base of information and catalyst to identify respondents needed to answer the fourth research question. The following model shows the process of sequential explanatory mixed methods: both methods are written in captions as the methods are equally important (in other models the captions suggest that the weight is on that specific method).

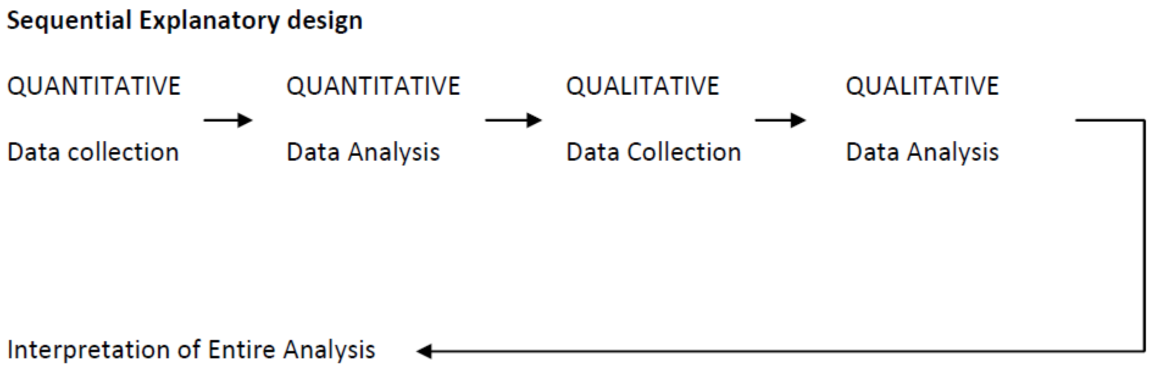

Figure 3.1. Source: Own adaption from Creswell (2009)

The figure also shows that the data of quantitative and qualitative is mixed at the analysis of the quantitative data and the data collection of the qualitative data, which is also consistent with the connecting process of mixing. The mixed methods approach is deemed to offer a more 'complete' understanding of the phenomenon under investigation as it may generate fresh insights to existing findings or produce a deeper dimension (Kwok, 2012, 126).

3.4. The Data Collection Process

As this research consists of two data collection phases, this section will describe the methods used and what data is collected in the respective order of the occurrence in the study. First, the process of the quantitative research method is explained, what data is collected, and how. Then, to follow the design of sequential explanatory mixed methods, the use of qualitative research and the process of reaching the findings are elaborated. All the data collected seeks to answer the four research questions set forth in the introduction (confer p.4).

3.4.1. First Data Collecting Phase

Quantitative research methods are normally utilized to generalize findings to the larger population (Creswell, 2009, 217). Data for this kind of generalization is generally gathered in surveys, where a large amount of respondents is asked the same questions, and the findings may be statistically analyzed. The survey in this study covers four areas of questions: general information about volunteering with PA, satisfaction with various aspects of PA, loyalty towards PA, and demographic information. The survey sets out to determine on what past volunteers with PA base their satisfaction, and explore what aspects of PA's services they are satisfied with, what their future intensions are, and if they are interested in any sort of loyalty program. Most of the latter questions in the survey (see appendix 1) are directed at attempting to answer these questions. The survey makes use of open questions, where the respondents for instance may freely express what satisfaction and loyalty programs (respectively) mean to them. It also includes closed questions where the respondent may choose one of the pre-stated answers. As the answer regarding satisfaction may be very individual, a categorization of the answers may be difficult. Thus, a more comparable definition of satisfaction in form of a closed question has been deemed necessary, and makes it possible to see if the answers correlate with the categorizations.

The survey also asks questions which seek to measure how satisfied or dissatisfied with various elements, experienced during the placement, the volunteer tourist is. This enables me as the researcher to discover if dissatisfaction with certain elements affects the overall level of satisfaction. For instance, a respondent may be dissatisfied with the communication stages of PA, but show an overall satisfaction with the experience. Thus, the various questions included in the survey may contribute to a better understanding of certain behavior.

3.4.1.1. Respondents

Sampling is a big part of quantitative research as the answers of the participants are to represent a broader population. However, as establish in the above, this exploratory case study does not aim for a generalization of the sample as such. The following will try and account for the respondents of the survey. The sample consists of 96 respondents, of whom: 83.3% were female, 66.7% between the age of 15 and 24, 79.2% were single or divorced, only 8.3% had children, 82.3% were from Europe, 69.8% were taking a gap year or leave from school when volunteering, and 38.5% had an educational background within social and health care (see appendix 2). The target group of this study is past volunteers with PA as they are able to provide answers about their level of satisfaction and other evaluative opinions about PA. Another consideration I have had was to contact volunteer tourists before leaving for their placements and then again after volunteering to better link their expectations with their level of satisfaction. However, as volunteer tourists can choose to volunteer a minimum of one week and beyond twelve, it would have been possible to miss out on a lot of the post volunteering data. With the strict time constraints, the risk would be too high, thus the approach was disregarded.

Approaching past volunteers has also allowed me to ask questions about pre-placement considerations along with the questions revolving satisfaction and loyalty, which mostly requires the respondent to evaluate their experience with PA. These questions about pre-departure considerations have been included as it may bring up angles or approaches I have not considered myself, thus it could add something to the research. However, the focus of the survey will remain on the parts dealing with satisfaction and loyalty, which will allow me to answer the research questions.

3.4.1.2. Accessibility

As the survey is the initial component to gathering data and respondents, getting the survey exposed to as many potential respondents as possible has been important. It has been placed in twelve PA groups of various destinations[1] around the world, and the Danish PA group, both found on Facebook. The difference between the two types of groups is that the Danish group is mostly a way for the organization to market the activities and projects, and the like, of PA to Danish individuals who may consider volunteering. The page is

[1] Projects Abroad destination groups: Vietnam, Tanzania, Fiji, China, Mexico, Nepal, Cambodia, Sri Lanka, Costa Rica, India, the Philippines, and Ghana's Accra placement.

administered by the Danish PA sales office. The main purpose with the twelve groups is that they work as a forum for past and present volunteers to see the development of projects, share pictures and information with others from the same destination. These groups are established by the local offices. The advantage of utilizing Facebook as a distribution source is that a large amount of people with an interest in PA may be reached. These twelve groups have a membership number varying from 400 to 2000 people per group, and thus seems to be a great way to reach many past volunteer tourists. The survey has also been sent to 30 volunteers I volunteered with in the Philippines. I have encouraged them to share the link with other volunteers I may not have met during my time at the placement or others I may not be in contact with over Facebook. In addition, I have posted the link to the survey on the discussion forum of the Tourism Study Program at my University, and a Danish backpacker forum called Backpacker Planet. The additional forums have been included to potentially reach participants of VT who are not in any of PA's Facebook groups.

3.4.1.3. The Survey

The survey has been created on the online survey system, SurveyXact, and has been seen by 340 people. However, only 96 have completed the survey, and 22 partially answered the survey but stopped midway, which have been disregarded. This is a completion rate of 28%. There may be various reasons for the seemingly low completion rate. For instance, length, formulation of questions, design, and interest may discourage possible respondents from answering the survey (Veal, 1992, 111). There is little that can be done regarding interest in the topic or answering surveys. However, the other elements have been carefully considered in order to make the survey as easy and appealing as possible. The time for completion has been estimated to 10 minutes depending on how much respondents write in the open questions. The design of the survey clusters questions together on the same page in order to differentiate themes, and allows respondents to go back and look at past answers. Thus this leaves the formulation of questions, which has been the most difficult aspect to take into consideration. It is hard to know in advance whether all respondents are able to understand what the questions ask for, especially in regards to the open questions. Thus, extra closed questions with set options have been included at some of the open questions to have usable data that may be used as variables. However, these concerns with phrasing may be the case with all surveys. It is up to the individual respondent how they understand the question. Looking at where the respondents, who partially completed the survey, stopped, the design of the survey may have discouraged people from having to rank relatively many aspects of PA's services or entering data about themselves. However, this does not explain why so many entered the link without beginning the survey. In respect to Veal's suggestions, it may be a combination of all the above that may have discouraged potential respondents from answering the survey.

After the survey has been closed, the data collected through the survey is then exported to an Excel sheet, which has been utilized to transfer the data to SPSS (a software package used for statistical analyses). The SPSS software is used to examine the various distribution of answers, and possible relationships between variables found in the data collected with the survey. Discovering an association or relationship between variables may be done through cross-tabulation of two variables. A chi-square test is utilized to measure the significance of the association. A significance level of <0.05 is utilized in this study, i.e. if a relationship is measured to be 0.05 or less, it may indicate that there is causal relationship between the two variables. The findings are analyzed in order to answer the first three research questions, and will help shape further questions for the interviews, which will be the second phase of the data collection.

3.4.2. Second Data Collecting Phase

Where the first data collection creates a base of information about satisfaction and interest in loyalty programs in connection with PA, the second phase allows for a more specific exploration of why respondents would not want to choose PA again even though they have been satisfied with their trip with the organization. This information is obtained in the qualitative research method of interviewing.

All respondents in the survey have been encouraged to provide an e-mail address if they wished to be contacted to elaborate answers. Conducting the survey has identified a number of respondents who in general are satisfied with volunteering with PA, but do not wish to use PA in the future. These respondents may help answer the fourth research question: "What situations may make satisfied volunteer tourists disloyal"? The survey attempts to answer the question by having respondents tick off possible reasons why they would not consider using PA again. One of the possible boxes has been 'Other', and many have chosen this option as well as other possible reasons. As 'Other' may include a variety of reasons, which I as the researcher have little chance to elaborate further, it is necessary to use other methods to uncover these reasons.

59 out of 96 respondents have chosen to attach their emails, i.e. 59 did not mind to be contacted again. Twelve emails belonged to respondents who have shown to be satisfied but do not want to choose PA again. I have contacted the twelve respondents and asked if they would be willing to elaborate some answers in an interview. Eight of the twelve respondents have agreed to give interviews, and the remaining four respondents never replied. The eight interviews have been recorded and transcribed (see appendices 8-15), and the analysis will take point of departure in the transcripts.

The qualitative phase has made use of semi-structured interviews to elaborate on the respondents' choice. According to Kvale (1996), semi-structured interviews cover themes and are open to change of sequence rather than following a strict order of questions, and does also allow for follow-up questions (Kvale, 1996, 124). Conducting an interview enables coverage of themes to explore the desired topic(s). The literature review expresses how prior research have found a connection between satisfaction and further intentions such as loyalty (confer p.36). Thus, having the interviewees tell about their volunteer experience may uncover reasons that may lead to their decision not to choose PA again. The answers I obtain from the respondents may help uncover links between loyalty and VT that may be useful for further research.

However, interviews are also time-consuming as they need to be transcribed before they are to be used in the analysis. Even though there is a huge reward in conducting interviews there is also a cost that needs to be taken into consideration. As I believe that an answer, to why a satisfied volunteer tourist would not choose to use the same organization again, would only be achieved by conducting interview, it has been essential to include this data collection tool.

3.5. Ethical Considerations

When conducting research there are two main principles which the researcher needs to take personal responsibility for: protect those who participate in research: and conduct and report accurately and honestly (Graziano & Raulin, 2013, 25). In order to accommodate the first principle, I have promised anonymity to the respondents that participate in my survey, and provided synonyms for the interviewees. This is done to provide a feeling of safety for all the respondents that nothing they say may be traced back to them if PA happens to get a hold of the final findings of the research. However, once the answers from the survey are entered into the SPSS software, it is impossible to trace what respondent has said what as the data is categorized and used as variables in the analysis. Another consideration is to make the thesis confidential, thus PA have no access to the findings. However, as no respondent has expressed concern about this, I reserve the right to keep the research accessible to all.

Regarding the second principle, the methodology has helped explain decisions made in connection with research design, methods, limitations, and data analysis. Additionally, the appendices are attached to provide clarity over processes such as survey questions, transcripts, and graphs/tables.

3.6. Limitations

This study has sought to add to the little literature there is about satisfaction and loyalty in a tourism context. As no literature exists in a VT context, this study may be used as basis in future studies. Conducting research in an area where literature is limited, and no empirical research has been done before, may also entail some limitations. This section is set out to address limitations encountered while conducting this study.

Time may always be considered a restraint when conducting research as more time spent enables the researcher to go in depth with a topic. This study is no exclusion. I initially tested a survey draft I created to gather data about volunteering in the Disaster Relief project, but decided to make some focus changes last minute, which may have affected the survey. The time limitation may, however, have had a limited effect on possible misunderstandings in terms of phrasing. However, having tested my initial survey, I had valuable insights into how to pose the various questions. Thus, I decided due to time restraint not to test the new survey. Misunderstandings, however, still occurred. For instance, when asked what satisfaction means to the respondent, most of the responses do not attempt to explain the concept of satisfaction. Also regarding the survey, a limitation may have been the design of the survey, especially the length. It may have discouraged some of the respondents, which may explain why so many entered the survey but did not answer it.

Which brings me to the sample of this study. As most of the respondents are found through the Facebook groups established by PA, the gathering of respondents may be considered, but not exclude other, a convenience sample. By making the survey available on common websites and online fora, it may have added some randomness to the sample, and reduced bias. In addition, with more time, a bigger sample may have been collected. A bigger sample would have been good for the study as it may reduce the variability of the study and be more representative of the population than small samples.

When exploring how the data collected and loyalty aspects connected, a limitation of the data collection has shown that the survey mainly focused on future intentions of the respondents. Therefore, the survey looked little into past behavior, which may also have indicated forms of loyalty. For instance, the survey did not ask directly if the past volunteers had volunteered with PA more than once, but merely number of times and what organizations besides PA. Thus, this study cannot give a fair account for behavioral loyalty, and will mainly refer to attitudinal loyalty, both mentioned in the literature review. And as the interviews have been included to explore why they would not use PA again, they have also not ask questions about prior use of PA. Only one respondent mentions, unsolicited, that she used PA twice.

As the study has been conducted from the perspective of the past volunteers, information about organizational issues which are not addressed on their website, such as offices not operating similar, cannot be verified. Thus, the study may present qualified guesses in those situations.

A final aspect, which needs to be mentioned here in the limitation section, is the issue of loyalty programs. Research into PA's website has shown that PA actually have a 10% discount for past volunteers who choose to volunteer with them again (Projects Abroad Alumni). However, as I have not been aware of this, and it is not marketed that well on their website, the data collected through the survey and the following analysis will assume that the discount does not already exist.

4. Reviewing Relevant Literature

This chapter seeks to provide a contextual framework to help the reader understand the processes that are included in this study. It will review research in the fields of VT, satisfaction, and loyalty. The three included concepts are wide and complex ones, thus the topics will not be exhausted. It will, however, present aspects relevant to this study.

4.1. Volunteer Tourism

The concept of volunteering abroad can be traced back to missionary movements, and has evolved over the years. With alternative tourism emerging around the 1980s as a reaction to mass tourism, VT seems to fit under that segment of tourism. According to Krippendorf (1987), alternative tourism tries to put as much distance between it and mass tourism by not relying on tourism infrastructure, but immersing more in the local community in terms of contact, accommodation and transportation (in Wearing, 2001, 31). Much of the literature about VT derives from the field of alternative tourism, but also the field of volunteerism. In 'general' volunteer literature a volunteer can be described as someone who offers service, time and skills to benefit others, contributes personal aid to developing communities, and gains mutual learning, friendship and adventure (Wearing, 2001, 51). The description is very applicable to a volunteer tourist as well. As the definition in the introduction implies (confer p.3), volunteer tourism (also known as volunteer travel, volunteer vacation, voluntourism, and the like) involves tourists going on vacation with the purpose of volunteering in communities to help in various aspects. Even though a variety of definitions of VT exists, they all agree that it includes a combination of travel and volunteering.

