

# The role of human resource practices in achieving quality enhancement and cost reduction: an investigation of volunteer use in tourism organisations

**Leo Jago**

Centre for Hospitality and Tourism Research, Victoria University,  
Melbourne, Australia

**Margaret Deery**

Centre for Hospitality and Tourism Research, Victoria University,  
Melbourne, Australia

## Keywords

Employees, Pay,  
Human resource management

## Abstract

This paper examines the role of human resource practices in enabling cost reduction and quality enhancement. In particular, it investigates the use of volunteers in tourism organisations. The study is located in two visitor information centres (VICs) and focuses on the financial costs and service quality of paid staff and volunteers. The research uses both qualitative and quantitative data. The findings suggest that volunteers provide a cost effective means of providing quality service and that there were, in this instance, no differences found in the quality of service provided by paid staff and volunteers. The findings also suggest that human resource practices such as innovative training programs, strategic recruiting and the provision of a team environment enhance the service quality. Future research directions are recommended as an outcome of this study.

## Introduction

The aim of this paper is to examine the role of human resource management in enabling cost reduction and quality enhancement strategies within tourism organisations. In particular, the paper investigates the use and management of volunteers and paid staff. As an increasingly important component of today's organisations, the volunteer "workforce" is both economically and socially significant. This research investigates the need for organisations to provide quality customer service that is consistent and timely. In tourism organisations, such as visitor information centres and museums, volunteers provide much of the customer interaction and, increasingly, these organisations require their volunteers to be well-trained and committed. The decision to use volunteers as well as paid staff in these front-line positions is clearly linked to the organisation's business strategy. The criteria for linking human resource management (HRM) policies with particular business strategies, as outlined by Storey and Sisson (1993), provide a basis for the current research. These strategies include innovation, quality enhancement and cost reduction.

Volunteering is an important part of life. In the year 2000, for example, volunteers in Australia contributed 704.1 million hours of voluntary work, an increase on the figure of 511.7 from 1995 (Australian Bureau of Statistics, 2000). Such contributions also give rise to positive social and community benefits (Paull, 1999, p. 27), with the majority of those volunteering to help others or to help the community (Australian Bureau of Statistics, 2000). This research examines the changing demands of organisations and their consequent use of volunteers in providing front-line service. In particular, the paper examines the strategic deployment of paid staff and volunteers in customer service roles, focussing on the human

resource management issues of training and satisfaction.

The research uses tourism organisations that deploy both paid staff and volunteers. It explores the use of human resources to achieve certain business strategies such as quality enhancement and cost reduction. The research draws on data from two visitor information centres, one regional and one located in a central metropolitan area. Both qualitative and quantitative data were collected on:

- the costs associated with volunteers and paid staff;
- the service quality of paid staff and volunteers obtained via customer satisfaction surveys; and
- the relative satisfaction and commitment of paid staff and volunteers.

In the process of investigating these issues, data were also collected on the amount and type of training that volunteers in these organisations receive.

## Volunteers in tourism organisations

The term "volunteer" has been defined in a number of ways, and, for the purposes of this study, the definition by Du Boulay (1996, p. 5) has been adopted. A volunteer is "a person who on a regular basis, contributes his or her time and energy to a voluntary agency, statutory body, social or self-help group ... without being paid". Research in the field of volunteers has focussed on a range of issues such as the motives for volunteering (see, for example, Parker, 1996; Pearce, 1993) and volunteer management (see, for example, Du Boulay, 1996) in a variety of industries. Much of the scholarly investigation of volunteering, however, occurred between the 1960s and mid-1980s, and whilst a significant amount of it is rigorous, it reflects the prevailing mores and work ethic. Changing lifestyles and the transformation of the work



Leo Jago and Margaret Deery  
*The role of human resource practices in achieving quality enhancement and cost reduction: an investigation of volunteer use in tourism organisations*

International Journal of Contemporary Hospitality Management  
14/5 [2002] 229-236

environment are likely to have changed the characteristics of volunteering during the intervening period (Jago and Deery, 1999, 2001; Deery and Jago, 2001).

