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**NORTHUMBRIA UNIVERSITY**

A Study of Factors Influencing and contributing towards the Sport Volunteers' Satisfaction

Weerakoon Mudiyansele Ranjan Kumara Weerakoon

PROJECT SUBMITTED AS PART OF THE REQUIREMENT FOR THE DEGREE OF  
MASTERS OF SCIENCE IN INTERNATIONAL SPORT MANAGEMENT

2016

**Faculty of Health and Life Science**  
**Department of Sport, Exercise and Rehabilitation**

***NORTHUMBRIA UNIVERSITY***

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**Author:** Weerakoon Mudiyansele Ranjan Weerakoon

**Supervisor:** Gordon Macfadyen

**Date:** 15<sup>th</sup> September 2016

PROJECT SUBMITTED AS PART OF THE REQUIREMENT FOR THE DEGREE OF  
MASTERS OF SCIENCE IN INTERNATIONAL SPORT MANAGEMENT

**Abstract:** Sport organisations are increasingly reliant on episodic volunteers for the successful delivery of sport events and sport programs. Therefore, managers of sport organisations' must concern about utilising sport volunteers in their sport programs for effective and efficient operation, for that managers should understand volunteer motives and satisfaction (Pauline, 2011). In an effort to do this, this study was examining characteristics of volunteer motivation and factors responsible for the volunteer satisfaction using Bang and Challadurai's (2003) volunteer motivation scale and Kuhn and Guzley's (2002) volunteer satisfaction index. This study used volunteers from around the world who have sport volunteer experience as the sample population as well as both random and snow ball sampling techniques were used to collect data. A Likert-scale online survey was used and administered (n=185) to gain volunteer perception of their motivation and satisfaction associated with individual volunteer experience. The results of descriptive analysis indicate that interpersonal contact, career orientation, personal growth, community involvement and love of sport are the motivational factors encouraging volunteers to participate in sport volunteerism. Thus, multiple regression analysis reveals that Career orientation and personal growth best explained volunteer satisfaction with volunteer experience. In addition, volunteer satisfaction dimensions such as Group integration, Empowerment and Organisation Support are satisfied according to the perception of volunteers with volunteer experience. Thus, multiple regression analysis reveals that empowerment and organisation support are the most influencing factors towards volunteer satisfaction in their volunteer experience. Furthermore, person correlation analysis indicated that both motivation and satisfaction factors have positive correlation. Finally concluded that most volunteers focus on satisfying their personal goals

through participating in sport volunteerism. For further researchers can be recommended to do research using different methods such as mix methods, qualitative methods and could use different influencing factors to address the gap in literature of volunteer satisfaction and motivation.

**Key Words:** *Satisfaction, Motivation, Volunteers, Sport volunteer organisations, and Volunteer management*

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## Abbreviations

SDT	Self-determination theory
IC	Interpersonal Contact
CO	Career Orientation
PG	Personal Growth
CI	Community Involvement
LS	Love of Sport
GI	Group Integration
EM	Empowerment
OS	Organisation Support
OS	Overall Satisfaction

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## CHAPTER ONE

### INTRODUCTION

#### 1.1 What is voluntarism?

Voluntarism can be defined as an individual dedicating personal time, energy, knowledge, and skills towards the benefits of other people, group or causes (Omoto and Snyder and Martino, 2000; Wilson, 2000 cited in Chelladurai, 2006b). The work of Chelladurai (2006) assert that voluntarism is a unique type of prosocial behaviour that typically take place in organisational context. Furthermore, apart from the previous explanations Freeman (1997) has defined that volunteering activity as a form of work that is done despite any financial return. In an article by Brown (1999) defined that volunteering is a purposeful activity that has no force or productive value to the volunteers. However in contrast to the Freeman (1997) definition of volunteer, many other researchers have identified different reasons for volunteering such as social, career, rewards, interpersonal relationship, commitment and financial etc.. (Bang, Ross and Reio, 2012; Pauline and Pauline, 2009; Bang and Ross, 2009; Doherty, 2009; Cheung, Tang and Yan, 2006; Reeser, Berg, Rhea and Willick, 2005; Clary, Ridge, Copeland, Stukas, Haugen and Miene, 1998; Cuskelly and Boag, 2001; Clary and Snyder, 1999; Matzler, Fuchs and Schuber, 2004; Pauline, 2011; and Finkelstein, 2007). In addition, Cnaan et al. (1996) argued that the reason for certain people to participate in volunteering activities is driven by the pay received at the end of participation as well as he identified that there are four dimensions of volunteering such as the voluntary nature of the act, the nature of the rewards, the auspices under which the work is performed, and the relationship between the beneficiaries of the act and the actor. These dimensions' influence people to eagerly engage in voluntary activities. Thus the typical voluntary work differs between countries, in the United states volunteer culture addressing citizen needs, and Anglo Saxon countries has high rate of volunteer engagement because tradition encourage people to engage in volunteerism (Hodgkinson, 2003). Also social demographic backgrounds of volunteers which help to identify and establish effective recruitment and retention strategies (Bussell and Forbes, 2001).

Moreover, Social resource theory point out that some certain characteristic which influence higher rate of volunteering such as human capital (income level, level of education, professional position) and Social capital (number of network, number of connection with other institutes). These motivational factors and characteristics should be well grasped by the organisations in order to manage their volunteers because volunteering activities take place in organisation context. In co-operate sector volunteers provide their time, knowledge, or skills as part of community service or social responsibility for activities to be done during company time without any compensation or additional financial benefits. While volunteers in other sectors such as health care, leisure and sport do their volunteering basically without any tangible benefits (Bussell and Forbes, 2001). These social, economic and cultural benefits of voluntary activities systematically provided through organisations. These different types of volunteer organisations differ from their purpose and motives.

## **1.2 Volunteer organisation**

The volunteering activities take place in different organisational context for different purposes, and with different motives (Chealladurai, 1999). An organisation can be defined as an organised group of people working for a common purpose in which the membership is utterly voluntary and that exists independently from the government (Sills, 1972). As Chelladurai (1999) has grouped volunteer organisations in to five categories such as instrumental productive for member, instrumental productive for others, expressive pleasure in performance, expressive sociality, and expressive ideological. The instrumental productive for member volunteer organisations have been created and maintained for benefits of their members such as labour unions, player associations and referee associations. Some other volunteer organisations have been created for providing goods and services to communities such as Red Cross and humane society, such organisations are commonly referred as instrument productive for others. Expressive pleasure in performance organisations provide pleasure activities for their members e.g. square dancing, bowling and curling. Expressive sociality volunteer organisation aims to satisfy their members` social needs through their activities, and finally expressive ideological organisation organise activities to evoke and reaffirm a valued belief system,

e.g religious organisation.

In sports sector, sports organisations run by the volunteers in terms of management, key activities conducted by them are such as event organising and managing sports clubs (Kemp, 2002). The large number of volunteers contribute their time, energy and knowledge for running sports events (Doherty, 2009). Many university sports organisations use volunteer services during game days within the university, and also at mega events such as Olympic games, FIFA world cup a large number of volunteers are recruited to help athletes, visitors, and spectators by rendering services in different areas such as medical services, media, technology, environment, ceremonies, spectator services and administrative service (Chelladurai, 1999; Bang and Ross, 2009). In cooperate sector organisations have a new trend of rendering volunteering services in their employment time as a social service, they organise community oriented programs in different social cultural context. At present voluntarism has become an important social phenomenon which improves lifestyle of people. Especially it is vital in the sports sector (Chelladurai, 1999).

### **1.3 The Volunteer contribution in the Sport Sector**

At present, volunteers have been become a valuable human resource in many sectors. Especially, sports sector need large number of volunteers to create and deliver a great sport service. Many scholars have highlighted the importance of volunteerism in the sports sector (Chelladurai & Madella, 2006; Clary, 2004; Cravens, 2006; Cuskelly & Boag, 2001; Twynam, Farrell, & Johnston, 1999). Between 2008 and 2009, 2.2 million volunteers worked in United States largely in sectors such as sports, hobby, culture and arts. The large number of volunteers have dedicated their time and energy towards the sports sector which has an economic value of 50 billion in sports and recreation sector in USA which worth 25 percent of sports industry (Bang, Ross and Reio, 2012). Present, volunteers are one of the most important figures at mega sports events such as Olympic Games and World championships, a significant number of volunteers are required to conduct these events to deliver a great service in each department (Bang, Alexandris, and Ross, 2008). For an example in both Sydney 2000 and 2004 Athens Olympic Games over 40,000 volunteers have participated and also Beijing

2008 Olympic game recruited more than 100,000 volunteers within transportation, game venues and Olympic village (Doherty, 2009; Bang, Alexandris, and Ross, 2008). In United Kingdom, during 2012 Olympic and Para-Olympic Games, volunteerism significantly increased and through positive media coverage, public profile of volunteers was elevated to a great standard (Nichols, Hogg, and Storr, 2016). 70,000 volunteers were involved in 2012 Olympic Games and for a 40%, it was their first volunteer experience. Thus 28,000 volunteers were participated to spread Olympic spirit within local areas, homes, Streets and community centres (London 2012 Facts & Figures, 2013). There are over 160,000 volunteers registered in charities and many other volunteer organisation in United Kingdom in 2014 .The Active people Survey between 2012 and 2013 has highlighted that 13% of adults engaged in volunteering in sports sector and 14.8% of male volunteers and 9.23% of female volunteers have engaged in sports volunteerism, thus the community life survey in 2015 shows that 47% of youth people and 50% of middle aged people actively participating in sport volunteerism (Nichols, Hogg, and Storr, 2016). Reference to Doherty (2009) reveals that the volunteers contribute towards a significant input to the economy, as an example Sydney 2000 Olympic Games employed 45,000 volunteers who dedicated an average of 100 hours per-person during the games or around 4.5 million hours and if organising committee would have paid them a minimum payment of \$10 per hour it would be worth \$ 45 million. Volunteers play significant role in delivering sports services and running sports events around the world. However, the main challenge for a sports manager is that increasing reliability of volunteers for conducting economically and operational viable sports events as well as many sport organisations could not have survived without any volunteer support (Costa, Chalip, Green, and Simes, 2006). Therefore, sports managers should direct their attention towards resolving the problems related to volunteerism.

## 1.4 Problem of Sport Voluntarism

Volunteer retention is one of the major problems in sports sector, Casta et al. (2006) have shown that the volunteers contributing their time towards sports sector has been decreased by 22% in Australia. The work of Taylor et al. (2008) asserts that volunteer retention is a major problem within sports clubs around the world. Thus volunteer recruitment and retention are considerable problem in many countries (Breuer and Wicker, 2011). As Weerakoon (2016) highlighted that data related to sports clubs in Scotland, that shows 68% of sports clubs unable to attract new junior members, 55% of them failed to attract senior members, and 41% of them failed to attract female members and also 34% of sports clubs has a major problem regarding recruitment of new members to their clubs in Switzerland. Furthermore, it is recorded that volunteers joining sports clubs has reduced by 15% in United Kingdom between 2002 to 2009 and also Active People Survey shows that participation of volunteers has reduced in terms of swimming, tennis, football, golf, cricket, basketball and rugby (Nichols, Hogg, and Storr, 2016). In this regards Costa et al. (2006) reports that many researchers in human resource management have identified many contributing factors for employees to remain or quit the company, the one major factor of employees' retention is satisfaction (Weerakoon, 2016). Therefore present study will be aim to examine characteristics of volunteer motivation and factors responsible for the volunteer satisfaction using Bang and Challadurai's (2003) volunteer motivation scale and Kuhn and Guzley's (2002) volunteer satisfaction index as well as there are three key objectives such as *1 to understanding factors influence volunteers' satisfaction, 2 to discover the motivation factors and satisfaction dimension which influence sport volunteer satisfaction, and 3 to investigate relationship between motivation factors and satisfaction factors.*



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **Introduction**

The purpose of this study is to examine the factors influencing and contributing towards the satisfaction of sport volunteers. In this chapter, literature around the well-known theories of Motivation and Satisfaction is explored to help understand and explain what is already known about these concepts in the context of volunteering. Three major theories of motivation and satisfaction will be discussed, including function theory, self-determination theory and Maslow's hierarchy of need theory.