The field of VT is still evolving, and many aspects remain to be explored. For instance, if volunteers from developing countries take part in VT, how to monitor VT, revisiting intentions of volunteers, and loyalty towards a sending organization, and the like. The two latter are touched upon in this study. As this chapter seeks to present existing literature in the field of VT, the following will contain an array of topics already addressed by VT researchers. Pearce and Coghlan (2008) examined VT in regards to the four layers of analysis: historical, macro-sociological, micro-sociological, and psychological. Historically, volunteer tourists are mainly from Western Europe and North America, which are socio-cultural groups that may wish to correct or amend historical exploitation and environmental mistakes. Volunteer tourists have a quest for otherness, which helps the sending societies generate experience, knowledge and awareness of global issues (Pearce & Coghlan, 2008, 132). From a sociological perspective, volunteer tourists have also shown a desire to fulfill their own needs, of which they have certain expectations to what may influence their experience. Thus, emphasis on the individual volunteer tourist may be necessary as there are several factors that may influence their experience. The last layer of analysis is the psychological layer, which seeks to identify models of understanding to add a predictive component. For instance, the use of equity theory, which looks at the imbalance of inputs and outputs, and how to restore equity (Pearce & Coghlan, 2008, 137). Looking at the four layers gives a brief overview of how VT has developed historically, but also the specific focus of the sociological and psychological perspective.

Coghlan has also conducted a study in collaboration with Gooch reviewing the existing VT literature, and seeking to identify how the 10 phases of transformative learning may improve VT products (Coghlan & Gooch, 2011). Knollenberg et al. (2014) builds on the work of Coghlan and Gooch by assessing various motivation-based segments of potential volunteers and their expectations of transformative learning. Their study has differentiated between volunteers, voluntourists and tourists, where potential voluntourists are deemed most likely to participate in transformative learning opportunities such as self-reflection, engaging in dialogue with others, and intercultural experiences (Knollenberg et al. 2014, 936). By understanding what the various types of potential volunteers seek in terms of motivation for VT experience, it may be possible for sending organizations to tailor the VT programs to fit the needs of the potential volunteers better.

A study made by Coren and Gray (2012) has found that the degree of commodification within a continuum reflect upon the nature of two VT projects. Both cases of sending organizations deal with conservation projects, but emphasize on different aspects of volunteering. A Vietnam-based VT project cater to a volunteer-minded clientele, where the other VT organization send its more vacation-minded volunteers to Thailand. Both projects are seen as commodified in terms of environmental and economic commodification as it seems neither treat the environment with respect or contribute with any economic benefits to the host communities. The final aspects of cultural commodification places the Vietnamese VT project closer to decommodification on the continuum than the Thai project as the volunteers in Vietnam have stayed with host families and the volunteers in

Thailand did not (Coren & Gray, 2012, 231). Thus, there has been opportunities for cultural interaction in Vietnam. Other studies such as MacIntosh and Zahra (2007) suggest that VT is a great approach to cultural tourism as the volunteers get to interaction with the local communities in a more authentic way than traditional cultural tourism. This cultural interaction may foster an authentic experience and mutual relationship between the host community and the volunteer, and add to a self-development experience (McIntosh & Zahra, 2007, 543). However, despite being considered a responsible travel form, VT does not automatically lead to cross-cultural understandings but may in fact reinforce stereotypes (Raymond & Hall, 2008). In order to avoid these reinforcements of stereotypes, it is essential that sending organizations provide the volunteers with proper tools pre- and post-projects to better adjust expectations (Hammersley, 2014). These tools include development of appropriate attitude pre-project, i.e. an attitude of wanting to help rather make a difference, and providing an opportunity to critically reflect and interpret the experience post-volunteering. Thus, by incorporating an experiential learning mentality, new knowledge is created when learning, which may help understand other cultures rather than reinforce known knowledge.

A recent study by Ong et al. (2014) explores the existing literature to predict the future of VT, specifically in the Asia-Pacific region. They explain that depending on the global trends emerging over the years in consumption patterns, technological advancements, and social goals, it may shape three possible scenarios by 2050: 1) that VT remains at a steady state, 2) there is growing participation, and 3) VT experiences diminishing viability (Ong et al. 2014, 681). However, these predictions may not only be feasible for the Asia-Pacific region, it may well be the reality for VT globally. This comprises research done within the wider concept of VT. In the following, specific aspects of VT relevant to this study will be presented.

4.1.1. Sending Organizations

There are generally three types of stakeholders in VT: the volunteer tourists, the host communities, and the sending organizations. Normally, all stakeholders should be taken into consideration in VT research. However, for the sake of this study the role of host communities is left out. According to Raymond (2008), a sending organization is *"the organization which develops and organizes a VTP [volunteer tourism program] and can range from a locally based non-profit organization, to a multinational commercially run* *organization"* (in Lyons & Wearing, 2008, 49). The tasks and programs undertaken by volunteer tourists vary according to destination and community. They may involve scientific research, conservation projects, medical assistance, economic and social development, and cultural restoration (Wearing, 2001, 2). Sending organizations offer these types of projects in exchange for a payment equivalent to or higher than a 'normal' vacation. In addition to participation in the above projects, the money goes to meals, accommodation, insurances, and less transparent posts such as materials, social activities, and administration fees. Price and distribution of posts vary according to the organization chosen.

VT may foster a reciprocally beneficial relationship for all parts involved, and most of the literature point to all the positive aspects. However, VT may also be considered to cause possible negative impacts, for instance neglecting locals' needs, unsatisfactory work, undercutting local workers, and reinforcing stereotypes (Guttentag, 2009, 537). Thus, it is suggested that sending organizations need to develop and manage appropriate programs that take locals' needs and what will benefit them into consideration (Raymond & Hall, 2008; Guttentag, 2009). According to Raymond, there are three important aspects to the role of the sending organization: 1) establishing equal and mutually beneficial relationship with local communities, 2) encourage experiential learning among the volunteer tourists to be critical and reflective, and 3) approach VT programs as part of a process (Raymond, in Lyons & Wearing, 2008). Especially the last aspect is relevant to this study as it deals with the pre-departure, during placement, and post-volunteering contact with the volunteer tourists. Proper pre-departure briefing between sending organization and volunteer may prepare the volunteer tourist. By aligning one's expectations, the volunteer does not get disappointed and instead develop an appropriate attitude, which is open and willing to learn (Raymond, in Lyons & Wearing, 2008, 56). For instance information about the country, the community, selected host family (where appropriate), and cultural norms is necessary, while other information may be provided in orientation meetings once the volunteer has arrived.

Other studies regarding sending organizations have examined key dynamics of VT market through Porter's five forces model (Benson & Henderson, 2011), and criteria for choosing destinations for VT programs (Keese, 2011). Benson and Henderson's study (2011) of nine UK sending organizations claims that there is little rivalry between sending organizations and that new entrants would rather concentrate on niches rather than compete for existing markets (Benson & Henderson, 2011, 409). However, Keese (2011) believes that VT has become customer dependent, and thus sending organizations are to some extent competing to make their organization look and sound most appealing to potential volunteers (Keese, 2011, 260). The use of enhancing destination image on the sending organizations' websites is to help pull the potential volunteers to choose the specific organization. A research by Coghlan (2007) has differentiated four typologies of sending organizations according to the image they portray in their promotional material, such as pictures and mission statements. She concludes that sending organizations need to understand the images they portray as well as the motivations, needs and expectations of volunteers in order to appeal to the appropriate volunteers. Also, if the experience does not match the image of the promotional material, there may be a decrease in satisfaction, motivation and commitment (Coghlan, 2007, 285). Sending organizations have a big responsibility towards the volunteers, and it is essential that they examine and understand the various factors that are involved for creating satisfying VT programs.

4.1.2. Volunteer Tourists

Studies revolving volunteer tourists is perhaps the most researched of the three stakeholders. Especially, research examining what motivates volunteers to participate in VT programs. However, there is not one definite profile of a volunteer. Coghlan's study (2007) has shown that experience, personal development, organization promotion, and fun, are the most cited themes in past volunteers' testimonies (p.273). By knowing what motivates volunteers to join VT programs, sending organizations can market their programs accordingly.

By choosing this type of tourism, volunteers seek a tourist experience that will benefit the personal development but also the social, natural and/or economic environments in which they volunteer (Wearing, 2001, 1). It is believed that altruism is equally important for a volunteer as development of self (Clark, 1978, in Wearing, 2001, 127). Personal development within VT can be divided into four categories: personal awareness and learning, interpersonal awareness and learning, confidence, and self-contentment. According to Wearing (2001), the categories are interconnected to some degree as personal and/or interpersonal awareness and learning may lead to the two latter categories (Wearing, 2001, 126). Personal awareness and learning may refer to an awareness of self, for instance in terms of beliefs, values, abilities and limitations, but it may also refer to broader areas such as culture. Wearing's study (2001) indicates that personal awareness and learning has developed through the experience of cultural exchange, cultural awareness and cross-cultural comparisons (Wearing, 2001, 127). Thus, as volunteers interact with culturally different communities/cultures while volunteering it helps them develop a greater awareness for self as they are able to experience what is different from their own culture. Again, this reflects why other researchers have encouraged experiential learning in order to learn from an experience, and gain personal development (confer p.28). Development of personal awareness in areas such as beliefs, values, abilities and limitations may weigh higher than skills or knowledge (Wearing, 2001, 128). However, skills and knowledge may still contribute to increased confidence. The interpersonal awareness and learning is related to awareness of other people, and how interaction may influence the experience. According to Wearing (2001), these interactions with others may encourage various learning and behavioral changes, for instance being less self-centered, more thoughtful, and more open (Wearing, 2001, 129). As mentioned in the above, development of personal- or interpersonal awareness and learning may lead to confidence, which is defined as *"a firmer belief in one's self, abilities and skills"* (Wearing, 2001, 130). Thus, what has been learnt while volunteering is considered to contribute to self-confidence, which may aid self-contentment. Self-contentment may be a manifestation of an individual's perception of self, and may come to show in an emotionally comfortable individual (Wearing, 2001, 131). These four categories presented by Wearing have been included to help understand and indicate how VT may have contributed to the development of self.

This section about VT is included because understanding what these individuals seek is essential to understand what may also make them satisfied. That volunteers are seeking experiences that benefit personal development is something that they may not be able to find in mass tourism, and thus VT sets itself apart from other forms of tourism. The experiences that the volunteer gather may help evaluate their level of satisfaction and the future behavior in terms of wishing to undertake VT again, and with the same organization.

4.2. Satisfaction

As little literature exists within a VT context, this section may refer to satisfaction in a general tourism context. Having an understanding of the process of satisfaction is essential nowadays. Especially in tourism, where the supply side has grown immensely since the tourism industry boomed. As there is an abundance of choices, tourists have the power to choose as they please. If the tourists are not satisfied with an experience or service, they will simply choose another supplier next time. Thus, obtaining satisfaction is key for tourism suppliers as it may help to retain the tourists.

Oliver (1992) defines satisfaction as the following: *"Satisfaction is a consumer's post-purchase evaluation and affective response to the overall product or service experience"* (in Patterson & Spreng, 1997, 418). Satisfaction is a widely studied concept within many fields of study such as marketing, consumer, service, tourism, and the like. Various forces may influence satisfaction. For instance, outer forces like supply, competition and choice. Where on a micro level the antecedents are more behavioral in nature such as expectation, performance, attribution, emotion, and equity (Bowen & Clarke, 2009, 140). A brief mention of expectation may be wise at this point. Expectations are preconceived perceptions of a service or experience, and Fallon (2008) believes that understanding expectations is important as evaluation of an experience is constructed from these preconceived perceptions (in Andereck et al., 2012, 130). Thus, the evaluation of an experience may vary according to the expectations an individual has beforehand.

As there are many aspects, which may influence satisfaction, this section will briefly look at various conceptualizations to better understand the process of satisfaction. Kelley and Thibaut (1959) describe satisfaction as dealing with comparison of expectations in a pre-consumption framework and outcomes in a post-consumption framework (in Bowen & Clarke, 2009, 140). The conceptualization of utilizing a comparison process has inspired much of the research about satisfaction. A big research area within satisfaction literature is the consumer satisfaction/dissatisfaction (CS/D) paradigm, which entails comparing actual performance with expected performance (Woodruff, Cadotte & Jenkins, 1983, 296). A way to determine CS/D is by the use of expectancy disconfirmation. Expectancy disconfirmation entails three constructs: expectation, outcome and disconfirmation. According to Oliver (1977), confirmation occurs if a performance of a product or service meets the expectations. However, if expectations to a service perform worse than expected it will foster negative disconfirmation, and expectations to a service that outperform the expectations will generate positive disconfirmation (Oliver, 1977, 480). Thus, confirmation and positive disconfirmation may most likely lead to satisfaction and negative disconfirmation to dissatisfaction.

Working within similar lines of expectancy disconfirmation theory is contrast theory. Sherif and Hovland (1961) suggest that if a product/service has been negatively or positively disconfirmed, the evaluation of the product/service will be negative or positive respectively (in Oliver, 1977, 481). For instance, if a VT experience has been positively disconfirmed, the tourist will be prone to evaluate the experience positively. Criticism to these approaches is that behavior is not rational. Many believe that disconfirmation does not lead directly to satisfaction, but instead initiates a search for causes of this instability. With the use of attributional theory of motivation and emotion, Weiner (1985) presents three dimensions: locus, stability and controllability. Each dimension has causal attributes, which makes up a framework of eight cells, and specific combinations of these causal attributes may lead to causal thinking. According to Weiner (1985), *"The structure of causal thinking is next related to emotion and motivation. Thus, this article progresses from a description of causal perceptions to causal structure, and then from causal structure to an examination of the dynamics of action"* (Weiner, 1985, 549). Thus, he concludes that affective response is a process where expectancy and affect leads to motivated behavior (in Bowen & Clarke, 2009, 149). Oliver (1989) builds on the work of Weiner, and suggests that satisfaction is a comparative process, which results in an evaluative, affective or emotional response (Oliver, 1989, 1). His model suggests that the process begins with the expectancy disconfirmation paradigm, and if the discrepancy is arousing enough, an attribution phase will proceed. If not, positive or negative affect will be allotted to the performance according to the expectancy disconfirmation paradigm (Oliver, 1989, 12). The attribution phase is more complex as it involves the primary affect and distinct types of emotions gathered from the analysis of product outcome, which culminates is satisfaction/dissatisfaction. Consumption studies have also found that emotions are an important aspect of consumer behavior. However, it is still debatable how best to measure emotions in consumption (Richins, 1997), thus, measures including emotions remain complex.

The above shows that various approaches relating to satisfaction exist, and may be complex to understand. Other studies show that there is a connection between satisfaction and duration of the relationship with the organization, i.e. longer relationships have a higher prior cumulative satisfaction (Bolton, 1998). The study has also found that 1) prior satisfaction with service is positively associated with purchase intentions and subsequent behavior, 2) service that meets or exceeds expectations increases preference, and 3) customer assessments vary over time as the customer gains more experience with it (Bolton, 1998, 61). Söderlund (2002) has examined what effect familiarity with a product has had on the evaluation of a product in regards to behavioral intentions. His findings show that the higher familiarity a customer has with the product the more extremely the evaluations may fluctuate (Söderlund, 2002, 872). For instance, a high familiarity customer with a high service encounter will have a higher level of satisfaction and intention to repurchase and provide positive WOM than a customer with low familiarity. In addition, a customer with high familiarity, who experiences a poor service performance, will have a lower level of satisfaction and fewer intentions to repurchase or provide WOM than customers with low familiarity. This indicates that there is a noticeable difference between customers with high and low familiarity with a product. Thus, suppliers need to accommodate the differences in recovery strategy, especially among the high familiarity customers (Söderlund, 2002, 875).

