

THE MANAGEMENT MODEL OF SUSTAINABLE VOLUNTEER TOURISM

Muharto^{1*}, Noho Ulidam², Nurlaela Jauhar³

¹Politeknik Sains dan Teknologi Wiratama Maluku Utara, Indonesia

²Institut Agama Islam Negeri Ternate, Indonesia

³Tour Operator on Afo Tour and Travel North Maluku, Indonesia

Citation (APA 7th): Muharto, M., Ulidam, N., & Jauhar, N. (2022). The Management Model of Sustainable Volunteer Tourism. *Jurnal Minds: Manajemen Ide Dan Inspirasi*, 9(2). <https://doi.org/10.24252/minds.v9i2.29540>

Submitted: 20 June 2022

Revised: 31 August 2022

Accepted: 07 September 2022

Published: 12 December 2022



Copyright: © 2022 by the authors.

ABSTRACT: This study aims to analyze volunteer tourist satisfaction and host community perceptions and design a sustainable volunteer tourism management model. This research includes qualitative research using mixed analysis methods. The data consists of primary and secondary data from Afo Tour and Travel North Maluku, volunteer tourists, and the host community in 2018, 2019 and 2021. The study found that volunteer tourism provides satisfaction for tourists and host communities. The most dominant factors providing satisfaction are nature tourism, marine tourism and attractions, knowledge transfer, outbound and culinary. Tourist satisfaction has an impact on loyalty to volunteer tourists. Volunteer tourism managers must implement a “two-sided satisfaction model” that emphasizes the satisfaction of tourists and host communities as the key to achieving the sustainability of volunteer tourism.

Keywords: Sustainable; Volunteer Tourism; Two-sided Satisfaction Model; Host Perceptions

*Corresponding Author : muharto@poltek-wiratama.ac.id

DOI: 10.24252/minds.v9i2.29540

ISSN-E: 2597-6990

ISSN-P: 2442-4951

<http://journal.uin-alauddin.ac.id/index.php/minds>

Publisher: Program Studi Manajemen, Universitas Islam Negeri Alauddin Makassar 253

INTRODUCTION

Currently, two salient phenomena in the tourism context require serious attention. First is the enthusiasm of the world community to travel to various places. This is indicated by the increasing number of international tourists every year. The World Economic Forum predicts that the number of international tourists will continue to increase and reach 1.8 billion by 2030 (Calderwood and Soshkin, 2019). This opens opportunities and, at the same time, encourages the creation of competition in the tourism business. Second is public anxiety over the negative impacts caused by tourism activities, such as economic inequality, environmental damage, and social conflicts (Muharto, 2020:1). This triggers tourists' awareness and participation in social activities and community activities empowerment.

Volunteer Tourism is very relevant and responsive to these two phenomena. Volunteer Tourism is an innovative concept that combines travel between seeking individual pleasure and social responsibility (Alomari, 2012: 52 and Pompurová, 2018). At the same time, tourists can fulfil their personal hedonistic needs and participate in social activities voluntarily. Experts and researchers gave positive responses to the practice of volunteer tourism with the term "social responsibility tourism" (Rattan, 2016), alternative tourism (Lyons and Wearing, 2008), and the new ecotourism (Tomazos and Butler, 2009). This positive response is supported by many empirical findings that volunteer tourism is motivated by altruistic tendencies, environmental ideologies such as conservation (Proyrungroj (2017), and sustainability themes (Grimm, 2013), as well as establishing mutualistic relationships between tourists and the host community (Owen, 2013). 2019). Host communities (partner communities at tourist sites) can get benefits such as physical builders and community capacity building or community institutions (Blanton, 2016), while the benefits for volunteers are opportunities for self-development and enriching life experiences (Alomari, 2012: 52). In terms of these benefits, volunteer tourism also supports community-based tourism concepts such as "Community Based Tourism" (Giampiccoli and Glassom 2021; Mtapuri and Giampiccoli, 2020).), such as providing skills and increasing capacity so that the community can become the primary beneficiaries. Of tourism management.

Conceptually, it needs to be emphasized that volunteer tourism as alternative and innovative tourism has the potential to be developed with several considerations. First, the aspect of the development philosophy that volunteer tourism supports the implementation of the SDGs development agenda, namely economic sustainability, ecological sustainability, and social and cultural sustainability, as well as strengthening the performance of the Indonesian national culture of "*gotong-royong*". Second, the sociological aspect is that volunteer tourism is essential in empowering the host community (Wearing and Grabowski, 2011) so that mutualistic relationships are fostered between tourists and the host/local community (Wilson, 2015). Third, the educational aspect that volunteer tourism conducts knowledge transfer which can improve the knowledge and skills of the community, form a tourism-aware community, be

socially aware of environmental health, cross-cultural awareness and be economically empowered (Wilson, 2015). Fourth, the business aspect that volunteer tourism has a good market opportunity because it is in demand by various age groups, especially young people who want to seek new, different, and memorable experiences (Clemmons, 2010). In addition, the shift in tourism behaviour from Irresponsible to Responsible (Mowforth & Munt, 2016:29) is a market opportunity for volunteer tourism.

Empirically, volunteer tourism has not run as expected and is still experiencing many problems. Blanton (2016) states that volunteer activities have a negative impact, giving rise to ambiguity in perceptions from tourists and the host community. There is a perception that altruism is not the primary motivation for volunteer tourism. Kerrigan (2016) reveals that international volunteer service programs oriented to physical Development produce a culture of dependence, unsustainable Development, and the reinforcement of negative Western cultural stereotypes. Meanwhile, dialogue and learning programs aimed at intercultural understanding have more positive and sustainable benefits.