#### **1.0 Theories and Concepts**

Management discipline has applied different theories, concepts and models for volunteer management in different context and fields such as system theory, conflict theory, empowerment theory, functionalist theory, social learning theory, life span theory, self-determination, and social exchange theory (Pauline, 2011). Nowadays, sport organisations must manage their time, activities, money and human resources to achieve the goals of the organisation (Unlua et al., 2012a). Especially human resource management influence an organisations' effective and efficient operation (Khasawneh, 2011). The employees' satisfaction and motivation directly affect the organisations' effectiveness (Doherty, 1998). In this regards, these three concepts (Management, Motivation and Satisfaction) are inter connected (Armstrong and Taylor, 2014). Motivation is basically concerned about why people do things and which needs or what driving force influence a person to do stuff (Chelladurai, 2006). Also satisfaction is a feeling of comparing employees' present job experience and past job experience or present alternatives (Finkelstein, 2007). Therefore, management scholars have made concepts and theories about motivation and satisfaction for effective human resource management such as Maslow's hierarchy of prepotency, process theory, and expectancy theory, goal-setting theory, two-factor theory, and theory of inequity (Chelladurai, 2006). This review will focus

on the role of functional theory, Self-determination theory and Maslow's hierarchy of need theory, which will help to understand the motivation and satisfaction of sport volunteers. Researcher has selected these special three theories because of different reasons such as function theory explains how people's attitudes behave and how it influence people's Motivation and Satisfaction (Clary, Snyder, Copeland, Stukas, Haugen, and Miene, 1998), Self-determination theory explains human motivation and development as well as categorise types of motivation and explain how it functions within the working environment (Deci and Ryan, 2008) and Maslow's hierarchy of needs theory noted that the stages of human motivation and explained its function step by step (Bjerneld, Lindmark, Mcspadden and Garrett, 2006).

### **1.1 Functional theory**

Functional Theory is concerned about personal and social motives, needs, goals, and functions which influence people's beliefs and actions (Snyder, 1992). In a psychological perspective, functionalism has a long and notable tradition which reflects various perspectives of individual determination towards personal and social goals (Cantor, 1994; Snyder, 1993). The central point of Function Theory is that people perform the same action in different psychological functions. The work of Smith, Bruner, and White, (1956) and Katz (1960) assert that personality and social psychology are a classical explanation of attitude and persuasion. These theories suggest that the same attitude could be served for different function by different people and also that an attempt to change the attitude to improve functionality. Moreover, the expansion of Function Theory Cantor, (1994) and Snyder (1992 and 1993) explain that the function of the attitude influences family norms and beliefs as well. Moreover, the attitude appears as a motivational oriented analysis of divers' cognitive, affective, behavioural and interpersonal phenomena. Generally, the functional approach always raises a question and explains what function or purpose is served for the person when they hold a particular attitude or behaviour in a certain way. In an evolutionism perspective, what function is influencing for a person get involved in voluntarism? Functional approach noted that people are working as a volunteers in a certain area, that has to satisfy the person's needs and wishes or an opportunity to

reach their personal goals within voluntarism. Furthermore, critically approaching to functional theory, they asserted that a person can hold an attitude or performance or behaviour for different reason. Therefore, managers need to understand what people expect from volunteering and help them to satisfy their needs, and also functionalist scholars suggest that non-volunteers can be impressed to participate in volunteering activities and then could clearly identify the motivation that a potential volunteer seeks to satisfy. People might believe that their needs and goals are going to be satisfied by a volunteering activity (Clary, Snyder and Ridge, 1992). In classical theories of attitude, it is explained that there are attitudes serve a knowledge function which brings or makes sense in understanding the environment, other attitudes serve a value expression function which are intended to help people, disposition, and conviction. Other attitudes serve an ego defensive function which reflect that people against undesirable or threatening truths about the self. In addition, these functions reflect the rewarding and punishing events and social adjective function shows that attitude helps people to fit-in to an important reference group (Katz, 1960 and Smith et al., 1956).

Functional Theories explained the diversity of motivation within various functions and that drive function identities and their counterpart in volunteers' motivation. However, refinement and addition of the role of ego-related functions have explained the importance diversification between positive and negative self-exaltation functions (Clary, Snyder, Copeland, Stukas, Haugen, and Miene, 1998). Functional analysis has introduced six motivational functions serving voluntarism such as values, understanding, social, career, protective and enhancement. One of the functions has provided opportunities to express value-related altruistic and humanitarian concern for others. Katz (1960) claims that value expression and quality expression functions as concern about others that work as volunteers (Clary and Miller, 1986; Clary and Orenstein, 1991). The second function is for understanding; it shows that voluntarism has permitted to acquire new experiences, and also provides opportunities to gain knowledge, skills and abilities. As an example in health care, volunteers work in mental and health institutions and expect to receive benefits related to self-development, learning and different experiences in life through a volunteer service (Gidron, 1978). The social function for

volunteering may reflect the motivation concerning a relationship with others which provide opportunities to individuals to be with others and engaged in activities with their favourite people. That is clearly related with Smith's et al., (1956) Social Adjective Function which suggests that volunteers involved in volunteering because of helpfulness. The career is a fourth function that may be served by volunteering concern with career orientated benefits that can be obtained from participating with volunteer works. The utilitarian function studied by Katz (1960) is related to a career function, a study of Jenner (1982) asserts that junior league volunteers perceive that volunteering is a mean of preparation for careers or maintaining the career relevant skills. The fifth function is for protective motivations, that is, for ego defensive purposes, it is concerned in protecting navigate features of the self. As well as to try to reduce own guilt and to address their personal problems through the voluntarism. Example of Red Cross volunteer study by Frisch and Gerards (1981) reported that they involved in volunteering with the intention to escape from negative feelings. The final purpose function is for enhancement, especially related to the ego protection processes. The mood and helping points to different mechanisms by which positive and negative moods influence to helpfulness. Some research reported that people do volunteerism to help, maintain or enhancing a positive perception from others, other evidence show that people do volunteerism for reasons of personal development and self-esteem (Anderson and Moore, 1978; Jenner, 1982). In contrast to the protective function, in which volunteerism is performed in order to eliminate negative aspects of the self, this one has the concern of self-growth and development and involves positive striving of the self-perception.

After this analysis of conceptual background of the Functions Theory, Clary and Snyder (1999) design a Volunteer Function Inventory (VFI) by including the six functions, an instrument that assesses each of the six functions potentially served by volunteering and finally conclude what motivation underpins the actions of the volunteer in the actual situation concluding that it does not depend solely on the person or on the situation but rather depend on interaction of person involved and the dynamic and situational opportunities.

## 1.2 Self-determination Theory

Self-determination theory is an empirical base theory of human motivation and development and wellness (Deci and Ryan, 2008) which divides motivation into two parts: autonomous motivation and controlled motivation (Gagne and Deci, 2005). Autonomous motivation can be explained as a sense of volition and having the experience of choice, psychology scholar Dworkin (1988) noted that autonomy means as advocating individuals' action at the highest level of reflection as well as intrinsic motivation. People engage in activities because of the interesting and desire of activity. In this regard, control motivation is acting with a sense of pressure or a sense of having to engage in some action. Self-determination theory argues that autonomy and control motivation differ in terms of regular process and accompany experience. Autonomy and controlled motivation are internal process, both motivations stand together in contrast to amotivation, which involves lack of intention and motivation (Gagne and Deci, 2005). SDT Theory stated that extrinsic motivation depends on the level of competition of autonomous and controlled motivation, and activities are doing not depend on interest but on the desired consequences such as rewards and implicit approval (Deci and Ryan, 2008). In addition, SDT suggests that when behaviour is so motivated in a person, it calls external regulators to maintain itself, by contingencies external to the person. Another type of extrinsic motivation shows that behaviour regulation internalises values, internalise is to be understood as people talking about values, attitudes and regulations, so that external regulation of behaviour has is transformed into internal regulation, that no longer require the presence of external regulation (Deci and Ryan, 2008). In contrast to that SDT depicted control and autonomous external regulation has internalised, then internalisation is overarching and refers to three different processes such as interjection, identification and integration. The interjection regulation consists on the person's self-esteem which influence in the person's behaviour for feelings of self-worthiness, ego involvement influences the behaviour to buttress the fragility (Patall, Cooper and Robinson, 2008 Ryan et al.,1983). Identification regulation is when people feel great freedom and pleasure due to their behaviour which is in harmony with their personal goals and identities.

In the past decade researchers have used self-determination theory for their volunteer related studies and explain that in relation to voluntarism. Deci and Ryan (2008) noted that motivation conceptualise as a self-determination that has clear link with volunteering, volunteers basically motivate to participate in a sport event might cause intrinsic motivation such as interest of event or enjoyment of helping others. On the other hand, extrinsic motive has influence to take part in a sport event as a volunteer such as to get a free entry or souvenirs. Cuskelly and Harrington (1997) assert that altruism gives important reasons for some volunteers to involve in volunteering actions concerning sports in administrative terms, other perceived that they enjoyed volunteering more than leisure, which is related to self-determination and extrinsic motivation. In this sense, volunteers decide to get involved in sport events duties due to reckoning the importance and values which has a more extrinsic orientation than a self-determined. If volunteers had a more accurate perception of the value of their services in sport events, the ways that benefit the competitors, spectators, and community as well as doing their share for success such as stuffing, picking up rubbish, they are more likely be self-determined in performance than those who participate intrinsically interested in the gain and rewards and avoid disapproval of the event organisers (Allen and Shaw, 2009).

The second important explanation is the relationship between motivation and outcome such as performance and retention that can be describe by social factors (the motivational climate) satisfy or thwart three innate psychological needs (Ryan and Deci, 2000, 2002). SDT has identified these three motives which concerns feeling the origin of individual actions, experiencing choice and volition, the motives concern felling effective in environment and successful doing challenging activities and perform effectively, these needs concern experiencing a sense of care, respect, and relationship with others in the social environment (Ryan and Deci, 2002). Again turning to Deci and Ryan (1985) Ryan and Deci (2000 and 2002) “one finds that the satisfaction of needs provides more energy to human growth and development, that needs can be satisfied by the self-determined form of motives and which turn towards more effective function of motivation.” Employee satisfaction is a vital part of organisation's human resource management; self-determination motives help to get positive outcome

from the employees. Furthermore, leadership is another important part in a social context which plays supportive role in the need for satisfaction. The SDT approach reveals that motivational climate consists with managerial support for employees' autonomy which is connected with the satisfaction of needs for autonomy, competence, and relatedness, self-determined motivation and different desirable outcomes such as quality of performance, effort, commitment, job satisfaction, positive work related attitudes and trust in management (Gagne and Deci, 2005). A study by Connell and Ryan (1989) provided evidence that manager's support for employees' autonomy that lead to their satisfaction and greater trust in management. SDT has applied for understanding motivation in profit organisations and also non-profit organisations such as religious organisations, education and sport, and particularly in sport coaching fields; all of which suggest that the feel of competence, autonomy and relatedness, is been associated with intrinsic motivation and sense of wellbeing (Hollembek & Amorose, 2005; Reinboth & Duda, 2006; Reinboth, Duda, Ntoumanis, 2004). Furthermore, SDT framework and its actions have provided opportunities to create and enhance a motivational climate in organisations that are supported by the volunteers' need for autonomy, competence, and relatedness as well as to provide support to positive outcomes (Farmer and Fedor, 1999).