The growth of the tourism industry has promoted research into the role volunteers play within the industry. For example, Wells (1996) provides a comprehensive overview of the key issues and trends for tourism volunteers while Deery *et al.* (1998), in their study of volunteers at heritage visitor attractions, examine the profile of tourism volunteers and the motives for volunteering. Much of the research in tourism organisations undertaken by practitioners focuses on the management of volunteers and the particular human resource practices used to improve the quality of their output. What is common in all the studies, whether specifically on volunteers in tourism or volunteers in general, is the enormous value to the community of volunteer services. To some extent, the financial value of volunteers has been a focus for investigation in a number of industries; little research, however, has investigated the economic value of volunteers to the tourism industry and whether volunteers are the most effective means of delivering a service. As one of the aims of the research, this project attempts to address this deficiency.

The link between the two business strategies of cost reduction and quality enhancement is made explicit here. Indeed, Hendry (1990) argues that there is no economic reason why a firm should not be a below-average-cost producer and still achieve above average quality. He points to the case of Japanese companies that have refined this combination.

This study attempts to examine whether the increased use of volunteers to reduce costs need be at the expense of enhanced quality. While previous studies provide a framework for the investigation of the economic value of volunteers, it is the technique used by Brudney and Duncombe (1992) that is adopted for the current study. In this model, Brudney and Duncombe (1992) take into consideration the cost associated with the human resource management practices of recruitment, training and management of volunteers. They argue that, at certain levels of high costs, the use of volunteers should be reconsidered. A simplified version of this formula, therefore, is used in this research to estimate the economic value of both paid and unpaid staff within visitor information centres. In so doing, it will be possible to evaluate the economic value of volunteer services and those of paid employees.

### **The economic value of paid and volunteer staff**

The issue of cost reduction as a business strategy is pertinent in discussing the economic value of volunteers. Various studies have attempted to estimate the value of voluntary work in comparison to paid employment. Duncombe and Brudney (1995, p. 369), for example, in their study of the optimum mix of paid staff and volunteers in fire-fighting departments, concluded that:

... although paid fire departments may cost more to operate than volunteer departments, they offer better quality service despite a harsher service environment and greater service responsibility.

They argue that there is an optimal mix of paid and unpaid staff within fire-fighting organisations. For example, they suggest that:

If annual administration costs per volunteer are \$US800, then an all-paid fire department can decrease costs considerably by adding volunteers. At the cost-minimizing staff mix (82 per cent volunteer hours), total costs are 61 per cent less than for an all-paid department (Duncombe and Brudney, 1995, p. 375).

### **Volunteer service quality and customer satisfaction**

Quality enhancement, according to Storey and Sisson (1993), involves criteria such as a relatively egalitarian treatment of employees, high levels of employee participation in decisions relevant to immediate work conditions and a mix of individual and group criteria for performance appraisal. It also entails continuous and extensive training. The findings from the literature on volunteers vary in estimating the potential quality of volunteer service. Changes in labour markets influence the type and quality of volunteers. Research by the Volunteer Centre UK (1990) suggests that factors promoting voluntary work include changes in the structure of work and free time, and moves towards earlier retirement may open up new opportunities for the expansion of volunteering. Other trends, however, such as falling birth rates and the entry of more women into the labour market may work against volunteer involvement. These trends reduce both the desire and the opportunities for volunteer work. If the quantity of

Leo Jago and Margaret Deery  
*The role of human resource practices in achieving quality enhancement and cost reduction: an investigation of volunteer use in tourism organisations*

International Journal of Contemporary Hospitality Management  
14/5 [2002] 229-236

volunteers is in question, then the quality of the volunteers becomes an even greater issue.

Little research has investigated the impact of volunteers on the quality of the service that volunteers offer. A significant amount of research has investigated the issue of service quality in the paid workforce, culminating in the much analysed and, to an extent, much criticised SERVQUAL instrument (Parasuraman *et al.*, 1988). The applications of SERVQUAL, while based in the service industry, including hospitality and tourism organisations, have only tested the quality of the service offered by paid employees. Given the reliance of many tourism companies on volunteer labour, it is of fundamental importance to evaluate the service provided by these volunteers.