A Tour and Travel North Maluku is a travel agency that has organized volunteer tourism-based tour packages since 2015. This tour package offers destinations, accommodations, and volunteering for tourists to participate in social activities in tourist destinations. Every tourist voluntarily participates materially and non-materially to organize social activities with the host community. A Tour and Travel North Maluku try to maintain the sustainability of volunteer tourism by organizing social activities that are beneficial to the host community and attract the attention of volunteers. It is known that tourists who participate in voluntary tour packages can participate well in carrying out various activities in tourist destinations, such as social service activities and environmental conservation activities. However, volunteer tourism conducted by Afo Tour and Travel North Maluku still faces several obstacles, such as low tourist interest, low tourist satisfaction and low community support.

Many studies have revealed that tourism products do not only shape tourist interest but are also shaped by intrinsic motivation. Tourists will be interested if tourism products conform to tourist motivations (Ryzin, 2005). Therefore, Wright (2013) recommends conducting an in-depth analysis of the cause of voluntary travel by tourists and their impact on host communities. It is essential to analyze the travel motivation of voluntary tourists because it is related to tourist satisfaction. Tourist satisfaction is the main factor that drives the tourism business to achieve success and excellence in the competition (Forozia et al., 2013). Apart from motivation, the impact of tourism also shapes the perception of the host community (Alrwajfah et al., 2019) and community satisfaction. If tourists and the community get satisfaction from volunteer tourism activities, a close relationship will be created and ensure sustainability (Philip L. Pearce, 2005).

The sustainability aspect of the volunteer tourism package at Afo Tour and Travel North Maluku is essential, but no research examines this. Thus, this

study aims to analyze the sustainability of volunteer tourism in North Maluku Afo Tour and Travel, focusing on the satisfaction of volunteer tourism tourists, perceptions of the host community, and management models that support the sustainability of Volunteer Tourism.

THEORETICAL REVIEW

Volunteer Tourism

Volunteer tourism is voluntary and organized tourists who involve themselves in helping community groups, restoring specific environments, or researching aspects of society or the environment (Wearing, 2002:240) – volunteering in tourism is a form of responsible tourism expression (Uriely et al., 2003). Clemmons (2012) defines volunteer tourism as a combination of voluntary services that are consciously and sincerely integrated into a destination. So, volunteer tourism is a tourist trip while carrying out social activities. The elements contained in volunteer tourism are tourist behaviour, freedom of choice (Neulinger, 1974), intrinsic motivation (Iso-Ahola, 1982), satisfaction and enjoyment (Kaplan, 1975), independence (Kelly, 1983), genuine community, creativity, and mutually beneficial relationships between hosts and tourists (Lyons and Wearing 2008:178-179).

Tourist Satisfaction and Volunteer Tourism Sustainability

Tourist satisfaction is fulfilling tourist expectations (Akama and Kieti, 2003). Expectations are individual beliefs about what should happen in certain situations (Sutisna, 2003:79). Nasution (2005) defines satisfaction as a condition in which the needs, desires, and expectations of customers can be fulfilled through the products consumed, which are formulated with the equation $Z=X/Y$ (Z is customer satisfaction, X is the quality perceived by the customer, and Y is the customer's needs, wants, and expectations). If $X>Y$, then high customer satisfaction ($Z>1$). Suppose $X<Y$, customer satisfaction is small ($Z<1$). Thus, tourist satisfaction is a synopsis of comparing tourist expectations and the actual performance of tourism products (Simamora, 2004 Yun, Dongkoo and S. Pyo, 2016).

Tourist satisfaction determines the success and sustainability of the tourism industry (Sukiman et al., 2013 and Foroza et al., 2013). Satisfied tourists can decide to repeat (Han et al., 2020, Dethan et al., 2020 Adinegara, 2017) and image a tour to others (Pavlic et al., 2011). Tourist satisfaction must be measurable (Pavlic et al., 2011). However, happiness is not easy because it is related to subjectivity, where each tourist has their measure. Therefore, there is often a debate about the factors that determine satisfaction in tourism (Sukaatmadja, 2017), including the intrinsic motivation of tourists. Han et al. (2020) mention several factors that motivate volunteer tourists, such as self-development and language learning/practice, environment, escape from repetitive routines, different cultures, contribution to the host community and community

contributions. Brown (2005) and Callanan and Thomas (2005) mention four motivations for volunteer tourism: culture, difference, friendship, and family. Similarly, Seibert and Benson (2009) found the main intrinsic motives: experiencing something different/new, learning about other cultures, and expanding the mind. This is in line with the opinion of Lo & Le (2011), which mention five main motives for tourists to participate in volunteer trips: experiencing new cultures and interacting with local communities; the desire to show love and care; shared experiences with family members and educational opportunities for children; religious involvement; and escape from everyday life. In addition, some volunteer tourism tourists are motivated to fight poverty and community development, seeking authenticity (Alomari, 2012).

Expectations Theory

Expectations Theory has been widely used in various tourism studies, one of which is by Andereck et al. (2012) in analyzing the Experience Expectations of Prospective Volunteer Tourists. In this study, the Expectancy Disconfirmation Theory (EDT) is used to determine the expectations and achievements of volunteering tourists' expectations. Tourist satisfaction is determined not only by the performance of tourism products but also by the subjectivity of tourists. Tourists already have expectations before doing voluntary tourism activities. The expectations of tourists are subjective and ideal, while the performance of tourism products is empirical. Satisfaction compares personal consumer expectations and product performance (Oliver, 1980; Van Ryzin, 2005). The theory that discusses consumer satisfaction behaviour is the Expectancy Disconfirmation Theory (EDT). This theory explains that post-purchase satisfaction/dissatisfaction results from an evaluation between initial expectations and actual product performance after using the product. Santos and Boote (2003) explore theories and models between consumer expectations and evaluations after purchasing a product into four post-purchase affective states: Delight, Satisfaction, Acceptance, and Dissatisfaction.