### **1.3 Maslow's Hierarchy of Needs**

The several psychological theories have addressed the personal needs and motivation factor for human behaviour (Bjernereld, Lindmark, Mcspadden and Garrett, 2006). Maslow's needs of hierarchy are one of psychological theory for human motivation. In Maslow's study, he identified a hierarchy of needs that people look to satisfy which is visualised by using in a pyramid, the base of pyramid consists of people's physiological needs such as foods, water, shelter, and reproduction, the second tier is concerned with the safety needs such as security, stability, and freedom from fear. The next tier consists social needs which include loving, and reciprocity, belonging, and so on. Esteem is the fourth stage of the pyramid which includes self-esteem, respect, mastery, and recognition from others. The final and top level of the needs include self-actualization, fulfilment of individual potential and the pursuit of inner talents. According to the concept of prepotency, people who have satisfied the first

stages of needs, they look to satisfy higher needs (Bjerneld et al., 2006).

Maslow emphasized that human behaviour is multi-dimensional, multi-determinant and multi motivated. However, Atkinson (1964 Cited in Chelladurai, 2006) pointed out that Maslow theory has not addressed some other traditional issues of motivation in work such as persistent behaviour, the role of learning and environment of role of action as well as has argued that this theory generally deal with human behaviour rather than work behaviour in particular.

Maslow used two different concepts such as gratification and deprivation to provide dynamic force that link needs to behaviour. The concept of deprivation has utilized to establish supremacy within his hierarchy of needs. That concept assumes that deprivation and dissatisfaction of needs has gone to domination of this needs over the organism's personality. According to the gratification concept, it explains that satisfying one level of dominant needs automatically activates the next higher level of needs in the hierarchy and organise and prepare the personality for next level, so that instead of being, e.g., preoccupied for food, it then becomes worried for shelter and safety, and that process is the same as the other sets of needs in the hierarchy such as love, esteem, and self-realisation. This dynamic cycle has been continued until gratified psychology, safety, social, and esteem needs and activated self-realisation (Wahba and Bridwell, 1976). In his late work, Maslow did an another study that has modified the gratification-activation idea by including growth-motivation. It proposes that people's gratification of self-actualization needs cause an increase in its importance rather than a decrease, and contribute to new knowledge that point out long deprivation of a given need may create a fixation for that need and also higher needs may not emerge after the gratification, but rather after deprivation, renunciation, or suppression of low needs (Wahba and Bridwell, 1976).

In an organisational context, Maslow's theory can be used to understand the motivation and satisfaction of the employees, in highlighting the second tier of the hierarchy, job security, health cover, safe working condition, and precautions against accidents, such an organisation aim to satisfy those needs of their employees, friendship, and warm relationships representing the need for love, the



satisfaction of social needs in an organisation depends on several factors such as co-workers, works groups, supervision, and intensity of their social needs. The level of self-esteem needs reflects the status among other employees in the organisation; the final and top level of needs, the self-actualization step in Maslow's hierarchy show what people can be potentially.

## **2.0 Previous Studies**

### **2.1 Definition of Motivation and Satisfaction**

In Sport management and management fields researchers have drawn attention to the employee satisfaction and motivation over the years (Cole, 1993, Hannagan, 1995; Chelladurai, 1999; Costa, Chalip, Green and Simes, 2006; Silverberg, Ellis, Whitworth, and Kane, 2002 and Kemp, 2002). Especially in the sport management sector, scholars have investigated volunteers' motivation and satisfaction around the world because most of world sport organisation and sport events run by the volunteers ( Bang, Ross and Reio, 2012; Pauline and Pauline, 2009; Bang and Ross, 2009; Doherty, 2009; Cheung, Tang and Yan, 2006; Reeser, Berg, Rhea and Willick, 2005; Clary, Ridge, Copeland, Stukas, Haugen and Miene, 1998; Cuskelly and Boag, 2001; Clary and Snyder, 1999; Matzler, Fuchs and Schuber, 2004; Pauline, 2011; and Finkelstein, 2007). Management authors have explained motivation is a work related psychological motivation that basically focuses on the strength and direction of the employee's work related behaviour, because they use their energy to achieve different aims or are less enthusiastic which makes it considerably difficult for the managers (Hannagan, 1995, Robbins, 1997; Hoy and Miskel, 1982). Furthermore, Cole (1993) defined that motivation is concerned with why people do things as well as which is need or driving force is within a person. The process of motivation is a selection of alternatives which are chosen according to desires or goals. Chelladurai (1999) supported the above explanation and definition of motivation and argued that there are two classes of motivation theories, one class is called Content Theories (e.g. Herzberg's, 1968 and Maslow's, 1943) which explains factors that influence individual motivations; the second one is called Process Theory (e.g. Adam's, 1977 and Vroom's 1964) that indicates a person's choice of behaviour. On the other hand, motivation has a direct relationship with the employee satisfaction,

Bang and Reio (2012) have done a study of a non-profit sport organisation which and studied the volunteer's job satisfaction, motivation and affective commitment, the result indicates that motivation has a direct relation with job satisfaction and job satisfaction has an immediate relationship between values and affective commitment. Apart from this research, other academics in the management field studied the relevance of job satisfaction. However, all definitions show the relationship between satisfaction and motivation. Rice, Mcfarlin, and Bennett (1989) defined satisfaction as a psychological comparison process which compared current job experience against some personal standards (wanting, feelings, seeking of other past experiences, etc.). Thus, Balzer et al., (1990) defined that satisfaction is the feeling of an employee about her or his job or job experience in relation with a past experience, present expectation, or any available alternatives.

Scholars in the field of management have examined the satisfaction of volunteers in various contexts including social service, (Clary et al., 1992; Finkelstein & McIntyre, 2005; Finkelstein, 2007; Galindo-Kuhn & Guzley, 2001), park and recreation (Silverberg et al., 2001), and other events (Costa et al., 2006; Doherty, 2009; Farrell et al., 1999). According to these studies, which is evident that satisfaction is multi-faceted and can be entangled with commitment, motivation, intrinsic and external benefits, as well as organisation management elements. A study done by Finkelstein (2007) noted that satisfaction depends on the volunteer experience fulfilling the volunteers' goals at one set of experience. Similarly, Silverberg et al. (2001) supported to Finkelstein (2007) found in their study of park and recreation volunteers' satisfaction is that both job environment and psychological needs met by volunteering. Green, Costa, Chalip and Simes (2006) have done a study regarding volunteers and role of their training in Sunbelt Indy Carnival which revealed the sense of belonging in a community and that volunteer commitment has a positive relationship and leads to volunteer satisfaction. On the other hand, volunteer training should be designed as an opportunity to build a sense of community among volunteers which is provide opportunity for volunteers to share their opinion and experience among others. The sense of satisfaction of work is a vital component of a volunteer job satisfaction such as relationship with co-workers, quality of supervision, quality of communication, and the

effective supervision (Silverberg, Ellis, Whitworth, and Kane 2002). Lavelle (2010) makes clear that volunteers work for the organisation without any wages or compensation, although they have a unique expectation or belief concerning the organisation, they might expect intrinsic rewards from the organisation. Social Exchange Theory explained that people volunteer to build relationships with each other or in the organisation on comparing cost and rewards, when these benefits are perceived much greater than the cost, individuals relate more and develop a closer relationship with the person or organisation (Ben-Zur and Ben-Zur and Yagil, 2005). In addition, Bang, Ross and Reio (2012) and other researchers have highlighted the relationship between volunteer satisfaction and organisation commitment (Feldman, 2000; Yousef, 2002 and Cnaan and Goldberg-Glen, 1991).

## **2.2 Factors Influence to Volunteer Satisfaction**

Researchers have investigated and found various factors that influence the volunteers' satisfaction in relation to their fields. In addition, Researchers have developed a reliable instrument that understand and recognise volunteer satisfaction as multi-faced, Galindo-Kuhn and Guzley (2002) have introduced volunteer satisfaction index (VSI) utilising previous studies which has done by different researchers in various volunteering study fields. The VSI model consists of 40 items which measure five dimensions of volunteer satisfaction such as communication quality, organisational support, participation efficacy, work assignment, and group integration. Preston and Brown (2004) investigations results show that volunteer satisfaction is now in a higher level than the average satisfaction. The findings of previous study of Pauline (2011) has provided results in regards to supporting the reliability and validity of Volunteer Satisfaction Index. A number of studies have been used in a multi-dimensional Volunteer Satisfaction Index into different settings and cultures (Boezeman & Ellemers 2007; Chacon et al. 2007; Netting et al., 2004; Preston and Brown 2004; Wong et al., 2010). The findings of the studies have revealed that more factors beyond the practicality of instrument, satisfaction can impact other aspects such as commitment, pride in the organisation, time spent volunteer and longevity of service (Boezeman and Ellemers, 2007). Furthermore, the instrument has been tested in different cultural contexts, Wong et al. (2010) have used this instrument

in Chinese population, the results show that VSI was a psychometrically sound measure of volunteer satisfaction as well as these findings that are specific to the Chinese community, such factors are uncovered by Galindo-Kuhn and Guzley (2002) which is a more focused on personal benefits gain from volunteering such as feeling of empowerment and to obtain the organisation's support. In contrast, Wong et al. (2010) study has indicated that volunteering is more concern about the interpersonal relationship. These evidences have realised that satisfaction can be different throughout the world and may be based on cultural variation. While the instrument has been applied in different context and cultures in around the world, however, the construct instrument from previous studies has not been used altogether but used separately in different studies within sport sectors, most of them have been done in a sports event field (Costa, Chalip, Green, and Simes, 2006; Kemp, 2002; Bang, Ross, Reio, 2012 and Bang and Ross, 2009).

The voluntarism still remaining the critical component of sport event and sport organisation which is of utmost importance for running sport event and many sports organisations (Bang & Chelladurai, 2009; Chelladurai & Madella, 2006; Cuskelly & Boag, 2001; Cuskelly, Hoye, & Auld, 2006; Farrell, Johnston, & Tywnam, 1998; Green & Chalip, 1998; Allen and Shaw, 2009). Sports have a strong subculture, therefore people often attract to the sport volunteering, and also there is a sense of sociability and community that develops from the interaction among the volunteers and staff (Fairley, Kellett and Green, 2007). As Green and Chalip (1998) perceptively states volunteer would be value their experience and their sense of involvement which has interact and who is interested in the sport subculture. Researchers who are in the sport management sector have done studies by using social exchange theory which noted that a sense of community for volunteers is a predictor of volunteer retention and satisfaction (Costa, et al., 2006). Current research in satisfaction has provided evidence of overall satisfaction among the volunteers with their experience. The research has done in 1996 Canadian women's curling championships indicate that volunteer were satisfied with their overall experience although more particularly, communication with other and recognition of organisation are significant factors of their overall satisfaction (Pauline, 2009). Thus Larocque, Gravelle and Karlis

(2002) report that volunteers have high level of overall satisfaction with their experience in 2001 Francophone Games. However, volunteers were more satisfied with their quality of team and recognition from organisation and less satisfied with quality of service and responsibilities they were assigned. From the self-determination perspective, they explained that people's psychological needs are satisfied within the sport event or sport organisation activities, which lead to volunteers' positive commitment to the organisation. Therefore, an organisation has to create strategies for manifold experience, the ability to make volunteers feel responsible, and also to reward their positive outcomes may result in an enhancement in the volunteers' satisfaction and motivation, while at the same time, that will encourage individuals to volunteer in future events. In addition, Self Determination Theory suggests that a positive experience of volunteers at sport events positively influence volunteer satisfaction (Bang and Ross, 2009). In a managerial perspective Farrell et al. (1998) stated that other organisational contingencies influence employee's satisfaction such as organisation environment, positive feedback, and better training and development. Therefore, sport managers should make an effort to satisfy volunteers' motivation and at the same time, try to understand what factors influence the most in volunteers' satisfaction which will be useful for future volunteer attraction to sport events. The volunteer managers' primary responsibility is recruiting and training volunteers; however, in that process, managers should make sure to match the interest and ability of individual with the task performance (Williams et al., 1995). However, volunteers were satisfied with factors relevant to their contribution aspect while benefitting themselves and others, and also be focused in the relationship between motivation and satisfaction.

