THE PERSONAL NORM-EXPERIENCE INTENTION NEXUS: EXPLORING MODERATOR EFFECT OF RISK PERCEPTION IN VOLUNTOURISM

Christian Haposan Pangaribuan^{1,*}, Adler Haymans Manurung² Hardijanto Saroso³ and Toto Rusmanto⁴

¹Faculty of Business Sampoerna University Jalan Raya Pasar Minggu 16, Jakarta 12780, Indonesia *Corresponding author: christian.pangaribuan@sampoernauniversity.ac.id

²Faculty of Economics and Business Universitas Bhayangkara Jakarta Raya Jalan Perjuangan, Margamulya Bekasi Utara, Kota Bekasi 17143, Indonesia adler.manurung@dsn.ubharajaya.ac.id

³Management Department, BINUS Business School ⁴Accounting Department, BINUS Business School Bina Nusantara University Jl. K. H. Syahdan No. 9, Kemanggisan, Palmerah, Jakarta 11480, Indonesia { hardijanto.saroso; trusmanto }@binus.edu

Received April 2021; accepted July 2021

ABSTRACT. This study develops a conceptual model for volunteer tourists by applying norm activation theory. Even though this theory has been employed in numerous studies to understand a wide range of intentions and behaviors in various fields, a little has investigated and extended the theory to explain tourists' intention to experience volunteer tourism and behavior, by including risk perception as a moderator. Data from a survey of 212 volunteer tourists in Indonesia, who at least participated once in a volunteer activity, was used to test the proposed model and hypotheses. The findings from the structural equation modeling showed that perceived risk moderates the relationship between personal norm and voluntourism behavior.

Keywords: Risk perception, Personal norm, Intention, Volunteer tourism

1. Introduction. One of the forms of 'alternative' tourism that has been developing in recent years, volunteer tourism, combines a favorable combination of services to residents and simultaneously provides cultural, educational, and scientific benefits [1]. The topic of volunteer tourism has upsurged and motivated researchers to conduct studies exploring young tourist behavior and its contribution to local communities [2]. Previous research topics have related to, among others, motivation [3], experience [4], personal transformation [5], sporting events [6], and impacts [7] of volunteer tourism.

In parallel, the motivation and desire to travel is triggered by individual calculations of the risks to be faced, which affect the attractiveness of the destination [8]. The specific characteristics of a particular area that may have serious consequences will influence the calculation and perception of risk for potential tourists. Therefore, the risk perceptions may determine intention to experience volunteer tourism which would lead to voluntourism behavior.

The norm activation theory has been considered as a major theoretical framework used to explain the variables influencing sustainable behaviors in a range of tourism settings.

DOI: 10.24507/icicelb.13.02.123

For example, Han and Hyun [9] indicated that personal norm and attitude towards cultural conservation have independent effects on environmental responsible behavioral intention. In another study by Kiatkawsin et al. [10], the findings revealed that attitude, social norms, awareness of consequences, perceived behavioral control, and pro-environmental binning intention positively affected national park visitors' pro-environmental behavior. Consistent with the theory, Li and Wu [11] suggested that personal norm is regarded as an important factor affecting local visitors and tourists to visit natural parks. However, it has been observed in prior studies that personal norm, which is a key component of the norm activation theory, has not been explored even though it is also important to the understanding of tourist behavior, particularly from the perspective of volunteer tourism.

Past studies on sustainable tourism suggested that the effects of cues may vary across different moderating roles [4-44]. Extending this research stream, this study on voluntourism seeks to highlight the gap by exploring the role of risk perception as a moderator in the personal norm-intention and personal norm-behavior relationships. Besides the gap, the advantage of this study's findings would feed local authorities and tourism organizers with thoughtful insight for understanding the important role of perceived risks in discovering voluntourism behavior. The results of this study contribute to the refinement of the norm activation theory by providing a new moderating factor in risk perceptions.

The rest of the paper is organized as follows. Section 2 presents a summary of the literature which discusses the theory and research variables. Section 3 presents the methods and the correlations among the variables. Section 4 documents the effects of risk perceptions moderating the relationships between personal norm and voluntourism intention as well as personal norm and voluntourism behavior. Section 5 concludes the paper.