Much research about satisfaction, especially in tourism, is conducted post-visit. However, other types of studies do exist but are less utilized. Coghlan and Pearce (2010) have volunteers do on-site evaluations by keeping daily diaries to examine links between motivation, activities, emotions, and satisfaction. The advantage with a real time approach is that there is no issue with recall, bias, and it allows for fluctuations in levels of satisfaction and affective states (Coghlan & Pearce, 2010, 44). Thus, one day can have high rankings of satisfaction and positive emotions, and the next may be ranked lower in satisfaction. Where in post-visit evaluations it may be necessary to think in general as it can be difficult to recall all the details and emotions experienced in one day. According to Coghlan and Pearce, an issue with post-visit evaluations may be skewed satisfaction results as respondents may display positive bias (Coghlan & Pearce, 2009, 56). Real time and self-reporting studies like Coghlan and Pearce's is a different approach than other studies made within VT, and should be explored further and applied in future studies to profit from the benefits of real-time documentation.

4.2.1. Service Quality & Perceived Value

Some authors believe there are other concepts that evaluate a service or experience better than satisfaction such as service quality and perceived value. As mentioned earlier, satisfaction is a post-consumption evaluation form, where service quality and perceived value can be measured before the actual consumption as well as after (Bowen & Clarke, 2009, 152). As satisfaction cannot be measured before consumption, service quality and perceived value are often used as antecedents to satisfaction in the same way as expectations. Thus, service levels and importance of value may be identified pre-consumption and disconfirmation may determine satisfaction/dissatisfaction.

Perceived value may in many connections be conceived as a trade-off of benefits received and benefits sacrificed, or also known as 'get' and 'give' attributes (Patterson & Spreng, 1997, 416). Yang et al. (2014) emphasize that it is necessary to differentiate between the various types of value (quality, price, emotional and experiential) as they may have different expectations to a destination, which may have different effects on satisfaction and loyalty. Perceived value is generally put into a multidimensional approach of cognitive and affective dimensions, where quality and price are cognitive assessments and the affective dimension consists of emotional and experiential value. Their study shows that price value has little to do with satisfaction and loyalty in their specific Chinese example, but that emotional value however did (Yang et al. 2014, 1741). Thus, perceived value in all its forms may have an effect on satisfaction and subsequently loyalty. However, it has received little attention in relation to post-consumption as satisfaction/dissatisfaction is generally used.

Bolton and Drew (1991) have examined how a service is evaluated by looking at the perception of that service. By incorporating the expectancy disconfirmation paradigm in a multistage model, it shows that perceived performance levels have a direct effect on service quality and value assessments (Bolton & Drew, 1991, 376). Other authors have also explored the links between the various concepts. Chang and Wildt (1994) sought to examine the influence of perceived price, perceived quality, and perceived value on purchase intention. Their findings show that perceived value, which mediates perceived price and quality, directly affect purchase intentions in a positive manner (Chang & Wildt, 1994, 25). Other authors, who have examined the relationship between either service quality or value and satisfaction and behavioral intentions, are Boulding et al. (1993); Ostrom and Iacobucci (1995); Baker and Crompton (2000); Williams and Soutar (2009); and Li and Cai (2012). The study by Jalilvand et al. (2014) supports the prior research mentioned above, and shows in a sports tourism context that perceived quality and perceived value have a positive effect on satisfaction and loyalty. Gallarza, Saura and

Moreno (2013) combine the various concepts and make use of a quality-value-satisfaction-loyalty chain, which seems to fit well with the reality of tourism consumption. The findings of Gallarza, Saura and Moreno suggest that the determinants such as perceived value and satisfaction are deemed more important than quality in regards to loyalty (Gallarza, Saura & Moreno, 2013, 15). This is evident in the current study to some extent as feelings about the travel experience are used more to determine satisfaction than cognitive processes such as comparing expectations with what was experienced (see analysis).

Otto and Ritchie (1996) suggest that understanding the various service experiences within a tourism context may help point out where to improve in order to increase satisfaction. For instance, airlines may need to focus more on factors within 'peace of mind' where hotels and tours may need to concentrate about 'hedonics' (Otto & Ritchie, 1996, 171). The above has reviewed existing literature about concepts used to evaluate experiences, such as tourism experiences. It indicates that satisfaction is a popular, yet complex, choice for evaluating experiences. However, satisfaction cannot be used alone. As satisfaction is a post-consumption evaluation process, it requires antecedents to be measured pre-consumption. Concepts such as service quality and perceived value are often used. For instance, the perceived value of a tourism experience is measured pre-consumption, and through the disconfirmation paradigm satisfaction/dissatisfaction is derived. The following will look at what scenarios may occur once a customer is satisfied/dissatisfied in terms of further intentions and loyalty, which both are relevant in this study.

4.3. Further Behavioral Intentions and Loyalty

As indicated in the satisfaction section, an experience may lead to customer satisfaction/dissatisfaction. The studies have indicated that if there is confirmation or a positive disconfirmation in the measures of service quality, perceived value or satisfaction, it may lead to a certain behavioral intention, such as repeat purchase or providing positive WOM. Where dissatisfaction may lead the customer to reconsider brand, complain, give bad reviews, and the like (Woodruff, Cadotte & Jenkins, 1983, 300). Thus, as further behavioral intentions is a big focal point in this study, it may be relevant to determine what intentions are. According to Ajzen (1991), *"they are indicators of how hard people are willing to try, of how much effort they are planning to exert, in order to perform the behavior"* (in Söderlund & Öhman, 2005, 171). In a consumption context, it may for instance be plans to buy a product. Thus, intentions can be explained as future plans, which to some extent may or may not be influenced by various factors. The degree of effort to perform the behavior may be better displayed in the following. Söderlund and Öhman (2005) have examined the different types of intentions and their link between satisfaction and repurchase. They differentiate between intentions-as-plans (*"I plan to visit…"*), intentions-as-expectations (*"I expect X will happen when I visit…"*), and intentions-as-wants (*"I want to visit…"* or *"I want to experience…"*), but focus is mainly on intentions-as-expectations (IE) and intentions-as-wants (IW). Their findings show that satisfaction has a stronger association with IW than IE as IW are less affected by external restrictions and a 'up-to-me-ness' may be more motivating, and thus higher levels of satisfaction can be obtained (Söderlund & Öhman, 2005, 180). Thus, the difference in behavior between expectations and wants may be that wants are easier for the individual to control than expectations, which may be influenced by other factors. When referring to intentions they may thus take form in plans, expectations or wants.

Stating that disconfirmation can lead to a certain behavior, positive or negative, towards a product, service or organization, may also give way for a repeat consumption behavior. Literature focuses little on what loyalty actually is, but is more concerned about what leads to loyalty, and how it may be measured. Oliver (1999) describes customer loyalty as *"a deeply held commitment to re-buy or re-patronise a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand set purchasing, despite situational influences and marketing efforts having the potential to cause switching behaviours"* (in Richard & Zhang, 2012, 570). Thus, there is a certain repetitiveness over loyalty behavior. Customer loyalty has been differentiated in to two dimensions: behavioral and attitudinal. Behavioral loyalty is the first stream to be included in research. Behavioral loyalty can be measured in the number of purchases/repurchases, sequence of purchase, share of market or word-of-mouth (Richard & Zhang, 2012). Tepeci points out that repurchase is not enough to suggest loyalty (Tepeci, 1999, 224). Some researchers have thus looked beyond behavior. Where behavioral loyalty can be explained as 'do' aspects, attitudinal loyalty is more concerned with 'feel' aspects. Attitudinal loyalty focuses on the psychological commitment properties such as beliefs, feelings, and intentions towards the organization (Richard & Zhang, 2012, 571). For instance, in a destination context, attitudinal loyalty can be intentions to revisit or the intentions to spread positive

WOM to others. Customers, who are attitudinal loyal, also seem to be less price sensitive as the trade-off between price and value seems to be acceptable.

4.3.1. Previous Studies Within Loyalty

A look into the existing literature about further consumption intentions and the different aspects of loyalty show a wide range of topics. Allen, Machleit and Kleine (1992) have found that emotions may supplement attitudinal judgments for behavioral prediction. According to their study, semantic memory stores knowledge and abstractions derived from what has been experienced, and episodic memory is where information of special events as experienced is stored (Allen, Machleit & Kleine, 1992, 494). There is a notion that emotion is stored in the episodic memory and attitude in semantic memory, however, the types of memories may overlap each other. Thus, allowing for emotions to supplement attitude in predicting behavior.

Fornell (1992) has conducted a huge national customer satisfaction barometer in Sweden measuring satisfaction in more than 30 different industries. He implies that the various industries should focus on customer satisfaction rather than market share as high customer satisfaction may be a better way for retention of customers, and is cheaper than acquiring new customers (Fornell, 1992, 7). An organization may reduce customer exit and switching behavior by applying a defensive strategy, which attempts to increase customer satisfaction and create switching barriers for current customers. Switching barrier examples may be transaction costs, loyal customer discounts, and emotional cost. A major benefit of having high levels of customer satisfaction is the production of positive WOM, which may have a positive effect on market share (Fornell, 1992, 9). Incorporating a defensive strategy makes it hard and costly for competitors to steal customers, and costly for customers to switch to another supplier. Not all industries are affected by customer satisfaction in the same way, thus Fornell's study give cause to focus on a specific industry to examine how it is influenced by customer satisfaction. He indicates that industries where monopolies dominate are less sensitive to customer satisfaction, however, the travel industry among others are highly dependent on customer satisfaction to generate repeat business (Fornell, 1992, 16).

Amani (2011) has examined if confident customers are loyal to retailer. It focuses on customer relationship loyalty and what is needed to maintain loyalty, which is identified as affective commitment, i.e. a positive regard for a supplier and a desire to continues the relationship, and trust. Findings show that not all confident customers are loyal to their retailer, which may be due to dissatisfaction and counter persuasion by competitors (Amani, 2011, 292). Richard and Zhang (2012) have also conducted a study, in which they examine how corporate image influence loyalty. Their findings show that affective commitment enhances loyalty as it mediates customer satisfaction on loyalty. Thus, to improve customer loyalty, the authors suggest three things: 1) travel managers should focus less on satisfaction and more on the emotional bonds with customers, 2) improve the corporate image and maintain reputation as it may otherwise undermine the perceived value, and 3) develop brand personality with the use of product attributes and imagery (Richard & Zhang, 2012, 583-4).

Research about further consumption intentions has also been conducted in a tourism context. Petrick (2004) has found that first-time visitors are less desirable than loyal visitors as loyal visitors are more likely to revisit and provide WOM advertising to others, and that first-time visitors are more volatile. The study by Huang et al. (2014) suggests that there are several aspects, which may influence the timing between current visit and next future visit. Those aspects are distance, length of stay, and attitude towards destination. Findings show that shorter distance, longer stays, and a positive attitude to destination all indicate shorter time between visits (Huang et al. 2014, 826). Olsson (2012) has also conducted a study suggesting that the closer a member lives to the attraction the more willing he/she is to visit frequently (Olsson, 2012, 242).

In regards to destination loyalty, Oppermann (1999) suggests there is a linkage between previous destination choices and future purchase behavior. Thus, he puts forth a typology that classifies potential tourists according to their predictability for choosing the destination (Oppermann, 1999, 60). From previous visit patterns, he is able to group the visitors further to label them a certain type. For instance, a visitor who has visited a destination once may have had a negative or positive experience, where the positive experience can produce an 'unstable' or a 'disloyal' type. He characterizes the 'unstable' as a visitor with switching behavior in search for novelty and new experiences, and the 'disloyal' visitor has not returned yet to be typed as loyal (Oppermann, 1999, 61). Ekinci, Sirakaya-Turk, and Preciado (2011) suggest destinations managers may be more interested in attitudinal loyalty than behavioral loyalty as intentions to revisit may be low because tourists may seek novel and exciting experiences for future travels. Thus, they acknowledge that tourists exhibit switching behaviors, consistent with Oppermann's typology of 'unstable', but hope they will still give positive WOM about the destination to others. As Oppermann's typology is created in a destination loyalty context, further testing may discover if it is also applicable in other tourism contexts. However, as tour operators and tourism organizations offer several destinations, there are plenty of possibilities for tourists to experience novel and new experiences. What some services with tourism industry has done is create membership club/loyalty programs for their customers. The following will explore what it entails being part of a loyalty program, and if they work.

4.3.2. Membership to Loyalty Programs

Hotels and airlines have started to offer loyalty programs and frequent flyer programs to enhance repeat business, and the application in tourism is becoming more common. With the growth in international competition among tourism suppliers, it is essential that organizations increase their market share. According to Reichheld (2003), loyal customers may lead to financial benefits for the organizations (in Bowen & Clarke, 2009, 153). For instance, acquiring new customers may be expensive due to advertising, promotion and sales costs. Therefore, suppliers may be interested in loyal customers as they are less dependent for help and information, and they are already familiar with the product/organization, and thus require less marketing attention (Tepeci, 1999; Bolton, 1998). Tepeci (1999) suggests that organizations devote their resources to present customers as they may be more profitable than new customers (Tepeci, 1999, 223).

Membership to loyalty programs may offer benefits such as products and services, free entrance, discounts, gifts, special offers or access to special services, a sense of belonging and identity, and the opportunity to meet other people with similar interests (Gruen, 2000, in Olsson, 2012, 231). Thus, there are various aspects to joining a loyalty program. There is also differences in how members use loyalty programs. There are active and passive members: passive members may be members of several loyalty programs and seek deals, where active members are more attached to the organization and are motivated to repurchase and accumulate rewards for loyalty (Xie & Chen, 2013, 109). Active loyal members are thus preferred rather than passive members as they invest more time and devotion to the organization.

Where membership to a loyalty program may offer the abovementioned to members, organizations also gain benefits in return. According to Hoffman and Lowitt (2008), loyalty programs seek to maintain customer relationships and generate repeat business (in Xie & Chen, 2013, 107). From a marketing perspective, memberships can be linked to relationship marketing as mutual value is of importance. Thus, there should be a focus on active interaction between organization and customer. Advantages of relationship marketing can be a better understanding of customer requirements, ability to tailor solutions, reduce choice, reduce information processing, lower risk, and maintain consistency (Sheth & Parvatiyar, 1995, in Richard & Zhang, 2012, 569). According to Ramaswamy (2009), *"value is co-created by customers interacting with organizations, staff, or with a community of other customers"* (in Olsson, 2012, 235). This co-creation process enables the organizations to obtain information about the customers and improve marketing activities with them and not merely for them.

Xie and Chen (2013) have explored customers' perceived value of hotel loyalty programs. They propose that hotels create value about their loyalty programs and promote awareness about it as customers are likely to choose that program that is perceived most valuable (Xie & Chen, 2013, 110). Loyalty programs are expensive to administer, thus it is essential that they are as effective as possible. Their findings suggest that it is necessary to gather a better understanding of perceived program value and how value may vary according to loyalty program (Xie & Chen, 2013, 121). A loyalty program is also a unique tool to differentiate an organization from others, thus there is a need for loyalty programs to distinguish oneself rather than copy other programs.

Morais, Dorch and Backman (2004) suggest that today's loyalty programs are ineffective in creating devotion to the provider, thus a different approach should be taken. As they are of the belief that if providers make investments in the customers, the customers will be more inclined to reciprocate the investment. By creating friendships, the customer is interested in protecting their investments by telling others about their positive experience, being attached to the provider, and reluctant to change provider (Morais, Dorsch & Backman, 2004, 241). However, there is no guarantee that loyalty programs work at all. The following looks into the behaviors that do not display loyalty.

4.3.3. Disloyalty

Important to bear in mind is that feelings, beliefs and satisfaction may not always lead to loyalty. Some may decide not to repurchase a product or service despite being satisfied with the experience (Rowley & Dawes, 2000, 540). This is especially relevant for the second part of the analysis as it seeks to explore what reasons there may be for past volunteers not to choose the same sending organization again.