### **2.3 Relationship between Motivation and Satisfaction**

Many studies have been reported a positive correlation between satisfaction and motivation. A study has done in 2002 winter Olympic and Para-Olympic Games about the healthcare volunteers' motivation and satisfaction which results show that there is positive correlation between motivation and satisfaction, however physician and non-physician volunteers have several different motives, physician have low mean motivation in comparison with non-physician volunteers (Reeser, Rhea and Willick, 2005). The work of Farrell et al. (1998) asserts that volunteer motivation has a direct relationship with job satisfaction, as well as the study found out that volunteers are motivated to exchange their time and effort for objective to meeting their personal goals and desires Bang and Ross (2009) exaggerates that relationship between motivation and satisfaction in special sports events, the multiple-regression test reveals that three motivational factors such as expression of values, career orientation, and love of sport mostly affects volunteer satisfaction, Self-Regulation Theory suggest that if satisfy individual's psychological needs promotes future motivation. Furthermore, Kemp (2002) identify factors that volunteers motivate to volunteering at mega sport events such as Pride in their country, its culture, social contact and friendship and desired to feel valued. These few research has been done for understand relationship between satisfaction and motivation, while many other researchers have done studies to understand nature of sport volunteers' motivation and factors influencing to sport volunteer motivation. Basically, volunteers are providing their time and effort for different types of reasons. From ancient way of understanding the motivation has been based on altruism and selflessness (Phillips, 1982 and Rehberg, 2005). Volunteers are doing volunteering basically for help others. Although Rehberg, (2005) noted that volunteers are involved in volunteering for special expectation and that could be more project oriented as well as depend on content of volunteer involvement. Furthermore, volunteers are motivated in sports where a direct or indirect benefit to themselves or their family members are expected (Silverberg, Ellis, Backman and Backman, 1999). The work of Shibli, Taylor, Nichols, Gratton and kokolakakis (1999) asserted that volunteers

from the United Kingdom are doing volunteering for their personal benefits which has included a connection to their personal needs or interest and with the needs or interests of their family and friends. In addition, volunteers are involved in volunteering activities in a strong altruistic manner, although primary reasons for volunteering are not altruistic but to meet a need of volunteer. Another study conducted in healthcare industry that has identified reasons for joining an organisation as a volunteer not only include altruistic motives, but financial motives (Farmer and Fedor, 1999). Furthermore, a study of volunteer motivation and demographic influence at professional tennis event that results mention volunteers were strongly motivated by the material and purposive factors as well as demographic factors do not significantly affect the motivation to volunteer (Pauline and Pauline, 2009). The literature related to volunteer motivations has suggested complex system of reason that people volunteering in events or organisations.

#### **2.4 Motivation and Satisfaction Models**

In order to consider all the motivational issues, Cann and Goldberg-Glen (1991) have done a study reviewing 27 other motivation-related studies and collected other additional data from a sample of 258 volunteer and 104 non volunteers. After the analysis of the data, the authors have planned in categorising two or more models for volunteering motivations, the analysis consistent 22 items that unidimensional scale name as motivation to volunteer (MVS) which has reflected both altruistic and egoistic motivations. However, there is no clear distinction between altruistic and egoistic motivations. Then after, research by Clary, Snyder, Ridge, Copeland, Stukas, Haugen, and Miene (1998) suggested that functional analysis of voluntarism supporting to understand different underline of motivational process. There are six generous motivational categories that facilitated the involvement in voluntarism such as values (express altruistic and humanitarian concern for other), understanding (learning knowledge, skills, and abilities), social (opportunity to be friend with others and be a part of activity viewed important to others), career (obtain experience), proactive (mitigating guilty and understand how to manage problem) ego-growth and development (Clary et al, 1998). While adapting to the Clary et al. (1998) study, Farrell et al. (1998) investigated volunteer satisfaction

and motivation at the women's curling championship, that results suggested that a new scale for measure volunteer motivation which call as special event motivation scale (SEVMS), that is used 28 items to build this model. The new model introduces four categories of volunteer motivation such as purposive (to contribute to community and event), solidary (social interaction, group identification and network), external tradition (family tradition, use free time develop individual career), and commitment (linking personal expectation and skill). Supporting to this scale few other scholars (Grammatikopoulos, Koustelios, & Tsigilis, 2006; Twynam et al., 2002; Williams, Dossa, & Tompkins, 1995) have done studies at special sport events. One of the studies done by Willams et al. (1995) at the world cup downhill skiing event, that has reported most importance motivation for resident volunteer, were supporting to national team, improving community spirit, and strengthen the community image, this analysis basically rated the items and has not tested its validity and reliability of SEVMS. However, Twynam et al. (2002) have tested SEVMS model using event volunteer at Star choice world junior curling tournament. In similarity, a study has done in Greek volunteering by using SEVMS, suggesting that motivation can be explained by using this specific independence factors.

To expand the context of volunteer motivation Bang and Chelladurai (2003) discovered that six volunteer motivation factors intentional sport event, 2002 FIFA world cup which is called as volunteer motivation scale for international sporting events (VMSISE). That six factors as follows: expression of values (concerning others, success of the event and society), patriotism (Love of country), interpersonal contact (meeting, interacting people), personal growth (obtain useful new perspectives), extrinsic rewards (uniforms, food, accommodation and admission). The study of Bang and Chelladurai's (2003) depicted that patriotism is a unique motivation factors of international sporting event, as well as pattern of motivation of international sporting event different that other context of volunteering. In particularly, volunteers are engaging in international sporting events are likely motivated by patriotism to help their country to run successfully an event and gain international prestige. However, Bang and Chelladurai's (2003) study has not investigated the all the factors that



have influenced volunteering in international sport events. However, avoiding that limitation Bang and Ross (2009) have extended similar study in 2004 Twin City Marathon which has added new factors as the fondness of sport in Bang and Chelladurai's (2003) VMSISE volunteer motivation scale. The results have been indicated that expression of values, career orientation, and appreciation of sport most influence motivation factors for the volunteer satisfaction.

## **2.5 Sport Volunteer Motivation and Satisfaction Research Gap**

Previous empirical studies have been focused on volunteer motivation and satisfaction (Bang, Ross and Reio, 2012; Pauline and Pauline, 2009; Bang and Ross, 2009; Doherty, 2009; Cheung, Tang and Yan, 2006; Reeser, Berg, Rhea and Willick, 2005; Clary, Ridge, Copeland, Stukas, Haugen and Miene, 1998; Cuskelly and Boag, 2001; Clary and Snyder, 1999; Matzler, Fuchs and Schuber, 2004; Pauline, 2011; and Finkelstein, 2007). Some other studies have used volunteer satisfaction scale and volunteer motivation scale for understanding volunteer motivation and satisfaction (Grammatikopoulos, Koustelios, & Tsigilis, 2006; Twynam et al., 2002 and 2003; Williams, Dossa, & Tompkins, 1995; Boezeman & Ellemers 2007; Chacon et al. 2007; Netting et al., 2004; Preston and Brown 2004; Wong et al., 2010). Researches have used these two models for their research as whole model and some others have tested factors separately in their experiments Grammatikopoulos, Koustelios, & Tsigilis, 2006; Twynam et al., 2002 and 2003; Williams, Dossa, & Tompkins, 1995). As well as some others have extended similar research and develop new volunteer motivation and satisfaction models (Bang and Chelladurai, 2003; Bang and Ross 2009). All of these empirical studies have been tested volunteer motivation and satisfaction in relation to volunteers who volunteer in sport events. However, there is no evidence found that has tested the volunteer's satisfaction and motivation related with their general sport volunteer experience. As well as no empirical research has been done using both volunteer motivation scales and satisfaction scales together. Therefore, the current study could be a bridge for this research gap. The purpose of the current study is examining characteristics of volunteer motivation and factors responsible for the volunteer satisfaction by using Bang and Chelladurai's (2003) volunteer motivation scale and Kuhn and Guzley's (2002) volunteer satisfaction

index. Achieving to this Research purpose, researcher has formed four research question as follows;

- 1 What Factors Influence Volunteer Satisfaction?
- 2 What relationship exists between Volunteer Motivation Scale and Volunteer Satisfaction Index?
- 3 Do Volunteer Satisfaction dimensions influence overall sport volunteer satisfaction?
- 4 Which of the Volunteer Motivation factors heavily influence volunteer satisfaction?

## **CHAPTER THREE**

### **METHODOLOGY**

#### **Introduction**

The chapter covers detail discussion about the Research approach, sampling, the source of data collection, the questionnaire administration, pilot survey, Data processing and Scaling, Generalising of the Study, Data presentation and Analysis, Conceptualization and operationalisation, Validity checking and Reliability Checking.

#### **3.1 Purpose of the Study**

The purpose of the current study is examining characteristics of volunteer motivation and factors responsible for the volunteer satisfaction by using Bang and Challadurai's (2003) volunteer motivation scale and Kuhn and Guzley's (2002) volunteer satisfaction index. To achieve this purpose questionnaire were distributed to randomly selected sport volunteers through the online survey as well as used snowball sampling method for find right sport volunteer all around the world. The questionnaire was focused to measure perception of sport volunteers' motivation and volunteer program experience in relation to their level of satisfaction.

#### **3.2 Research Style**

The purpose of the research can be exploratory, descriptive, explanatory or policy-oriented. These categories are not mutually exclusive. Exploratory research might involve a literature search. The objective of exploratory research is to identify key issues and key variables. Descriptive research seeks to provide an accurate description of observations of a phenomenon. The objective of much descriptive research is to map the terrain of a specific phenomenon. Policy-Oriented Research is mainly focused on the question (Creswell, 1998). How can problem X be solved or prevented? 'With such policy-oriented researches many writers tend to make the same mistake as the politicians – they define a policy and then look for evidence to support it. Explanatory studies look for explanations of

the nature of certain relationships (Creswell, 1998). Hypothesis testing provides an understanding of the relationships that exist between variables. This research is Explanatory because in this research, hypothesis is tested and the relationship between variables is understood.

### **3.3 Research Approach**

Research approach is planning the procedures for research that span the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation. Research can be approached in the following ways: Inductive/Deductive, Applied/Basic, and Qualitative/Quantitative (Bassett and Bassett, 2003).

Inductive and deductive approaches are the universal foundation methods to have a vision towards research (Johnson and Onwuegbuzie, 2004). The reason for this research direction is a hypothesis testing was continuously on going according to the basic theories of volunteer Motivation and Satisfaction. A deductive approach was employed in this research to explore a new model to measure the Satisfaction of Sport Volunteers' in around the world. Inductive approach engenders a new model, concept or a theory and deductive approach is using inductive objectives and utilises it.

According to the data collecting and analysis method it is decided whether the research approach as Qualitative or Quantitative. There are three categories, such as (a) Qualitative, (b) Quantitative, (c) Mixed method. Unquestionably, the three approaches are not as discrete as they first appear. Qualitative and quantitative approaches should not be viewed as rigid, distinct categories, polar opposites or dichotomies. Quantitative research is an approach for testing objective theories by examining the relationship among variables (Carr, 1994). These variables, in turn, can be measured, typically on instruments, so that numbered data can be analysed using statistical procedures. In this research numerical data is collected and analysed and the empirical data is examined by regression analysis, correlation, Mean, Mode, and Stander deviation.

### 3.4 Formulation of Hypothesis

According to the research style and research approach, this is a hypothesis testing survey. In accordance with the assumption that was built through the literature review. This study was done according to the following hypotheses which formulated with the help of respective conceptual framework. Here alternative and null hypotheses are pointed out separately.

**H<sub>1</sub>** Each proposed dimension of Volunteer Satisfaction Index has a positive relationship with Volunteer Motivation Scale.

**H<sub>10</sub>** Each proposed dimension of Volunteer Satisfaction Index has a negative relationship with Volunteer Motivation Scale.

**H<sub>2</sub>** Each Volunteer Motivation and Satisfaction factor has a relationship with overall Volunteer satisfaction.