While the first aim of this study is to determine the value of paid staff and volunteers in tourism organisations, the second aim of the study is to compare the quality of service provided by paid employees with volunteers in tourism organisations. In many circumstances these two groups work side by side in offering tourism services such as information, tour bookings and other assistance in order to enhance the tourist experience. The question is whether the quality of the service delivered is comparable from both sources. In attempting to determine the level of service quality offered by paid employees and volunteers, the work of Mels *et al.* (1997) is used. The findings from this European research argue that service quality perceptions are largely determined by two dimensions (rather than five, as argued by Parasuraman *et al.*, 1988). These dimensions are termed "intrinsic" and "extrinsic" service quality.

### Methodological issues in relation to service quality

Several methodological issues arose when developing the various elements of data collection. The key issues revolved around

- the influence of an evaluation exercise on staff and volunteer performance; and
- the difficulty in obtaining quality survey data from tourists in the midst of their holidays.

The first issue was examined at great length through the use of an expert panel. This panel comprised industry and academic members who were asked to consider the extent of the problem. For convenience of implementation, the final decision was to use a short customer service questionnaire relating to the visitor information service

provided and supplemented with service providers' perceptions of their own service.

The second issue was addressed by piloting the Mels *et al.* (1997) service quality instrument. One of the main constraints in this research, however, was the time available to collect quality data in that the tourists would be in a hurry to leave the information centre and to continue their holidays. In light of this constraint, it was decided to only use the performance part of the research instrument, rather than collecting data on both expectations and performance. The use of the instrument in this way is consistent with previous research findings (see, for example, Crompton and Love, 1995; Cronin and Taylor, 1992). In particular, Cronin and Taylor (1994, p. 130) support the use of the performance measure alone when they argue that "we remain unconvinced that including consumer expectations in measures of service quality is a position that managers should support".

### Methodology

Data collection was divided into a number of parts but focused on the issues of cost reduction and quality enhancement. First, the volunteer co-ordinators at two visitor information centres were asked for financial information relating to paid staff and volunteers, according to the criteria outlined by Brudney and Duncombe (1992). This information was obtained to examine the issue of cost reduction. Second, quantitative data, based on the reduced Mels *et al.* (1997) instrument, were collected from visitors to the regional visitor information centre in order to measure the quality of service provided. Finally, in-depth interviews and focus groups were conducted with both paid staff and volunteers at both of the visitor information centres in order to determine the extent of training within the centres. The key information to be obtained here related to human resource practices and their impact on cost reduction and quality of service.

### Results

#### The value of volunteers and paid staff

The data collected for this component revolved around the amount of money and time spent in recruiting, training and rewarding both paid staff and volunteers. The volunteers were given substantial training at orientation; 16 hours initially and then ongoing training throughout their time as a volunteer. These orientation sessions

occurred four times per year and used a paid member of staff for training. Taking the regional visitor information centre, for example, the expenses incurred over a 12-month period are shown in Table I.

Clearly, the cost of the paid staff is significantly higher than that of the volunteers. However, as illustrated by the cost of recruitment, training and supervision, the management of the volunteers is not without its expenses. In terms of hours worked, paid staff work 38 hours per week, while each of the volunteers would work a four-hour shift. In terms of total working hours per week, the paid staff at this centre work a total of 228 hours, while the volunteers work 224 hours. Even with the additional supervision costs, it is clear that the use of volunteers allows for significant cost reductions. In relation to the question of achieving corporate objectives, these savings are only valuable if there is also significant quality service provided by the volunteers.

### Service quality

#### Quantitative data

The mission statement for the visitor information centre provides a view of the priorities for the centre. It states that the mission is:

To foster and coordinate a tourism culture in the community of the ... region, to provide an excellent visitor service and to promote the region nationally and internationally as a prime visitor destination.

