

## THE RELATIONSHIP OF HYGIENE, MOTIVATOR, AND PROFESSIONAL STRATEGIC CAPABILITIES TO THE PERFORMANCE OF AUSTRALIAN MUSIC FESTIVAL EVENT MANAGEMENT ORGANIZATIONS

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The Australian music festival event management (AMFEM) industry is situated in a highly competitive industry and dynamic environment. Thus, the purpose of this article is to explain if and how Motivator, Hygiene, and Professional (MHP) strategic capabilities (SCs) are positively associated with the performance of AMFEM companies. A mixed-methods research design comprising a case study of a Western Australian event management company and 12 in-depth interviews with, and a questionnaire survey of, a sample of AMFEM organizations was used to develop and test our proposed MHP model. Fifteen SCs were identified from the academic literature and qualitative research, which were used to construct and measure the variables in the MHP model. The questionnaire survey (sent by e-mail/post to 238 organizations, of which 48 responses were usable) canvassed opinions about the relationships between the MHP SCs and the performance of AMFEM organizations. It was found that all the SCs were related to AMFEM performance; however, only Motivator and Hygiene groupings of strategic capabilities were directly related to organizational performance, while grouped Professional strategic capabilities were indirectly related. Overall, the participants and respondents validated the MHP model. Therefore, managers of events organizations should develop Motivator and Hygiene SCs first and foremost for increased performance of their companies. They should also engage distinguished artists and direct careful attention to planning, customer satisfaction, and innovation in order to ensure a successful outcome. Our findings add to the festival event management literature by demonstrating the importance of Motivator, Hygiene, and additional Professional SCs for the successful performance of music festival event management organizations. All three groups were found to play important, though not equal roles.

**Key words:** Music festival event management organizations; Motivator, Hygiene, and Professional (MHP) strategic capabilities (SCs); Performance

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## Introduction

This article reports the results of an empirical mixed-methods study of the relationship between 15 Motivator, Hygiene, and Professional (MHP) strategic capabilities (SCs) and the successful performance of Australian music festival event management (AMFEM) organizations. Related research includes findings from a second part of the research; the MHP SCs that moderate challenges to quality music festival management (Simon, Parker, Stockport, & Sohal, 2017). As will be shown, all 15 SCs were considered critical by the participants in the study for successful performance. However, Motivator and Hygiene SCs were thought to be more directly related to organizational performance than Professional SCs. Artists, planning, customer focus, and innovation were considered conducive to the crafting of a successful music festival. The overarching theoretical framework was constructed from the interrelationship of MHP SCs and organizational performance. So MHPs, SCs, and organizational performance indicators are discussed in detail here.

### *Motivator, Hygiene, and Professional Factors*

The two-factor motivational model (this will be referred to as the Motivator–Hygiene model throughout this article) developed by Herzberg, Mausner, and Snyderman, (1959) was initially used to explain employee satisfaction in the workplace. They proposed that there were two main factors influencing an employee’s overall level of satisfaction or dissatisfaction: Motivator (influencing satisfaction) and Hygiene (influencing dissatisfaction) factors.

In Herzberg et al.’s (1959) model, Hygiene factors are conditions of the employee’s job *context*, and influence the amount of *dissatisfaction* experienced. If Hygiene factors, such as working conditions, interpersonal relationships, organizational policies, and salary, are maintained to an acceptable threshold or enhanced, then an employee would experience limited or reduced dissatisfaction. On the other hand, Motivator factors are concerned with the *content* of an employee’s job and influence the amount of *satisfaction* experienced. For instance, if an employee has a sense of achievement,

recognition, responsibility, opportunity for personal growth and advancement, and an interesting job then she/he will experience increased satisfaction.

Herzberg et al. (1959) emphasized that improving Hygiene factors will *not* increase satisfaction, only reduce dissatisfaction. The opposite is true for boosting Motivator factors. This will lead to greater satisfaction, but not directly impact on dissatisfaction. Essentially, Herzberg et al. (1959) suggested that the overall satisfaction experienced by an employee is derived from two distinct and mutually exclusive variables—satisfaction and dissatisfaction—directly influenced by Motivator and Hygiene factors.

There is evidence that both supports and contradicts the Motivator-Hygiene model (Herzberg et al., 1959). Several studies that were conducted cross-culturally in Asia, Africa, Europe, the Middle East, and the US have lent credence to the Motivator-Hygiene model (Herzberg, 1987). However, there are other studies that have been unable to replicate these findings (House & Wigdor, 1967; Kerr, Harlan, & Stogdill, 1974). Although the model may come under some scrutiny in its initially proposed context, the underlying premise that overall satisfaction is driven by qualitatively different Motivator and Hygiene factors has been used to explain observations in a variety of different environments, not just the workplace. That is why it was chosen as part of the overarching theoretical framework of reference for this article. For example, Howard and Crompton (1980) adapted Herzberg et al.’s (1959) Motivator-Hygiene model to explain guests’ satisfaction with recreational facilities in the leisure field. They found that the physical attributes of tourism and recreational facilities were analogous to hygiene factors in that they crafted the tangible physical environment. They suggested that although hygiene factors were necessary for reducing customer dissatisfaction, in and of themselves they were not enough to create satisfaction. Furthermore, Howard and Crompton (1980) suggested that if Hygiene factors did not surpass a customer’s perceived acceptable “threshold,” dissatisfaction would result. On the other hand, *efficacy of content* of the recreational facilities—motivator factors—is what leads to increased satisfaction. Therefore, they recommended to managers that they should evolve Hygiene factors that exceed the customer’s

acceptable level in order to reduce dissatisfaction. However, the majority of resources should be allocated to Motivator factors, because this is fundamentally what increases satisfaction.

It was Baker and Crompton (2000) who first suggested that Herzberg et al.'s (1959) model could be used to explain customer satisfaction and perceptions of quality within a festival environment. Although their study was not initially designed to test the Motivator-Hygiene model, the findings inadvertently suggested that perceptions of quality and customer satisfaction are predicted by two factors analogous to Motivator factors (generic and specific features of the festival as the reasons for which patrons attended) and Hygiene factors (comfortable amenities and information sources). They also found that Motivator factors were more important than Hygiene factors when predicting satisfaction and perceptions of quality (Baker & Crompton, 2000).