Table 1. Post-Purchase Affective States

	Expectation	Cognition Performance	Affective Situation
	AP > EP	Positive Disconfirmation	Delight
	AP > EP	Positive Disconfirmation	Satisfaction
	AP = EP	Simple Confirmation	Delight/ Acceptance
	AP < EP	Negative Disconfirmation	Acceptance
	AP < EP	Negative Disconfirmation	Dissatisfaction

AP = Actual Performance, EP = Expected Performance, ZOI = Zone Indifference

Source: Santos and Boote (2003)

Zone of Indifference (ZOI) is the actual condition that meets expectations. This position can be a delight or accepted. Satisfaction and acceptance are in the ZOI between confirmation and disconfirmation. Acceptance (damaging indifference) occurs when the performance of the product/service perceived by tourists is between the predicted and minimum tolerable expectations. In contrast, tourist satisfaction (positive indifference) occurs when the perceived performance is between the desired and anticipated expectations. The affective states of delight and dissatisfaction are outside the ZOI. Delight occurs when the actual implementation exceeds the expected performance, while dissatisfaction occurs when the actual performance exceeds the minimum tolerable expectation (Santos and Boote 2003). The level of satisfaction of volunteer tourism tourists can be quantified from 5 (very satisfied), 4 (Satisfied), 3 (neutral), 2 (less satisfied, and 1 (not happy), as the Table 1 information.

Host Community Perception and Volunteer Tourism Sustainability

Perception is termed a response, a cognitive process of generating opinions that can sometimes be more but also less (Azwar, 2007). Perception is the ability to organize observations, including discriminating and classifying objects being observed (Surwono, 1982). The perception process starts with receiving, selecting, collecting, interpreting, checking, and reaction processes (Uday, 1995). The perception of the host community in this study is defined as the community's response to implementing the volunteer tourism program. This perception is formed by the interaction between the community and volunteer tourists (Ezra, 2013). Public perception is subjective (Sutisna, 2003:62), so it can be positive or negative. Positive perceptions are formed by beneficial volunteer tourism activities such as socio-cultural activities, entertainment, and economic empowerment (Turker, 2013). A negative perception is formed if volunteer tourism is impractical (Blanton, 2016; Kerrigan, 2016).

People with a positive perception will show attitudes and behaviours to support the volunteer tourism program. Ayobami and Ismail (2013) state that the host community's attitude towards volunteering and their readiness to support volunteer activities is influenced by five attributes: Occupation, Environment, Culture, Behavior of local volunteers, and Gender of the population.

The community is an essential factor that shapes the satisfaction and loyalty of volunteer tourists (Sheldon and Abenoja, 2001; Swarbrooke, 1993) so that they can support the success and sustainability of tourism (Muharto 2018; Gursoy, Chi, & Dyer, 2009). Therefore, McGehee and Andereck (2008) recommend better quality volunteer tourism management by matching the skills of volunteer tourists with the host community's needs.

METHODOLOGY

This research includes a qualitative design with a case study approach. The study uses primary data sourced from volunteer tourists and the host community. Respondents are tourists who participated in Volunteer tourism activities in 2018, 2019, and 2021 (there is no 2020 due to the COVID-19

pandemic). Volunteer tourists have a massive population of 578 people, so it is necessary to draw a sample using proportional random sampling. Determination of the balanced selection used the Slovin formula to obtain the number of pieces, as in Table 2. For the Host Community, three people were sampled for each tour package consisting of participating communities, business actors and local governments. To ensure the quality of information, all samples taken are those who are entirely directly involved in the implementation of volunteer tourism activities.

Table 2. Population and Sample

No	Volunteer Tourism Tour Packages	Volunteer Tourists		Host Community
		Population	Sample	
1	Historical Tour	578	85	3
2	Fai Longa Trip	340	77	3
3	Hi Trip	40	29	3
4	Fun Out Bound Tidore and Ternate	79	44	3
5	Fun Out Bound (Jailolo Trip)	14	12	3
6	Fun Out Bound and Aketobololo Trip	380	79	3
7	Kahala Island	10	9	3
8	Packages Morotai TTE-OTI	38	28	3
9	Marketing Educating Tour	40	29	3
	Total	1519	392	27

Source: Secondary Data (2018, 2019, 2021)

They are collecting data using in-depth interview techniques, questionnaires and documentation. Data analysis used mixed methods, namely quantitative and qualitative research (Kiessling and Harve, 2005 Sugiarto et al., 2015). Mixed methods are needed to analyze qualitative and quantitative data (Cresswell, 2014). Qualitative analysis was conducted to determine tourist satisfaction and the perception of the host community towards volunteer tour packages. The results of the study of tourist satisfaction are presented in the categories of very satisfied (VS), satisfied (S), neutral (N), less satisfied (LS), and dissatisfied (D). Then the dominant factors forming tourist satisfaction are identified and presented as ratings. At the same time, the quantitative analysis uses Chi-Square, a non-parametric statistic, so it does not require analytical requirements. Chi-Square in this study to examine the relationship between satisfaction with tourist loyalty (repeat volunteer activities and image the volunteer package to other parties).

RESULTS

A Tour and Travel organizes volunteer-tourism tour packages with nine various activities. It is known that the level of tourist satisfaction is different in each activity package, as in Table 3.

Table 3. Description of Tourist Satisfaction

No	Tour Packages	Volunteer Tourism Activities	Tourist Satisfaction (%)				
			VS	S	N	LS	D
1	Historical Tour	Knowledge Transfer	5.9			70.6	23.5
2	Fai Longa Trip	Nature Tourism, beach cleaning and socialization of sapta charm	90.9			3.9	5.2
3	Hi Trip	Marine tourism and Shark feeding attractions.	96.6			3.4	
No	Tour Packages	Volunteer Tourism Activities	Tourist Satisfaction (%)				
			VS	S	N	LS	D
4	Fun Out Bound Tidore and Ternate	Knowledge Transfer	100				
5	Fun Out Bound (Jailolo Trip)	Outbound and Culinary	100				
6	Fun Out Bound and Aketobololo Trip	Marine tourism, planting sago trees and mangroves, Outbound and Culinary	100				
7	Kahatola Island	Survey	22.2			55.6	22.2
8	Packages Morotai TTE-OTI	Transfer of knowledge, socialization of Sapta charm, the introduction of tourist objects	100				
9	Marketing Educating Tour	Survey of Special Marketing Education	100				
Total			75.8			17.6	6.6

VS=Very Satisfied; S= Satisfied; N = Netral; LS = Less Satisfied; D = Dissatisfied

Source: Primary Data Processed (2021)

From nine kinds of activity packages, seven activities gave tourists a satisfying feeling, they were: 1) Nature Tourism, beach cleaning and socialization of *sapta* charm; 2) Marine tourism and Shark feeding attractions; 3) Transfer of knowledge; 4) Outbound and Culinary; 5) Marine tourism, planting sago trees and mangroves, Outbound and Culinary; 6) Transfer of knowledge, socialization of *sapta* charm, the introduction of tourist objects; 7) Survey of Special Marketing Education.