**H<sub>20</sub>** Each Volunteer Motivation and Satisfaction factor has no relationship with overall Volunteer satisfaction.

### **3.5 Sampling**

Sampling is the most important part of the research because if researcher failed to select a suitable (unbiased and must represent all the characteristic of population) sample, results generated cannot be generalised to whole population (Andrew, Pedersen and McEvoy, 2011). The sport volunteers in around the world who have been chosen as the sample population in this study. The aim is to choose the sport volunteers in around the world to understand and investigate volunteer satisfaction of sport volunteer programs and identify factors influencing volunteer satisfaction. The current study has collected data using random sampling method (Pauline, 2011) which was a probability sampling technique where existing study subjects are recruited among the sport volunteer in around the world. Therefore, questionnaires were distributed through Facebook social media among all the volunteers to keep high level of reliability and validity. Researcher were collected 185 respondents' data from sample population after one month.

### **3.6 Data Collection**

As this study is empirical in nature, an attempt was made to collect primary data. For that purpose, a detailed questionnaire was administered among the sample people. The questionnaire method was selected as major means of collecting data because it is economical, time saving and this method is very popular and highly applicable in scientific empirical researches (Kemp, 2002). And also, in order to get a deeper understanding, and for more clarification it was intended to collect data from secondary sources as well.

The questionnaires were distributed to the volunteers who were volunteering sport field in all over the world to produce valuable data for this research study. The online survey method (Pauline, 2011) was applied for collecting data from sample population, the google form method was used to prepare the online questionnaire. The online questioner was published in face book Social media and it was published on Rio 2016 Olympic volunteer face book page and International Olympic committee's

volunteer face book page as well as using snow ball sampling system spread out the questionnaire all over the world. Thus, the online questionnaire link was sent to University of Kelaniya and University of Suberagamuwa sport council in Sri Lanka to distribute among their volunteer as well as sent to Northumbria sport central's volunteers.

### **3.7 Administering the Questionnaire**

The questionnaire was designed to collect data from volunteers about their perception of Motivation, Satisfaction and Organisation. The questionnaire (Appendix 01) consist of four major sections such as Demographic, Motivation, Satisfaction factors and overall Satisfaction. The Demographic part consist three items such as Gender, Age and Level of Education, the second part of questionnaire consisted 20 items which were divided in to five major parts such as Interpersonal contact, Career orientation, Personal Growth, Community Involvement and Love of Sport, the next part consisted 19 questions and it was divided in to three main parts such as Group Integration, Empowerment and Organisation Support and final parts were dedicated to measure the overall Satisfaction of volunteer experience. The questionnaire was prepared in English language so that everyone in sample population was able to understand the questionnaire; the questionnaire consisted of 41 closed- ended (Kemp, 2002) questions prepared using Likert Scale (Bang and Ross, 2009), the first part of questionnaire was ranging from Strongly Disagree, disagree, Neutral, Agree, Strongly Agree, the next part was ranging from very dissatisfied, dissatisfied, Neutral, Satisfied and very satisfied. Respondents were requested to evaluate and rate the questions in which their opinion may be favourable and unfavourable. This question category was mainly based on the independent variable to achieve a clear view on Volunteer Satisfaction and Motivation. The table (1) below shows the number of questions which represented each variable under this study in the questionnaire.

**Table 1 variables and Questions**

Variable	Question Number	Total Question
Interpersonal Contacts	1,2,3,4	04
Career Orientation	5,6,7,8,9	05
Personal Growth	10,11,12,13	04
Community Involvement	14,15,16,17	04
Love of Sport	18,19,20	03
Group Integration	21,22,23,24	04
Empowerment	25,26,27,28,29,30,31	07
Organisation Support	32,33,34,35,36,37,38,39,	08
Overall Satisfaction	40,41	02
Total		41

*Source: Constructed by Researcher*

The variables of this study were selected from two major models such as Volunteer Motivation Scale (Bang and Chelladurai, 2003) and Volunteer Satisfaction Index (Galindo and Guzley, 2008). The Volunteer Motivation Scale was amended according to the purpose of this study and added a new variable into Motivation Scale as Love of Sport from Bang and Ross's (2009) Volunteer Motivation and Satisfaction Study. Considering all the similarities among the dimensions of Volunteer Satisfaction Index (Galindo and Guzley, 2002) and according to Galindo and Guzley's (2002) recommendation, researcher has created one variable as Empowerment which was created collecting two dimensions (work assignment and communication quality) of Volunteer Satisfaction Index as well as the questionnaire of this study was prepared according to the questionnaires of Volunteer Motivation Scale and Volunteer Satisfaction Index.



### 3.8 Pilot Survey

In the social sciences research context, researcher do pilot survey in preparation for major study (Polit, 2001). In addition, Pilot survey has several advantages such as can understand where the major study going to fail, can determine the where research protocol may not follow and can understand whether propose method and instrument inappropriate or complicated (Baker, 1994). Therefore, Current study has formulated the four questionnaires, and were initially administered in order to check the suitability, reliability and validity of the questionnaire. The questionnaire was distributed among selected sport volunteer with an expectation of getting an idea about their understanding capability for given questionnaires. Accordingly, it was able to collect adequate number of suggestions from the respondents as aimed by the researcher. In addition, certain sport volunteers raised several questions and gave ideas to amend certain questions. Because of personal restrictions, some of them amended certain questions and added additional questions to be asked. Thus, the amended questionnaires were administered among the sample sport volunteers. This was done for the purpose of having better confirmation regarding the reliability and validity of questionnaires.

Furthermore, the data which collected for the Pilot Survey were measured under Cronbach's Alpha (Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group (Bruin, 2011)) by using SPSS 21 software to endorse the reliability of the sport volunteer motivation and satisfaction questionnaire which was designed by the Researcher.

**Table 2: Reliability Statistics**

Cronbach's Alpha	N of Items
.922	09

The alpha coefficient for the 9 items (Likert Scale Questions) is .919, suggesting that the items have relatively high internal consistency. (Note that a reliability coefficient of .70 or higher is considered "acceptable" in most social science research situations (Andrew et al., 2011)).

### **3.9 Research Ethics**

The research went through appropriate ethics approval before the testing commenced. A proposal was drafted up and presented to the Ethics Committee of the Faculty of Science, Northumbria University. After a review from the ethics committee, the research project was given permission to commence.

### **3.10 Data Processing and Scaling**

As mentioned through overseeing the volunteer Motivation and Satisfaction questionnaire, Likert Scale questionnaire which has been used in this study consist of five boxes ranging from strongly Disagree to strongly Agree and from very dissatisfied to very satisfied. Under each question the respondents were requested to select one of the five boxes and the ratings were collected and analysis. For the purpose of qualitative analysis according to the aim of the study, the qualitative variables of this study were converted into numerical values as given in the tables below.

**Table 3: Criteria for Data Scaling 1**

<b>Name</b>	<b>Values</b>
Strongly Disagree	01
Disagree	02
Neutral	03
Agree	04
Strongly Agree	05

*Source: Constructed by Researcher*

**Table 4 Criteria for Data Scaling 2**

<b>Name</b>	<b>Values</b>
Very Dissatisfied	01
Dissatisfied	02
Neutral	03
Satisfied	04
Very Satisfied	05

*Source: Constructed by Researcher*

According to the above tables (table 3 and 4) the maximum score obtainable against a statement (question) in the questionnaire is 5 and the minimum is 1. After collecting the data from 41 questions, the questionnaire was divided into 9 variables Such as Interpersonal contact, Career orientation, Personal Growth, Community Involvement, Love of Sport, Group Integration, Empowerment, Organisation and Overall Satisfaction. Similarly, all the averages in relation to each variable with respect to sample were calculated in a systematic way using IBM Statistics SPSS 21. The mean value

was calculated by dividing the total of the scores obtained from all the questions related to a particular variable by the number of questions asked in relation to that particular variable. The mean values of each variable were interpreted as follows: Highest score of an individual in relation to Motivation and Satisfaction suggests an individual's Motivation and Satisfaction is high, while the lowest score suggests that the individual Motivation and Satisfaction is low. In order to identify the demographic factors through the questionnaire, the demographic factors were converted to numeric values in respectively ranked given special number. Then the numeric value for demographic factors was obtained. Then the demographic factors were identified separately. Hypotheses were tested by applying the statistical tool of ordinal legit regression and correlation.

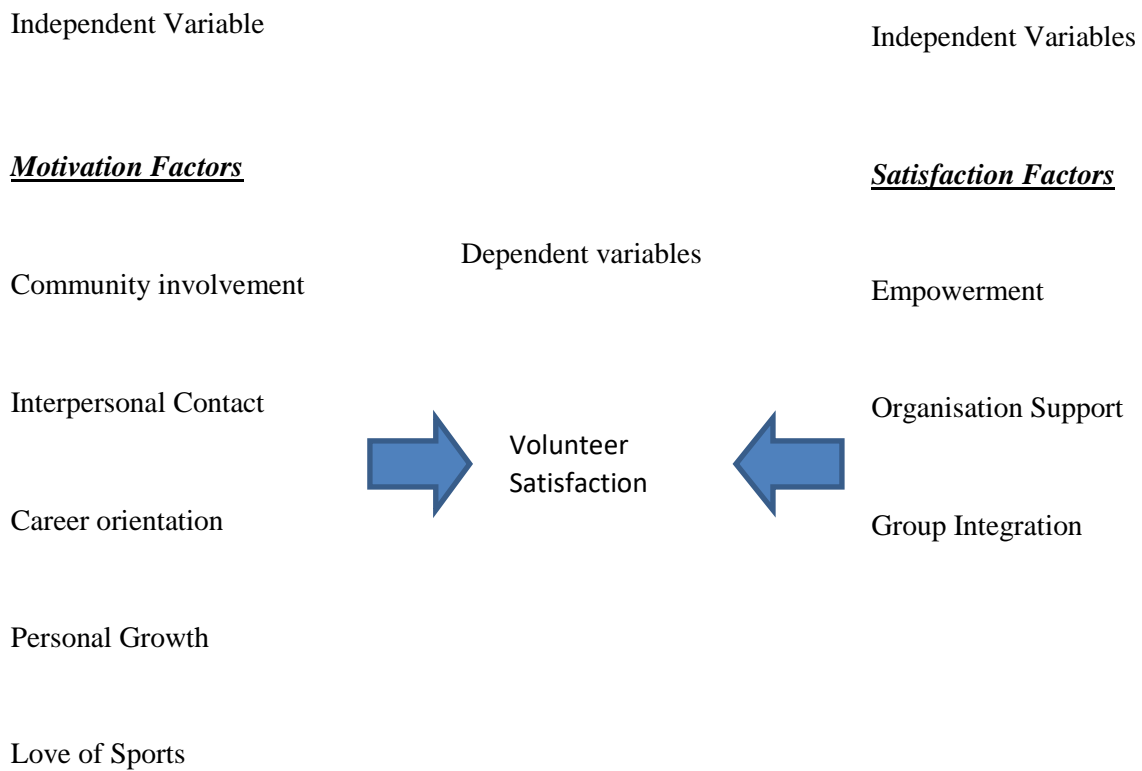
### **3.11 Data Presentation and Analysis**

Inductive and deductive approaches are the universal foundation methods to have a vision towards research. Between these approaches, researcher uses deductive approach in this study. Here in this research SPSS 21 statistical tool is used to present and analyse the data. When analysing the data collected through the questionnaire the researcher used number of statistical tools, correlation, sum, mean, standard deviation, and regression. The correlation and regression analysis were used to check the relationship between independent and dependent variables and which independent variables heavily influence to dependent variable (. The next chapter (chapter four) deals with detail data presentation and analysis (Andrew et al., 2011).