Crompton (2003) extended these findings by explicitly investigating the appropriateness of using an adapted two-factor model to measure service quality and related customer satisfaction, specifically in a festival environment. The model suggested that overall customer satisfaction only occurs when Motivator *and* Hygiene (Maintenance) attributes are of high quality. Quality below the desired threshold for either Motivator or Hygiene attributes would result in customers experiencing overall dissatisfaction. Crompton (2003) was able to segment (through a factor analysis) responses based on Motivator and Hygiene attributes, providing support for the hypothesis that perceptions of quality and customer satisfaction are influenced by qualitatively different sources [Motivator and Hygiene (maintenance) factors]. However, only tentative evidence was provided to support the model's validity. Descriptive statistics were produced for the 24 individual items defining the Motivator and Hygiene concepts but relationships between variables in the two-factor model were not analyzed.

More recent studies have found supporting evidence for adapting Herzberg et al.'s (1959) Motivator-Hygiene theory to other industries such as tourism (an important facet of many, often rural, music festivals). Some of these contexts include: ecolodge service consumption (Chan & Baum, 2008), zoos and aquariums (Jenson, 2008), rural

tourism (Ryu & Um, 2008), and the accommodation industry (Sylvia & Baum, 1993). Ryu, Um, and Lee (2012) also provided further support for adapting Herzberg et al.'s (1959) Motivator-Hygiene model because their research, conducted at a Korean festival, found that overall customer satisfaction was two dimensional (comprising satisfaction and dissatisfaction).

Within this article, we do not intend to add to the academic literature by testing Crompton's (2003) adapted two-factor model. Instead, we build and develop a similar model that is somewhat loosely based on Herzberg et al.'s (1959) Motivator-Hygiene concepts, which is similar to how Crompton's (2003) model was developed. This study's adapted MHP model is applied in the context of festival management and focuses upon the organizational unit of analysis thereby investigating the relationship between SC development, functioning, and organizational performance.

Specifically, Table 1 classifies the academic literature pertaining to the SCs into the three categories of Motivator, Hygiene, and Professional. The Motivator and Hygiene SC groups were based on Baker and Crompton (2000) and Crompton's (2003) research. The Professional SC group was added because the preliminary list of SCs could not be effectively grouped into just Motivator and Hygiene categories. These 15 specific SCs were found to be particularly important to the AMFEM staff interviewed in the qualitative phases of this research. Furthermore, due to this study's unit of analysis (the organization instead of individuals/customers) compared to previous research (Baker & Crompton, 2000; Crompton 2003), the Professional SCs group was created to categorize the additional factors (SCs) when focusing on the organization (see Simon et al., 2017).

These 15 SCs were derived from a review of the literature, case study, and in-depth interviews.

### *Strategic Capabilities*

Capabilities in general can be described as the combination of tangible and intangible resources used to complete organizational tasks that create value for the customer (Hanson, Hitt, Ireland, & Hoskisson, 2014). For Hubbard and Beamish (2011), capabilities are organizational skills that

Table 1

Groupings of Motivator, Hygiene, and Professional Strategic Capabilities (SCs) (Referred to in a Plethora of Papers—Full List Available From Authors. Three Apposite Examples Are Listed for Each SC)

SC Groups	Strategic Capability
Motivator SCs	Artist Programming, Negotiation, and Acquisition: Ballantyne, Ballantyne, and Packer (2014); Bowen and Daniels (2005); Getz (2002) Branding and Image: Drengner, Jahn, and Zanger (2011); Getz (2010); Mair and Whitford (2013) Customer Focused: Andersson and Getz (2008); Baker and Crompton (2000); Lade and Jackson (2004) Innovation in Planning Stages: Getz (2002); Leenders (2010); Mules (2004) Marketing: Getz (2002); Leenders (2010); Mair and Whitford (2013)
Hygiene SCs	On-the-day Management of Operations: Baker and Crompton (2000); Mackellar (2013); Mair and Whitford (2013) Operations Planning: Getz (2002); Jepson, Clarke, and Ragsdell (2013); Kim, Sun, and Mahoney (2008) Patron Health Management: Earl (2008); Mackellar (2013); Mair and Whitford (2013) Risk and Emergency Planning: Jepson et al. (2013); Mackellar (2013); Mair and Whitford (2013) Site Planning: Anil (2012); Jepson et al. (2013); Mackellar (2013)
Professional SCs	Evaluating Return on Investment: Gibson and Connell (2012); Mair and Whitford (2013); Mules (2004) Financial Management and Ticket Pricing: Andersson and Getz (2008); Krupnova (2011); Mair and Whitford (2013) Postevent Review: Getz (2002); Getz (2010); Werner, Dickson, and Hyde (2015) Stakeholder Management: Jepson et al. (2013); Mair and Whitford (2013); Mules (2004) Supplier Management and Relationships: Mackellar (2006); Mackellar (2013); Mair and Whitford (2013)

facilitate the performance of business activities. In order for a capability to possess strategic value, Hubbard and Beamish (2011) suggested that it must embody three distinct characteristics. Firstly, it must be of value to the customer; secondly, it needs to be better than that of most of the competition; and thirdly, it must be difficult to replicate or copy. SCs must be consciously and continuously cultivated by an organization to a level of proficiency better than any competitor (Simon et al., 2015). Significant investment of an organization's time and resources is necessary to create and maintain SCs, with the ultimate goal of developing sustainable competitive advantage (Hanson et al., 2014; Hayes, Pisano, & Upton, 1996; Hubbard & Beamish, 2011; Robert, 1993).

Strategic capabilities enable an organization to position itself advantageously in the market. Keays (1997) used the dramatic example of the competitive environment being a battlefield, with SCs analogous to attack capabilities, allowing the party to secure the high ground. Developing SCs to meet the requirements of the unique industry environment, including achieving a sustainable

competitive advantage, has been commonly referred to as competing on capabilities (Hanson et al., 2014; Kumar, Simon, & Kimberley, 2000; Stalk, Evans, & Shulman, 1992). The highly competitive AMFEM industry faces its own unique exigencies and opportunities, resulting in organizations needing to compete on a unique and differentiating set of SCs to efficiently and effectively deal with the demands of a rapidly changing and increasingly competitive environment (Simon et al., 2017).