The study examines the link between this mission statement and the provision of quality service. The reduced service quality instrument used in this study provided a reasonably efficient means of collecting a "snap shot" of the service provided by the regional visitor information centre. The results show a very positive assessment of the service. Overall there were 96 useable

responses, with 76 per cent of the visitors being assisted by volunteers and the other visitors being assisted by paid staff. Respondents comprised approximately equal numbers of males and females. Their ages ranged from 15 to over 60 years, but 50 per cent were in the age range of 40-59 years. The majority of the respondents (43 per cent) came from Melbourne, the capital city of Victoria, 33 per cent from country Victoria, 12 per cent interstate and 10 per cent international visitors.

When asked to rank the top three priorities for quality service, the responses listed in Table II were obtained.

Clearly, the attributes rated as most important were "polite and courteous" and "informative". The next most important, in terms of overall mentions, was "accurate", but "reliable" was ranked first more frequently. It would appear that visitors were more concerned with the way that information is delivered, rather than the information itself.

The modified version of the SERVQUAL instrument found very positive results in the visitors' perceptions of the service. All 22 of the items listed were rated highly, with the minimum average rating being 6.3 on the seven-point Likert scale. The mean rating on whether the respondents would recommend the visitor information centre (VIC) was 4.8, indicating a very high propensity to recommend. These results are presented in Table III.

The skewing of data at the top end of the scale in each item reduces the ability to discriminate. It is difficult to determine whether this was a function of the survey instrument, or of the VIC. This particular VIC is one of the busiest and most successful centres in Victoria. An exploratory factor analysis was also conducted using a varimax rotation. Two factors were extracted, but

**Table I**  
 Expenses for paid staff versus volunteers

Expense item	Paid staff (6)	Volunteers (55)
<b>Recruitment:</b>		
Advertising	\$500	\$500
Selection processes	10 hours @ \$21 ph = \$210	4 × 20 hr @ \$21 = \$1,680
<b>Training:</b>		
Orientation	4 hours @ \$21 ph = \$84	4 × 16 hr @ \$21 = \$1,344
Other training	\$2,000	\$3,000
Familiarisations		\$1,000
<b>Remuneration:</b>		
Salaries	\$185,000	Volunteer manager = \$32,000 Volunteer costs = £5,000
<b>Total</b>	<b>\$187,794</b>	<b>\$44,524</b>

**Table II**  
 Ranking of the importance of service attributes

Service attribute	First rankings	Second rankings	Third rankings	Total mentions
Reliable	15	3	13	3
Reassuring	1	2	3	6
Timely	7	6	3	16
Polite and courteous	33	23	17	73
Credible	5	10	10	25
Responsive and empathetic	3	9	10	22
Informative	29	23	18	70
Accurate	4	19	21	44

these factors had no obvious face validity. This is, therefore, counter to the findings of Mels *et al.* (1997).

*Perceptions of volunteers and paid staff.* Independent means t-tests were conducted to identify whether there were differences in the perceived quality levels between those assisted by paid staff versus volunteers. There were no statistically significant differences between those assisted by volunteers and those by paid staff. Again, the skewing of the data shows a highly satisfied clientele and the effectiveness of the teamwork and training in this centre. The lack of difference in the perceived service of staff and volunteers is discussed later.

*Qualitative data*

*Perceptions of volunteers and paid staff.* Perhaps of more relevance to this study was the in-depth interview material obtained. The information obtained from the qualitative data provides an explanation for the high level of customer satisfaction. Volunteers and paid staff are given significant amounts of training and the opportunity for self-development. This was particularly the case in the regional VIC. One of the key questions asked of the interviewees was their perception of what constituted quality service. The different responses between the volunteers and the paid staff are interesting to note. Overwhelmingly, the response of the volunteers was that quality service should be friendly, passionate, enthusiastic, caring, courteous and helpful:

Volunteers provide a community service and many of us are passionate and caring about what we do. If you had paid staff doing our job, they wouldn't be as caring and helpful as we are (metropolitan volunteer).