Table 4 below presents the crosstabs analysis of the relationship between tourist satisfaction and the desire to repeat and image volunteer tourism programs.

Table 4. Tourist Answer Description

		Rejoin		Imaging	
		Yes	No	Yes	No
Tourism Satisfaction Level	VS	297	0	297	
	LS	44	25	49	20
	D	5	21		26
		346	46	346	46

Source: Primary Data Processed (2021)

All satisfied tourists decided to re-joined the volunteer tourism package program and recommended it to others. Something interesting was that 25 respondents were dissatisfied yet would like to retake volunteer tourism, and 49

less satisfied respondents planned to portray volunteer tourism to others. Based on interviews with respondents, it was shown that they were dissatisfied because some of their expectations were not realized. However, they had a positive assessment that volunteer tourism activities provided some benefits for themselves. Thus, they wanted to re-enter volunteer tourism activities selectively by choosing specific programs that would meet their expectations. The cross-tabulation results (Table 4) above are sufficient to illustrate that tourist satisfaction impacts tourist loyalty. However, to strengthen this finding, it is continued with quantitative data analysis using Chi-Square. It has been explained previously that this research design is qualitative, so the quantitative data analysis using Chi Square is not as strict as in quantitative research. Questionnaires distributed to respondents have met the validity and reliability tests. Table 5 presents the Chi-Square results of the study.

Tabel 5. Chi-Square Tests

	Chi-Square	Df	T-Table	Meaning
Satisfaction-Rejoin	253.522	2	5.991	Connected
Satisfaction-Imaging	254.875	2	5.991	Connected

Source: Primary Data Processed (2021)

The Chi-Square means that tourist satisfaction could shape loyal tourist behaviour, such as the desire to rejoin volunteer tourism and image volunteer tourism to close relatives and colleagues.

DISCUSSION

Tourist Satisfaction towards Volunteer Tourism Tour Packages

Some factors accommodated tourist satisfaction: studying in nature and community, feeling new experiences, the community's hospitality, contributing to the destination community, and enjoying the beauty of nature and tourism attraction. Figure 1 presents five indicators of the tourist satisfaction index.

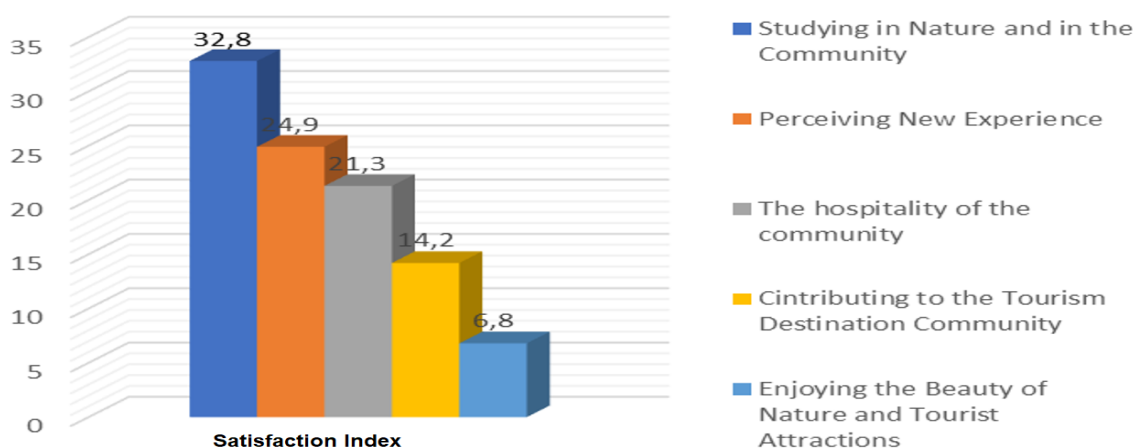


Figure 1. The Percentage of Tourist Satisfaction Level

Source: Primary Data Processed (2021)

1. Studying in Nature and the Community

Tourists were delighted with getting the opportunity to learn directly at historic sites, industrial areas, and traditional culinary delights. Learning directly in nature and society provided much inspiration and practical knowledge for self-development, which was different from learning in a classroom setting. It was in line with Han et al. (2020) 's opinion that tourists are ecstatic to participate in volunteer tourism because it provides opportunities for self-development.

2. Perceiving New Experience

Tourists felt delighted because they experienced things they had never done, such as feeding sharks, making or cooking culinary delights with the community, and planting mangrove and sago trees. Likewise, making traditional culinary specialities with the host community. From the perspective of Seibert and Benson (2009) and Proyrungroj (2020), new experiences in tourist attractions are part of the motivation or hope when participating in volunteer tourism.

3. The hospitality of the community

Tourists were satisfied with the hospitality of the host community who had considered them part of the family, for instance, the community attitude when welcoming the presence of tourists with complete intimacy. Tourists were also satisfied with the care and support of the community in various program implementations. It related to the statement of Lo & Le (2011), Brown (2005), and Callanan and Thomas (2005) that the motivation of volunteer tourists is to build communication and friendship and contribute to society. Tourism is an industry that uses communities as resources, sells them as products, and in the process, affects the lives of all people (Murphy, 1980a:1), influencing the satisfaction of volunteer tourists. Thus, the attitudes and behaviours of host communities are critical to visitor satisfaction and tourism sustainability (Sheldon and Abenoja, 2001; Swarbrooke, 1993).