### *Organizational Performance*

Table 2 lists the salient literature on the evaluation of festival success across the four dimensions of operating profit margin, customer satisfaction, innovation, and reputation within the industry. These organizational performance measures were found to be particularly important to the AMFEM staff interviewed in the qualitative phases of our research, hence they are focused on here. Customer satisfaction has received the most attention in the literature, followed by operating profit margin, reputation, and innovation (Table 2).

Table 2  
Literature Relating to Festival Success Evaluation

Success Measure	Related Articles (Chronological Order)
Operating profit margin	Getz and Frisby (1988); Carlson et al. (2000); Getz (2002); Jackson, Houghton, Russell, and Triandos (2005); Wood (2005); Williams and Bowdin (2007); Abelson (2011); Gibson and Connell (2012); Ramchandani and Coleman (2012); Della (2013); Getz (2013); Mair and Whitford (2013)
Customer satisfaction	Getz and Frisby (1988); Saleh and Ryan (1993); Wicks and Fesenmaier (1993); Crompton and Love (1995); Faulkner, Fredline, Larson, and Tomljenovic (1999); Baker and Crompton (2000); Carlsen et al. (2000); Bourdeau, Coster, and Paradis (2001); Getz (2002); Thrane (2002); Crompton (2003); Burr and Scott (2004); Wood (2005); Cole and Illum (2006); Martin, Bridges, and Grunwell (2006); J. Lee and Beeler (2006); S. Lee, Petrick, and Crompton (2006); Ralston, Ellis, Compton, and Lee (2007); Schofield and Thompson (2007); Williams and Bowdin (2007); Kim (2007); Kim et al. (2008); Yuan and Jang (2007); Yuan, Morrison, Cai, and Linton (2008); Anil (2012); Gibson and Connell (2012); Bruwer (2013); Getz (2013); Mackellar (2013); Ballantyne et al. (2014); Bruwer (2014); Chang, Gibson, and Sisson (2014)
Innovation	Getz (2002); Williams and Bowdin (2007); Getz (2013); Werner et al. (2015)
Reputation within the industry	Getz and Frisby (1988); Getz (1998); Carlson et al. (2000); Getz (2002); Williams and Bowdin (2007); Getz (2013); Mackellar (2013)

Furthermore, the festival management literature that specifically addresses festival evaluation highlights the importance of also using nonfinancial success measures (Carlsen, Getz, & Soutar, 2000; Getz, 2002; Simon et al., 2015; Williams & Bowdin, 2007). As such, the Balanced Scorecard proposed by Kaplan and Norton (2005) is one performance appraisal framework that could be extrapolated to explore measures of organizational success in the AMFEM industry. The Balanced Scorecard can be described as “a strategic management system that links performance measurement to strategy using a multidimensional set of financial and non-financial performance metrics” (Epstein & Wisner, 2001, p. 2). Although financial measures are important, Kaplan and Norton (2005) argued that they are overly focused on *past* performance. As such, the nonfinancial measures of the customer, innovation, and internal business processes should complement financial metrics if an organization is to measure its *future* value. This perspective that nonfinancial performance measures are paramount to valid organizational performance measurement is consistent with Williams and Bowdin’s (2007) findings from a qualitative study of English festivals. Thus, our article adds to the literature by

specifically identifying the financial and nonfinancial organizational performance measures perceived to be important by the AMFEM industry. The hypothesized relationship of the MHP factors to organizational performance is presented in Figure 1.

From the above literature review and the findings from our qualitative research, the MHP conceptual model was developed (Fig. 1) and five hypotheses were constructed to help guide the research:

- H1:** Motivator strategic capability efficacy positively predicts organizational performance.
- H2:** Hygiene strategic capability efficacy positively predicts organizational performance.
- H3:** Motivator strategic capability efficacy is a stronger predictor of organizational performance than Hygiene strategic capability performance.
- H4:** Professional strategic capability efficacy indirectly and positively predicts organizational performance, through the mediating variable of Motivator strategic capability performance.
- H5:** Professional strategic capability efficacy indirectly and positively predicts organizational performance, through the mediating variable of Hygiene strategic capability efficacy.

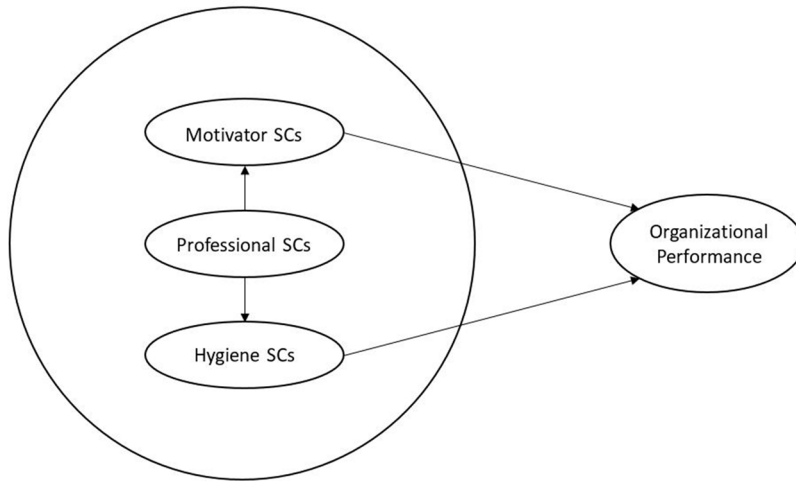


Figure 1. MHP model.

### Methodology

The use of both qualitative and quantitative methods enables positivist and interpretative research investigation paradigms in one study (Cavana, Delahaye, & Sekaran, 2001). Simon, Sohal, and Brown (1996) argued that such between-

methods triangulation enhances the credibility and validity of a research study. Specifically, apropos event management research, Crowther, Bostock, and Perry (2015) made a cogent case for using multiple methods. Figure 2 outlines the mixed-methods generative research design and its three phases that was used.