2. Literature Review.

2.1. **Personal norm.** Initially, norm activation theory was used to explain pro-social or altruistic behavior and was later extended to studies on pro-environmental behavior [12]. According to this theory, when an individual realizes the adverse consequences for others or the environment (awareness level of the consequences) and takes responsibility for any of the harmful consequences (conviction of the protecting what they highly value), the appropriate personal norm will be activated and then followed by pro-social behavior [13]. Therefore, those personal norms determine whether an individual should engage in a particular behavior to prevent damaging outcomes [14]. In other words, when altruistic values are considered to be the life's rule of thumb and responsible to minimize environmental change, his personal norms will increase [15].

Given that NAT has been developed to explain altruistic behavior, its application to environmentally relevant behavior is not self-evident. However, environmental behavior belongs more to the moral domain, meaning that it is determined not solely by cost-benefit calculations as described in the Theory of Planned Behavior (TPB) but by moral beliefs about what is right and wrong to do [16,17]. This argument makes NAT a valuable theory for analyzing such relationships. In contrast to TPB, NAT focuses heavily on the moral drivers of pro-environmental behavior, ignoring the non-moral motivations captured by TPB (see Figure 1).

2.2. Risk perception. Tourism risk often happens when expectation of tourists does not meet the service offered. Bauer [18] introduced travel risk perception which can be divided into three: subjective feelings of the negative consequences or impact, objective evaluation of the negative consequences or impact, and tourists' cognitive of exceeding the threshold portion of the negative consequences or impact. Since the 2000s, tourist risk has been widely defined by the scholars [19,20]. Chen and Zhang [19] defined tourism risk perception as the intuitive judgments and subjective feelings of various potential risks existing in different tourism projects for tourists. Reichel et al.'s [20] perceived risk



FIGURE 1. Norm activation theory

of tourism applied when consumers' negative impact perception on whether an event is beyond the acceptable level of tourism behavior.

It is also important to identify common risk dimensions in order to develop a theoretical basis based on tourist risk perceptions incorporating other antecedents of behavioral intention in experiencing volunteer tourism. However, because of the importance of understanding the concept of risk perception in the literature, quite a number of theoretical and empirical studies have been conducted (e.g., [21-23]) to explore the dimensions of risk associated with travel destinations and their impact on tourist behavioral intentions.

Risks in the environmental category include natural disasters (for example, tornadoes, hurricanes, floods, droughts, landslides, earthquakes, tsunamis, volcanoes, lahars, erosion, epidemics, and disease outbreaks) and man-made risks (industrial accidents, transportation accidents, crime, terrorism, political conflict, structural failure, structural fires, and contamination) [24,25].

2.3. Hypothesis development. As part of the norm activation model, the sense of self-ethical obligation that makes up personal norm prompts an individual to perform an action. In essence, personal norms are expectations placed upon an individual that can be realistic or unrealistic, and they signify the individual's awareness of obligations and sense of responsibility for implementing specific actions [26]. According to Doran et al. [27], towards opting for travel options that are eco-friendly, people would feel morally obliged. Personal norms were found to be a strong predictor of pro-environmental behaviors [17]. Individuals with a strong sense of obligation tend to engage in environmentally responsible behaviors [28]. This study uses personal norms to predict environmental behavior compared with other psychological variables, such as values and concerns, and other characteristics from the social demographic domain [27]. Personal norms may influence pro-environmental behavior among tourists come from a field experiment conducted by Brown et al. [29]. Niemiec et al. [30] suggested that personal norms are strong predictors of conservation behavior. Yet, since intention is not thoroughly related, this study's measurement of sustainable consumption behavior is to include actual behavior [31]. Based on the discussions, the following hypotheses are proposed.

Hypothesis 1. Personal norm is positively related to voluntourism experience intention

Hypothesis 2. Personal norm is positively related to voluntourism behavior

Perceived risk as a moderating variable can be described whether the moderator alters the strength and/or direction of the relationship between an antecedent (independent variable) and an outcome [32]. Conducted in the US, Noh and Vogt's [33] study found that lower perceived risks may generate a higher travel intention for prospective US tourists 126

to travel to China, Japan, and South Korea. Tavitiyaman and Qu [34] proposed the moderating effect of perceived risk on the relationship between overall satisfaction and behavioral intention. Their study hypothesized that at low perceived risk level, the positive influence of destination image on overall satisfaction is greater than at high perceived risk level. The following hypotheses were therefore formed.