4. Contributing to the Tourism Destination Community

Tourists were satisfied because they got the opportunity to do work that had contributed directly to the community, such as doing community service, cleaning the beach together, and planting sago and mangrove trees. The findings are similar to the results of Proyrungroj's research (2018) that one of the motivations or expectations of volunteer tourists is to provide something valuable to the community in public space.

5. Enjoying the Beauty of Nature and Tourist Attractions

Natural beauty and tourist attractions were essential elements that provided satisfaction to tourists. All volunteer tourists also experienced that natural resources and the popularity of tourist objects were the main goals of voluntary travel (Albu et al., 2017).

Meanwhile, 17.6% of less dissatisfied respondents and 6.6% of respondents are dissatisfied. It happened because volunteer tourism activities did not provide new experiences, such as historical tourism activities (knowledge transfer), mask distribution and health awareness socialization (during the

covid-19 pandemic in 2021), beach cleaning nature tourism, Sapta charm socialization, and surveys. What was expected by the respondents was to travel outside the region and enjoy the beauty of public space and the diversity. Unfulfilled expectations cause tourists to be dissatisfied and have no intention to do so in the future (Seibert and Benson, 2009). It was proven that tourist satisfaction was not always determined by the objectivity factor but also by the subjectivity factor, which was the expectations/motivation of tourists before travelling.

The results of quantitative analysis using Chi Square strengthen the findings of this study. Tourist satisfaction can shape tourist loyalty, such as the desire to rejoin volunteer tourism and image volunteer tourism to close relatives and colleagues. It corresponds with previous research that tourist satisfaction significantly affected revisiting intentions (Bam and Kunwar, 2020; Dethan et al. (2020). In addition, tourists would also imagine other people and relatives participating in the volunteer program. So, a sense of satisfaction would encourage tourists to do it repeatedly and even recommend it to others (Pavlic et al. 2011). It is likely similar to some previous research results that tourist satisfaction would form behavioural loyalty, namely revisiting and inviting others to do so (Meyer, 2012; Gracan et al., 2008; Stipanovic et al., 2008; Jovicic and Vanja, 2008; and Valle et al., 2006). Thus, tourist satisfaction would determine the sustainability of volunteer tourism.

Host Community Perceptions towards Volunteer Tourism

The 27 informants (host communities) interviewed had a positive perception of volunteer tourism activities. They stated that the volunteer tourism program was very beneficial, such as building public awareness in maintaining cleanliness and environmental sustainability. The community also believed that the volunteer tourism program could expand social relations. In addition to environmental and social benefits, the volunteer tourism program provided economic benefits for the community in three fields, i.e. lodging business, transportation business and culinary business. The community considered these economic benefits because tourists had to carry out the transaction process for transportation services and purchase food and drinks.

So, the direct advantages of the volunteer tourism program formed the perception of the host community. It is in line with the findings of Wright (2013) and Wearing (2001) that the host community, in general, has a good perception of volunteer tourism as volunteer tourists who work and live in the host community had a positive impact on the host community such as skills development through training, quality of life and economy improvement.

The community thought volunteer tourism was unique because it could build harmonization and kinship between tourists and the community and form awareness of preserving the environment. The host community saw volunteer tourists as family, not just customers or actors. Therefore, the host community was delighted to participate in and support the implementation of the volunteer tourism program Afo Tour and Travel organized. From the perspective of the

host community, it can be seen that the community highly supports volunteer tourism-based tour packages, and it is a sustainable asset (Gursoy, Chi, & Dyer, 2009).

Another thing found in this research is that the implementation of volunteer tourism does not meet all the community's expectations. Seven informants said some volunteer tourism programs did not meet the community's needs. They suggested that volunteer tourism programs should be relevant to the host community's needs. In terms of the suggestion, Afo Tour and Travel responded well that the implementation of the volunteer tourism program had so far been determined unilaterally by Afo Tour and Travel because it is adjusted to the needs and level of ability of volunteer tourists. The volunteer tourism management's weakness is ignoring the expectations and conditions of the host community.

The Model of Sustainable Volunteer Tourism

The satisfaction of tourists and the satisfaction of the host community determine the sustainability of volunteer tourism. Tourist satisfaction is achieved if their expectations fit with the experience in volunteer tourism participation. At the same time, the fulfilment of the host community is achieved if the volunteer tourism program is practical and can solve the community's problems. However, not all volunteer tourism programs satisfy the volunteer tourists, and not all volunteer tourism programs overcome the difficulties experienced by the host community. This happened because there was no identification of the motivation/expectations of tourists and community problems from the start. In addition, tourists did not have special skills to solve social issues faced by the community. This study designed a model of volunteer tourism management "two-sided satisfaction model". The model required satisfaction from both sides, the volunteer and the host community, as the benchmark of sustainable volunteer tourism. Figure 2 illustrates the "two-sided satisfaction model" work system, which consists of 5 (five) stages.