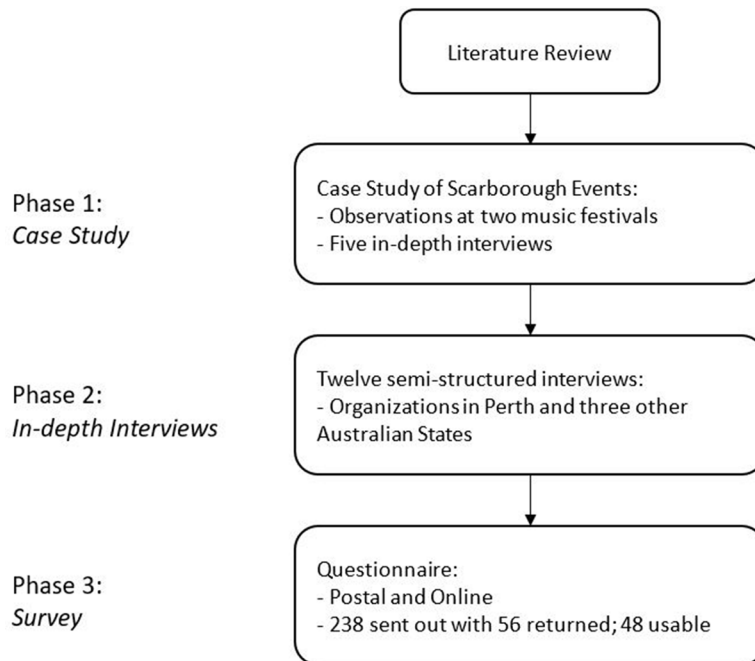


Figure 2. Modified generative research design.



The first stage in a generative strategy involves developing crucial concepts and themes from the target population by using more than one qualitative method (Simon et al., 1996). The qualitative paradigm, in the context of interpretative research, aims to achieve a rich, detailed, and varied understanding of the topic under study (Gephart, 2004). The second stage involves additional data collection with emphasis placed on a deeper and more detailed understanding of the initial identified themes and concepts. This is done through the use of semistructured in-depth interviews. The third and final stage formalizes and structures the research study by using a quantitative method such as a questionnaire survey (Simon et al., 1996).

Figure 2 summarizes the modified generative research design used. After completion of the literature review, stage one entailed a case study of Western Australia's foremost event management company; Scarborough Events (Nom de plume, for purposes of anonymity). Yin (2013) defined case study research as "an empirical inquiry about a contemporary phenomenon (e.g., a 'case'), set within its real-world context—especially when the boundaries between phenomenon and context are not clearly evident" (p. 18). Hudson, Meng, and Cárdenas (2014) suggested using more than one method in a case study, which was adopted in this study. This within-method approach comprised observations at two of Scarborough Events music festivals and five semistructured in-depth interviews with senior staff. The academic literature review, coupled with the observations at major metropolitan and rural music festivals, enabled the schedule's ongoing refinement; for example, pointing out the SCs that would need to be redefined or reconceptualized. The review of the literature and triangulated case study helped generate the initial crucial concepts and themes, which is what generative research strategy suggests (Simon et al., 1996).

In stage two, 12 semistructured interviews were conducted with senior staff in other event management organizations in Perth, Melbourne, Brisbane, and Sydney. These are Australia's four largest cities. The interview schedule was the same as that used in the case study. The findings were used to validate, modify, contextualize, and ultimately finalize a questionnaire initially drafted from the literature

review. The semistructured interviews enabled the elaboration of the concepts and themes identified in the case study. Overall, the adaptive and organic nature of the qualitative research reflects the exploratory goal of creating a lucid understanding of situated meaning and the participant's subjective divergences from it (Gephart, 2004).

In stage three, the study was formalized by e-mailing and posting questionnaires to 238 AMFEM organizations. Fifty-six responded to the survey.

### *The Samples*

Sampling involves the selection and observation of a subset from the target population (Cooper & Schindler, 2008). A representative sample enables appropriate statistical inference and generalizability (Field, 2009; Osborne, 2008). The sampling techniques used in this research varied for the different data collection methods. For example, for the case study, observations were made at a major Perth city festival and a rural Western Australian festival run by the Scarborough Events company. In addition, all five senior staff were interviewed at the company's premises in Perth's satellite port city of Fremantle. The interviewees' job roles included founder of the company, Chief Executive Officer, artist liaison, and event and operations managers.

In stage two of the research, due to geographical and time limitations, snowballing and convenience sampling were used for the in-depth interviews (Onwuegbuzie & Collins, 2007). The data were not intended for generalization to the population so non-probability snowballing and convenience sampling were considered acceptable (Cavana et al., 2001; Onwuegbuzie & Collins, 2007). Twelve in-depth interviews were conducted with AMFEM staff in organizations across Australia. Six were conducted in Perth, three in Sydney, two in Melbourne, and one in Brisbane. The interviewees were mainly directors and festival managers.

In the third and final stage of our study, a sampling frame had to be built from scratch for the questionnaire survey because at the time of conducting our research, we were unaware of any nation-wide database of AMFEM organizations. Consequently, a sampling frame was constructed from the websites of the three largest Australian online music

media organizations (Faster Louder, The Music, and Tonedead). Specifically, this meant content analyzing every Internet news item published over a 1-year time period across all three media outlets and searching for information about AMFEM organizations in them. This method is similar to Gibson and Connell's (2012) technique for compiling a database on rural festivals in the Australian States of New South Wales (NSW), Tasmania, and Victoria. Gibson and Connell (2012) used online Internet searches about local government bodies and niche key words (e.g., food and wine festival). Due to resource constraints, an online search focusing on mainstream music media was conducted and this enabled compilation of a sampling frame of both rural *and* urban AMFEM organizations. In addition, music industry organizations operating within each Australian State and Territory (West Australian Music, MusicNSW, MusicNT, QMusic, MusicSA, Music Tasmania, MusicACT, and MusicVictoria) were contacted by e-mail to identify additional AMFEM organizations that were perhaps missed during the initial online searching. The final sampling frame consisted of 238 AMFEM organizations with most based in NSW and Victoria. Fifty-six responses were obtained, of which 48 were usable. Eight were removed because they contained too much missing data.