Hypothesis 3. Perceived risk has a positive moderating effect on the association between personal norm and voluntourism experience intention

Hypothesis 4. Perceived risk has a positive moderating effect on the association between personal norm and voluntourism behavior

3. Research Method. In current research, the authors utilized quantitative method with primary data. This research was conducted in Indonesia from August 2020 until September 2020. The country has been chosen as the case study for this research, given its popularity and growth as one of the world's largest economic sectors that offers a variety of choices for local and international tourists [40]. The authors conducted the survey by utilizing an online questionnaire platform, comprising a set of survey items in Likert Scale measurement which was sent online to the respondents. The analysis technique in this research is Partial Least Square (PLS) method to estimate the relationships hypothesized in the current model. The sample frame included 212 local volunteers in Indonesia whose ages are all under 25. The participants are 68.9% female. The majority of them were high school graduates (56.6%), followed by 34.9% bachelor's degree holders, and 8.5% having a diploma.

Nearly fifty percent of the participants had participated in teaching activities (44.64%), followed by animal welfare (19.49%), sports, cultural, festival events (13.15%), agriculture (7.49%), research (3.77%), medical healthcare (3.14%), skills development and training (3.14%), building community facilities (2.83%), and childcare/orphanage (2.35%).

The respondents rated their personal norm by using the five-dimensional items adapted from Han and Hyun [9]. This study utilizes a five-point Likert Scale format, ranging between 1 (strongly disagree) and 5 (strongly agree). Statements included: 1) "When traveling, I was moved to stay in environmentally friendly accommodation"; 2) "When traveling, it is mandatory to buy eco-friendly products from local residents even though it is a little more expensive"; 3) "When traveling, we are obliged to use environmentally friendly means of transportation even though it takes a longer time"; 4) "When traveling, I was moved to use environmentally friendly vehicles even though the costs were more expensive"; 5) "I was moved to join a social tour package that aims to protect the environment even though the cost is higher".

We measured the respondents' risk perception level using five 5-point Likert scales from Siddique [35] and Hasan et al. [36]. The items included: 1) "I feel annoyed with trips that do not match the costs and energy incurred"; 2) I feel uncomfortable with the trip that I did just ended up in vain"; 3) "At a tourism location, I feel uncomfortable if the public facilities are inadequate"; 4) "It annoys me when my travels change how my friends think of me"; 5) "At a tourism location, I feel uncomfortable if the means of transportation are inadequate".

The intention level of the participants was measured with five survey items from Han et al. [37]. The questionnaire included: 1) "I want to participate in volunteer tourism activities in the near future"; 2) "I intend to recommend volunteer tourism activities to others"; 3) "I am willing to encourage others to participate in volunteer tourism activities"; 4) "I am willing to support volunteer tourism activities in the future"; 5) "I cannot wait to participate if there are volunteer tourism activities in the near future".

Voluntourism behavior was assessed with five items extracted from Maki and Snyder [38]. Statements included: 1) "I am willing to take part in social tourism activities voluntarily while protecting local natural resources and environment"; 2) "I am willing to

travel while providing voluntary assistance to the local community"; 3) "I am willing to do more to promote volunteer tourism while helping local communities voluntarily"; 4) "I am willing to share information about the benefits that generate from volunteer tourism activities"; 5) "I am willing to take the time to support volunteer tourism activities".

4. Results and Discussion. Initially, we ran a PLS (Partial Least Square) algorithm to perform both measurement validation and structural modeling. The latent variables in the current model all have reflective measurements – also known as the common factor model – which imposes restrictions on the variance-covariance matrix of indicators belonging to one latent variable [41]. The reliability result analysis showed that Cronbach's alpha and Composite Reliability (CR) values were above 0.70, indicating reliable measurement instrument for this study (Table 1). The latent constructs' Average Variance Extracted (AVE) values, implying how much of the indicators' variance can be explained by the latent variable, were above 0.50. Table 2 depicts the latent variable correlation coefficient, meaning that there was a strong correlation between the latent exogenous constructs and the latent endogenous construct.