The intrinsic nature of volunteer service fits well with Mels *et al.*'s (1997) concept of intrinsic service, which includes the elements of responsiveness, assurance and empathy. These characteristics of quality service are also in line with the priorities for

service provided by the visitors, although it is also interesting to note that the questionnaire item which received the lowest rating was "staff were passionate about the information they passed on to you". This is consistent with the findings of the visitors' priorities for quality service in that the attribute of "passionate about the information" was not mentioned, although this may also have been due to the fact that this attribute was not prompted in the attribute question. In future research on volunteers, it is suggested that this attribute of service quality be included.

On the other hand, when asked about the key attributes of quality service, the paid staff used words such as "professional", "accurate", "timely" and "reliable". In discussing the issue of professionalism, it was felt that the paid staff were more professional than the volunteers, but that there was little perceived difference in the level of care and warmth from paid staff.

The paid staff treat tourists just as well as volunteers, if not better, but they have other things to attend to. The volunteer has much more time to meet and help tourists (regional paid staff).

However, when the volunteers were asked whether there was a difference in the service provided, the following comments were made:

We are trained to assess the tourists and their needs and we're able to guide the tourists better [than paid employees] (metropolitan volunteer).

The above comments were made by volunteers at the metropolitan VIC, a centre deploying over 300 volunteers. One of the key issues for the volunteers here was the lack of communication between the volunteers and paid staff. The regional VIC, a centre deploying 60 volunteers, on the other hand, appeared to operate in a team environment and had a much more relaxed relationship between the paid staff and volunteers.

Clearly, the management style of the regional centre was one that promoted better quality

**Table III**  
 Perceptions of quality service

Perception of service quality	Mean
Centre staff were well dressed and of neat appearance	6.8
Centre staff were well dressed and of neat appearance	6.8
Staff were always courteous to you	6.7
Staff were always courteous to you	6.7
The centre's operating hours were convenient for you	6.7
The centre's operating hours were convenient for you	6.7
Brochures and displays were visually appealing	6.7
Brochures and displays were visually appealing	6.7
Staff at the VIC gave you personal attention	6.7
Staff at the VIC gave you personal attention	6.7
The staff were willing to help you	6.7
The staff were willing to help you	6.7
When you had a problem, staff were sincerely interested in solving it	6.7
When you had a problem, staff were sincerely interested in solving it	6.7
The service was done correctly the first time you asked	6.6
The service was done correctly the first time you asked	6.6
The staff gave you individual attention	6.6
The staff gave you individual attention	6.6
The physical facilities were visually appealing	6.6
The physical facilities were visually appealing	6.6
There seemed to be a policy of "error free" service	6.6
There seemed to be a policy of "error free" service	6.6
The centre (VIC) had up-to-date equipment and technology	6.6
The centre (VIC) had up-to-date equipment and technology	6.6
The staff were able to answer your questions	6.6
The staff were able to answer your questions	6.6
Staff had your best interests at heart	6.6
Staff had your best interests at heart	6.6
The service was prompt	6.5
The service was prompt	6.5
The staff understood your specific needs	6.5
The staff understood your specific needs	6.5
When the staff promised to do something by a certain time, they did it	6.5
When the staff promised to do something by a certain time, they did it	6.5
The staff were not too busy to attend to you	6.5
The staff were not too busy to attend to you	6.5
Staff were very concerned for your welfare	6.4
Staff were very concerned for your welfare	6.4
The staff gave you confidence in their ability	6.4
The staff gave you confidence in their ability	6.4
Staff were able to tell you when the requests you had made had been completed	6.4
Staff were able to tell you when the requests you had made had been completed	6.4
Staff were passionate about the information they passed on to you	6.3
Staff were passionate about the information they passed on to you	6.3

service due to the teamwork between paid staff and volunteers, as well as within each of the groups.

*Paid staff and volunteers: issues in their relationships.* Two clear issues arose through the course of the interviews and focus groups that appeared to delineate paid staff and volunteers, namely, the selling of merchandise by volunteers and the need to use computers. Both issues were common and problematic for each of the VICs.