### **3.12 Conceptualization and Operationalization**

The outcome of the literature review helped to conceptualise the study. The conceptualisation of the variable has been presented in detail with the help of conceptual model in the study and each variable in the conceptual model is explained below. The model was constructed associating the independent variables and dependent variables extracted from the literature review. Having taken interrelationship between each independent variable with dependent variable into consideration the respective model was designed as followed.

**Figure 1: Conceptual Frame Work**



### 3.12.1 Conceptualization of Variables

#### ***Organisation Support***

According to the Rhoades and Eisenberger et al. (2002) organisation support is interpreted as the readiness of increase in rewards for effective work and to make organisation environment fulfilling socio-emotional need of employees, also develop employees’ skills and organisation should also value their contribution to the organisation while caring for their wellbeing. The organisation support is a mental process which depend on the perception of employees in an organisation. It is an important factor within the organisation concepts that keep employees in the organisation and act as a key factor for increasing employee satisfaction and commitment (Colakoglu, Culha and Atay, 2010). The effective training encourages employees to remain in an organisation and volunteer assignment should include educational and emotional resource which leads to employee satisfaction. Furthermore, quality of communication, autonomy of decision making, relationship between volunteers and paid

staff and supportive organisation environment have increased volunteer satisfaction as well as through all these factors volunteers perceived organisational support (Galindo and Guzley, 2002).

### ***Group Integration***

Group integration is an aspect of volunteer social relationship that volunteers develop with other volunteers and paid staff. These relationships are totally independent from volunteer work assignment and client relationship and provide a social aspect of volunteer experience that is significant to volunteer satisfaction (Galindo and Guzley, 2008). The work of Stevens (1991) indicated that poor group relationship leads to mental or physical collapse of employees. As supporting to Stevens (1991) results Field and Johnson (1993) indicated that good group relationships and more social events have increased volunteer satisfaction and contact with paid staff and other volunteers have influenced to a higher level of satisfaction (Galindo and Guzley, 2002).

### ***Empowerment***

Both communication quality and work assignment reflect a sense of empowerment related to volunteers' relationship with organisation. Therefore, researcher has built one variable adding up these two variables of Volunteer Satisfaction index (Galindo and Guzley, 2002) and that variable is empowerment. The work assignment is another significant area of volunteer satisfaction, the assign task should be match volunteer skills and volunteers should realise that the task assigned provide an opportunity to develop their abilities and skills. Also that task must provide an overview of a challenge and the individuals need to be carefully placed on the job based on special needs and talents of the volunteers (Stevens, 1991). On the other hand, quality of communication system is another key factor to empower employees in an organisation. As Adams and Shepherd (1996) point out that adequate information, information clarity, recognition, and feedback are several key factors of volunteer empowerment and satisfaction.

### ***Community Involvement***

Community involvement is a one of the motivational factors to engage in sport volunteering, many reasons such as concern for others, the success for Games and society have affected people who are volunteering in sport (Bang and Ross, 2009). Williams et al. (1995) concludes that in world cup downhill Skiing event, resident volunteers were engaged volunteering towards supporting national team, improving community spirit and strengthening the community image. These community involvement reasons have influenced in volunteering in sport.

### ***Interpersonal Contact***

Interpersonal contact is another significant factor of motivating people towards volunteerism, meeting and interacting with people and forming friendships are significant areas of interpersonal contact (Bang and Ross, 2009). Larocque, Gravelle, and Karlis (2002) make clear that by providing the opportunity to develop personal network through meeting new people and making friendship with them lead to a high level of volunteer satisfaction.

### ***Career Orientation***

Some people engaged in volunteering to gain experience and career contact, Kemp (2002) noted that the volunteer job learning experience gathered by volunteers is enhances the ability to find a job in a range of job functions such as computer work, reception work, writing of press releases, journalistic tasks, driving and personal assistant. These various skills help them to find a job in many industries in future.

### ***Personal Growth***

The importance and the need of volunteerism to gain new perspectives in life are other motivational factors for volunteering which are termed as Personal Growth. People involve in volunteerism for the purpose of exploring their new strengths, gather new skills and knowledge and to make to value their

importance (Bang and Ross, 2009). Galindo and Guzley, (2002) explained that if a challengeable task is provided for the volunteers, it helps to increase their self-confident upon successful completion.

### ***Love of Sport***

The love of sport factor which also encourages individuals to participate in sport volunteerism explores the passion of people for sports and enjoyment gained in taking part in sport activities (Bang and Ross, 2009).



## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

#### **Introduction**

This chapter covers data presentation and analysis of empirical data collected for the purpose of the study of Factors influencing volunteer satisfaction. The major part of the data used in this study is collected through the outcome of questionnaires distributed among the Sport volunteers around the world. First the descriptive statistics on demographic factor and impact of Motivation dimensions and Satisfaction dimensions are presented and explained. Then the hypothesis formulated based on the conceptual model was scientifically tested and the result was interpreted in order to provide a clear understanding on the relationship between the variable being studied under this research study.

#### **4.1 Sample analysis**

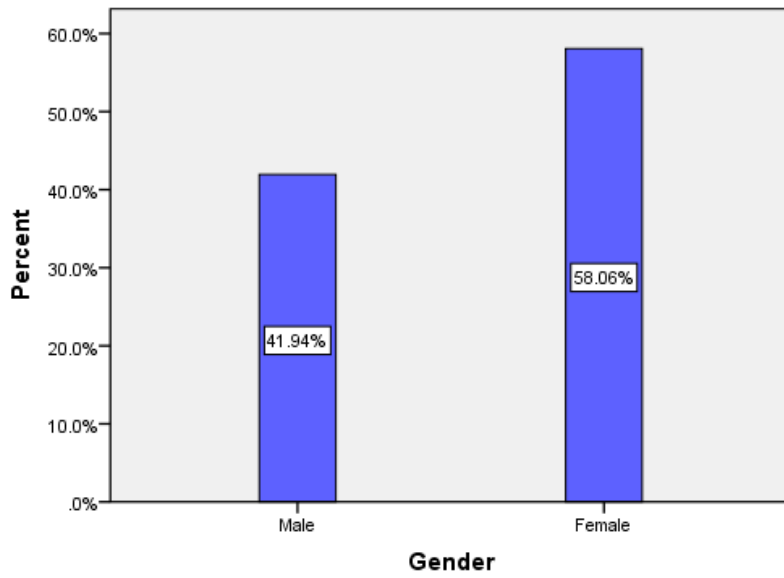
The below table 05 shows the socio-demographic characteristic of the sport volunteers from all around the world that comprise the study sample. As can be seen in the table 2, the sample comprises primarily female volunteers (over 55% of volunteers are female and around 49% of volunteers are males). Also most of the respondents (34.9) are aged between 24-26, 29% of them are aged between 27-29 and have completed their (43.5%) bachelor degree and rest of them are undergraduates (24.2%) and post graduate holders (29%). Although a significant number of responders (Figure 6) (64.5%) are from Asians and others are from the European (24.2%), Australian (4.8%) and American (6.5%) regions. The majority of female (Figure 4) volunteers are bachelor degree holders and higher number of male volunteers hold bachelor degrees and post graduate degrees.

**Table 5: Socio demographic characteristics of the Sample**

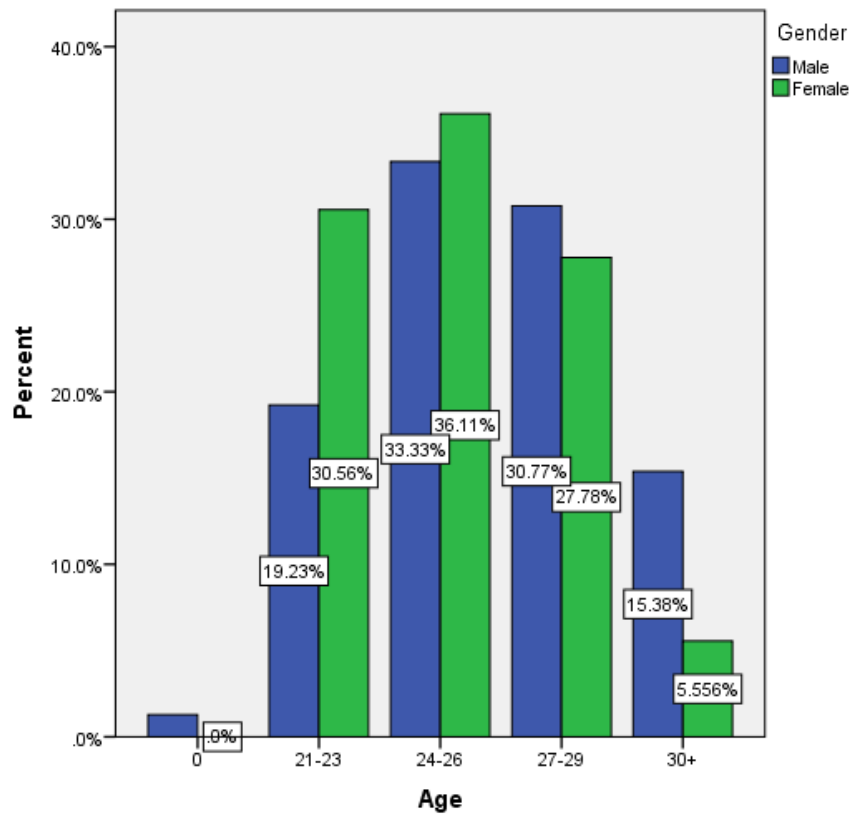
Variable	Categories	%
Gender	Male	41.9
	Female	58.1
Age	18-20	0
	21-23	25.8
	24-26	34.9
	27-29	29
	30+	9.7
Geographical Location	Asia	64.5
	Africa	0
	Europe	24.2
	Australia	4.8
	America	6.5
Education Level	Higher Secondary	3.2
	Undergraduate	24.2
	Graduate	43.5
	Post Graduate	29
	Vocational Qualification	0

*Constructed by Researcher*

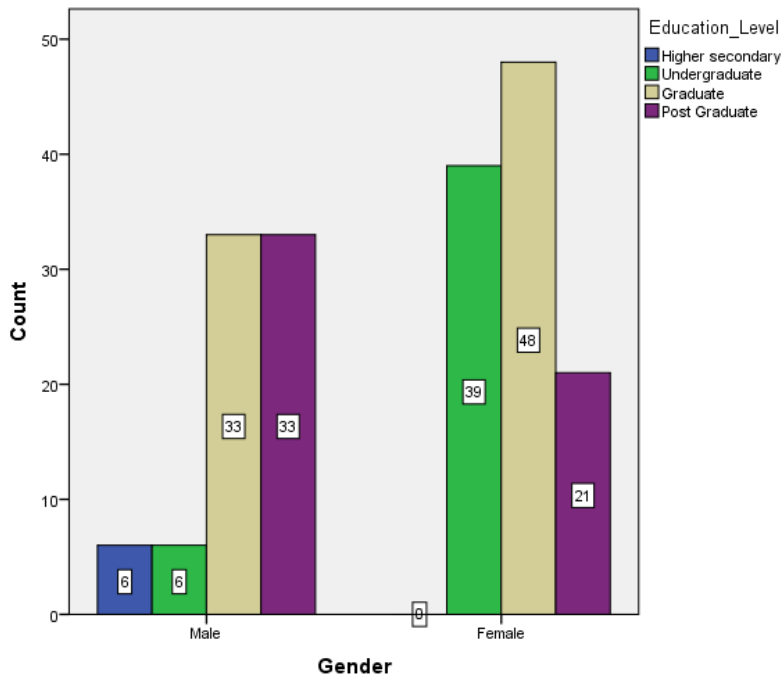
**Figure 2: Gender Distribution among the Sample Population**