Where a lot of studies deals with loyalty, little research looks into non-loyalty. Rowley and Dawes (2000) make a distinction of what they call disloyals. Four types are identified, and each progress into disloyalty due to various reasons such as no interest in product or brand, negative opinion towards brand or positive opinion towards a competitive brand. Disengaged loyals are described as neutral and uninterested customers, for instance due to inexperience with purchasing. Disturbed loyals may have had a negative experience with the brand and have developed negative feelings about a brand. Disenchanted loyals have stopped being loyal as their attitude has ceased to be positive, but is more neutral than negative. Disruptive loyals are former customers who have developed a strong negative attitude towards a brand due to a negative experience, and are likely to voice their negative views to others.

Organizations may need to create marketing communications to hinder the development of loyal customers turning disloyal. It is suggested that promotion and customer awareness may work on the disengaged loyals, and to some extent also the disturbed loyals, however, they may also need be reminded of the positive values of the organization (Rowley & Dawes, 2000, 544). Thus, by incorporating procedures such as complaints procedures, suggestion boxes, customer services, and the like, may help organizations recover from a negative experience. Concerning the disenchanted loyals, the strategy for the disturbed loyals may to some extent work. If there are too many disenchanted loyals, organizations may need to consider thinking innovative and reposition. Disruptive loyals are less likely to be susceptible to any effort that the organization may make, however, the organization may try to convince the disruptives that major problems have been addressed (Ibid). Presenting these types of disloyals could be useful in categorizing the respondents displaying disloyal behavior.

4.4. Summing Up

This literature review has included various concepts that are covered in this study. By combining travel and volunteering, volunteers have the opportunity to gain personal development in a different way than with mass tourism. However, sending organizations have a big responsibility in providing a supportive setting with possibilities for self-reflection, and avoiding creating negative impacts on the local communities or reinforcing cultural stereotypes by having the volunteers interact with the local communities.

The literature review has also presented frameworks for satisfaction, where expectancy disconfirmation is the dominant one. As satisfaction is a post-consumption process, other variables such as service quality and perceived value are often used as antecedents. The literature has portrayed how a consumption process usually unfolds where satisfaction with an experience leads to loyalty. Loyalty is distinguished between behavioral and attitudinal. Attitudinal loyalty seems very desirable for organizations as the customer has intentions to revisit and/or provide positive WOM to others. The literature has also presented the appeal in creating loyalty programs in order to create closer relationships with customers, which may reduce advertising, promotion and sales costs. Even though many service organizations within tourism use them, they may not be efficient at all as they are also expensive to administer. Especially, as many are passive users of loyalty programs and only seek good deals. The typology by Rowley and Dawes presents four types of disloyals, and may be good to keep in mind as the following analysis chapter will, among other, explore why past volunteers are not loyal to PA.

5. Findings

Now that the context and methodological framework has been established in the above, this chapter will present the findings derived from the data collections. As mentioned in the methodology (confer p.18), this case study makes use of a sequential explanatory mixed method approach. The two sets of data are collected and analyzed separately, and are meant to complement each other in order to answer the research questions. First, the findings from the quantitative research method, which has been analyzed with the help of the software SPSS, are be introduced. A question in the survey asking about possible reasons not to choose PA again has been manually counted from the excel sheet with all the answers as it has not been possible to employ the multiple answers in SPSS correctly. This is done because the answer may relevant for this particular study. Thereafter the qualitative findings are presented according to the themes that have surfaced in the interviews.

5.1. The Quantitative Findings

Before I answer the actual research questions, it may be relevant to establish what the respondents mean when they talk about satisfaction, i.e. what they base satisfaction on. The open question, which has asked what satisfaction means to the respondents, shows that 54.2% of the respondents have a 'Positive feeling of the experience' (see appendix 3a). The remaining respondents have described that satisfaction is connected with 'Fulfillment of expectations' (25 respondents) and 'Other' (8 respondents).

Another question about satisfaction eliminates the possibility of leaving a blank space, and thus all 96 respondents have chosen one of the four descriptions of satisfaction provided, according to which fits them the best. The bar chart (see appendix 3b) shows that 65 respondents have chosen the description 'The overall feeling (positive or negative) of your trip' to best describe what they base their level of satisfaction on. The majority of respondents in both charts show that they use feelings to base and associate with satisfaction. As mentioned in the literature review (confer p.32), emotions have been seen to influence satisfaction. Thus, this seems to support the literature well.

The two bar charts also show that in appendix 3a, 25 respondents express that satisfaction means 'Fulfillment of expectations', i.e. assessing experiences with what was expected. In the pre-provided possibilities (appendix 3b) only 16 respondents have selected the option of 'Fulfillment of expectations'. Thus, nine respondents have chosen something else despite 'Fulfillment of expectations' still being an option. As the survey does not ask the respondents to justify their choice, it is not possible to state why this is. However, it may be that the respondent has not been aware of other ways to base satisfaction, and then found one of the other possibilities more fitting. When looking at appendix 3b, it is also interesting to see that only four respondents have expressed that they base their level of satisfaction on comparison of what they consider organizational standards. Thus, it may indicate that satisfaction has little to do with the organization the respondents have chosen or that evaluating the experience as a whole means more than thoughts about the actual organization. Continuing with the findings, which is set out to answer the research questions, it will be good to bear in mind that emotions have an importance to the respondents when dealing with satisfaction.

5.1.1. What aspects of volunteering with PA achieve a satisfactory level?

The survey has a designated section for the respondents to rank their level of satisfaction on various aspects of PA's services. A Likert scale has been devised to measure the respondents' level of satisfaction, and included the options: 'Very unsatisfied', 'Unsatisfied', 'Don't know', 'Satisfied', and 'Very satisfied'. When looking at the rankings of services, the findings show that the majority of respondents are more satisfied than unsatisfied throughout the questions (appendix 4). Thus, the various aspects of PA's services can be said to reach a satisfactory level, some more so than others. There are two aspects, which do not have any unsatisfied respondents at all: 'Satisfaction with the travel experience you may have gained' and 'Satisfaction with the possible personal insight you may have gained' (see figures 5.1 and 5.2).

Figure 5.1. Frequency chart: Satisfaction with the travel experience you may have gained?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Don't know	2	2,1	2,1	2,1
	Satisfied	15	15,6	15,6	17,7
	Very satisfied	79	82,3	82,3	100,0
	Total	96	100,0	100,0	

Figure 5.2. Frequency chart: Satisfaction with the possible personal insight you may have gained?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Don't know	3	3,1	3,1	3,1
	Satisfied	16	16,7	16,7	19,8
	Very satisfied	77	80,2	80,2	100,0
	Total	96	100,0	100,0	

Both aspects have a high amount of respondents who are very satisfied, which may indicate that these two aspects have a high importance to the respondents. Especially the high satisfaction with personal gain may be in connection with the experience they have sought before volunteering. The distribution of respondents regarding the type of experience the volunteers wanted to gain the most (figure 5.3) shows that 66.7% (equivalent to 64 of the respondents) have sought personal insight, 10.4% seek travel experience, and 22.9% want to gain work experience. That personal development is the biggest motivation factor among the three choices is consistent with literature, which indicates that the desire to gain some sort of personal development/insight is a main reason for many to choose to volunteer (confer p.30).

Figure 5.3. Frequency chart: What type of experience did you want to get out of volunteering the most?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Work experience	22	22,9	22,9	22,9
	Travel experience	10	10,4	10,4	33,3
	Personal insight/growth	64	66,7	66,7	100,0
	Total	96	100,0	100,0	

Findings show that some of PA's service aspects have a higher number of unsatisfied respondents than others, especially regarding information before, during and after the placement. Figure 5.4 shows the distribution of respondents' level of satisfaction regarding information received after returning home. With 19 respondents, this is the service where most respondents are unsatisfied or very unsatisfied. This is also the service where most respondents have chosen the option of 'don't know'. The survey does not go further into why the respondents are dissatisfied or choose the option of 'don't know'. That dissatisfaction is so prevalent in the various information phases indicates that something must be causing this reaction. This finding has formed a curiosity of why that is, thus I have chosen to explore how the respondents perceive the information they have received from

PA after returning home when conducting the second phase of the data collection. Thus, why a large number of respondents have ranked 'Satisfaction with the content of information received after returning home' will be explored in the qualitative findings.

Figure 5.4. Frequency chart: Satisfaction with the content of the information you received from Projects Abroad after returning home?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very unsatisfied	9	9,4	9,4	9,4
	Unsatisfied	10	10,4	10,4	19,8
	Don't know	27	28,1	28,1	47,9
	Satisfied	35	36,5	36,5	84,4
	Very satisfied	15	15,6	15,6	100,0
	Total	96	100,0	100,0	

Despite the dissatisfaction with aspects regarding information, it does not seem to have affected the level of satisfaction with volunteering in general. Only five respondents have expressed that they are unsatisfied with their time volunteering in general (see appendix 4). When asked what PA could have done to increase satisfaction, a large number of respondents have indicated that PA could be better at planning and providing information to the respondents (see figure 5.5). This also supports the high number of dissatisfied respondents regarding information. There may be a general issue with providing information to the respondents on one or more of the stages of volunteering. The issue with information will be addressed later in the discussion.

Figure 5.5. Frequency chart: What could Projects Abroad have done to make you (if possible) more satisfied with their services?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Nothing/Not available	36	37,5	37,5	37,5
	Better planning and more information	36	37,5	37,5	75,0
	Other	24	25,0	25,0	100,0
	Total	96	100,0	100,0	

5.1.1.1. Demographic Associations

As the frequency charts of all the rankings of PA's services (appendix 4) show that the majority of respondents are more satisfied than dissatisfied, it has seemed appropriate to explore whether there are any associations between the various aspects of PA's services and the demographic categories. For this, the above approach of using cross-tabulations is utilized (confer p.22). Even after reducing all the categories to a minimal, only four cross-tabulation tests prove to be valid (see appendix 5). What makes them valid is that a maximum of 20% of the cells (in the table) have an expected count lower than five (Alreck & Settle, 2004, 310). To test if there is a relationship between the variables, chi-square tests are performed on the respective cross-tabulations. The chi-square test of the variables 'Age' and 'Satisfaction with the content of information received after returning home' show that p = 0,643 (χ^2 = 0,215; df = 1; p > 0,05), thus the relationship is not significant. The same goes for the variables 'Country of origin' and 'Satisfaction with the content of information received after returning home', as the chi-square test show that p = 0,385 (χ^2 = 1,907; df = 2; p > 0,05). The relationship between 'Education' and 'Satisfaction with the content of information received after returning home' is not significant either as the chi-square test shows that p = 0,497 (χ^2 = 1,398; df = 2; p > 0,05). The chi-square test of the last valid cross-tabulation between the variables 'Weeks of volunteering' and 'Satisfaction with the content of information received after returning home' show that p = 0,430 (χ^2 = 1,687; df = 2; p > 0,05), and yet again the relationship is not significant. That none of the test show any significance may indicate that the findings are reached by chance, that there are no particular relationships between the various variables included in the survey. Interesting is, however, that 'Satisfaction with the content of information received after returning home' is the repeated variable of all PA's services. However, it may be explained due to it being one of the few variables where the distribution of respondents are more evened out as the counts in each cell is higher than 20%, thus making the chi-square test valid. The number of valid variables may be increased by having more respondents in the sample.

Thus these above findings show that respondents are more satisfied than dissatisfied with the various aspects of PA's services as they all achieve satisfactory levels. There are two aspects where there are no dissatisfied respondents: 'Satisfaction with the travel experience you may have gained' and 'Satisfaction with the possible personal insight you may have gained'. Interestingly, these two aspects are not directly connected with PA's services, but may be more connected with the experience as a whole. As the literature review (confer p.28) indicates, a learning experience may contribute to personal development, which was sought by the majority of respondents. The findings also show that information from PA before, during and after the placement are the three aspects ranking highest in terms of dissatisfaction. However, in general, the respondents were satisfied, and chi-square tests showed that there were no significant associations between the rankings of service aspects and the demographic variables.

5.1.2. What are the further intentions of the past volunteers?

Now that the various aspects of PA's services have been examined in terms of satisfaction and dissatisfaction, the findings move along with the questions regarding the further intentions of the volunteers. The survey has inquired the respondents about their intentions to volunteer again, intentions to volunteer with PA again, their intentions to recommend (in form of WOM) to others, and intentions to give presentations at information meetings for potential new volunteers. It also asks the respondents about their activity on Facebook groups related to PA.

The initial question about intentions asked if the respondents would participate in a volunteer program again, 93.8% (equivalent to 90 respondents) have said yes (figure 5.6). When asked if they would choose to volunteer with PA again, the number of respondents who said yes had fallen to 65 (figure 5.7). This means that 25 respondents would volunteer again, just not with PA. A question in the survey has asked the respondents what reasons they would have not to choose PA again. Appendix 6 depicts the possible choices as written in the survey, and the attached chart shows the count of the different reasons. The chart shows that the top three reasons not to choose PA again are: 'It is too expensive', 'I am looking for other experiences now', and 'Other' (Appendix 6). This finding was first deemed redundant as the following qualitative analysis explores the reasons more deeply. However, as the category 'Other' is rather vague, it would be of importance to discover those reasons. Thus, various reasons as to why the respondents would not choose PA again are explored more detailed in the qualitative findings.

Figure 5.6. Frequency chart: Would you consider participating in a volunteer program again?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	90	93,8	93,8	93,8
	No	6	6,3	6,3	100,0
	Total	96	100,0	100,0	

Figure 5.7. Frequency chart: Would you consider using Projects Abroad again for a future volunteer project?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	65	67,7	67,7	67,7
	No	31	32,3	32,3	100,0
	Total	96	100,0	100,0	

Interest in recommending PA's services to others in form of WOM statements or presenting volunteer experience at information meetings display little difference in whether it be to family, friends or strangers (see appendix 7). The findings show that 73 respondents would recommend PA to family, 79 respondents would recommend to friends, and 78 respondents would recommend to strangers. However, from providing positive WOM statements to actively presenting ones experience in front of strangers at an information meeting changes the numbers slightly. The number of respondents who would participate in presenting at an information meeting has fallen to 67 (figure 5.8). The drop in numbers may be due to the thought of presenting in front of people, which not everyone is comfortable with. Also, as recommendations take place at the convenience of the volunteer and may happen spontaneously, it can be a big contrast to presenting ones experience at an information meeting where the freedom of who and when is removed.

Figure 5.8. Frequency chart: Interest in presenting your experience at information meeting for potential volunteers?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	67	69,8	69,8	69,8
	No	29	30,2	30,2	100,0
	Total	96	100,0	100,0	

The last question, which the survey asked into, revolves around the volunteers' activity within the PA groups on Facebook. The survey asks if the volunteers are active members of a PA group, i.e. that the respondent: reads news/posts, looks at pictures, writes/comments on the wall or finds relevant information in the group (appendix 1). As seen in figure 5.9, 83.3% (equivalent to 80 respondents) are active members of a PA group. The 80 respondents' active participation may indicate that they have an interest in PA's activities, stay updated about the place they volunteered, and/or communicate with other volunteers, and the like. As the survey merely asks if the respondents are active members, it does not rule out that the remaining 16 respondents are not be a member of a group. The question in the survey only distinguishes whether the respondents are an active member, and not if they are members of a group at all. However, deeming that non-active members of a PA group do not read news or posts in the group it is likely that they would not have seen the link to the survey. Thus, the 16 respondents may have seen/heard about the survey somewhere else than Facebook.

Figure 5.9. Are you an active member in any of Projects Abroad's groups on Facebook?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	80	83,3	83,3	83,3
	No	16	16,7	16,7	100,0
	Total	96	100,0	100,0	

These findings regarding intentions indicate that the majority of the past volunteers are willing to recommend, promote, and even repurchase experiences gained by using PA as their sending organization. There is also a big interest in following PA activities, staying updated about the placements, and communicating with other volunteers through the various PA Facebook groups.