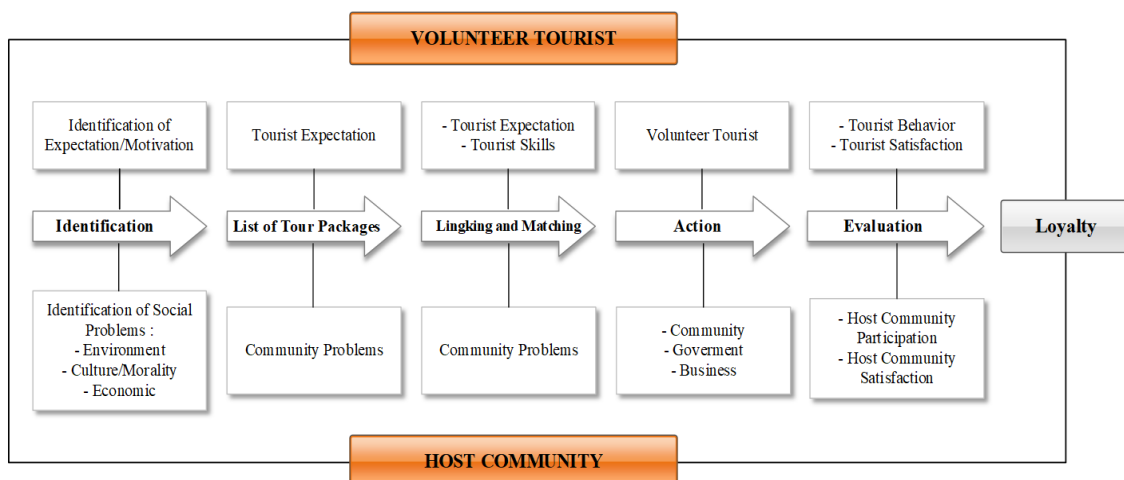


Figure 2. Two-sided Satisfaction Model
Source: Primary Data Processed (2021)

1. Identification: Management of volunteer tourism was begun by identifying social problems experienced by the community (environmental, cultural/moral, and economic). The researcher identified the expectations/motivations of voluntary tourists.
2. List of Tour Packages: Offering various volunteer tourism packages/programs relevant to social problems and tourist expectations.
3. We are linking and Matching: adjustment between the expectation and expertise of volunteer tourists to the community's social problems in tourism destinations.
4. Action: Implementing the volunteer tourism program in coordination with all stakeholders (tourist, community, government, and entrepreneur people).
5. Evaluation: Evaluating voluntary tourists and host communities after implementing volunteer tourism. Voluntary travellers were evaluated by attitude, satisfaction and loyalty. Meanwhile, the host community was assessed in terms of participation, pride and commitment).

FURTHER STUDY

Volunteer tourism provides satisfaction for tourists and the host community. The level of tourist satisfaction shaped the loyalty to volunteer tourism programs, such as the desire to participate in volunteer tourism and the positive image of volunteer tourism to others. However, many tourists were dissatisfied as the reality was not what they expected. It showed that tourist satisfaction was subjective. The host community actively participates in the volunteer tourism program as it is to their benefit. However, not all volunteer tourism programs were relevant to community problems. Thus, the management of volunteer tourism needed to apply a "two-sided satisfaction model", which emphasized the satisfaction of tourists and the host community as the key to achieving the sustainability of volunteer tourism. The limitation of this study was that it did not notice differences in tourist motivation and satisfaction from gender perspectives. As a result, further research was recommended to take those considerations in analyzing tourists' motivation.

ACKNOWLEDGMENT

We would like to express our gratitude to Afo tour and travel agents in Maluku Utara and the host community for volunteer tours that have provided research data. We also appreciate the Wiratama Education Foundation for providing research funding.

REFERENCES

- Albu, R.G., Baltescu, C.U., And Chițu, I.B. (2017). Study on the awareness of the concept of *volunteer tourism*. *Bulletin of the Transilvania University of Brasov*. Series V: Economic Sciences, 10 (59),109-115.

- Adinegara, G. N. Joko., I. P. G. Sukaatmadja., N. W. S. Suprapti., N. N. K. Yasa. (2017). Factors That Influences Tourist's Satisfaction and Its Consequences. *European Journal of Business and Management*. 9 (8), 39-50.
- Adinegara, GN Joko., N. W. S. Suprapti., N. N. K. Yasa., and I. P. G. Sukaatmadja. (2017). Antecedents And Consequences Of Tourist Satisfaction: A Literature Review. *Asean Marketing Journal*, 11 (1), 40-53.
- Akama J.S. Kieti D.M. (2003). Measuring tourist satisfaction with Kenya's wildlife safari: a case study of Tsavo West National Park. *Tourism Management*, 24 (1), 73-81.
- Alomari, Thabit. (2012). *Motivation and socio-cultural sustainability of voluntourism*. (Tesis). The School of Graduate Studies of the University of Lethbridge, Department of Anthropology University of Lethbridge.
- Alrwajfah, M. Mohammad., F. A. García., and R. C. Macías. (2019). Residents' Perceptions and Satisfaction toward Tourism Development: A Case Study of Petra Region, Jordan. *Sustainability*, 11 (7), 1-19.
- Andereck, Kathleen., N. G. McGehee, S. Lee., and D. Clemmons (2012). Experience Expectations of Prospective Volunteer Tourists. *Volunteer Tourists*, 51 (2), 130-141.
- Andriotis, K. (2005). Community Groups' Perceptions of and Preferences to Tourism Development. Evidence from Crete. *Journal of Hospitality and Tourism Research*, 29 (1), 67-90.
- Ayobami, O. K and H. N. Bin Ismail. (2013). Host's Supports for Voluntourism: A Pragmatic Approach to Rural Revitalization. *Australian Journal of Basic and Applied Sciences*, 7(4), 260-272.
- Bam, Nirajan and A. Kunwar (2020). Tourist Satisfaction: Relationship Analysis Among Its Antecedents And Revisit Intention. *Advances in Hospitality and Tourism Research (AHTR), An International Journal of Akdeniz University Tourism Faculty*, 8 (1), 30-47.
- Barbieri, C., C. A. Santos., Y. Katsube. (2012). Volunteer tourism: On-the-ground observations from Rwanda. *Tourism Management* 33 (3), 509-516.
- Benson, A. Maria, and S. Henderson. (2011). A strategic analysis of volunteer touriorganizations. *The Service Industries Journal*, 31 (3), 405-424.
- Benson, A., & Siebert, N. (2009). Volunteer tourism: motivations of German participants in South Africa. *Annals of Leisure Research*, 12 (3/4), 295-314.
- Blanton, Edwin L. (2016). The Impact of Short-Term International Volunteers on the Capacity Development of a School for Students With Disabilities in the Caribbean. *Theses & Dissertations. University of the Incarnate Word*.
- Brown, S. (2005). Travelling with a purpose: understanding the motives and benefits of volunteer vacationers. *Current Issues in Tourism*, 8 (6), 479-496.
- Butcher, Jim And P. Smith. (2010). Making a Difference: Volunteer Tourism and Development. *Tourism Recreation Research* Vol. 35(1), 27-36.
- Calderwood, L. Uppink and M. Soshkin. (2019). *The Travel & Tourism Competitiveness Report*. World Economic Forum (www.weforum.org).
- Callanan, M., & Thomas, S. (2005). *Volunteer tourism: deconstructing volunteer activities within a dynamic environment*. In M. Novelli (Ed.), *Niche Tourism:*