## Results

### *Findings From the Case Study and In-Depth Interviews*

The findings from the qualitative phases of the research are summarized first. Overall, it seemed that the majority of staff at Scarborough Events considered every SC to be essential for improved performance of AMFEM firms. The adapted MHP model received partial to full support, with the variables within it and their relationships considered valid. The staff at Scarborough Events confirmed that organizational success should be measured across the four dimensions of operating profit margin, customer satisfaction, innovation, and reputation within the industry. Compared to other event management or promotion organizations, Scarborough

Events placed much greater importance on the SC of postevent reviewing.

The 12 interviewees also confirmed the importance of all 15 SCs and validated the proposed model. Apropos the performance indicators, overall, there was a distributed use of success measures when determining organizational performance. However, an organization's life cycle stage (see Lester, Parnell, & Carraher, 2003) did seem to likely determine the types of success measures emphasized. Specifically, organizations in their first few years of managing music festivals were perceived as unlikely to make large profits. Accordingly, emphasis was placed on nonfinancial measures, to assess the future worth of the company. "Whether we felt the vibes were good and positive and whether the brand is worth building, like whether people would come back next year, and that's pretty much what we're raiding [focusing] on at the moment" (Peking).

Operating profit margin was the most commonly mentioned financial success measure, due to its importance to underlying business sustainability. "Financial obviously, because everyone needs to make a buck and people got to get paid, make a living out of it" (Tame).

Customer satisfaction was considered an especially important measure of future success. This was amplified by the large amount of competition in the industry, meaning a negative customer experience can be enough to detrimentally affect future organizational success.

We are certainly aware of people's reviews, formal and informal of us. Whether it be a written review from The Age on their website, and then in their paper the following day. Or, whether it be the comments that we're getting on our social networks . . . we also run a customer survey every year and there's incentives attached to that, because we really want to hear from our punters. (Alpine)

Innovation was perceived as essential for making music festivals attractive to changing customer tastes.

Innovation is the key. Right now, in the marketplace, if you've got something that's not innovative



or in touch with the particular audience, you're destined to fail. You've seen it happening in the last 5 years [referring to the recent loss of several major music festivals]. (Tame)

Lastly, reputation within the AMFEM industry was generally seen as an indicator of success, as well as a characteristic that can lead to future success.

Having the choice to say no or do things the proper way. That's market success. I think we can say "no thanks, this is our bar, in a couple of years when you've reached that bar, happy to talk again, but right now, no thanks." That's a mark of success. (Tame)

For robustness, SCs and the conceptual model were assessed for support across four sources: the academic literature review; the Case Study that included observations and in-depth interviews; and in-depth interviews in the wider industry (Table 3). For any individual SC to be included in the capstone questionnaire survey there were at least two supporters suggesting that they were relevant to

the performance of firms, with the majority receiving support across all, or most of, the qualitative research techniques.

#### *Findings From the Questionnaire Survey*

As mentioned earlier, 56 responses were obtained. However, extensive missing data rendered eight cases unusable and consequently data from 48 questionnaires were analyzed.

*The Relationship Between Actual Functioning of SCs and Organizational Performance.* Given the relatively small sample size ( $N = 48$ ), a partial least squares (PLS) approach to model estimation was used to test the hypotheses. Specifically, a PLS regression procedure was used to estimate the conceptual model of the relationship between the three SC groups and Organizational Performance through application of the WarpPLS 5.0 software program (Kock, 2015). WarpPLS uses a resampling approach that reduces concern about

Table 3  
Summary of Qualitative Findings

Variable/Items	Literature Review (No. Articles)	Observations	Case Study Interviews (X/5)	In-Depth Interviews (X/5)
Conceptual model	✓	✓	✓	✓
<b>Motivator SCs</b>				
APNA	✓ (16)	✓	✓ (5.0)	✓ (4.9)
Customer focused	✓ (14)	✓	✓ (4.0)	✓ (4.8)
Marketing	✓ (51)	✓	(4.3)	✓ (4.4)
Branding & imaging	✓ (13)	✓	✓ (4.8)	✓ (4.3)
IPS	✓ (11)	✓	✓ (4.5)	✓ (4.4)
<b>Hygiene SCs</b>				
OTDMO	✓ (10)	✓	✓ (4.5)	✓ (4.6)
Operations planning	✓ (23)	✓	✓ (4.8)	✓ (4.8)
PHM	✓ (13)	✓	✓ (4.8)	✓ (4.6)
Risk & emergency planning	✓ (22)		✓ (4.0)	(4.8)
Site planning	✓ (23)	✓	✓ (4.8)	✓ (5.0)
<b>Professional SCs</b>				
ERI	✓ (13)		✓ (4.0)	✓ (4.5)
FMTP	✓ (22)	✓	✓ (4.5)	✓ (4.8)
SM	✓ (35)	✓	✓ (4.3)	✓ (4.9)
Post-event review	✓ (2)		✓ (4.8)	(4.5)
SMR	✓ (7)		✓ (4.5)	✓ (4.6)

*Note.* APNA, Artist Programming, Negotiation, and Acquisition; IPS, Innovation in Planning Stages; OTDMO, On-the-day Management of Operations; PHM, Patron Health Management; ERI, Evaluating Return on Investment; FMTP, Financial Management & Ticket Pricing; SM, Stakeholder Management; SMR, Supplier Management & Relations; ✓, Theme identified; (X/5), interview schedule, questions 5–10.

the distributional properties of data being used to estimate models (Kock, 2015). Furthermore, Warp-PLS identifies nonlinear (“warped”) relationships and adjusts the path coefficient values accordingly. This subsequently allows for a “truer” examination of complex, nonlinear relationships between behavioral variables in structural equation model (SEM) analysis (Kock, 2011, 2015). The method also accommodates small sample sizes better than many other SEM procedures (Kock, 2014a).