5.1.3. If, and in what respect, past volunteer tourists are interested in the benefits that loyalty programs may offer?

The survey has also included questions regarding loyalty programs, and the respondents' intention to volunteer again if such existed. One question has asked what the respondents look for in a loyalty program. Findings show that 44.8% (equivalent to 43 respondents) have not wished to contribute with suggestions or had no idea. 40 respondents would like to see some sort of discount with the company/organization, discount with partner organizations or special benefits (figure 5.10). These are also the most common forms of incentives in loyalty programs (confer p.40).

Figure 5.10. Frequency chart: What do you look after in a loyalty program?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Nothing/Not available	43	44,8	44,8	44,8
	Discounts and benefits	40	41,7	41,7	86,5
	Other	13	13,5	13,5	100,0
	Total	96	100,0	100,0	

The category 'Other' has included, for instance, a respondent wanting PA to create reunions, and other respondents asking for miscellaneous benefits. Now that it has been established that discounts and other benefits are desired the most in loyalty programs by the respondents, another question in the survey has sought to discover how many would be interested in such a loyalty program if PA offered one. Of the 96 respondents, 69 (equivalent to 71.9%) have answered to be interested in such a program if PA offered it (figure 5.11).

Figure 5.11. Frequency chart: If Projects Abroad created a loyalty program for repeat volunteers that offered monetary discount, would you join?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	69	71,9	71,9	71,9
	No	27	28,1	28,1	100,0
	Total	96	100,0	100,0	

Remember that 65 respondents have already expressed that they would consider using PA again (figure 5.7), thus four additional respondents may gain an interest in PA again if they would offer a loyalty program with economical discounts. It seems that incentives such as discounts may make people reconsider staying loyal to a supplier/organization. The literature review has also implied that loyal customers may be of interest for organizations as they also offer benefits such as repeat purchase and providing positive WOM to others (confer p.38). And with 90 of the 96 respondents indicating that they would consider volunteering again in the future (see figure 5.6), there may be a huge appeal to offer such a program to persuade these volunteers to choose PA again. The discussion addresses the notion of loyalty programs and how they may be employed to appeal to current and past customers.

Findings from the quantitative data collection have shown that the past volunteers are more satisfied than dissatisfied with all the services aspects related to PA. Thus, they all reach a satisfactory level with 'Satisfaction with the travel experience you may have gained' and 'Satisfaction with the possible personal insight you may have gained' topping the rankings with only satisfied respondents. At the opposite end of the spectrum, the three aspects related to information from PA have shown the highest numbers of dissatisfied respondents. Findings show that there are no significant associations between the various aspects of service and the demographic variables. Additionally, the majority of respondents are willing to recommend, promote and repurchase experiences they have experienced through volunteering with PA. Especially regarding repurchase intentions, a loyalty program, which offers economic discounts, is of interest to many of the past volunteers.

5.2. The Qualitative Findings

The above has analyzed the data collected through the quantitative research method, and has sought to answer three of the four research questions. The following presents the findings derived from eight semi-structured interviews with respondents of the survey. As the interviews mainly have sought to answer the last research question, this section will focus on what situations may influence past volunteers not to choose PA again for future VT trips. However, it will also explore to what extent PA have been in contact with the respondents after returning home as the initial quantitative findings have indicated that information, especially at that phase, has been dissatisfying.

The main reason for the majority of interviewees for choosing to participate in a volunteer program seems to be a desire to try volunteering/do humanitarian work. Another mentions partaking in an alternative gap year different to drinking in various countries. Despite their different reasons to volunteer, they all agree that it has been a great experience. Among the positive things are: the possibility to combine travel and work, interact with the locals and get a cultural experience, work experience, making new friends, and having fun. An aspect that has been highlighted by many of the respondents is being able to stay with host families. Nina says: *"I was really happy about the fact that we got to live with a host family"* (appendix 8), and Peter feels the same: *"It was great fun, and my host family were absolutely fantastic and the best thing about the project by a mile"* (appendix 9). However, not all volunteers stay with host families. In Tanzania there are also houses where the volunteers live together. Marie feels that the housing arrangement is not optimal, and indicates that the young age of some of the volunteers has been a big contribution to this (Marie, appendix 15). The other volunteers who have also been in Tanzania, besides Linda, do not mention their housing situation.

Linda is happy about the cultural experience of staying with a host family, but is somewhat ambivalent about her work experience. She lists several issues she has encountered at her teaching placement in Arusha, Tanzania: badly run school with no permanent teachers, low level of English, lack of collaboration, lack of structure and communication, and too many volunteers who only stay for a short period (appendix 10). Her dismay makes her question if she has made a difference in the school children's life at all. Others also express having mixed feelings about volunteering. Mona has experienced an issue at her medical placement in Tanzania. She has chosen to volunteer in the medical project to learn and gain practical experience as it has been promoted by PA that you do not need any medical experience. However, her lack of experience makes her unable to contribute with much. Thus, she feels that if PA had made it clearer to begin with, she would have chosen another project where she would feel like she contributed with something (Mona, appendix 11). Thus, as she is not able to do what she expected, her expectations cannot be met, and this may cause dissatisfaction and explain her mixed feelings.

Other issues contributing to mixed feelings seem related more to PA and the economic aspect. There is a concern that it is just a business for PA. Carol shares a story about a sick child at an orphanage in Vietnam, and when wanting PA to take the child to the hospital, they were reluctant to do so because, according to her, they did not want to pay for it (Carol, appendix 12). She ends up paying herself for the child to go to the hospital. What she is especially angry about is that she has paid so much money to volunteer with PA, and they were many volunteers there at the same time, so she thought there would have been room in PA's budget for unforeseen incidents. Thus, she feels like it is just a business for PA to have volunteers come and go, and that they are not interested in the welfare of the children at the placements. Another interviewee mentions that it has been little issues, which have given her mixed feelings. For instance, there has been a lack of inexpensive things such as proper tools at the Disaster Relief project in the Philippines, and that PA charges extra fees if a volunteer wants to change placements once at the destination. Having the proper tools should be a matter of course for the volunteers to be able to do their job. Especially, as part of the fee is supposed to be directed towards material.

Paying to be able to volunteer is not really an issue for the respondents as several state that they do not mind a payment. However, they would like to be able to see where their money goes. Thus, there is an issue with transparency, or lack thereof. For instance, Mona says that: *"I wouldn't mind paying that much money, if you would actually see that people are helped with that money, and the countries where you go to"* (Mona, appendix 11). Thus, the money that they pay and believe to go to the host community is hard to see. Two other interviewees also mention the lack of transparency as what contributes to mixed feelings.

The lack of transparency is also mentioned in the following as a reason not to choose PA again, thus, it will be elaborated there.

5.2.1. Reasons Not to Choose PA Again

All the interviewees are interested in volunteering again, only Linda is a bit hesitant. She is open to visiting her placement again, but does not know if it will be as a volunteer. A reason why she may hesitate can be her age. She is 68 years old, and even though PA offers placements for individuals up to 75, it may still discourage her from volunteering again. However, she mentions that if she is to volunteer again, she will pick a project where she does not have too many expectations beforehand (Linda, appendix 10). Her ambivalent answer is interpreted as if she is open and wants to volunteer again. Having established that they all want to volunteer again, the next question is if they would choose PA again. As explained in the methodology (confer p.22), the interviewees are chosen because of their decision not to choose PA again. Thus, it is a bit surprising that Linda changes her mind and considers to use PA again, if she decides to volunteer again (Linda, appendix 10). A big part of conducting these interviews is to explore the reasons why the respondents do not want to use PA again. However, she also mentions things talking against volunteering with PA again.

5.2.1.1. Cost

Three overall themes are found in the interviews: cost, lack of transparency, and own contacts. Some only mention one of the themes, while others combine two themes. As indicated in the quantitative findings with the various counts (confer p.49), many respondents find it too expensive to volunteer with PA. Among them is Linda, however, she also comments: *"But there are so many youngsters doing it from all over the world, so it is acceptable obviously"* (Linda, appendix 10). The youngsters she is referring to may be first-time travelers/volunteers, for whom it may be hard to decide if the price is acceptable until after volunteering. As indicated in the literature review (confer p.35), service quality and perceived value may be used as pre-consumption measures. The high price may have influenced the interviewees' expectations of volunteering with PA, and as these expectations are not realized a feeling of disappointment or dissatisfaction can arise. Thus, the fact that some think it is too expensive after returning home may be due to a feeling of little value for money, i.e. they give more than they get. Even though price value did not have a significant influence in Yang et al.'s study (confer p.35), it seems that the perceived price value in this study has changed so much after volunteering that it may influence the respondents' satisfaction. Combined with the quantitative finding that respondents have ranked the general volunteering experience satisfactory, it points to price value being the value creating negative discrepancies. In addition to the indications from literature, the respondents expressing cost an issue, except Michelle, are also respondents who have reported mixed feelings about volunteering. Thus, even though they are satisfied in general, there may be factors to discourage volunteers not to pick the same organization again. In this case, it seems that price value is the main factor for many. Thus, this finding indicates that the instances where there are some negative discrepancies may have an influence on the evaluation of their experience. This may show in their lack of intention to volunteer with PA again.

5.2.1.2. Lack of Transparency

In connection with the cost of volunteering with PA, Nina, Peter, and Mona also blame the lack of transparency as a reason not to choose PA again. Supporting the above quotation by Mona regarding lack of transparency, the other two also mention that they could not see where their large amount of money was distributed. This lack of transparency seems to have a backlash on PA as they are accused of only thinking about making a profit: *"Well, I think the focus with Projects Abroad is not per se to help people in the developing countries, but earning money"* (Mona, appendix 11). However, Claudia is of another opinion, and is annoyed that so many volunteers complain about price and lack of transparency after choosing to volunteer with PA. According to her:

> *"[...] I wish people would ask that question beforehand, and maybe figure out the answers beforehand. And, because for me, when I was volunteering, yes, I paid all this money, but I was like 'well, I decided to pay all this money, so why am I going to complain about it now', you know? Ah, and I know that Projects Abroad really try to do a great job about explaining where the money is going, because if you go on their website, there is a diagram that shows, like, how much of your money is going where, etc. etc."* (Claudia, appendix 13)

According to her, it is the volunteers' own responsibility to do the proper research before deciding what organization to choose. As she is referring to, the information and diagram about distribution of funds is available on PA's website (Projects Abroad - Money Matters) is available for those who do research on the website beforehand. Otherwise, the national sales offices may also be helpful with information, if needed. By doing some research beforehand, many questions may be dealt with before volunteering. With all this information available, it is up to the potential volunteer to choose to accept the cost or choose another organization. When choosing PA, or any other organization, it is perceived that the volunteer has accepted the way everything is conducted. This includes price, distribution of funds, and tasks being performed. As with costs, transparency is an external factor, which may influence satisfaction. In addition, it is a factor, which PA have control over, past volunteers seem to use as a reason to criticize PA. As the quantitative findings have shown, respondents are very satisfied with the personal development they have gained (confer p.46), thus it may not be the emotional factor of volunteering, which make them decide not to choose PA again. Thus, it seems to be the external factors, which they only have little control over. However, instead of taking responsibility, it seems easier to blame others for the disappointment that they are feeling.

5.2.1.3. Own Contacts

The last theme, which has been discovered in the interviews, is own contacts. This is a reason not mentioned in the quantitative findings, thus conducting the interviews have discovered an additional reason not to choose PA again. Claudia, Carol, Michelle and Marie all state that the main reason why they would not choose PA again is due to the establishment of own contacts at their placements. Thus, they feel like they do not need an organization to organize a visit to the same previous placement. Contacts they have made may be with teachers, doctors, nurses, local volunteers, and the like. Peter also feel that he has enough contacts to go back without an organization, but deems the cost as a higher factor for not wanting to volunteer with PA again. Even though they do not believe they need an organization in the future, they still give some credit to PA. That volunteering with them is a good way of establishing contacts for first time volunteers. Peter elaborates *"But no, Projects Abroad is definitely great for getting yourself out there"* (Peter, appendix 9). Carol is a good example of that, as she explains that she kept contact with people at the orphanage in Vietnam, and went back on her own without any organization. After arranging her accommodation, she just showed up at the orphanage ready to help. This will be hard without any prior knowledge or arrangement (Carol, appendix 12). Claudia emphasizes the need for an organization for first-time volunteers: *"Because there are a lot of fake organizations also, and you end up getting trapped. So if you don't have like contacts you have met once in your life or you have a friend who is a good friend with that person, there is no way you can go about it by yourself. It is just too dangerous"* (Claudia, appendix

13). Thus, if an individual has no contacts or volunteering experience, a sending organization may be a necessity in order not to end up being tricked by immoral people.

Mona and Nina do not mention that they would be able to manage without an organization, but feel that they would choose another one than PA. Where Mona would do proper research to find the right organization for a future trip, Nina emphasizes that she would choose a non-profit organization, where she would only have to pay for her own accommodation and food. Thus, not everyone feel like they want to volunteer without an organization. This study does not set out to explore what other organizations they would choose, but tries to include all the reasons given not to choose PA again. Thus, cost and lack of transparency seem to be the main issues. Where own contacts may be an additional consequence of cost and lack of transparency or they simply believe they have gained enough experience about how it all works, that an organization is not needed. Their choice may thus have nothing to do with PA as an organization other than they believe they can arrange it just as well themselves.

5.2.2. Returning Home

As expressed in the above quantitative findings, the three stages of contact between PA and the volunteers have received the highest counts of dissatisfaction. Especially the contact after returning home. Thus, the interviews have also sought to explore why this may be. The type of contact the interviewees have had with PA after coming home differs. From conducting evaluations, writing testimonials to participating in various promotion activities.

The most common contact PA has taken with the respondents is asking them to answer an evaluation/survey of their experience either over the phone or via e-mail. Important to note is that volunteers fill out evaluations with the local staff one of the last days of their stay. Thus, if this second evaluation is conducted to discover new things, which may since have occurred, or if the evaluations are not shared with the various levels of the organization is unclear. The second evaluation is conducted by the various national sales offices and allows for repeating of praises and concerns expressed at the placement.

However, if these concerns are being addressed by PA is another topic, which has also been mentioned by the interviewees. Some believe that the complaints do either not reach the main office in England or that PA do not care enough to do anything about the concerns.

Mona says openly: *"Well, I don't think that they would actually do something with any complaints if I would have sent an email with my complaints and stuff. I'm not sure if they would have done anything with that"* (Mona, appendix 11). Carol has seen with her own eyes, that her complaints have not been addressed. On her trip back to Vietnam a year after her placement she says she saw and heard from the present PA volunteers many of the same issues she had expressed in her evaluation the year before. Thus, she could see that they had done nothing about it (Carol, appendix 12).

The blame is given to the people in the main office in London as they are the decision-makers, and the local staff are merely hired to implement whatever management decides. Peter think that PA is too big an organization, that *"the people who work really high up don't actually know what is going on"* (Peter, appendix 9). Michelle supports this by stating: *"It is lovely that these people are sitting in offices, but they have not actually been there and done the things"* (Michelle, appendix 14). Thus, it seems that management is out of touch regarding what goes on at the placements. Peter feels that volunteers are pieces in a puzzle that management tries to solve by clicking in details of the volunteer, but maybe not taking into account the circumstances in the receiving destinations. He gives the example: *"I was talking with my host family, and they were very surprised, they got more people than they expected, and were asked last minute about lots of things"* (Peter, appendix 9). Thus, the communication flow between the different offices seems to lack.

When communication is lacking, it may also be hard to be consistent in how various destinations are organized. Mona points this inconsistency out as the only respondent, who has volunteered at various destinations: *"When I look at the Philippines, and how everything was organized, it was actually pretty well organized. When I compare it to Galapagos islands, it's such a difference. You wouldn't say it was the same organization that takes care of everything"* (Mona, appendix 11). This is not to imply that there are not cultural differences in destinations, such as the Philippines and the Galapagos islands, which may influence how the local staff may operate. However, as she is referring to the difference in how everything was organized, it may indicate other factors. Thus, it is a concern, that the operational difference is so noticeable that she can hardly see the same organization behind. This supports well, that the organization may have gotten so big that either initiatives decide from the top are hard to communicate out to the various local offices or that they do not monitor the local destinations well enough to notice if they are not run as efficiently as possible. This and suggestions how to address these issues will be brought up in the discussion.