- Contemporary issues, trends and cases (pp. 183-200). Oxford: Butterworth Heinemann.
- Creswell, John W. (2014). *Research Design : Qualitative, Quantitative, And Mixed Methods Approaches* (4th ed). SAGE Publications, Inc
- Dethan, A. G., I. G. A.O. Suryawardani., and A. S. Wiranatha. (2020). The Effect of Marketing Mix and Service Quality on Satisfaction and Revisit Intention to Kampung Coklat, Blitar Regency. *E-Journal of Tourism*, 7 (2), 323-348.
- Durham, Jacklyn. (2017). Protecting The Voluntoured. An Exploratory Human Rights Impact Assessment For Ethical Voluntourism In Nepal. *Global Campus*. <http://globalcampus.eiuc.org>
- Ezra, Peter Marwa. (2013). *Host Community Perceptions Of Volunteer Tourists In The Northern Tourist Circuit, Tanzania*. A thesis Submitted to the Victoria University of Wellington in partial fulfilment of the requirements for the degree of Master of Tourism Management Victoria University of Wellington 2013.
- Fournier, Susan and D. G. Mick. (1999). Rediscovering Satisfaction. *Journal of Marketing*. 63 (4), 5-23.
- Giampiccoli, Andrea and D. Glassom (2021). Community-Based Tourism In Protected Areas: Elaborating A Model From A South African Perspective. *Advances in Hospitality and Tourism Research (AHTR), An International Journal of Akdeniz University Tourism Faculty*, 9 (1), 106-131.
- Gracan, Danijela; Romina Alkier. R and Sinisa Bogdan. (2008). Restorable Energy Sources As A Factor Of The Competitive Improvement Ability Of A Tourist Destination. *Tourism and Hospitality Management*, 14 (2), 217-228.
- Gursoy, D. Chi, C.G., and Dyer, P. (2009). An examination of locals' attitudes, *Annals of Tourism Research*, 36(4), 723-726.
- Guttentag, D. (2009). The Possible Negative Impacts of Volunteer Tourism. *International Journal of Tourism Research*, 11, 537-51.
- Han, H., S. Lee., B. Meng., B.L. Chua., and H. B. Ryu. (2020). The Relative Importance of Volunteer Tourism (Sustainable/Pro-Social Form of Tourism) Motivation Factors for Young Tourists: A Descriptive Analysis by Continents, Gender, and Frequency. *Sustainability*, 12 (10), 1-21.
- Hein, Kenneth. (2002). What Have You Done for Me Lately. *Brandweek*, September 9, 2002, 20-21.
- Ingram, Joanne M. (2008). *Volunteer Tourism: Does it have a place in Development?* Submitted in fulfilment of the requirements for the degree of Bachelor of Arts with Honours Asian Studies School of Asian Languages and Studies University of Tasmania.
- Jovicic, Dobrica and V. Ivanovic. (2008). Environmental Protection - Key Prerequisite For Sustainable Tourism On Mediterranean. *Tourism And Hospitality Management*, 14 (2), 217-228.
- Kerrigan, Katelyn. (2016). *An Exploration into the Perceived Effects of International Volunteering and Service on Host Communities in the Global South*. Master Of Arts. University Of San Francisco.

- Kotler, P and K. Keller. (2006). *Marketing management*. New Jersey: Pearson Prentice Hall.
- Kotler, P. (2000). *Marketing Management Millenium Edition, (Tenth Edition)*. New Jersey: Prentice-Hall, Inc.
- Kotler, Philip. 2003. *Marketing Insights from A to Z*. John Wiley & Sons, Inc., Hoboken, New Jersey.
- Lanning, Michael J. (1998). *Delivering Profitable Value*. Oxford, U.K.: Capstone.
- Meyer, Beata. (2012). Environmental Impacts Of The Development Of Brand Tourist Products In The West-Pomeranian Province. *Scientific Journal* No. 658 Economic Problems Of Tourism 1 (17), 251-261.
- McGehee N, Andereck K. (2008). 'Pettin' the critters': exploring the complex relationship between volunteers and the voluntoured in McDowell County, West Virginia, USA, and Tijuana, Mexico. In *Journeys of Discovery in Volunteer Tourism*, Lyon K, Wearing S (eds). CABI Publishing: Cambridge, MA, 12-24.
- Mowforth, Martin and I. Munt. (2016). *Tourism and Sustainability Development, Globalisation and New Tourism in The Third World (Fourth edition)*. New York: Routledge.
- Muharto. (2018). The Sustainability Of Tourism Competitiveness In Ternate. *Journal Of Life Economics*, 5 (4), 75-96.
- (2020). *Pariwisata Berkelanjutan: Kombinasi Strategi and Paradigma Pembangunan Berkelanjutan*. Yogyakarta: Deepublish,
- Mtapuri, Oliver, and A. Giampiccoli (2020). Beyond Rural Contexts: Community-Based Tourism For A Better Life In The City. *Advances in Hospitality and Tourism Research (AHTR), An International Journal of Akdeniz University Tourism Faculty*, 8 (2), 419-439.
- Nasution, Nur (2005). *Manajemen Mutu Terpadu*. Bogor Selatan: Ghalia Indonesia,.
- Oliver, Richard L. (1980). A Congitive Model Of The Antecedents And Consequences Of Satisfaction Decisions. *Journal of Marketing Research*, 17 (4), 460-469.
- Owen, S. (2019). Volunteer Tourism: A Path to *Buen Vivir*? Doctoral Dissertation Summary. *European Journal of Tourism Research*, 23, 217-220: <https://ejtr.vumk.eu/index.php/about/article/view/400>
- Pavlic, Ivana., D. Perucic., A. Portolan. (2011). Tourists' Satisfaction As An Important Tool For Increasing Tourism Destination Competitiveness In The Globalization Conditions - The Case Of Dubrovnik-Neretva County. *International Journal of Management Cases*: <https://www.researchgate.net/publication/263750038>.
- Proyrunroj, R. (2017). Host-guest relationship in the context of volunteer tourism. *European Journal of Tourism Research* 16, 177-200.
- Rattan, Jasveen (2016). *Volunteer Tourism: An Exploration of Socially Responsible Tourism Practices*. A thesis presented to the University of Waterloo in fulfilment of the thesis requirement for the degree of Doctor of Philosophy in Recreation & Leisure Studies. Waterloo, Ontario, Canada. <http://hdl.handle.net/10012/10697>.