Next, we performed a bootstrapping analysis, specifying 5,000 subsamples and a 95% significance level, to obtain each path coefficient's standard error and p value (see Table 3). From the hypotheses, they show that personal norm does not affect voluntourism experience intention ($\beta = 0.223$, t = 0.774) and it positively affects voluntourism behavior

Constructs	Items	Loadings	Alpha	CR	AVE
BEH	BEH1	0.830		0.945	0.774
	BEH2	0.878			
	BEH3	0.899	0.927		
	BEH4	0.909			
	BEH5	0.881			
INT	INT1	0.852		0.940	0.758
	INT2	0.896			
	INT3	0.864	0.920		
	INT4	0.868			
	INT5	0.874			
RIS	RIS1	0.815		0.869	0.572
	RIS2	0.813			
	RIS3	0.740	0.814		
	RIS4	0.620			
	RIS5	0.777			
PER	PER1	0.625		0.854	0.541
	PER2	0.722			
	PER3	0.794	0.785		
	PER4	0.784			
	PER5	0.740			

TABLE 1. Assessment of the measurement model

TABLE 2. Correlations among variables

Constructs	BEH	INT	PER	RIS
BEH	0.88	—	—	_
INT	0.859	0.871	—	_
PER	0.463	0.467	0.735	_
RIS	0.539	0.522	0.425	0.757

	Path estimates	t statistics	p values
H1: PER \rightarrow INT	0.223	0.774	0.439
H2: PER \rightarrow BEH	0.624	2.052	0.041
H3: RIS*PER \rightarrow BEH	-0.253	1.925	0.055
H4: RIS*PER \rightarrow INT	-0.299	2.243	0.025

TABLE 3. Path estimates

 $(\beta = 0.624, t = 2.052)$. Therefore, hypothesis 1 is not supported, and hypothesis 2 is supported.

The structural equation model was further used to investigate the moderating effect of perceived risk on the relationship between personal norm and intention and personal norm and behavior. As advanced in hypotheses 3 and 4, perceived risk significantly moderated the effect of personal norm on both voluntourism experience intention ($\beta =$ -0.299, t = 2.243) and voluntourism behavior ($\beta =$ -0.253, t = 1.925). Specifically, the relationship between personal norm and voluntourism behavior was stronger. When the risk increases, the relationship between personal norm and behavior generally falls. Therefore, hypotheses 3 and 4 are supported.

5. **Conclusions.** Due to environmental concerns, we see an increased rate of past studies attempting to understand determinants of pro-environmental behavior. In related discipline such as voluntourism, scholars have attempted to pinpoint the most influential predictors that encourage voluntourists to behave pro-environmentally. The results of this study have reaffirmed the personal norm of the norm activation model in explaining behavioral intentions of volunteer tourists. Although the NAM is a well-rounded framework and has been applied in various settings, its predictive ability varies depending on the context and type of behavior.

A previous study tested the theory on different types of behaviors [39] and the results of the study show different degrees of effectiveness in predicting different types of behaviors, e.g., blood donation's total variance explained at 14%, while the intention to reduce caruse was 43%. The total variance explained produced by current study model is 41.6% (see R^2 of voluntourism behavior in Figure 2), which compares favorably to previous studies. Tourists are advised to collect accurate and sufficient information on safety and health



FIGURE 2. Research model

risk of traveling in Indonesia. Ample information can reduce the risks that travelers might have in making their travel decisions.

This research has implications on the academic literature as well as managerial decisions and brings to light new and interesting issues related to the impact of risk perception serving as a moderating factor on the relationship between personal norm and voluntourism experience intention and behavior. From the academic point of view, our study has contributed to the academic literature by confirming personal norm and risk perception as distinct factors in determining voluntourism behavior.

Although consistent with findings in other behavioral domains, in regard to the study samples, the results may lack the ability to be applied to a broader spectrum of society. The study has only managed to sample generation Z of the population. Future studies may benefit from expanding the samples to include other generations of the volunteer tourism communities.