5.2.2.1. Other Initiated Contact

When PA contact the volunteers after returning home to fill out an evaluation, they often also ask if the volunteers are interested in writing a testimonial to put on their website and on the respective sales offices' Facebook groups. Mona, Michelle and Marie mention that they have been asked to write a testimonial. Marie does not state if she has written a story or not, but merely that the Danish office has contacted her to write one several times. Michelle and Mona have not written one. Mona explains why in a conversation with a PA representative: *"well, I want to write a piece, but then I am going to be honest about my experience with Projects Abroad, and it was not going to be all positive. So I don't know if you are going to be happy with a story like that on your website?"* (Mona, appendix 11), and the representative does not press her for further information or what she has been dissatisfied with. That PA does not want a story like that on their website, which may criticize them a little, may be, according to her, a sign that it is all about image for them. She elaborates this with an episode from her placement in the Galapagos islands:

> *"Because, when I was in the Galapagos islands, I was there for a month, and I work in a school when I was supposed to for an entire month, I worked at the school for like about 3 days maybe, tops. And what they did was, like, the days that someone worked at the school, they took all nice pictures of volunteers playing with children and they posted that on Facebook."* (Mona, appendix 11)

Her description shows that PA is trying to portray a 'nice' picture for potential volunteers, even though it may not portray the complete truth. This could be seen as PA being more interested in acquiring as many new volunteers as possible than assuring that the projects or current volunteers getting what they paid for. The seemingly interest in acquiring new volunteers will be addressed further in the discussion.

Claudia is the only respondent who has participated in all the above. In addition to filling evaluations and writing testimonials, she has participated in presentations at schools and fairs, and has done translation work for the French sales office in exchange for payment. She says: *"I think since 2010, I've literally got all the money back from what I paid"* (Claudia, appendix 13). Whether the payments to the volunteers for helping with promotion activities have ceased or only some countries offer them is unknown. However, Claudia is the only one to mention it. Others may be interested in the same activities, if they would get paid. Especially the respondents who feel it is expensive to volunteer with PA. However, Claudia seems to be the only one of the eight, who has also written a testimonial. Thus, maybe because the others have shown a disinterest in taking part in writing testimonials, PA may not have believed the others would be interested in participating in more. As I have not collected data in form of interviews with PA, I do not know what activities elicit payments by PA or if it is just the French office. Regardless, Claudia is the only respondent participating in various promotion activities.

5.2.2.2. No Contact

Of the eight interviewees, two have not heard from PA after returning home. Nina has not been contacted by anyone after returning home, and she only initiates contact to them as she needs a recommendation for participating. And when she hears from fellow volunteers that they have been contacted to do evaluations, she wonders why the neighboring national offices operate differently. A big organization such as PA should operate the same whether in Norway or Denmark. As she is the only respondent from Norway, it is hard to determine if it is a one-time incident or the Norwegian office do not initiate post-volunteering contact.

Where Nina has expressed that she did not know that she was supposed to be contacted, Carol says she did not expect them to contact her. Mainly because she has had an hour long conversation with the local office in Vietnam before she left, where she has expressed her dissatisfaction. However, she feels that a follow-up by the British office would have been nice to provide her with some explanations. She says: *"So, I thought if someone from the London office had contacted me then maybe that, they could have given me realistic like ideas on how things are run or how they've changed things. But I just never heard from anyone"* (Carol, appendix 12). A follow-up by the British office would also have shown that her evaluation with concerns have been passed on to the relevant people. However, as they have not contacted her, she may not know if they have received her complaints at all. If they have received her complaint, her trip back to Vietnam a year later (see appendix 12) again shows that PA do not address the complaints they receive. As Nina and Carol have not been in contact with PA after returning home, they logically would not have ranked this question in the survey satisfactory. As the survey have not asked if the other respondents have been contacted with PA or not, it is imaginable that others have not been in contact with PA, and thus also ranked the contact as dissatisfactory or 'don't know'. This may partly explain the dissatisfaction, other than respondents merely being dissatisfied with the information they have received.

The two interviewees, who have not had contact with PA after returning home, do not seem mad or disappointed. It does not seem like they have given post-volunteering contact much thought until being asked. Thus, upon their reflection, it makes little sense that they have not been contacted for an evaluation or follow-up conversation (respectively). Some of the other respondents think PA have been good to get information post-volunteering, while others are quite indifferent. Michelle heard from PA after the first time she volunteered with them, but have not heard anything after the second time, which does not bother her. She says: *"[...] I am still on their Facebook page, and if people are going where I have been and want any advice. Especially, in between the two trips, I got in contact with 3, no 4 Australians, who were going over and doing the medical project in Arusha, and I was able to answer their questions through the Facebook group"* (Michelle, appendix 14). Thus, she would rather connect with other volunteers through the Facebook group, where it is peer-to-peer, than through PA. Linda also keeps herself up-to-date in the same group, where she is still in contact with some of the people. Being an active member of the various PA Facebook groups allows the respondents to be updated about their placements without being in direct contact with PA.

5.2.3. Loyalty Types

Claudia, Michelle and Marie, three interviewees, who have responded not to have mixed feelings about their time volunteering, demonstrate what is in the literature review defined as attitudinal loyalty (confer p.37). Claudia is perhaps the most obvious one of the three as she has participated in all the additional activities PA have to offer once returned home. She does not display behavioral loyalty in the sense that she has volunteered with PA more than once, however, she has recommended PA to others by presenting her experience at her school and at a fair. Thus, Claudia may be a very valuable customer to PA as she displays a high level of loyalty. Whereas Michelle and Marie have merely stated that they would recommend PA to others even though they would not choose to use them again. Marie says: *"Well, I would at any time recommend Projects Abroad if you are traveling for the first time, that I would. Definitely."* (Marie, appendix 15 – own translation). Michelle also mentions that she would recommend PA to others volunteering for the first time as she found it beneficial for herself first time she volunteered (Michelle, appendix 14).

The five other interviewees do not express the same willingness to remain loyal in any way. Referring to the disloyal typology presented in the literature review (confer p.42), the five interviewees may display different types. Peter and Nina may be typed as disturbed loyals as they have had an experience, which has not lived up to their expectation, thus influencing their choice not to choose PA again. Especially the lack of transparency has influenced their decision. Even though the literature suggests that the type can be won back by being reminded of positive values of the organization or processes exhibiting good customer services in form of dealing with complaints and suggestions, it may not work for these two respondents. Peter has expressed that he wants to utilize his own contacts for future trips, and Nina will more likely choose a non-profit organization where no money goes to the organization.

Carol and Mona can be seen as disruptive loyals as they both are very negative towards PA. Carol has already displayed disloyalty when she chose not to use PA again, but go by herself. Also, her strong dislike towards PA is reflected in some of her answers. For instance, *"Yeah, definitely not with Projects Abroad"* (Carol, appendix 12). Thus, her attitude is very negative due to her experience with PA. Mona is perhaps less direct in her comments about PA. For her, it is various issues contributing to her having a negative attitude towards PA, such as not being able to do the work she expected, lack of transparency, differences in local staff, PA being a money-making business, and giving a false image to others about volunteering (Mona, appendix 11). She does express that she would not recommend PA per se, but she would tell about her experience good and bad. Carol and Mona are not interested in returning to PA again, thus nothing can be done to change their minds.

Due to Linda's ambivalent answer, she has been the hardest to place as she has reconsidered using PA again, if ever she chooses to volunteer again. However, there are also things speaking against her volunteering again such as her age and it being expensive. She could be typed as disengaged, not due to being inexperienced with purchasing. However, more due to her neutral stance and her unsureness to volunteering again. Thus, she may be persuaded to volunteer again, and with PA, if the right circumstances occurred.

Therefore, by knowing what type of disloyals the customers are, PA could in other instances make efforts to try and persuade them to reconsider their disloyalty. However, in this case, the respondents seem very sure that they will not choose PA again, all except Linda. Thus, Linda, and other individuals not interviewed, may be target for marketing efforts.

5.2.4. Summing Up Qualitative Findings

The qualitative findings have sought to answer what situations make past volunteers not want to use PA again for a future VT trip. The findings show there are three main reasons: cost, lack of transparency and own contacts. The respondents feel like it is too expensive to volunteer with PA, and they are not able to see where the money they pay goes. Thus, these two factors make them think less of PA. Especially, that PA is a business only interested in making a profit and not concerned about the welfare of the children and volunteers. However, many concerns about price and lack of transparency may be solved beforehand if the volunteers do the proper research, and then take an informative decision whether to volunteer with PA or another organization. And there are those who state that they do not need an organization next time they volunteer as they have made their own contacts.

As the initial quantitative findings have stirred some curiosity as to why the respondents have ranked the satisfaction with the content of information received after returning home low, the interviews have also explored why this is. The contact, or lack thereof, with PA after returning home has varied. Some have heard from PA and participated in various activities, while two have not heard from PA. They are not mad or disappointed as they have given it little thought. However, they may have ranked the content of information with PA after returning home low in satisfaction as there has been no contact. As they may not be the only respondents not being contacted after returning home, it may seem as the best explanation to why it has ranked high in dissatisfaction.

Determining what type of loyal and disloyal customers the respondents are may help point out where PA should make an effort to retain these customers. Three respondents may not repurchase a trip with PA, but they may recommend PA to others who may choose PA as their VT organization. The disloyals do not have intentions to recommend PA to others due to their dissatisfaction with the organization, thus PA may not have a chance of persuading them to be loyal. Only one interviewee may be convinced to choose PA again, and that is Linda.

6. Discussion

This discussion chapter will address some of the issues pointed out in the previous chapters. First, it will look at issues regarding the reasons not to choose PA again, both from the quantitative and qualitative findings. Then, the chapter will deal with other issues mentioned such as the dichotomy of acquiring new volunteers versus retaining past volunteers, and issues related to information as indicated in the findings.

6.1. Should PA Create a Loyalty Program?

Even though the majority of the respondents in the survey have expressed that they would consider using PA again (see figure 5.7), cost seems to be the greatest barrier to overcome. Combining the knowledge of cost being a huge barrier, and that the majority of the respondents would be interested in a loyalty program that offers discounts (see figure 5.11), it would be a good idea to link the two. Loyalty programs have proven popular in many services within the tourism industry. As the literature has implied (confer p.40), services such as hotel and airlines make use of these programs to increase their market share without necessarily increasing their spending costs. The spread of loyalty programs beyond these tourism services is rare, especially within niche segments.

With the majority of the respondents in the survey answering they would be interested in a PA loyalty program that offered economic discounts. It would be feasible for PA to create a loyalty program, as there is a customer base for it. However, it may not be advisable. The literature has indicated that memberships to loyalty programs may be inefficient as many members may merely be passive members seeking good deals. The cost and effort in maintaining these programs may thus be wasted. Besides the cost of maintenance, Lo and Im (2014) point out that the competitive advantage loyalty programs are supposed to generate for tourism services is easily equalized as competitors may copy the approach (Lo & Im, 2014, 766). Thus, it is difficult for tourism services to create and sustain unique loyalty programs. PA should therefore not create a loyalty program even though they have a customer base for it, but perhaps focus on creating another form of relationship with the customers.

Without creating a loyalty program, PA instead offer a repeat discount of 10% to volunteers who use them again. The volunteers do not need to obtain a membership to make use of the 10% discount, and the repeat visit does not need to place within a certain period, thus the past volunteer may volunteer with other organizations in the meantime. The discount may be perceived as an incentive for past volunteers to choose PA again if they are in doubt about what organization to choose or if cost is an issue. PA should however promote the 10% discount more as it is a good initiative. The information is rather unnoticeable on their website. I did not come across it myself when doing my initial search for information on their website. As it was pointed out in the survey comments that a discount does exist, I did another search. I had to go through several menus and submenus before finding it on a subpage on their Alumni page (a section of PA's website dedicated to past volunteers). If I may have difficulties finding it, others may as well. Thus, if the possibility for a discount would show up as one of the first things on the Alumni page, it would get much more attention, and perhaps more past volunteers may make use of it. In relation to cost being a barrier, this discount may be the incentive past volunteers need to want to choose PA again.

6.2. Other Issues Related to the Findings

As the literature has also suggested, an obstacle to repeat purchase may be the tourist's search for novel and exciting experiences (confer p.39). The quantitative findings have also shown that many respondents seek other experiences now. This has not appeared in the subsequent interviews, thus no additional questions, as to what type of experiences the volunteer is looking for, has been asked. However, as 90 of the 96 respondents have expressed that they would volunteer again, it is assumed that they are referring to other experiences within volunteering. For instance, volunteering at a new destination and/or in another project. Considering that PA offers various projects and destinations, thus, appealing greatly with novel experiences, it must be something associated with PA, that make past volunteers choose seeking new experiences as a reason not to use PA again. When looking at appendix 6, these novel experiences may be sought after at other organizations as many respondents have chosen 'Other organizations offer the same' and 'Other organizations have better offers'. Thus, PA come across as not offering something special, which may make them stand out, and other organizations' offers are more appealing.

Thus, PA should consider making itself more competitive in order not to lose its customers to other organizations due to aspects they have control over. Especially concerning other organizations having the same offers. Meaning they offer the same projects or projects in the same destination. PA may want to improve the information about the various attributes of the destinations to provide an appealing destination image to the potential customers. Referring to Dann's (1977) distinction of motivational factors, the attributes and images one has of a destination is often what pulls the tourist's attention (in Lai & Vinh, 2013, 70). In addition, Lai and Vinh (2013) suggest that destinations improve service quality such as the product and staff in order to increase overall satisfaction level and overall destination image (p. 80). These improvements may help create competitiveness for PA.

6.2.1. Lack of Transparency

Returning to the issues, which have been derived in the findings. Many have also chosen the reason 'Other', which is quite unclear as to what it could be. However, in the interviews two new reasons emerged, which have not been possible reasons in the survey (see appendix 1). The first is lack of transparency**.** The interviewees have mentioned that with the amount of money they have paid, they would like to be able to see where it goes. They state that they would rather choose another organization next time where they would be able to see the distribution of money.

Even though the information has been available on PA's website, it seems that volunteers do not come across this diagram of distribution when researching PA's website or it may have little importance to the volunteers before leaving for their placement. Thus, when the experience does not live up their expectations, for instance as with the interviewees with mixed feelings (confer p.54), they blame external factors, such as lack of transparency. PA could attach the diagram alongside with the other information they send to potential volunteers when they consider signing up for volunteering with them. By doing so, it may reduce the number of volunteers having the feeling of not knowing where their money goes. It is about providing as much information as possible to prepare the potential volunteer before leaving for their placement. Some information they receive may make them aware of things they had not thought about themselves, thus minimizing the chances of being unnecessarily surprised.

6.2.2. Own Contacts

The other reason, which has come up in the interviews, is the establishment of own contacts. Several of the interviewees have expressed that they have made their own contacts with people at their placement, of which they would rather make use of next time they choose to visit the placement again. PA has a responsibility and choice to do something in many instances regarding their services and organizational wise, however, that volunteers establish their own contacts is something out of PA's control. In the qualitative findings, it is indicated that establishing their own contacts is, for some, not meant as not liking their experience with PA. They, however, feel that they have made a connection with their placement, which encourages them to come back at a later point in time (confer p.57). In addition, saving money on the fee in the process perhaps enables them to travel back sooner, and they are also able to decide what their money is spent on.

The above has addressed what the reasons not to choose PA may indicate, and what PA can do to reduce these reasons. However, there are also other issues, which have been brought up in the previous chapters. These will be commented on in the following.

