

# Study on the Incentive Mechanism of Cultural Volunteer Organization based on the Two-factor Theory

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**Abstract**—With the increasing cultural demand of the general population, cultural volunteer organizations have sprung up rapidly. With the rapid development of these cultural volunteer organizations, some problems including the low activity participation rate, service quality and sustainability have appeared gradually, which will limit its growth. Based on the two-factor theory, the problems of incentive mechanism of cultural volunteer organizational from the aspects of hygiene factors and motivation factors, such as unscientific incentive measures, insufficient organizational funds and inadequate professional training, etc., have been found and analyzed. Suggestions of building social support networks, strengthening professional training, implementing incentive measures that match the motivation, innovating incentive mechanism have been proposed and demonstrated.

**Index Terms**—cultural volunteer organization, incentive mechanism, two-factor theory

## I. INTRODUCTION

Cultural volunteers refer to individuals who devote their time, knowledge, and skills to provide non-profit cultural services to society or others on a voluntary or unpaid basis [1]. Different from ordinary volunteers, cultural volunteers are more professional and more emphasize on public welfare, the point is, cultural knowledge or artistic expertise is required [2]. With the development of social economy and the increasing demand of the people for culture, cultural volunteers, as a new force in China's volunteer team, have risen rapidly. They provide public cultural welfare and artistic services to society for free and voluntary by their professional expertise. But because of the imperfect incentive mechanism for culture volunteers, cultural volunteer services still face many challenges, such as activity participation rate is low, service quality is not high. Studying the incentive mechanism of cultural volunteer organizations can stimulate enthusiasm of cultural volunteer better, promote the healthy and orderly development of cultural volunteer services, enrich the cultural life of the masses and improve their cultural quality.

## II. CURRENT SITUATION OF INCENTIVE MECHANISM OF CULTURAL VOLUNTEER ORGANIZATIONS

The content of the services provided by cultural volunteers emphasizes non-profit cultural and artistic services, with the aim of guaranteeing the right of the masses to enjoy the cultural achievements and to participate in the cultural activities. For example, cultural lectures, knowledge popularization, exhibition scenario, expert consultation, etc. [3]. At present, cultural volunteer organizations are mainly composed of three parts: one part is the professional technicians who work in various cultural systems such as painting academies, art galleries and libraries; second part is the experts and scholar of literature and art circles; and third part is the volunteer teams with various hobbies and specialties such as various folk art groups, literary and art associations [4]. They offer six service contents.

TABLE I. SERVICES PROVIDED BY CULTURAL VOLUNTEER ORGANIZATIONS

No.	Service Content
1	Provide public cultural services in public cultural facilities and places such as public libraries, cultural centers (stations), museums, and art galleries, etc.
2	Carry out cultural performances such as art performances, coaching and training, exhibitions, and reading promotion, etc.
3	Provide non-profit cultural services for the elderly, minors, persons with disabilities, migrant workers, and people with difficulties in living.
4	Participate in the management of grass-roots cultural facilities and the organization of mass cultural activities.
5	Participate in cultural heritage protection, cultural market supervision and other work carried out by cultural administrative departments and cultural units.
6	Carry out other non-profit cultural services.

According to the survey, the incentive measures of cultural volunteer organizations are summarized in Table II below.