Before detailed analysis of the PLS model was undertaken, Tenenhaus, Esposito, Chatelin, and Lauro’s (2005) goodness-of-fit was measured, with values greater than 0.36 indicating that the model performs well because of the presence of large effect sizes (Wetzels, Odekerken-Schroder, & Van Oppen, 2009). Tenenhaus et al.’s (2005) goodness-of-fit for this model was 0.46, suggesting that a more detailed examination of the model would be worthwhile.

The descriptive statistics for the 15 SCs and the four performance variables are presented in Table 4. It should be noted that an additional

case was excluded because of insufficient data for the organizational performance variables. Hence,  $N = 47$  in Table 4.

Table 5 provides model-specific information about composite reliability (CR), Cronbach alpha (CA), average variance extracted (AVE) score, full collinearity variance inflation factors (VIF),  $Q$ -squared coefficient ( $Q^2$ ), and intercorrelations of constructs. For most variables, Cronbach alpha was generally (acceptably) greater than 0.7 (Hair, Hult, Ringle, & Sarstedt, 2014; Robinson, Shaver & Wrightsman, 1991). However, for Organizational Performance it was only  $\alpha = 0.38$ . It should be noted that items conducting to Organizational Performance (and the other SC groups) are formative in nature, meaning they are designed to measure different facets of an underlying concept (Kock, 2015). Usually it is desirable to have reflective variables (all items measuring the same construct “equally”). However, due to the exploratory nature of our research, a formative dependent variable was used. Furthermore, due to recent criticism about Cronbach alpha psychometric properties (Sijtsma,

Table 4  
Descriptive Statistics for Organizational Performance and SC Functioning: Variables and Items

Variables/Items	Range	Mean	SE	SD	Skewness	Kurtosis
<b>Motivator SC functioning</b>	<b>2.20</b>	<b>3.88</b>	<b>0.09</b>	<b>0.62</b>	<b>0.22</b>	<b>-0.61</b>
Customer focus	3.63	4.20	0.11	0.76	-0.49	0.31
Marketing	4.13	3.62	0.15	1.03	-0.38	-0.46
Branding & image	3.23	3.86	0.13	0.91	-0.45	-0.42
APNA	2.00	4.25	0.10	0.72	-0.42	-1.00
Innovation	3.00	3.59	0.12	0.80	0.10	-0.50
<b>Hygiene SC functioning</b>	<b>2.20</b>	<b>4.06</b>	<b>0.10</b>	<b>0.64</b>	<b>-0.11</b>	<b>-0.89</b>
Operations planning	3.51	4.11	0.11	0.76	-0.44	0.01
Site planning	4.08	4.29	0.13	0.87	-0.60	-0.38
REP	3.23	3.97	0.13	0.90	-0.46	-0.50
PHM	3.00	3.91	0.13	0.88	-0.44	-0.59
OTDMO	3.58	4.37	0.11	0.75	-0.88	0.78
<b>Professional SC functioning</b>	<b>2.80</b>	<b>3.73</b>	<b>0.10</b>	<b>0.64</b>	<b>-0.14</b>	<b>0.00</b>
ERI	5.16	3.51	0.17	1.19	-0.08	-0.43
PER	3.00	3.48	0.13	0.91	-0.19	-0.79
SM	3.57	3.87	0.14	1.00	-0.31	-0.77
FMTP	3.11	4.02	0.12	0.83	-0.30	-0.92
SMR	2.00	4.04	0.11	0.73	-0.11	-1.11
<b>Organizational Performance</b>	<b>2.01</b>	<b>4.06</b>	<b>0.07</b>	<b>0.49</b>	<b>-0.29</b>	<b>-0.26</b>
OPM	4.05	3.03	0.18	1.22	-0.12	-0.97
Innovation	3.00	4.25	0.11	0.73	-0.77	0.55
Customer satisfaction	1.00	4.58	0.07	0.50	-0.34	-1.96
Reputation	2.00	4.38	0.10	0.70	-0.68	-0.69

Note.  $N = 47$  because one additional case was excluded because of missing responses to the organizational performance questions. OPM, Operating Profit Margin; other abbreviations as described in Table 3 or in the text.

Table 5  
Composite Reliability, Cronbach Alpha, AVE, and Intercorrelations

	CR	CA	AVE	VIF	$Q^2$	Perf.	Mot.	Hyg.	Prof.
Performance	0.65	0.34	–	1.42	0.31	0.59	–	–	–
Motivator	0.84	0.77	0.53	2.33	0.52	0.50	0.73	–	–
Hygiene	0.89	0.86	0.63	1.95	0.46	0.33	0.50	0.79	–
Professional	0.83	0.78	0.49	2.70	–	0.25	0.68	0.68	0.70

Note. Diagonals show the square root of AVEs.

2009), composite reliability was measured. Composite reliability for all variables was greater than, or equal to, 0.65 and thus considered acceptable for this study (Nunnally & Bernstein, 1994).

Both Motivator and Hygiene SCs efficacy show convergent validity with AVE scores greater than 0.5 (Fornell & Larcker, 1981). Nevertheless, Professional SCs efficacy has an AVE of 0.49 and was considered to have marginal convergent validity. Full collinearity VIFs less than 3.3 for all variables implies no multicollinearity or common method bias (Kock & Lynn 2012). Furthermore, the  $Q^2$  coefficient exceeding zero suggests acceptable predictive validity of the model (Stone, 1974). Lastly, discriminant validity was demonstrated with each variable's square rooted AVE being larger than correlations with other variables.

*Model Estimation.* Both the Motivator and Hygiene SCs paths were significantly related to

organizational performance (Fig. 3). Motivator SCs efficacy was numerically the most strongly related group to organizational performance ( $\beta = 0.34$ ,  $p < 0.01$ ), with Hygiene SCs efficacy also significantly related to organizational performance ( $\beta = 0.29$ ,  $p < 0.05$ ). The Professional SC path was indirectly related ( $p < 0.01$ ) to organizational performance via the mediating variables of Motivator and Hygiene SCs.

The path coefficients ( $\beta$ ),  $p$  values ( $p$ ), standard errors ( $SE$ ), effect sizes ( $ES$ ), and adjusted  $R^2$  can be seen for Organizational Performance as the dependent variable in Table 6, as well as the mediating Motivator and Hygiene variables in Table 7. Motivator and Hygiene SCs functioning both had medium effect sizes (Cohen, 1988), and explained 31% of the variance in organizational performance.