6.3. Do PA Need to Acquire New Volunteers?

As loyalty is not certain for many of the past volunteers, hoping for them to exhibit such as behavior may not be beneficial for PA. Thus, it may be necessary for PA to also acquire new volunteers at the same time as trying to retain old volunteers in order to compensate for lost customers. To acquire new volunteers, PA, like any other brand/organization, need to advertise their services. This mainly happens online on their website. Each destination, in PA's portfolio, also has their own Facebook group, where information and pictures are posted for potential and past volunteers to see. The local staff generally take and upload pictures taken of the volunteers.

One of the interviewees see the documenting of destinations as portraying an unfair image (confer p.60) because PA only choose 'nice' images, which may not be a realistic portrayal of the destination or what actually happens on a daily basis. However, as mentioned in the above, marketers need to portray the destination in its most attractive way on order to appeal to potential customers. According to Crompton, destination image constitutes the beliefs, ideas, and impressions a person holds about a certain destination (in Song, Su & Li, 2013, 389). Thus, by portraying a desirable destination image an organization may to appeal to potential customers, and have them choose PA over other sending organizations. It may especially have an effect on potential customers, who are gathering information about a destination before making a decision. Thus, even though she may not agree that it is how to go about portraying the volunteers' work, the use of image is a common tool in marketing. PA may not sell many trips only showing pictures of volunteers eating lunch or being transported to the work sites. According to Coghlan (2007), *"there is a difference in the way conservation-orientated, cross-cultural orientated, and personal development and adventure-orientated organisations use their promotional photographs"* (Coghlan, 2007, 276). Despite how induced the pictures may be, they are, however, still a portrayal of what the volunteers do at their placements. As Coghlan's quote implies, the photographs taken may be directed towards a certain volunteer program segment. Thus, pictures of volunteers and children playing may work well to appeal to volunteers who may want to join a care project. Also, the use of destination image is generally to attract new customers. Customers with prior experience may know that the pictures not necessarily portray the destination completely or at least not all the time. Whether tourists are disappointed when the reality does not match the destination image they have created is a topic for future research.

6.3.1. Retention Efforts

In spite of acquiring new volunteers being seemingly important to PA, the number of satisfied volunteers in this study should also imply an opportunity to retain those volunteers. The discount mentioned above is a good example of trying to sustain the interest of past volunteers. If the volunteer is unsure or does not wish to volunteer again, there are plenty of things to do without having to repeat a purchase to show loyalty to an organization.

Even though the contact with PA may be limited after returning home in addition to offers such as evaluations and writing testimonials. There are other opportunities to stay connected with PA, if the volunteer wants to. On the Alumni page on PA's website, there are suggestions to what past volunteers can participate in after returning home such as join the respective destination's Facebook group to answer questions and give advice to potential volunteers, receive Alumni news, and inspire others to volunteer (Projects Abroad Alumni). Contact post-volunteering is especially needed for some volunteers as they may encounter what is known as reverse culture shock; *"the process of readjusting, reacculturating, and reassimilating into one's own home culture after living in a different culture for a significant period of time"* (Gaw, 2000, in Raymond, 2008, 57). Thus, besides being good for potential volunteers, as they can see and ask staff and past volunteers various things about the destination, the Facebook groups may also be a place where past volunteers are able to share their experience with like-minded, and thus process and perhaps transition to returning home easier.

Being part of the Facebook groups may also aid to the past volunteers' attitudinal loyalty as many tend to share experiences about their stay, and thus provide WOM to others who may be considering the specific destination among other destinations. Naturally, providing WOM is not restricted to online forums, and may be solicited or unsolicited by the receiver. This study has found that three of the interviewees display loyalty of the attitudinal nature, and they would recommend PA to others. The remaining five have not expressed that they would provide positive WOM, but they are all members of a PA group on Facebook. As PA cannot force anyone to do as they please, the fact is that it is up to the individual volunteer how involved they wish be remain after returning home.

6.4. Overcoming the Lack of Information

One of the recurring issues in the findings is the information provided by PA. The quantitative findings suggest that there is a lack of information or the information is not adequate enough at the various stages of volunteering. For instance, the qualitative findings have discovered that some volunteers have not been contacted after returning home. Many respondents in the survey have indicated in order to increase their level of satisfaction PA should be better at planning and giving more information (see figure 5.5). Thus, the high levels of dissatisfaction regarding information compared to the other aspects of PA's service point to this being an area PA should really try to improve. The following includes what PA are doing, and what they should do to improve the lack of quality and quantity of information.

The study by Raymond (2008) has addressed the various stages of volunteering, indicating the need for pre-departure preparation, in-country orientation, and debriefing of volunteers after experience (in Lyons & Wearing, 2008, 55). He refers to the International Volunteer Programs Association (IVPA) where several principles and practices about appropriate volunteer behavior are stated. PA are members of IVPA, and they have applied many of the practices into their promotion material on their website. In total IVPA suggests 35 principles, divided into four categories: pre-program, program, post-program, and organizational. Some of the principles PA have incorporated are: *"Suggests means of fundraising to participants"* (principle 5), *"Requires that all volunteers/participants have* *international travel medical insurance. If insurance is not provided by the organization, requires that all volunteers/participants provide proof of international medical insurance prior to departure"* (principle 7), and *"Suggests to volunteers ways that they might bring resources/materials to their agency/project. Has a clear policy on donations to host families, partner organizations, and members of the community"* (principle 16) (on IVPA principles). There are only four principles post-program, and PA have incorporated them all. They span over conducting evaluations, suggesting ways of volunteers can share their experiences, providing an alumni network for returned volunteers, and conducting annual surveys to ensure that there is no exploitation of the local communities (IVPA principles). Thus, the few principles directed towards the volunteers after returning home may explain the lack of effort organizations such as PA put in maintaining communication.

The qualitative findings in this study also suggest that there is a difference in how the local offices operate to such an extent that the volunteer could not recognize the organization behind. Whether PA allows the local offices to customize their services according to local culture or the local offices are expected to follow a standardized guideline is unknown. If the latter is the case, there is indeed a lack of monitoring by PA. With the lack of evaluating the informational aspects of their services, as established above, it is imaginable that PA do not monitor their local offices enough either to see the immense differences. As with the various stages of the program, IVPA also have some principles regarding the organization. IVPA organizational principles state that organization: *"Provide clear, accurate, and consistent information in all online and printed material"* (principle 28), and *"Does not exploit the misfortunes of communities or vulnerable populations in marketing and program material. Practices this by using images and vocabulary that empower and celebrate local culture"* (principle 29). None of the principles demand any standardization of the local offices, but principle 31 encourages that they obey the various laws abroad (IVPA website). As the principles are merely guidelines, there are no consequences in not abiding by them. Thus, it is the responsibility of the organization to make sure the efforts made are satisfactory for the various stakeholders, such as the volunteers. PA therefore need to decide for themselves how the various offices and information processes are dealt with. The following will look into how organizations may monitor and evaluate themselves.

6.4.1. Monitoring and Evaluating an Organization

According to Taplin, Dredge and Scherrer (2014), there is a gap in literature as to how sending organizations monitor and evaluate their programs in a complex organizational landscape (p. 874). Their study seeks to provide a conceptual framework for monitoring and evaluating VT programs. They propose that difficulties in defining VT makes it hard to decide what and how to monitor and evaluate it, there is thus a need for a clear definition, and also a better framing of evaluation and monitoring (Taplin, Dredge & Scherrer, 2014, 876). Monitoring is described as *"the purposeful checking of how a programme's activities are progressing and the gathering of information on the various activities taking place within a programme"* (Bartle, 2007, in Taplin, Dredge & Scherrer, 2014, 876). Where evaluation can be seen as *"the process of determining the merit and worth (value) of a programme, serving as a basis for determining if and how a programme needs to be improved or even terminated"* (Stufflebeam & Shinkfield, 2007, in Taplin, Dredge & Scherrer, 2014, 876). Evaluations should be utilized to gain new insights in terms of feedback about a program, organization, and the like. to improve what is unsatisfactory. Even though their study centers around VT programs, monitoring and evaluation may be directed at other aspects of the organization. By monitoring the communication flow between the organization and the volunteers, PA would be able to evaluate if they are doing enough to satisfy their customers or if they need to improve certain things. By the look of things, it does not seem like PA is evaluating themselves as much as they are conducting evaluations about the volunteers' experiences.

As indicated above, the principles are seen as guidelines, and there are no agencies to monitor the sending organizations. It is voluntary to be a member of IVPA, and they state that their function is merely a forum where information and resources are shared (IVPA website). Hence, there is no one to make sure sending organizations follow the principles but themselves. If PA are interested in improving the negative aspects past volunteers have indicated, they need to start monitoring their organization and evaluate it critically. Thus, monitor how local offices operate and to what extent the national sales offices contact the returned volunteers. By having an insight to this information PA may yet evaluate what they can improve to increase satisfaction, and hope to retain customers.

7. Conclusion

An important aspect of this study has been how it contributes to the existing literature, or lack thereof. As I could not find other studies, which look into the satisfaction of past volunteers and what reasons may influence them not to choose the same organization again, I suggest this exploratory research may form the basis of the topic.

This case study has sought to answer the following questions with the use of a mixed methods research approach: 1) *What aspects of volunteering with PA achieve a satisfactory level? 2) What are the further intentions of past volunteer tourists? 3) If, and in what respect, past volunteer tourists are interested in the benefits that loyalty programs may offer? And 4) What situations may make satisfied volunteer tourists disloyal?*

First, findings from the quantitative data collection have shown that all of the various aspects of volunteering with PA rank more satisfactory than dissatisfactory. Thus, they all reach a satisfactory level. Findings have shown that there are two aspects, where no respondent have chosen the options unsatisfied or very unsatisfied. Those are 'Satisfaction with travel experience' and 'Satisfaction with personal insight'. These two aspects may also be what motivate volunteers to join a VT program in the first place. As it presents an opportunity to travel abroad, but also experience something different and learn from it, which may contribute to personal insight. Where travel experience and personal insight have received the most counts of very satisfying by the respondents, the findings have also shown that information from PA before, during and after the placement have received most counts of very unsatisfying. However, these aspects regarding the content of information in the various stages do not seem to affect how satisfied the volunteers are in general about their time volunteering as volunteering in general has reached a satisfactory level. Findings have also shown that the few chi-square tests performed show that there are no significant associations between the rankings of service aspects and the demographic variables. Thus, it may indicate that the findings are reached by chance.

The findings regarding further intentions indicate that the majority of the past volunteers are willing to recommend their experiences to others, promote at information meetings, and even repurchase experiences gained by using PA as their sending organization. There also seems to be a big interest in following the activities going on at the various placements the volunteers have visited, such as uploading pictures, providing updates, and the like.

Also communicating with other volunteers, past and potential, takes place through the various PA Facebook groups. Regarding the repurchase intentions mentioned above, a loyalty program, which offers economic discounts, is of interest to many of the past volunteers. However, an actual loyalty program should not be made. PA should however focus on promoting their existing repeat discount of 10% on their website. By doing so, it may perhaps generate more interest among past volunteers to choose PA again for a future trip.

The qualitative findings have sought to answer what situations contribute to satisfied volunteers being disloyal. The findings show there are three main reasons: cost, lack of transparency and own contacts. The respondents feel like it is too expensive to volunteer with PA, and they are not able to see where the money they pay goes. Thus, these two factors may make them think less of PA. Especially, that PA is a business only interested in making a profit and not concerned about the welfare of the children and volunteers. Many of the concerns about price and lack of transparency is suggested to be solved before leaving for their placement. By doing proper research the volunteers may then make an informative decision whether to volunteer with PA or another organization. The qualitative findings also revealed those who state that they do not need an organization next time they volunteer as they have made their own contacts. Wanting to use own contacts may be generated by cost and lack of transparency. It may, however, also have nothing to do with PA as an organization, but the fact that they believe they can manage organizing a trip themselves. The aspect of having own contacts may be a key finding in this study as it may indicate what sets VT apart from same type of research within tourism or even consumption.

Regarding the other qualitative findings uncovered, as the content of information received after returning home have received low satisfaction rankings, the interviews have also sought to explore why this is. The contact, or lack thereof, with PA after returning home has varied among volunteers. Some have heard from PA and participated in various activities such as evaluating, while two have not heard from PA. These, and others, may have ranked the content of information with PA after returning home low in satisfaction because there has been no contact. As they may not be the only respondents in the entire sample not being contacted after returning home, it may seem as the best explanation to why it has ranked high in dissatisfaction. In addition, this study has put forth that determining what type of loyal and disloyal customers the respondents are may help point out where PA should make an effort to retain these customers. By using Rowley and Dawes' typology, it has suggested what actions may be taken to reverse the disloyal attitudes. Three of the respondents may not repurchase a trip with PA, but they may recommend PA to others who may choose PA as their VT organization. The disloyals do not have intentions to recommend PA to others due to their dissatisfaction with the organization, thus PA may not have a chance of persuading them to be loyal.

This study has identified situations where past volunteers would not choose PA again as sending organization. The quantitative findings have pointed to the economic cost of volunteering, volunteers seeking new experiences, and other reasons as the three main reasons not to choose PA again. Where the qualitative findings support that cost is the major reason, but also that the lack of transparency, and own contacts are important reasons. Marketing efforts as suggested in Rowley and Dawes' study (2000) may try to reverse the various types of disloyal as they propose there are.

7.1. Implications

The above have portrayed the findings from the data collected, and discussed issues that it may have come across. An exploratory study as this may bring about several implications for future references. This section is divided into managerial and research implications.

7.1.1. Managerial Implications

Dissatisfied customers may be unavoidable. However, organizations, such as PA, may incorporate defensive strategies to reduce switching behavior, and marketing strategies to reverse negative attitudes.

Efforts to market any benefits to stay loyal to organization, such as PA's 10% repeat discount, should be made as it may help re-attract price-sensitive volunteers. For past volunteers who may have had a negative experience with an organization, marketing communication approach such as feedback procedures as suggested by Rowley and Dawes (2000) may be incorporated to reverse disloyal behavior.

It is necessary for VT organizations to evaluate their services and the organization itself in order to be able to improve aspects, with which volunteers may not be satisfied. There has been a dissatisfaction with information at the various stages of volunteering. One of the findings have shown that some respondents have not been contacted by PA after returning home. This study has suggested that PA monitor and evaluate the communication flow between the various PA offices as one respondent has mentioned the immense difference in the offices that she could not recognize PA as the organization behind. They should also monitor the feedback they receive from the past volunteers, some may deal with the issues regarding information. Thus, by monitoring feedback, they are able to evaluate what actions to take. However, PA may also try and incorporate random questionnaires once in a while asking how to improve services, what information is lacking, and the like. Thereby they are doing something actively to prevent dissatisfaction with certain aspects.

7.1.2. Research Implications

As indicated in the methodology, the nature of exploratory case studies does not make findings generalizable (confer p.14), in the statistical sense. Instead, a case study may explain a specific case or theoretical proposition, thus aiming for theoretical generalization. Meaning a case does not need to be representative rather than replicable under same conditions but with new respondents, and produce similar results (De Vaus, 2001, 237-238). Thus, tests to see if this study can be theoretical generalizable need to be conducted. If it is not, future studies should among other repeat the study with a larger sample to represent the population better. In addition, a larger sample may discover other reasons not to choose the organization in question than have been uncovered in this study.

Limited literature is devoted to satisfaction and loyalty within a VT context, however, mainly focus on mass tourism and the service industry. Future research should try to add literature to this topic as VT is becoming popular and getting more attention in research. More empirical studies should also be undertaken to explore and support future research. Future studies may conduct a similar case study on a smaller VT organization to compare findings, and discover if smaller organizations focus more on generating satisfied volunteers than big international organizations, such as PA. Also, as many have mentioned the cost of volunteering with PA a major barrier for choosing them again, it could be of interest to conduct a similar study on a non-profit organization to see if and what similar reasons emerge as to not choose the same organization again.