TABLE II. INCENTIVES MEASURES OF CULTURAL VOLUNTEER ORGANIZATION

Organization name	Incentive measures
Xiamen Cultural Volunteer Organization	1. Make priority to watch arts performances organized by public cultural service organizations; 2. Award honorary certificates to outstanding cultural volunteers; 3. Organize fellowship activities to strengthen contact and communication between cultural volunteers; 4. Create a "cultural volunteer" column on the website to show outstanding cultural volunteers.
Dalian Mass Art Museum	1. Make priority to watch various performances and exhibitions organized by the Mass Art Museum; 2. Issue certificates for outstanding cultural volunteers.
Nanjing Museum	1. Visit the exhibitions, lectures and cultural activities organized by the Nanjing Museum for free. 2. Invite 3 relatives and friends to attend special exhibitions and large-scale events; 3. Carry out volunteer study and investigation activities.
Xiamen City Cultural Museum	1. Participate in training related to service activities provided by cultural museum; 2. Priority access to services provided by volunteer organizations.
Suzhou Tourism Service Volunteer Team	1. One-to-five star rating for volunteers from low to high, and commend the outstanding volunteers of one year; 2. Organize group activities such as life team building experience and watching Kunqu opera, which enhances team cohesion and sense of belonging [5].
Guangdong Zhongshan Library	1. Rate and appraise cultural volunteers whose annual service period is longer than 100 hours; 2. Organize excellent culture volunteers to visit outside and exchange service experience; 3. Demonstrated "volunteer style" through media reports [6].

### III. AN ANALYSIS OF THE INCENTIVE MECHANISM OF CULTURAL VOLUNTEER ORGANIZATIONS UNDER THE TWO-FACTOR CONCEPT

Two-factor theory, also known as hygiene-motivational factors, is a representative theory of incentive theory, which provides new ideas for cultural volunteer organizations to manage cultural volunteers. It was proposed by Fredrick Herzberg, an American behavioural scientist. As shown in Fig. 1, motivational factors include the work content, recognition, achievement, responsibility and promotion, which are related to the content of the work itself. Hygiene factors include company policies and management, technical supervision, salary, working conditions and interpersonal relationships, which are related to the working environment. Only motivational factors can bring satisfaction to people, while hygiene factors can only eliminate people's dissatisfaction, rather than bring satisfaction.

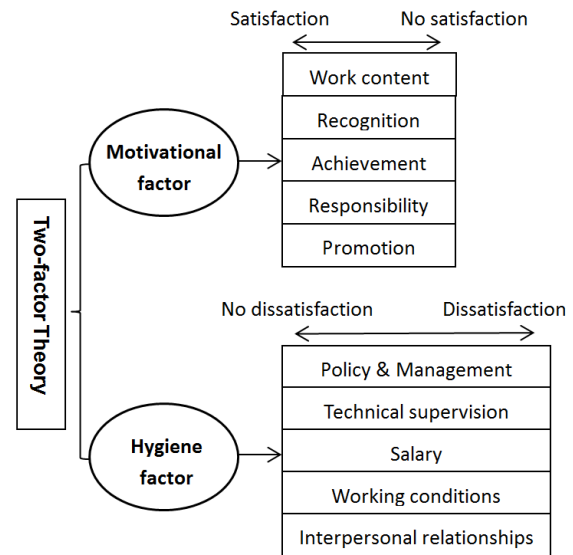


Figure 1. Two-factor theory framework.

#### A. Problems in Motivational Factors

##### 1) Lack of social recognition

Cultural volunteers play an important role in the inheritance, promotion and dissemination of culture, but the social masses do not have a high degree of recognition of cultural volunteer activities. Due to the delayed development of volunteer activities in China and the constraints of traditional concepts, it has been difficult for social welfare activities to gain popular support. Under such a background, society often ignores the value of activities organized by volunteer organization. Some people simply equate volunteer activities with "Learn from Lei Feng to do good deeds", and the understanding of the spirit of volunteering remains at the level of dedication [7], while others consider it to be a "show". They are unable to understand the connotation of volunteerism, which have insufficient cognition or wrong prejudice to volunteer activities, so it is difficult for them to wake up the enthusiasm of participation.

##### 2) Lack of professional training and self-actualization

Although cultural volunteers are more professional than general volunteers, they still perform temporary, simple and repetitive tasks. Most cultural volunteers are required to work quickly after a brief introduction. Simple and unskilled jobs which make volunteers less satisfied and not helpful to their personal growth, and unable to realize their personal value. Cultural volunteer organizations are short of systematic and comprehensive guidance and targeted training for the basic qualities and corresponding capabilities that cultural volunteers should possess. Volunteer activities in the West focus on the learning and development of volunteers, it covers long-term quality training and short-term skills training. Western volunteer organizations take the development of members as their goal, so they are positioned as the provider of member development space, which urges them to establish a double-line training mode combining short-term and long-term training.