Professional SC efficacy was a strong predictor of both Motivator and Hygiene SC functioning. For both dependent variables, Professional SC efficacy

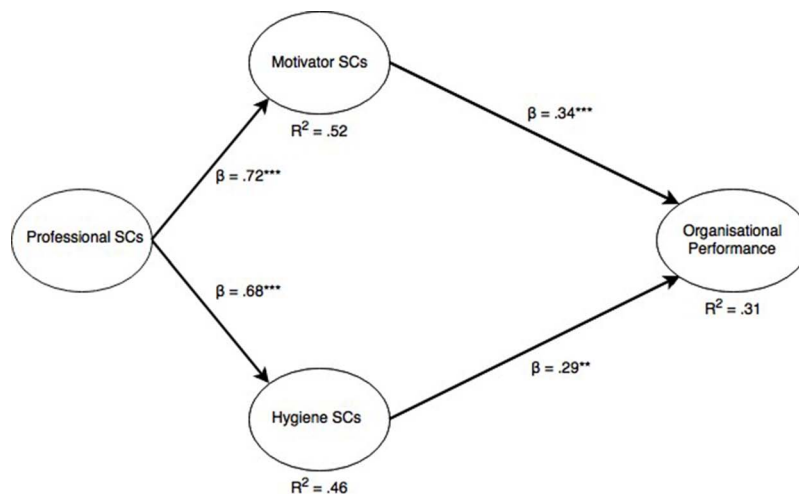


Figure 3. The final model. \*\* $p < 0.05$ , \*\*\* $p < 0.01$ .

Table 6  
PLS Modeling Analysis Results: Organizational Performance as DV

		<i>p</i>	<i>SE</i>	<i>ES</i>	<i>R</i> <sup>2</sup>
Motivator	0.34	<0.01	0.13	0.17	–
Hygiene	0.29	<0.05	0.13	0.14	–
Professional (Indirect)	0.44	<0.01	0.12	0.11	–
<i>R</i> <sup>2</sup>	–	–	–	–	0.31

had a large effect size (Cohen, 1988), and explained 52% of Motivator SC functioning and 46% of Hygiene SC functioning (Table 7). Therefore, professional SC functioning was only indirectly related to organizational performance.

*Multigroup Analysis.* To gain further insight into the differences between the two Motivator and Hygiene SC groups' influence on organizational performance, multigroup analysis was conducted (Kock, 2014b). The pooled standard error method of multigroup analysis was calculated from the following equation:

$$S_{12} = \left( \sqrt{\frac{(N_1 - 1)^2}{(N_1 + N_2 - 2)} \cdot S_1^2 + \frac{(N_2 - 1)^2}{(N_1 + N_2 - 2)} \cdot S_2^2} \right) \cdot \left( \sqrt{\frac{1}{N_1} + \frac{1}{N_2}} \right)$$

No statistically significant difference between Motivator and Hygiene SCs ( $t = 0.27$ ,  $p = 0.39$ ) was found. This suggests that both Motivator and Hygiene SCs functioning were perceived to be similarly important to organizational performance.

*The Indirect Effect of Professional SCs.* The impact Professional SCs functioning had on Organizational Performance was indirectly measured

Table 7  
PLS Modeling Analysis Results: Motivator and Hygiene SCs as Mediating Variables

	<i>p</i>	<i>SE</i>	<i>ES</i>	<i>R</i> <sup>2</sup>
Professional (Motivator DV)	0.72	<0.01	0.11	0.52
Professional (Hygiene DV)	0.68	<0.01	0.11	0.46

via its relationship with Motivator and Hygiene SCs (as suggested by Kock, 2014b; see Fig. 3). The results for Professional SCs indirect effect on Organizational Performance can be seen in Table 6. Professional SCs had a moderately small effect size.

*Individual SC Analysis.* Lastly, additional analysis was conducted on the individual SCs within the Motivator, Hygiene, and Professional SC groups, to examine the importance and significance of individual SCs. The values for  $\beta$ ,  $p$ ,  $SE$ ,  $ES$ , and adjusted  $R^2$  can be seen for various dependent variables in Table 8.

Firstly, a PLS regression was conducted to measure the extent of the relationships between individual Motivator SCs and Organizational Performance. Innovation in Planning Stages, Artist Programming, Negotiation, and Acquisition, as well as Branding and Imaging were all statistically significant. In a separate PLS regression, individual Hygiene SCs relationships to Organizational Performance were measured with Patron Health Management, On-the-day Management of Operations, and Operational Planning all statistically significant. Lastly, two other PLS regressions were computed to measure the extent of the relationships between individual Professional SCs to Motivator SCs and Hygiene SCs. Different Professional SCs were related to different dependent variables (Motivator or Hygiene SC groups). The fact that all individual SCs were significantly related to performance ( $p < 0.05$  or  $< 0.01$ ) has major implications for AMFEM personnel (see Table 8).

*Successful Music Festivals.* On completion of the case study and the depth interviews it was decided to canvass potential survey respondents' views on what creates a successful music festival. Therefore, an open-ended question was inserted at the end of the questionnaire: "Please add your views on what makes for a successful music festival (please list just 2 or 3 items)."

This was open-ended because this dimension had not been canvassed in the two qualitative phases of the study. The frequencies for the coded, open-ended responses to the question on the components of a successful music festival can be seen in Table 9.

Table 8  
PLS Modeling Analysis Results: Individual SCs

DV	SC Group	SC	P	SE	ES	R <sup>2</sup>		
Organizational Performance	Motivator	IPS	0.30	<0.05	0.13	0.13	0.28	
		APNA	0.25	<0.05	0.13	0.09		
		BI	0.24	<0.05	0.13	0.10		
	Hygiene	PHM	0.31	<0.05	0.13	0.16		0.10
		OTDMO	0.31	<0.05	0.13	0.11		
Motivator	Professional	OP	0.27	<0.05	0.13	0.11	0.49	
		PER	0.41	<0.01	0.12	0.23		
		SMR	0.31	<0.05	0.13	0.15		
		ERI	0.30	<0.05	0.13	0.14		
Hygiene		PER	0.26	<0.05	0.13	0.14	0.43	
		SM	0.50	<0.01	0.12	0.32		

Note. Abbreviations as described in Table 3 or in the text.