REFERENCES

- V. L. Smith and X. Font, Volunteer tourism, greenwashing and understanding responsible marketing using market signalling theory, *Journal of Sustainable Tourism*, vol.22, no.6, pp.942-963, 2014.
- [2] C. H. Pangaribuan, A. H. Manurung, H. Saroso and T. Rusmanto, The influence of risk perception on destination attachment and voluntourism behavior: Empirical evidence from Indonesia, *Journal* of Asian Finance, Economics and Business, vol.8, no.3, pp.1287-1293, 2021.
- [3] R. Polus and C. Bidder, Volunteer tourists' motivation and satisfaction: A case of Batu Puteh Village Kinabatangan Borneo, *Procedia Social and Behavioral Sciences*, vol.224, pp.308-316, 2016.
- [4] S. Magrizos, I. Kostopoulos and L. Powers, Volunteer tourism as a transformative experience: A mixed methods empirical study, *Journal of Travel Research*, vol.60, no.4, pp.1-18, 2020.
- [5] T-J. Pan, Personal transformation through volunteer tourism: The evidence of Asian students, Journal of Hospitality & Tourism Research, vol.41, no.5, pp.609-634, 2020.
- [6] G. Karlis, A. Stratas, W. Hamidi and I. M. Kantartzi, Conceptualizing sport volunteer tourism: Setting a direction for future research, *The Sport Journal*, vol.21, no.6, pp.1-14, 2020.
- [7] J. F. Aquino and K. Andereck, Volunteer tourists' perceptions of their impacts on marginalized communities, *Journal of Sustainable Tourism*, vol.26, no.11, pp.1967-1983, 2018.
- [8] S. Vengesayi, F. T. Mavondo and Y. Reisinger, Tourism destination attractiveness: Attractions, facilities, and people as predictors, *Tourism Analysis*, vol.14, no.5, pp.621-636, 2009.
- [9] H. Han and S. S. Hyun, Drivers of customer decision to visit an environmentally responsible museum: Merging the theory of planned behavior and norm activation theory, *Journal of Travel & Tourism Marketing*, vol.34, no.9, pp.1155-1168, 2017.
- [10] K. Kiatkawsin, I. Sutherland and S. K. Lee, Determinants of smart tourist environmentally responsible behavior using an extended norm-activation model, *Sustainability*, vol.12, no.12, DOI: 10.3390/ su12124934, 2020.
- [11] Q.-C. Li and M.-Y. Wu, Rationality or morality? A comparative study of pro-environmental intentions of local and nonlocal visitors in nature-based destinations, *Journal of Destination Marketing & Management*, vol.11, pp.130-139, 2019.
- [12] L. Steg and J. Groot, Explaining prosocial intentions: Testing causal relationships in the norm activation model, *British Journal of Social Psychology*, vol.49, no.4, pp.725-743, 2010.
- [13] P. W. Schultz, V. V. Gouveia, L. D. Cameron, G. Tankha, P. Schmuck and M. Frank, Values and their relationship to environmental concern and conservation behaviour, *Journal of Cross-Cultural Psychology*, vol.36, pp.457-475, 2005.
- [14] H. Han, Travelers' pro-environmental behavior in a green lodging context: Converging value-beliefnorm theory and the theory of planned behavior, *Tourism Management*, vol.47, pp.164-177, 2015.
- [15] C. J. van Riper and G. T. Kyle, Understanding the internal processes of behavioral engagement in a national park: A latent variable path analysis of the value-belief-norm theory, *Journal of Environmental Psychology*, vol.38, pp.288-297, 2014.
- [16] J. Thøgersen, Recycling and morality: A critical review of the literature, *Environment and Behavior*, vol.28, pp.536-558, 1996.
- [17] C. A. Klöckner, A comprehensive model of the psychology of environmental behaviour A metaanalysis, *Global Environmental Change*, vol.23, no.5, pp.1028-1038, 2013.
- [18] R. A. Bauer, Consumer behavior as risk taking, in *Dynamic Marketing for a Changing World*, R. S. Hancock (ed.), Chicago, IL, USA, American Marketing Association, 1960.