## B. Problems in Hygiene Factors

### 1) Overemphasized spiritual incentives

When rewarding cultural volunteers, spiritual incentives such as issuing certificates and honorary titles have usually been used and material rewards neglected. In fact, the opportunity cost and time cost of cultural volunteers are often more than necessary when they provide professional activities. Overemphasizing the selfless dedication of volunteer service will greatly reduce the enthusiasm of volunteers and make it difficult to ensure the healthy and sustainable development of volunteer service [8]. Moreover, the economic level of volunteers varies, which makes it more difficult for cultural volunteers with limited conditions to continue to dedicate themselves. Taking the United States as an example, the student volunteers who have participated in the service for one year can obtain two semesters of non-cash scholarships from the government and can be exempt from the exam qualification when choosing a federal occupation [9].

### 2) Unscientific incentive measures

At present, the incentive measures of cultural volunteer organizations are mainly based on priority participation in activities, awarding "Excellent Volunteers" certificates, providing training and so on, which are mechanical and single, lack certain flexibility and diversity. In addition, the individual differences and different needs of each cultural volunteer have not been fully taken into account to give incentives that vary from person to person and from time to time, which cannot fully mobilize the desire of cultural volunteers to participate in the activities.

### 3) Difficult to protect the rights of cultural volunteers

Most of the volunteer organization culture do not offer any insurance for cultural volunteers, and also do not provide them with the necessary safety and health care. Once volunteers suffer personal injury or property loss when taking part in the volunteer activity, the consequences can only be undertaken by themselves which will inevitably hurt their enthusiasm and lead to the loss of volunteers.

### 4) Insufficient funding for cultural volunteer organizations

No matter what kind of volunteer activities and service projects want to carry out successfully, the basic condition is to have sufficient material security. Like most other non-profit organizations, cultural volunteer organizations also have been plagued by the shortage of funds. At present, most of the cultural volunteer organizations are affiliated to public cultural institutions, and the government provides the most important financial support. Due to the shortage funding sources, the funds of cultural volunteer organizations cannot be guaranteed. The enthusiasm of participation cannot be stimulated very well without meals and transportation subsidies, which has become one of the reasons for the unsustainable of cultural volunteer activities and has restricted the development and growth of cultural volunteer organizations. In the United States, the government will give great support to volunteer organizations in terms of fiscal and tax policies, such as grants and specific tax

exemption policies. It is stipulated that the profits generated by non-governmental organizations engaged in community services must be used for the reinvestment of community development, etc. [10].

## IV. COUNTERMEASURES & SUGGESTIONS

Suggestions are put forward based on Two-factor theory of Herzberg: on the one hand, the working environment is guaranteed by satisfying the hygiene factors of cultural volunteers; on the other hand, the motivational factors are emphasized to improve the satisfaction and confidence of volunteers and stimulate their enthusiasm better. Specific measures are shown in Fig. 2 below.

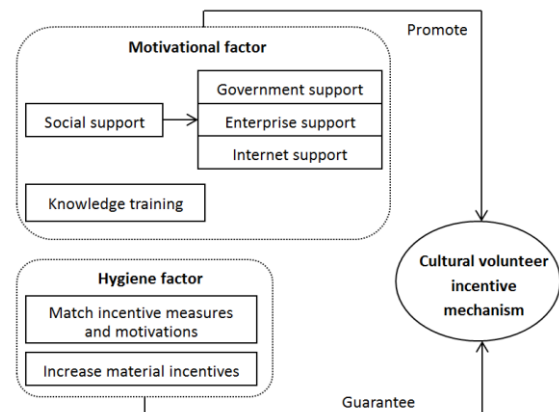


Figure 2. The operation mode of incentive mechanism.