Other approaches such as participant observation should be considered. Future studies may also focus on pre-trip documentations as to what expectations volunteers have, and compare if they are fulfilled post-volunteering. Coghlan and Pearce's study (2010) conducts real time evaluations of satisfaction, such an approach may also be of interest for future studies to observe potential fluctuations. However, it should be followed-up by a post-volunteering evaluation to measure the further intentions.

Thus, there are many possible approaches to take for future studies. It is completely up to the researcher, however, every little research helps to add to the literature. And every study made may help define the topic even further.

8. References

Allen, C. T., Machleit, K. A., & Kleine, S. S. (1992). A Comparison of Attitudes and Emotions as Predictors of Behavior at Diverse Levels of Behavioral Experience. *Journal of Consumer Research, 18*, 493-504.

Alreck, P. L., & Settle, R. B. (Eds.). (2004). *The Survey Research Handbook* (3.th ed.). New York, NY: McGraw-Hill/Irwin.

Amani, Z. (2011). Are Confident Customers Relationship Loyal to Retailer? *Journal of Business Studies Quarterly, 3*(1), 284-299.

Andereck, K., McGehee, N. G., Lee, S., & Clemmons, D. (2012). Experience Expectations of Prospective Volunteer Tourists. *Journal of Travel Research, 51*(2), 130-141.

Baker, D. A., & Crompton, J. L. (2000). Quality, Satisfaction and Behavioral Intentions. *Annals of Tourism Research, 27*(3), 785-804.

Benson, A. M., & Henderson, S. (2011). A Strategic Analysis of Volunteer Tourism Organisations. *The Service Industries Journal, 31*(3), 405-424.

Bolton, R. N. (1998). A Dynamic Model of the Duration of the Customer's Relationship with a Continuous Service Provider: The Role of Satisfaction. *Marketing Science, 17*(1), 45-65.

Bolton, R. N., & Drew, J. H. (1991). A Multistage Model of Customers' Assessments of Service Quality and Value. *Journal of Consumer Research, 17*, 375-384.

Boulding, W., Kalra, A., Staelin, R., & Zeithaml, V. A. (1993). A Dynamic Process Model of Service Quality: From Expectations to Behavioral Intentions. *Journal of Marketing Research, 30*, 7-27.

Bowen, D., & Clarke, J. (2009). Fulfilling the Promise: Tourist Satisfaction. In D. Bowen, & J. Clarke (Eds.), *Contemporary Tourist Behaviour: Yourself and Others as Tourists* (1st ed., pp. 139-158). Oxfordshire, UK: CABI.

Bruner, E. (2005). Introduction: Travel Stories Told and Retold. In E. Bruner (Ed.), *Culture on Tour: Ethnographies of Travel* (pp. 1-29). Chicago: University of Chicago Press.

Bryman, A. (2012). Mixed Methods Research: Combining Quantitative and Qualitative Research. In A. Bryman (Ed.), *Social Research Methods* (4th ed., pp. 627-652). Oxford: Oxford University Press.

Chang, T., & Wildt, A. R. (1994). Price, Product Information, and Purchase Intention: An Empirical Study. *Journal of the Academy of Marketing Science, 22*(1), 16-27.

Coghlan, A. (2007). Towards an Integrated Image-Based Typology of Volunteer Tourism Organisations. *Journal of Sustainable Tourism, 15*(3), 267-287.

Coghlan, A., & Gooch, M. (2011). Applying a Transformative Learning Framework to Volunteer Tourism. *Journal of Sustainable Tourism, 19*(6), 713-728.

Coghlan, A., & Pearce, P. (2010). Tracking Affective Components of Satisfaction. *Tourism and Hospitality Research, 10*(1), 42-58.

Coren, N., & Gray, T. (2012). Commodification of Volunteer Tourism: A Comparative Study of Volunteer Tourists in Vietnam and in Thailand. *International Journal of Tourism Research, 14*, 222-234.

Creswell, J. W. (Ed.). (2009). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches* (3.th ed.). California, USA: SAGE Publications, Inc.

Creswell, J. W., & Clark, V. L. P. (Eds.). (2011). *Designing and Conducting Mixed Methods Research* (2.th ed.). California, USA: SAGE Publications Inc.

De Vaus, D. A. (2001). *Research Design in Social Research*. London: SAGE Publisher.

Ekinci, Y., Sirakaya-Turk, E., & Preciado, S. (2013). Symbolic Consumption of Tourism Destination Brands. *Journal of Business Research, 66*, 711-718.

Fornell, C. (1992). A National Customer Satisfaction Barometer: The Swedish Experience. *Journal of Marketing, 56*, 6-21.

Gallarza, M. G., Saura, I. G., & Moreno, F. A. (2013). The Quality-Value-Satisfaction-Loyalty Chain: Relationships and Impacts. *Tourism Review, 68*(1), 3-20.

Graziano, A. M., & Raulin, M. L. (2013). *Research Methods: A Process of Inquiry*. Boston: Pearson.

Guttentag, D. A. (2009). The Possible Negative Impacts of Volunteer Tourism. *International Journal of Tourism Research, 11*, 537-551.

Hammersley, L. A. (2014). Volunteer Tourism: Building Effective Relationships of Understanding. *Journal of Sustainable Tourism, 22*(6), 855-873.

Huang, Z., Cai, L. A., Yu, X., & Li, M. (2014). A Further Investigation of Revisit Intention: A Multigroup Analysis. *Journal of Hospitality Marketing & Management, 23*, 815-832.

Hume, L., & Mulcock, J. (2004). Introduction: Awkward Spaces, Productive Places. In L. Hume, & J. Mulcock (Eds.), *Anthropologists in the Field: Cases in Participant Observation* (pp. xi-xxv). New York: Columbia University Press.

Jalilvand, M. R., Pool, J. K., Vosta, L. N., & Nafchali, J. S. (2014). The Effect of Marketing Constructs and Tourists' Satisfaction on Loyalty to a Sports Destination: A Structural Equation Model and Analysis. *Education, Business and Society: Contemporary Middle Eastern Issues, 7*(4), 316-332.

Johnson, R. B., & Onwuegbuzie, A. J. (2004). Mixed Methods Research: A Research Paradigm Whose Time Has Come. *Educational Researcher, 33*(7), 14-26.

Johnson, R. B., Onwuegbuzie, A. J., & Turner, L. A. (2007). Toward a Definition of Mixed Methods Research. *Journal of Mixed Methods Research, 1*(2), 112-133.

Keese, J. R. (2011). The Geography of Volunteer Tourism: Place Matters. *Tourism Geographies, 13*(2), 257-279.

Knollenberg, W., McGehee, N. G., Boley, B. B., & Clemmons, D. (2014). Motivation-Based Transformative Learning and Potential Volunteer Tourists: Facilitating More Sustainable Outcomes. *Journal of Sustainable Tourism, 22*(6), 922-941.

Kvale, S. (1996). The Interview Situation. In S. Kvale (Ed.), *Interviews: An Introduction to Qualitative Research Interviewing* (pp. 124-143). Thousand Oaks, CA: SAGE Publications.

Kwok, L. (2012). Exploratory-Triangulation Design in Mixed Methods Studies: A Case of Examining Graduating Seniors Who Meet Hospitality Recruiters' Selection Criteria. *Tourism and Hospitality Research, 12*(3), 125-138.

Lai, W., & Vinh, N. Q. (2013). How Promotional Activities and Evaluative Factors Affect Destination Loyalty: Evidence From International Tourists of Vietnam. *International Journal of Marketing Studies, 5*(1), 70-85.

Li, M., & Cai, L. A. (2012). The Effects of Personal Values on Travel Motivation and Behavioral Intention. *Journal of Travel Research, 51*(4), 473-487.

Lo, A. S., & Im, H. H. (2014). Drivers of Customer-Brand Relationship Quality: A Case of Mainland Chinese Hotel Loyalty Program Members. *Journal of Travel & Tourism Marketing, 31*, 763-782.

McCall, G. J. (2006). The Fieldwork Tradition. In D. Hobbs, & R. Wright (Eds.), *The SAGE Handbook of Fieldwork* (pp. 3-21). London: SAGE Publications Ltd.

McIntosh, A. J., & Zahra, A. (2007). A Cultural Encounter Through Volunteer Tourism: Towards the Ideals of Sustainable Tourism? *Journal of Sustainable Tourism, 15*(5), 541-556.

Morais, D. B., Dorsch, M. J., & Backman, S. J. (2004). Can Tourism Providers Buy Their Customers' Loyalty? Examining the Influence of Customer-Provider Investments on Loyalty. *Journal of Travel Research, 42*, 235-243.

Oliver, R. L. (1977). Effect of Expectation and Disconfirmation on Postexposure product Evaluations: An Alternative Interpretation. *Journal of Applied Psychology, 62*, 480-486.

Oliver, R. L. (1989). Processing of the Satisfaction Response in Consumption: A Suggested Framework and Research Propositions. *CS/D&CB, 2*, 1-16.

Olsson, A. K. (2012). Spatial Aspects of Member Retention, Participation and Co-creation in Tourism Settings. *International Journal of Nonprofit and Voluntary Sector Marketing, 17*, 231-247.

Ong, F., Lockstone-Binney, L., King, B., & Smith, K. A. (2014). The Future of Volunteer Tourism in the Asia-Pacific Region: Alternative Prospects. *Journal of Travel Research, 53*(6), 680-692.

Oppermann, M. (1999). Predicting Destination Choice - A Discussion of Destination Loyalty. *Journal of Vacation Marketing, 5*(1), 51-65.

Ostrom, A., & Iacobucci, D. (1995). Consumer Trade-Offs and the Evaluation of Services. *Journal of Marketing, 59*, 17-28.

Otto, J. E., & Ritchie, J. R. B. (1996). The Service Experience in Tourism. *Tourism Management, 17*(3), 165-174.

Patterson, P. G., & Spreng, R. A. (1997). Modelling the Relationship Between Perceived Value, Satisfaction and Repurchase Intentions in a Business-to-Business, Services Context: An Empirical Examination. *International Journal of Service Industry Management, 8*(5), 414-431.

Pearce, P. L., & Coghlan, A. (2008). The Dynamics Behind Volunteer Tourism. In K. D. Lyons, & S. Wearing (Eds.), *Journeys of Discovery in Volunteer Tourism: International Case Study Perspectives* (1st ed., pp. 130-143). Wallingford, UK: CABI.

Petrick, J. F. (2004). Are Loyal Visitors Desired Visitors? *Tourism Management, 25*, 463-470.

Raymond, E. (2008). 'Make a Difference!': The Role of Sending Organizations in Volunteer Tourism. In K. D. Lyons, & S. Wearing (Eds.), *Journeys of Discovery in Volunteer Tourism: International Case Study Perspectives* (1st ed., pp. 48-60). Wallingford, UK: CABI.

Raymond, E. M., & Hall, M. C. (2008). The Development of Cross-Cultural (Mis)Understanding Through Volunteer Tourism. *Journal of Sustainable Tourism, 16*(5), 530-543.

Richard, J. E., & Zhang, A. (2012). Corporate Image, Loyalty, and Commitment in the Consumer Travel Industry. *Journal of Marketing Management, 28*(5-6), 568-593.

Richins, M. L. (1997). Measuring Emotions in the Consumption Experience. *Journal of Consumer Research, 24*, 127-146.

Rowley, J., & Dawes, J. (2000). Disloyalty: A Closer Look at Non-Loyals. *Journal of Consumer Marketing, 17*(6), 538-549.

Schutt, R. K. (Ed.). (2006). *Investigating the Social World: The Process and Practice of Research* (5.th ed.). California, USA: SAGE Publications Inc.

Song, Z., Su, X., & Li, L. (2013). The Indirect Effects of Destination Loyalty Intention Through Tourist Satisfaction and Perceived Value: The Bootstrap Approach. *Journal of Travel & Tourism Marketing, 30*, 386-409.

Söderlund, M. (2002). Customer Familiarity and Its Effects on Satisfaction and Behavioral Intentions. *Psychology & Marketing, 19*(10), 861-880.

Söderlund, M. (2006). Measuring Customer Loyalty With Multi-Item Scales: A Case for Caution. *International Journal of Service Industry Management, 17*(1), 76-98.

Söderlund, M., & Öhman, N. (2005). Assessing Behavior Before it Becomes Behavior: An Examination of the Role of Intentions as a Link Between Satisfaction and Repatronizing Behavior. *International Journal of Service Industry Management, 16*(2), 169-185.

Taplin, J., Dredge, D., & Scherrer, P. (2014). Monitoring and Evaluating Volunteer Tourism: A Review and Analytical Framework. *Journal of Sustainable Tourism, 22*(6), 874-897.

Tepeci, M. (1999). Increasing Brand Loyalty in the Hospitality Industry. *International Journal of Contemporary Hospitality Management, 11*(5), 223-229.

Veal, A. J. (1992). *Research Methods for Leisure and Tourism: A Practical Guide*. Harlow, UK: Longman Group.

Wearing, S. (2001). *Volunteer Tourism: Experiences That Make a Difference*. Oxfordshire, UK: CABI.

Weiner, B. (1985). An Attributional Theory of Achievement Motivation and Emotion. *Psychological Review, 92*(4), 548-573.

Williams, P., & Soutar, G. N. (2009). Value, Satisfaction and Behavioral Intentions in an Adventure Tourism Context. *Annals of Tourism Research, 36*(3), 413-438.

Woodruff, R. B., Cadotte, E. R., & Jenkins, R. L. (1983). Modeling Consumer Satisfaction Processes Using Experience-Based Norms. *Journal of Marketing Research, 20*, 296-304.

Xie, L., & Chen, C. (2014). Hotel Loyalty Programs: How Valuable is Valuable Enough? *International Journal of Contemporary Hospitality Management, 26*(1), 107-129.

Yang, Y., Liu, X., Jing, F., & Li, J. (2014). How Does Perceived Value Affect Travelers' Satisfaction and Loyalty? *Social Behavior and Personality, 42*(10), 1733-1744.

8.1. Online References

International Volunteer Programs Association. (2015). *IVPA principles.* Retrieved 02/28, 2015, from http://www.volunteerinternational.org/principles.html

Projects Abroad. (2015). *Projects Abroad.* Retrieved 21/02, 2015, from http://www.projects-abroad.org/

Projects Abroad. (2015). *Projects Abroad Alumni.* Retrieved 21/02, 2015, from http://www.projects-abroad.org/about-us/alumni/

Projects Abroad. (2015). *Projects Abroad Experience.* Retrieved 21/02, 2015, from http://www.projects-abroad.org/about-us/our-experience/

Projects Abroad. (2015). *Projects Abroad Flexibility.* Retrieved 21/02, 2015, from http://www.projects-abroad.org/about-us/flexibility-and-variety/

Projects Abroad. (2015). *Proejcts Abroad History.* Retrieved 21/02, 2015, from http://www.projects-abroad.org/about-us/

Projects Abroad. (2015). *Projects Abroad Impact.* Retrieved 21/02, 2015, from http://www.projects-abroad.org/about-us/our-impact/

Projects Abroad. (2015). *Money Matters.* Retrieved 02/12, 2015, from http://www.projects-abroad.co.uk/about-us/money-matters/

Projects Abroad. (2015). *Projects Abroad Mission & Values.* Retrieved 21/02, 2015, from http://www.projects-abroad.org/about-us/mission-and-values/

Projects Abroad. (2015). *Projects Abroad Prices.* Retrieved 21/02, 2015, from http://www.projects-abroad.org/prices/

Projects Abroad. (2015). *Projects Abroad Projects.* Retrieved 21/02, 2015, from http://www.projects-abroad.org/volunteer-projects/intern-abroad/

Projects Abroad. (2015). *Projects Abroad Safety.* Retrieved 21/02, 2015, from http://www.projects-abroad.org/about-us/safety-and-backup/