Four major suggestions were made for constituting a successful music festival. Quality artists were considered the most important, with almost 50% of respondents suggesting this unprompted. Customer orientation was the second most mentioned theme (38% of valid participant responses). Thirdly, planning and operations was suggested by 35% of respondents. Getz (2002) found that a lack of planning was a major source of festival failure. Innovation was the fourth most important.

In summary, four of the five hypotheses were supported. Motivator and Hygiene SC performance positively predicts organizational performance. Professional SC performance positively predicts organizational performance only via the mediating Motivator and Hygiene variables. H3 posited that Motivator SCs would be a stronger predictor of organizational performance than Hygiene SCs but no statistically significant difference was observed.

## Conclusion

The foremost academic contribution of our article has involved the development of a novel MHP conceptual model. This model offers a useful framework for explaining the different types of SCs' relationships to organizational performance. It is loosely based on previous studies conducted by Baker and Crompton (2000), Crompton (2003) and Herzberg et al. (1959). Concerning Herzberg et al.'s (1959) dichotomous understanding of satisfaction, this article's organizational/management unit of analysis offers unique insight into the underlying theoretical validity of their Motivation theory by extrapolating it to the AMFEM industry. Our article adds to Baker and Crompton (2000) and Crompton's (2003) findings by confirming the conceptualization of festivals in terms of Motivator and Hygiene attributes with the addition of the Professional SCs category. It does this by identifying

Table 9  
Frequencies of Successful Music Festival Characteristics

Festival Characteristic	No. of Respondents	Valid Responses
Artists	19	48%
Customer focused	15	38%
Planning & operations	14	35%
Innovation	9	23%
"Vibe"	7	18%
Safety	5	13%
Stakeholder management	5	13%

Note. Only suggestions made by >10% of participants shown; 10 respondents made no suggestions.



management practices analogous to the festival attributes. Furthermore, all three groups, including their individual SCs, were found to play an important, though not equal, role in the prediction of organizational success. However, contrary to Baker and Crompton's (2000) findings and Crompton's (2003) suggestion, Motivator SCs were not found to be significantly more important to organizational success than Hygiene SCs.

Secondly, we believe we significantly add to the festival event management academic literature by identifying the specific organizational SCs perceived to be important for AMFEM performance. To the best of our knowledge and extensive research, no previous study has directly investigated the particular SCs considered critical to successful performance of festival event management organizations, let alone music festival event management companies. Previous studies have indirectly suggested the factors that help avoid festival failure (Getz, 2002), as well as management practices central to generic festival management (Getz, 2010), but rarely at the organizational unit of analysis and/or with SC literature as a theoretical foundation. Consequently, our research has contributed to reducing the gap in the literature about SCs important to organizational performance. Nevertheless, it should be noted that with changing environmental and industry conditions, the relative ordering of specific SCs might change. As such, future studies will eventually need to reassess the validity of conceptualizing these management practices as SCs.

Thirdly, we believe we offer important insight into the festival management literature by identifying the organizational success factors that were perceived to be appropriate for the performance evaluation of AMFEM organizations. Again, to the best of our knowledge and extensive research effort, no previous study has investigated the *organizational* performance measures perceived to be important to festival event management organizations. This interesting unit of analysis (organizational instead of festival specific) offers singular insight into performance evaluation for festival event management organizations and adds to previous research conducted by Carlsen et al. (2000), Getz (2002), Simon et al. (2015), and Williams and Bowdin (2007). Although our article has contributed to closing the gap in the field by identifying

the most commonly used organizational performance measures in the AMFEM industry, it should be noted that further research is still needed to develop more reliable measurement scales.

Lastly, the overriding practical implication of our research findings is that music festival event management organizations need to excel on *all* the critical SCs identified if they want to achieve exceptional organizational performance. In other words, if an organization underperforms in any of the SC groups, they are likely to experience repercussions of poorer organizational performance and negative customer perceptions. That noted, Motivator and Hygiene SCs had a more direct and stronger effect on organizational performance than Professional SCs. Therefore, event management organizations should aim to allocate sufficient resources to developing Motivator and Hygiene SCs first and foremost with Professional SCs still being developed and maintained due to their indirect influence on a company's performance.

#### *Limitations*

As with any research there are limitations. The main limitation of this study is the small questionnaire sample size ( $N = 56$  with 48 usable surveys), which limits the ability and interpretation of statistical tests to identify significant variation from chance. However, the use of multiple methods increases validity and to some extent arguably mitigates this limitation (Simon et al., 1996; Zikmund, 2003).

#### *Recommendations for Future Research*

In addition to future research addressing the stated limitations of small sample size and lower than desired reliability of the Organizational Performance measurement scales, other logical theoretical progressions are proposed. Firstly, the MHP Model could be retested in the AMFEM industry. This will help confirm the model's internal reliability and lend support to its accurate reflection of reality. Furthermore, the MHP Model could be investigated in different contexts and environments. This could include cross-cultural studies, extrapolation to other types of festival event management (not just music festivals), or both.

Secondly, because the initial research concerning the model was inductive, more focused qualitative research could be conducted to further assess the model's validity. For instance, whether each SC is acceptably associated with their proposed construct (Motivator, Hygiene, or Professional) could be explored in greater depth. For our research, the SCs construct validity to their assigned category was determined from the qualitative research. Thirdly, future research could analyze the Adapted MHP Model from the customer's perspective, thus, replicating Crompton's (2003) study more thoroughly. Lastly, future research could investigate in greater detail the type of relationship each SC group has with customer satisfaction or dissatisfaction. For example, determining the type of relationship between Hygiene SCs resource expenditure and customer dissatisfaction as being linear or more exponential. This would enable more precise recommendations to management for value creation. In summary, we hope that our research provides many avenues for more research is many interesting and exciting ways.

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