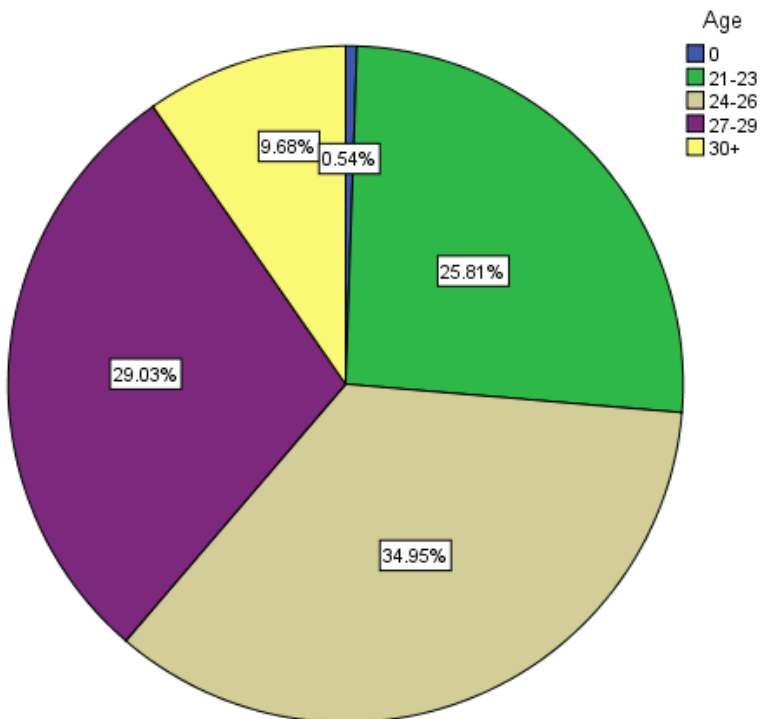
**Figure 3: Age and Gender Distribution among the Sample Population**



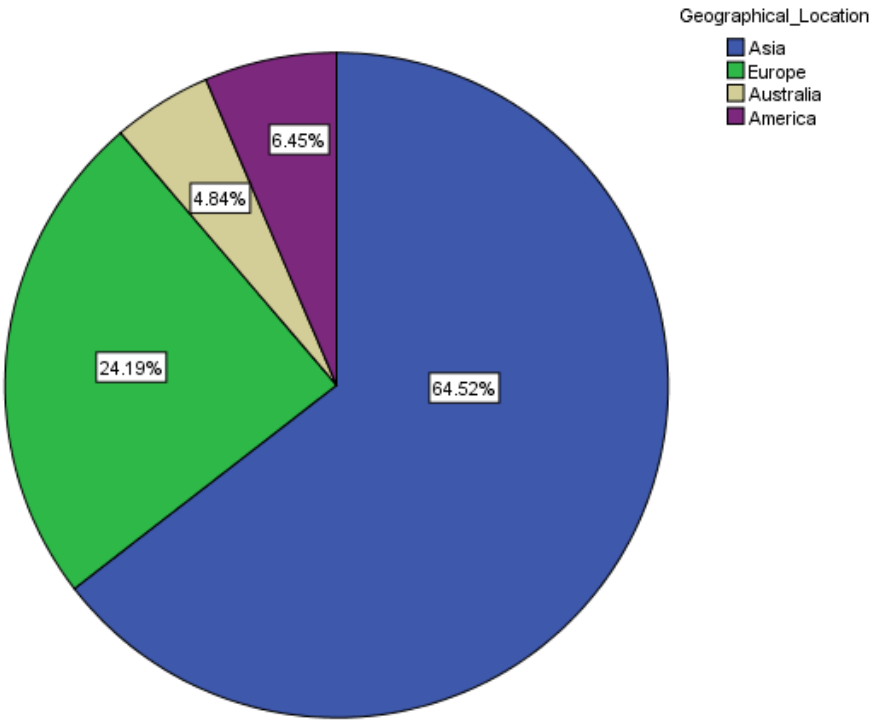
**Figure 4: Gender and Education Level Distribution among the Sample Population**



**Figure 5: Age Distribution among the Sample**



**Figure 6: Sample Population Distribution among Geographical Location**



## 4.2 Perception of the Impact of Motivational Factors for Volunteerism

**Objective 01:** *To understand factors influencing sport volunteers' satisfaction*

**RQ: 1** *What Factors Influence Volunteer Satisfaction?*

**Table 06: Degree of agreement with the Motivational Factors of Sport Volunteerism**

Variables	N	Mean	Std. Deviation
Interpersonal contact	186	4.1613	.87661
Career Orientation	186	4.1903	.90435
Personal Growth	186	3.9758	.94086
Community Involvement	186	3.8884	.94009
Love_of_Sport	183	4.3388	.95214
Valid N (listwise)	183		

*Constructed by Researcher*

The block of questionnaires analysed sport volunteers' perception of the impact of motivational dimension for participating in sport volunteerism. According to the Bang and Chelladurai's (2003) Volunteer motivation Model researcher prepared 20 items to measure volunteer motivation to participate in sport volunteerism. These items were divided into five sections such as Interpersonal Contacts, Career Orientation, Personal Growth, Community Involvement and Love of Sport. The descriptive data of Table 06 shows the volunteers' degree of agreement regarding their motivation towards sport volunteering. It is interesting to note that the sport volunteers stated that all the factors above influence their volunteerism in sport, with a score more than 3 points. Among these motivational factors Love of sport (4.33), Career Orientation (4.19) and Interpersonal Contact (4.16) are the most influential motivational factors encouraging sport volunteerism in sample population.

As regarding the perception of sport volunteers shown in the results (Table 06 and Table 07) all motivational factors influence sport volunteer satisfaction, although most influential factors of sport volunteer satisfaction are Love of Sport, Career Orientation and Interpersonal Contacts. The volunteers are highly influenced to participate in sport volunteering to meet and work with new people according to the sub-items of Interpersonal contact factor. According to the career orientation motivation factor, volunteers are heavily influenced to engage in sport volunteering to get work related practical experience and add something for their personal resume. As for Love of Sport factor, volunteers are most influenced to take part in sport volunteer activities because they enjoy sport activities and love of it.

**Table: 07 Degree of agreement of each Items with the Motivational Factors of Sport Volunteerism**

<b>Items</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>Interpersonal Contacts</b>		
I want to interact with others	4.06	1.137
I want to work with different people	4.26	1.064
I want to meet people	4.23	.960
I want to develop relationships with others	4.10	1.014
<b>Career Orientation</b>		
Volunteering experience will look good on my resume	4.15	1.137
I want to gain some practical experience	4.24	.998
I can make new contacts that might help my future business or career	4.10	1.061
I want to gain work related experience	4.31	.980

I want to gain experience that would be beneficial in any future job	4.16	1.098
<b>Personal Growth</b>		
Volunteering makes me feel needed	3.90	1.106
I can explore my own strength	4.10	.931
Volunteering makes me feel important	3.92	1.129
Volunteering allows me to gain a new perspective on things	3.98	1.058
<b>Community Involvement</b>		
I enjoy volunteering because of my devotion to my organisation	3.90	1.046
Hosting some sport events raises the prestige of my organisation or country	3.92	.961
My love for my university makes me help it run great events	3.76	1.163
I want to express my pride in my organisation or country	3.97	1.080
<b>Love of Sport</b>		
I enjoy being involved in sport activities	4.39	1.032
I like any event related to sports	4.26	1.018
Sport is something I love	4.39	.976

*Constructed by Researcher*



### 4.3 Perception of Impact of the Satisfaction Dimension for Sport Volunteerism

**Objective 01:** *To understand factors influencing sport volunteers' satisfaction*

**RQ: 1** *What Factors Influence Volunteer Satisfaction?*

	N	Mean	Std. Deviation
Organisation support	186	3.7730	0.84917
Empowerment	186	4.0000	0.83643
Group Integration	186	3.8427	0.89846
Valid N (listwise)	186		

*Constructed by Researcher*

The set of questions analysed the understanding of Sport volunteers' perception on the impact of Satisfaction dimensions. That consisted of 20 items divided into three sections such as Organisational Support, Group Integration and Empowerment. The descriptive results (Table 08 and 09) show that the volunteers are satisfied with their Satisfaction dimensions, with a score of more than 3.0 points. These are questions particularly designed to understand the volunteer satisfaction regarding support and opportunity provided by volunteer organisations during the volunteer program. Empowerment (4.0) and Group Integration (3.8) were the most satisfied factors among these satisfaction dimensions. According to the perception of volunteers about Empowerment of their volunteer program, degree of agreement is generally higher and in many cases higher than the mean which is 3 points. Higher average degrees of agreement were found in relation to provision of opportunity to empowerments with a score of more than 4 points, in terms of providing opportunity to learn new things, assigning jobs that fit their skills, give chance to utilize their knowledge and skills and make them realise their capabilities (Table 09). In addition, Group integration is the second highest averaged (3.8) factor

among the Satisfaction Dimension which perceive that volunteer programmes provide the opportunity for volunteers to socialize with others and volunteers are satisfied with their personal experience regarding socialising with other volunteers. Furthermore, volunteers have rated their satisfaction about the support of their volunteer organisations. In general, the results show (Table 08 and 09) the average satisfaction of organisation support higher than 3 points. As per the results, volunteers are satisfied with the support they receive from the organisations. Especially, with regards to the Organisational support, volunteers are most satisfied (Table 09) with the support from the staff of organisations (4.0), rewards awarded by the organisation (3.8), appropriateness of the organisation work (3.8), support network related to volunteer problems (3.7) and autonomy (3.7).

**Table 09: Table: 4 Degree of agreement of each Item with the Satisfaction Dimension of Sport Volunteerism**

<b>Variables</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>Group Integration</b>			
My relationship with other volunteers in the organisation	186	3.92	0.975
The friendships I have made while volunteering here	186	4.03	1.002
The amount of interaction I have with other volunteers in the organisation	186	3.76	0.998
The amount of time spent with other volunteers	186	3.66	1.166
<b>Empowerment</b>			
The opportunity I have to learn new things	186	4.21	1.021
The fit of the volunteer work to my skills	186	4.11	0.955

How worthwhile my contribution is	186	4.10	0.858
The amount of effort I put in as equalling the amount of chance I influence	186	3.89	0.955
The chance I have to utilize my knowledge and skills in my volunteer work	186	4.02	1.011
The access I have to information concerning the organisation	186	3.79	1.037
The freedom I have in deciding how to carry out my volunteer assignment	186	3.89	0.972
<b>Organisation Support</b>			
The support network that is in place for me when I have volunteer related problems	186	3.71	1.116
The way in which the agency provides me with performance feedback	186	3.73	1.053
The flow of communication coming to me from paid staff and volunteer manager	186	3.60	1.087
The support I receive from people in the organisation	186	4.06	1.001
The amount of information I receive about what the organisation is doing	186	3.66	0.985
How often the organisation acknowledge the work I do	186	3.88	0.992

The amount of permission I need to get to do the things I need to do on this job	186	3.74	1.002
The degree of cohesiveness I experience with the organisation	186	3.81	0.950
The degree to which the organisation communicates its goals and objectives to volunteers.	186	3.77	0.977
Valid N (listwise)	186		

*Constructed by Researcher*

#### 4.4 Perception of Overall Volunteer Satisfaction

**Table 10: Perception on Overall Satisfaction of Volunteer Experience**

Variables	N	Mean	Std. Deviation
Overall Satisfaction	186	4.2097	0.86625
Valid N (listwise)	186		

*Constructed by Researcher*

The questionnaire was created in a separate section with the purpose of evaluating volunteer's overall satisfaction in relation to their experience. That section consisted of two items measure the overall satisfaction of the volunteers. According to the results of Table10, average of volunteer satisfaction is higher than 4 points. It is interesting to note that the volunteers have positive experience and are very satisfied (4.2) about their volunteer program.

## 4.5: Hypothesis Formulation

**Objective 01:** *To understand factors influencing sport volunteers' satisfaction*

**RQ: 1** *What Factors Influence Volunteer Satisfaction?*

**Objective:3** *To investigate relationships between motivation factors and satisfaction factors.*

**RQ 2** *What relationship exists between Volunteer Motivation Scale and Volunteer Satisfaction Index?*

**H<sub>1</sub>** Each proposed dimension of Volunteer Satisfaction Index has a positive relationship with Volunteer Motivation Scale.