- [19] Y. Q. Chen and H. Zhang, Investigation of sports tourism visitors risk perception and coping behavior, *Journal of Hebei Institute of Physical Education*, vol.26, no.3, pp.38-43, 2012.
- [20] A. Reichel, G. Fuchs and N. Uriely, Perceived risk and the non-institutionalized tourist role: The case of Israeli student ex-backpackers, *Journal of Travel Research*, vol.46, no.3, pp.217-226, 2007.
- [21] M. An, C. Lee and Y. Noh, Risk factors at the travel destination: Their impact on air travel satisfaction and repurchase intention, *Service Business*, vol.4, no.2, pp.155-166, 2010.
- [22] S. Artuğer, The effect of risk perceptions on tourists' revisit intentions, European Journal of Business and Management, vol.7, no.2, pp.36-43, 2015.
- [23] W. Su and J. Zhou, Financial risk assessment of listed tourism companies based on grey relational degree model, *ICIC Express Letters, Part B: Applications*, vol.10, no.4, pp.301-309, 2019.
- [24] K. Granger, An information infrastructure for disaster management in Pacific island countries, Australian Journal of Emergency Management, vol.15, no.1, pp.20-32, 2000.
- [25] S. M. Hsiang and A. S. Jina, The causal effect of environmental catastrophe on long-run economic growth: Evidence from 6,700 cyclones, NBER Working Paper, DOI: 10.3386/w20352, 2014.
- [26] S. H. Schwartz, Normative influence on altruism, in Advances in Experimental Social Psychology, L. Berkowitz (ed.), New York, Academic Press, 1977.
- [27] R. Doran, D. Hanss and S. Larsen, Attitudes, efficacy beliefs, and willingness to pay for environmental protection when travelling, *Tourism and Hospitality Research*, vol.15, no.4, pp.281-292, 2015.
- [28] B. Yue, G. Sheng, S. She and J. Xu, Impact of consumer environmental responsibility on green consumption behavior in China: The role of environmental concern and price sensitivity, *Sustainability*, vol.12, no.5, DOI: 10.3390/su12052074, 2020.
- [29] T. J. Brown, S. H. Ham and M. Hughes, Picking up litter: An application of theory-based communication to influence tourist behaviour in protected areas, *Journal of Sustainable Tourism*, vol.18, no.7, pp.879-900, 2010.
- [30] R. M. Niemiec, V. Champine, J. Vaske and A. Mertens, Does the impact of norms vary by type of norm and type of conservation behavior? A meta-analysis, *Society & Natural Resources*, pp.1-17, 2020.
- [31] D. Hanss and G. Böhm, Promoting purchases of sustainable groceries: An intervention study, Journal of Environmental Psychology, vol.33, pp.53-67, 2013.
- [32] U. Andersson, A. Cuervo-Cazurra and B. Nielsen, From the editors: Explaining interaction effects within and across levels of analysis, *Journal of International Business Studies*, vol.45, no.9, pp.1063-1071, 2014.
- [33] J. Noh and C. Vogt, Modelling information use, image, and perceived risk with intentions to travel to East Asia, *Current Issues in Tourism*, vol.16, no.5, pp.455-476, 2013.
- [34] P. Tavitiyaman and H. Qu, Destination image and behavior intention of travellers to Thailand: The moderating effect of perceived risk, *Journal of Travel & Tourism Marketing*, vol.30, no.3, pp.169-185, 2013.
- [35] M. A. M. Siddique, Explaining the role of perceived risk, knowledge, price, and cost in dry fish consumption within the theory of planned behavior, *Journal of Global Marketing*, vol.25, no.4, pp.181-201, 2012.
- [36] M. K. Hasan, A. R. Ismail and M. F. Islam, Tourist risk perceptions and revisit intention: A critical review of literature, *Cogent Business & Management*, vol.4, no.1, pp.1-21, 2017.
- [37] J. H. Han, J. S. Kim, C.-K. Lee and N. Kim, Role of place attachment dimensions in tourists' decision-making process in Cittáslow, *Journal of Destination Marketing & Management*, vol.11, pp.108-119, 2019.
- [38] A. Maki and M. Snyder, Investigating similarities and differences between volunteer behaviors: Development of a volunteer interest typology, *Nonprofit and Voluntary Sector Quarterly*, vol.46, no.1, pp.5-28, 2016.
- [39] J. I. M. de Groot and L. Steg, Morality and prosocial behavior: The role of awareness, responsibility, and norms in the norm activation model, *Journal of Social Psychology*, vol.149, no.9, pp.425-449, 2009.
- [40] N. N. Qomariyah, S. A. Sari and A. N. Fajar, SONIA: An integrated Indonesia online tourism system in new normal era, *International Journal of Innovative Computing*, *Information and Control*, vol.16, no.6, pp.1829-1843, 2020.
- [41] J. Benitez, J. Henseler, A. Castillo and F. Schuberth, How to perform and report an impactful analysis using partial least squares: Guidelines for confirmatory and explanatory IS research, *Information & Management*, vol.57, no.2, DOI: 10.1016/j.im.2019.05.003, 2020.
- [42] H. Han, S. Lee and S. S. Hyun, Tourism and altruistic intention: Volunteer tourism development and self-interested value, *Sustainability*, vol.12, no.5, DOI: 10.3390/su12052152, 2020.

- 131
- [43] P. Sugathan and K. R. Ranjan, Co-creating the tourism experience, Journal of Business Research, vol.100, pp.207-217, 2019.
- [44] J. R. Bachman, W. C. Norman, K. F. Backman and C. D. Hopkins, The role of moderating variables on music festival volunteer management, *Journal of Convention & Event Tourism*, vol.18, no.3, pp.225-243, 2017.