- Ryzin, Gregg G. Van (2005). Testing the Expectancy Disconfirmation Model of Citizen Satisfaction with Local Government. *Journal of Public Administration Research and Theory*, 16 (4), 599-611.
- Sadeh, Ehsan, Farid Asgari, Leila Mousavi & Sina Sadeh. (2012). Factors Affecting Tourist Satisfaction and Its Consequences. *Journal of Basic and Applied Scientific Research*, 2 (2), 1557-1560.
- Santos, J., and Boote, J. 2003. A Theoretical Exploration and Model Of Consumer Expectations, Post-Purchase Affective States and Affective Behaviour. *Journal of Consumer Behaviour*. 3, 142-156.
- Sheldon, P.J. & Abenoja, T. 2001. Resident attitudes in a mature destination: the case of Waikiki. *Tourism Management*. 22(5), 435-443.
- Simamora, Bilson. 2004. Panduan Riset Perilaku Konsumen. Gramedia Pustaka Utama, Jakarta.
- Stipanovic, Christian and S. Baresa. 2008. The Development Design Model In The Competitiveness Of Intelligent Business Organisations. *Tourism and Hospitality Management*. 14 (2), 217-228.
- Sukiman, M. Fauzi., S. I. Omar., M. Muhibudin., I. Yussof and B. Mohamed. (2013). Tourist Satisfaction as the Key to Destination Survival in Pahang. *Procedia-Social and Behavioral Sciences*, 91, 78-87.
- Suprastayasa, I. G. Agung. (2011). Partwisata Relawan (Volunteer Tourism): Perkembangan, Aktivitas and Masyarakat Lokal. *Jurnal Kepartwisataan*, 10 (1), 21-27.
- Sutisna. (2003). *Perilaku Konsumen and Komunikasi Pemasaran* (Cetakan Ketiga), Bandung: Remaja Rosdakarya.
- Swarbrooke, J. (1993). Local authorities and destination marketing. *Insights*. July, A15-A20.
- Tomazos, K and R.Butler. (2009). Volunteer tourism: the new ecotourism? *Anatolia*, 20 (1), 196-212.
- Turker, Nuray. (2013). Host Community Perceptions of Tourism Impacts: A Case Study on the World Heritage City of Safranbolu, Turkey. *Evista de cercetare [interven] social*, 43, 115-141.
- Uriely, N., Reichel, A. and Ron, A. (2003). Volunteering in tourism: additional thinking. *Tourism Recreation Research* 28(3), 57-62.
- Valle, Patricia Oom do; João Albino Silva; Júlio Mendes and Manuela Guerreiro. (2006). Tourist Satisfaction and Destination Loyalty intention: A Structural and Categorical Analysis Int. *Journal of Business Science and Applied Management*, 1, (1), 2006, p.25-44.
- Vrasti, Wanda. (2013). *Volunteer Tourism in the Global South: giving back in neoliberal times*, New York: Routledge.
- Wearing S. (2001). *Volunteer Tourism: Experiences that Make a Difference*. New York: ABI Publishing.
- Wearing, S. (2002). Re-centering the self in volunteer tourism. In: Dann, G.S. (ed.) *The Tourist as a Metaphor of the Social World*. CAB International, Wallingford, UK, 237-262.

- Wearing, S. (2004). Examining Best Practice in Volunteer Tourism. In R. A. Stebbins, & M. Graham (Eds.), *Volunteering as Leisure/Leisure as Volunteering* (pp. 209-224). Wallingford: Oxford; UK: CABI Publishing.
- Wearing, S and, N. G. McGehee. (2013). Volunteer tourism: A review. *Tourism Management*, 38 (2013) 120-130.
- Wearing, S. and G. Simone. (2011). International Volunteer Tourism: One Mechanism for Development, in Pinto, Henrique (org.), *Revista Migrações - Número Temático. Migrantes Voluntariado, Outubro, 9,145-165*.
- Wilson, R. Leigh. (2015). *Volunteer Tourism: Cross-Cultural Understanding: Through The Volunteer Experience*. Presented to the Honors College of Texas State University in Partial Fulfillment of the Requirements San Marcos, Texas December.
- Wright, Hayley. (2013). Volunteer tourism and its (mis)perceptions: A comparative analysis of tourist/host perceptions. *Tourism and Hospitality Research* 2013, Vol. 13(4). 239-250.
- Yun, Dongkoo and S. Pyo. (2016). An Examination of an Integrated Tourist Satisfaction Model: Expectations and Desires Congruency. *Travel and Tourism Research Association: Advancing Tourism Research Globally*. https://scholarworks.umass.edu/ttra/2013/AcademicPapers_Oral/14.
- Zeithaml, Valarie A., M. J. Bitner., D. D. Gremler. (2018). *Services Marketing: Integrating Customer Focus Across The Firm (Seventh Edition)*. New York, NY: McGraw-Hill Education.