Volunteers would not be keen to sell merchandise and the selling would take time

away from the information-giving role (metropolitan volunteer).

More importantly, the volunteers had a clear understanding or belief that their role was not a commercial one:

Our role is to give information, not sell products (regional volunteer).

The other issue of the use of computers appeared to be age related. With the majority of volunteers being over 50 years old, the "threat" of computers appeared significant:

Leo Jago and Margaret Deery  
*The role of human resource practices in achieving quality enhancement and cost reduction: an investigation of volunteer use in tourism organisations*

International Journal of Contemporary Hospitality Management  
14/5 [2002] 229-236

We've lost a lot of the older volunteers because of the computers ... most do not know how to use them and don't want to know (regional volunteer).

On the other hand, it was expected that paid staff were computer literate and, in the case of the regional centre, volunteers relied on the paid staff to assist them in their use. In both of these issues, the strategic use of human resource practices to achieve the corporate objectives is important. First, the recruitment of the appropriate paid staff and volunteers is very important and second, training volunteers to manage cash transactions and to use computers effectively becomes a critical component of the corporate strategy.

#### *Human resource practices*

The human resource practices in the VICs studied provide an understanding of the key to the high quality of service. At both centres there was significant training and opportunities for self-development. Volunteer training programs included, for example, the "Sticky Beak" program. This program allowed volunteers and their partners to explore and experience, free of charge, any of the tourist attractions within the region. This program not only gave valuable information that could be passed on to visitors, but also demonstrated a sense of commitment of the VIC to tourist attractions in the region. Similarly, other programs such as walking tours, were conducted regularly, to encourage a sense of teamwork and to provide knowledge of the tourist attractions. The volunteers interviewed were very loyal to the centres for the level of the centre's commitment that these activities illustrated.

Another key human resource practice was that of recruitment. Both centres had embarked on recruiting volunteers to fit the emerging culture within the centres. In particular, they were both recruiting volunteers who felt comfortable with selling merchandise and with handling money. Both centres were also aware of balancing the age and gender of their staff and volunteers.

Finally, the encouragement of teamwork, particularly in the regional VIC, is instructive for the strategic use of human resources. This team environment meant that there was little tension between the paid staff and volunteers, unlike at the metropolitan centre where friction had occurred. The clear communication channels established at the regional centre appeared, partly, to explain the difference. In addition, the management style at the regional centre was both participative and consultative, a

style that was more difficult to implement at the larger metropolitan centre.

#### **Conclusion**

The findings of this exploratory study support earlier studies that the cost of utilising volunteers provides a low cost opportunity for organizations. However, unlike a number of other studies, there was no evidence here that the use of volunteers leads to a degradation in the level of service offered to customers. Care should be taken with this finding, however, given that the overall ratings by respondents of service delivery were so high, preventing any substantial discrimination amongst scale items. Further work is required in this area.

It was interesting to note that volunteers and paid staff had quite different views about what constituted quality service, with volunteers emphasising "passion" and paid staff emphasising "professional". Management needs to take this into account in allocating roles amongst the various categories of staff to ensure that overall quality is enhanced.

In this study, it was clear that training activities could be used to educate the volunteers about their positions and also to encourage a sense of loyalty and commitment. Taking advantage of the passion that volunteers feel for their positions as volunteers is also very important. Recruitment of the appropriate staff and volunteers to fit the emerging culture of the VICs is vital for both their survival and their growth. With the issue of cost reduction, the strategic recruitment of staff and volunteers provides the basis for the containment of costs. It is obvious, from this research, that the deployment of appropriate volunteers provides both a means of cost containment as well as quality of service. Finally, in order to provide quality service, the facilitation of a team environment in visitor information centres is important. A high level of cooperation between staff and volunteers enhances quality service.

Future research should focus on achieving this teamwork environment in larger organisations, something that appeared difficult to achieve in the metropolitan visitor information centre. Further investigation is also warranted of the combination of strategic recruitment, innovative training schemes and the development of a team environment.