### A. Build Social Support Networks and Foster Voluntary Culture

The development of cultural voluntary activities needs the support of society from various aspects to encourage cultural volunteers to participate in the activities better, which mainly includes the following aspects:

#### 1) Government support

The party and government agencies should play a role in providing resources to cultural volunteer organizations in terms of laws and policies. First of all, government departments should incorporate funds for cultural volunteer service activities into the financial budget system, and provide financial support for cultural volunteer organizations to carry out activities, so as to ensure the normal operation of the organizations. At the same time, it will promote the development of cultural voluntary service by introducing relevant laws and policies, advocating and encouraging enterprises, various social organizations and individuals to support and donate cultural voluntary service activities. Finally, incorporate knowledge of voluntary service into the curriculum of primary and secondary schools through education, and cultivate the awareness of voluntary service at an early age.

#### 2) Enterprise support

Support from enterprise is an indispensable part of the healthy development of the cultural volunteer organizations, which can be achieved through the following measures: firstly, the employees with the spirit

of voluntary service shall be employed priority; Secondly, by cultivating the service consciousness of employees, employees with artistic expertise are encouraged to cooperate with cultural volunteers to organize service projects that can produce social benefits. Finally, donate to cultural volunteer organizations, and provide necessary funding guarantees, etc.

### 3) Internet and new media support

Make full use of news websites, weibo, WeChat and other media tools to widely publicize the concept of voluntary service. Commending the typical deeds of outstanding cultural volunteers and in-depth report on various volunteer service projects, raising public awareness of voluntary service, and creating a good voluntary cultural environment, can effectively improve the recognition of the cultural volunteers, which will attract and encourage more people to join in the volunteer team.

## B. Strengthen Professional Training of Cultural Volunteers

Training activities for cultural volunteers should be carried out actively, with the goal of improving their comprehensive quality and professional ability. Organizations should strive to make innovative breakthroughs in the content, form and effect of training, and build a systematic, comprehensive and multi-level training system, and regularly hold professional knowledge training in various forms, such as cultural lecture halls, symposia and art performances. In addition, pay attention to the personal growth of cultural volunteers, provide a platform for communication and interaction between cultural volunteers, and improve their overall quality.

## C. Match Incentive Measures and Motivations

The motivation of cultural volunteers mainly include five kinds: the need for dedication, the need for self-realization, the need for knowledge, the need for social contact and the need for belonging. Volunteers whose participation is fulfilled will have greater satisfaction in the activity, and their possibility of continuing to provide voluntary services will also increase. When formulating incentive policies, organizations should combine incentive measures with the motivation of cultural volunteers, then adopt flexible and classified incentive schemes according to the different needs to stimulate the potential of cultural volunteers to a greater extent. See Table III for details.

TABLE III. COMMON MOTIVATIONS AND MATCHING INCENTIVES

Motivation	Incentives
Dedication	Encourage with spirit, through friendship, trust, praise, respect, recognition, honor, etc.
Self-actualization	Carry out social practice activities and high-end cultural volunteer activities to improve their professional quality.
Acquire knowledge	hold various cultural forums and trainings to broaden their horizons and learn new knowledge
Social interaction	Organize social activities, such as fellowship activities, going for an outing, etc.
Sense of belonging	Strengthen volunteer team building, cultivate the overall sense of honor of the organization

## D. Increase Material Incentive and Innovate Incentive Mechanism

Volunteering is not for the purpose of obtaining material reward, but it does not mean that volunteers should not be provided with the basic material needs to guarantee voluntary activities and their own safety. Increasing material incentives are an important part of the construction of incentive mechanisms for cultural volunteer organizations. In addition, a kind of voluntary service reward mechanism, such as the voluntary blood donation mechanism, can be established to record the time of volunteers' participation in the activity, so as to imitate the bank's savings system, so that they can withdraw the service in the moral bank when they need it in the future.

## CONFLICT OF INTEREST

The authors declare no conflict of interest.

## AUTHOR CONTRIBUTIONS

Yanfang Xiao conducted the research and wrote the paper; Mingli Zhang put forward the idea and gave advice during the work to enhance the quality of the paper; Zhongqiang Zhou proofread the grammar and vocabularies; all authors had approved the final version.

## ACKNOWLEDGMENT

Supported by: The project of Hubei Research Center for Non-profit Organizations (No.HBNPO2018ZD03).

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