Leo Jago and Margaret Deery  
*The role of human resource practices in achieving quality enhancement and cost reduction: an investigation of volunteer use in tourism organisations*

International Journal of Contemporary Hospitality Management  
14/5 [2002] 229-236

## References

- Australian Bureau of Statistics (2000), *Voluntary Work, Australia*, Australian Bureau of Statistics, Belconnen, 4441.0.
- Brudney, J. and Duncombe, W. (1992), "An economic evaluation of paid, volunteer, and mixed staffing options for public services", *Public Administration Review*, Vol. 52, pp. 474-81.
- Crompton, J. and Love, L. (1995), "The predictive validity of alternative approaches to evaluating quality of a festival", *Journal of Travel Research*, Vol. 34 No. 1, pp. 11-34.
- Cronin, J. and Taylor, S. (1992), "Measuring service quality: a reexamination and extension", *Journal of Marketing*, Vol. 56 No. 3, Port Phillip, pp. 55-68.
- Cronin, J. and Taylor, S. (1994), "SERVPERF versus SERVQUAL: reconciling performance-based and perceptions-minus-expectations measurement of service quality", *Journal of Marketing*, Vol. 58, pp. 125-31.
- Deery, M. and Jago, L. (2001), "Managing human resources in heritage visitor attractions", in Yeoman, I. (Ed.), *Quality Issues in Heritage Visitor Attractions*, Cassell, London.
- Deery, M., Jago, L. and Shaw, R. (1998), "Profiling satisfied volunteers at a tourist attraction", *The Journal of Tourism Studies*, Vol. 8 No. 2, pp. 18-25.
- Du Boulay, C. (1996), "What does it take to manage volunteers", *Australian Journal on Volunteering*, August, pp. 4-15.
- Duncombe, W. and Brudney, J. (1995), "The optimal mix of volunteer and paid staff in local governments: an application to municipal fire departments", *Public Finance Quarterly*, Vol. 23, pp. 356-84.
- Hendry, J. (1990), "The problem with Porter's generic strategies", *European Management Journal*, Vol. 8 No. 4, pp. 443-50.
- Jago, L. and Deery, M. (1999), "Volunteer management at Nugget Hill: a case study", in Yeoman, I. (Ed.), *Heritage Visitor Attractions: An Operations Management Perspective*, Cassell, London, pp. 268-76.
- Jago, L. and Deery, M. (2001), "Quality management of volunteers in heritage visitor attractions", in Drummond, S. and Yeoman, I. (Eds), *Quality Issues in Heritage Visitor Attractions*, Cassell, London, pp. 194-217.
- Mels, G., Boshoff, C. and Nel, D. (1997), "The dimensions of service quality: the original European perspective revisited", *The Services Industries Journal*, Vol. 17, pp. 173-89.
- Parasuraman, A., Zeithaml, V. and Berry, L. (1988), "A multiple-item scale for measuring consumer perceptions of service quality", *Journal of Retailing*, Vol. 64, pp. 12-37.
- Parker, S. (1996), "Serious leisure - a middle-class phenomenon", in Collins, M. (Ed.), *Leisure in Industrial and Post-industrial Societies*, Vol. 2, LSA, Eastbourne, pp. 327-32.
- Paull, M. (1999), "In search of volunteering: a proposition", *Australian Journal on Volunteering*, August, pp. 4-10.
- Pearce, J. (1993), *Volunteers: The Organisational Behaviour of Unpaid Workers*, Routledge, London.
- Storey, J. and Sisson, K. (1993), *Managing Human Resources and Industrial Relations*, Open University Press, Milton Keynes.
- Volunteer Centre UK (1990), *Guidelines for Relations between Volunteers and Paid Workers in the Health and Personal Social Services*, February.
- Wells, J. (1996), "Volunteers in the tourism industry: issues, trends and policies", in Kearsley, G. (Ed.), *Tourism Down Under II: Towards a More Sustainable Tourism*, pp. 357-75, Centre for Tourism, University of Otago, Dunedin.