**H<sub>0</sub>** Each proposed dimension of Volunteer Satisfaction Index has a negative relationship with Volunteer Motivation Scale.

**H<sub>2</sub>** Each Volunteer Motivation and Satisfaction factors have a relationship with overall Volunteer satisfaction.

**H<sub>0</sub>** Each Volunteer Motivation and Satisfaction factors have no relationship with overall Volunteer satisfaction.

For the understanding of the first and third objectives in research two hypotheses were constructed; to test **H<sub>1</sub>** each proposed dimension of Volunteer Satisfaction Index has a positive relationship with Volunteer Motivation Scale, a Pearson correlation two-tail test was carried out (Table 11). There is a positive correlation between Motivation Scale and Satisfaction index (IC correlation with GI, EM, OS [r=.563, p<.01] , [r=.547, p<.01] , [r=.429, p < .001] , (CO correlation with GI, EM, OS, [r=.438, p<.01], [r=.515, p<.01], [r=.361, p<.01]), (PG correlation with GI, EM, and OS, [r=.615, p< .01], [r= .734, p< .01], [r= .619, P< .01]), (CI correlation with GI, EM, and OS, [r= .514, p< .01], [r= .602, p<.01], [r= .492, p< .01]) and (LS correlation with GI, EM, and OS, [r= .441, p< .01], [r= .393, p< .01],

[ $r = .472$ ,  $p < .01$ ]). Therefore, Motivation and Satisfaction dimensions have positive influence on volunteers' Satisfaction. In addition, the Motivational factors of Personal Growth has a strong positive correlation with Group integration, Empowerment and Organisation Support from which it can be concluded that volunteers are highly concerned about their personal benefits from volunteerism.

Furthermore, for better understanding of the influence of volunteer satisfaction the second hypothesis is tested, H<sub>2</sub> each Volunteer Motivation and Satisfaction factors have a relationship with overall Volunteer satisfaction, a Person Correlation two-tail test was carried out. The results show that positive correlation existing between motivation factors and overall satisfaction as well as Satisfaction dimensions and overall Satisfactions (Table 08), (OS correlation with IC, CO, PG, CI, LS, GI, EM, and OS, [ $r = .417$ ,  $p < .01$ ], [ $r = .272$ ,  $p < .01$ ], [ $r = .568$ ,  $p < .01$ ], [ $r = .409$ ,  $p < .01$ ], [ $r = .293$ ,  $p < .01$ ], [ $r = .592$ ,  $p < .01$ ], [ $r = .782$ ,  $p < .01$ ], and [ $r = .737$ ,  $p < .01$ ]). Therefore, all these Motivation and Satisfaction variables positively influence volunteer Satisfaction. The Empowerment and Organisation Support variables of Volunteer Satisfaction Index have a strong positive correlation with volunteer overall satisfaction. It is interesting to note that both Empowerment and Organisation Support influence to Volunteer Satisfaction more than the rest of the factors.

**Table 11: The Correlation Between Motivation and Satisfaction Dimensions**

		Variables								
		Interpersonal contact	Career Orientation	Personal Growth	Community_Involvm	Love_of_Sport	Group_Intergration	Empower	Organisation support	Overall Satisfaction
Interpersonal contact	Pearson Correlati	1	.716*	.730*	.691*	.619*	<b>.563*</b>	<b>.547*</b>	<b>.429*</b>	<b>.417*</b>
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	186	186	186	186	183	186	186	186	186
Career Orientation	Pearson Correlati	.716*	1	.649*	.589*	.624*	<b>.438*</b>	<b>.515*</b>	<b>.361*</b>	<b>.272*</b>
	Sig. (2-tailed)	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	186	186	186	186	183	186	186	186	186
Personal Growth	Pearson Correlati	.730*	.649*	1	.746*	.617*	<b>.615*</b>	<b>.734*</b>	<b>.619*</b>	<b>.568*</b>
	Sig. (2-tailed)	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000
	N	186	186	186	186	183	186	186	186	186

Community_Involvement	Pearson Correlatio	.691*	.589*	.746*	1	.420*	<b>.514*</b>	<b>.602*</b>	<b>.492*</b>	<b>.409*</b>
	Sig. (2-tailed)	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000
	N	186	186	186	186	183	186	186	186	186
Love_of_Sport	Pearson Correlati	.619*	.624*	.617*	.420*	1	<b>.441*</b>	<b>.393*</b>	<b>.472*</b>	<b>.293*</b>
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000
	N	183	183	183	183	183	183	183	183	183
Group_Intergration	Pearson Correlati	.563*	.438*	.615*	.514*	.441*	1	.765*	.624*	.592*
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000
	N	186	186	186	186	183	186	186	186	186
Empowerment	Pearson Correlati	.547*	.515*	.734*	.602*	.393*	.765*	1	.818*	.782*
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000
	N	186	186	186	186	183	186	186	186	186



Organisation support	Pearson Correlation	.429*	.361*	.619*	.492*	.472*	.624*	.818*	1	.737*
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000		0.000
	N	186	186	186	186	183	186	186	186	186
Overall Satisfaction	Pearson Correlation	.417*	.272*	.568*	.409*	.293*	.592*	.782*	.737*	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
	N	186	186	186	186	183	186	186	186	186
**. Correlation is significant at the 0.01 level (2-tailed).										

*Constructed by Researcher*

#### 4.6 The Impact of Motivation and Satisfaction Dimensions to Volunteer Overall Satisfaction

***Objective: 2 To discover the motivation factors and satisfaction dimensions which influence sport volunteer satisfaction.***

***RQ: 3 Do Volunteer Satisfaction dimensions influence overall sport volunteer satisfaction? RQ: 4 Which of the Volunteer Motivation factors heavily influence volunteer satisfaction?***

Multiple regression analysis was used to predict the satisfaction level of volunteer experience based on volunteer Motivation in order to examine the contribution of variables towards the predictions of Volunteer Satisfaction. According to the Bang and Chelladurai (2003) Volunteer Motivation Scale, the five Motivation dimensions such as Interpersonal Contact, Personal Growth, Community Involvement and Love of Sport were added into multiple regression equation with overall Satisfaction as the dependent variable. The full model equation was based on linear combinations of the five variables, the model was significant ( $f(18.740) = 9.59, p = .000$ ), and 32% of the variability (Adjusted R Square .328) in Volunteer Satisfaction was attributed to variability in the volunteer motivations (See Appendix 01). However according to the coefficients results all the variable were not significant. The correlation results in Table 8 show that all Motivation dimensions have positive correlation with the Volunteer satisfaction. However, multiple regression analysis coefficients Table shows the relationship between independent and dependent variables, that results show only two independent variables such as Career orientation and Personal Growth ( $B = -.19, T = -2.10, p = .037$  and  $B = .674, T = 5.91, p = .000$ ) have influenced volunteer satisfaction (See Appendix 01). Therefore, Personal Growth and Career orientation are the best sub set of independent variables that explain and predict volunteer satisfaction and also these two Motivations factors are heavily influencing variables towards volunteer Satisfaction.

The proposed volunteer satisfaction dimension model was constructed based on Kuhn and Guzley's (2002) Volunteer Satisfaction index. Multiple regression analysis was used to predict the satisfaction level of volunteer experience based on their volunteer program for the purpose of explaining the

research objective two and research questions three and four. Group Integration, Empowerment and Organisation Support were added into liner multiple Regression equation with Overall volunteer satisfaction as the dependent variable. The model was significant ( $F(107.612) = 29.61, p = .000$ ) and 63% of the variability in volunteer satisfaction was determinable to variability in the volunteer experience regarding their volunteer program (Adjusted  $R^2 = .634$ ) (See Appendix 2). Only two variables such as Empowerment ( $B = .551, T = 5.870, p = .000$ ) and Organisation Support ( $B = .295, T = 3.811, p = .000$ ) were significant among the three independent Variables that predict the volunteer satisfaction. Therefore, Empowerment and Organisation support of the volunteer programs have heavily influenced Volunteer Satisfaction (See Appendix 01).

## CHAPTER FIVE

### DISCUSSION

#### Introduction

The results of current study present a number of areas for discussion, even though these areas were discussed in some of the previous research on volunteer Satisfaction and Motivation, some unique aspects were revealed as well. In addition, it sheds light on the Volunteer Satisfaction and Motivation of sport volunteers as well as it would help the sport volunteer organisations to understand volunteer behaviour and their Motivation and Satisfaction principles for volunteering in sport. Two validated Motivation and Satisfaction Models are used for understanding volunteer motivation and satisfaction. Bang and Chelladurai's (2003) Volunteer Motivation Scale and Galindo-Kuhn and Guzley's (2002) Volunteer Satisfaction index were used for the purpose of getting theoretical support for eight factors of the present study. The same factors were found in the present study leading towards supporting their findings and understanding new aspects of motivation and satisfaction in volunteerism.

#### 5.1 Volunteer Perception of Motivate to Sport Volunteerism

The current study identifies aspect of the volunteer experience that enhances satisfaction and motivation. Consistent with the previous research, the present study showed evidence in volunteer motivation (Clary et al., 1998; Johnston et al., 2002). Function approach theory noted that the purpose of people working as volunteers was to satisfy their personal needs and wishes or to gain an opportunity to reach their personal goals with volunteerism (Clary, Snyder and Ridge, 1992). In addition, Self-determination theory reports that people are basically motivated to participate in a sport volunteering might cause intrinsic and extrinsic motives such as interest of game, enjoyment of helping others, gaining free entry and souvenirs. Notably, the volunteers are motivated to participate in volunteering in sport are influenced by several factors such as Interpersonal contact, Career

Orientation, Personal Growth, Community Involvement and Love of Sport. Those factors are considerably influencing sport volunteerism (see table 06). Supporting to these findings Farrell et al., (1999) noted that interpersonal contact corresponds with the sport volunteer motivation. In addition, Clary et al. (1998) noted that Personal growth is enhancing the volunteers' motivation for participating in sport volunteerism. Furthermore, career orientation is also congruent to the volunteer motivation (Clary et al., 1998). The evidence seems to be strong that according to the Social Adjective Function, the work of Smith et al., (1956) asserted that volunteers are involved in volunteering with the intention of helping others as well as career is another function that is granted to volunteers concerned with career orientated benefits that can be obtained from participating in volunteer activities. Thus, the utilitarian function studied by Katz (1960) is related to career function, study by Jenner (1982) asserted that the volunteers in junior league perceive that volunteering as a process of preparing for careers or maintaining the career relevant skills. Some research reported that people do volunteerism to help maintain or to enhance a positive perception from others while other evidence show that people do volunteerism for the reasons of personal development and self-esteem (Anderson and Moore, 1978; Jenner, 1982).

### **5.1.1 Volunteer Perception of Motivational Categories to Participating Volunteerism**

The present study found that volunteers are motivated to participate in sport volunteerism to build-up new relationships, work with different people and to meet and expand their personal contacts (see table 07). Thus volunteers engage in sport volunteerism for the purpose of developing their future businesses or career contacts as well as to gain practical experience and add some valuable professional experience to their resume. Self-determination theory asserted that some volunteers involved in volunteering actions concerning sport in administrative terms therefore they enjoy volunteering more than leisure which is related to self-determination and extrinsic motives (Cuskelly and Harrington, 1997) as well as SDT identified that challenging activities, sense of care, respect and relationship with others in the social environment are some other factors motivating volunteerism (Gagne and Deci, 2005). It is interesting to note that the current study found volunteers are highly

motivated for volunteerism because of the new relationships they build with other people (see table 07). In addition, Social function theory suggested that volunteering may reflect the motivation concerning a relationship with others which provide opportunities to individuals to be with others and to be engaged in activities with their favourite people (Gagne and Deci, 2005).

Furthermore, Bang and Ross (2009) discovered that the Love of Sport factor was found to be a strong motivational factor among event motivation, which is the main reason for volunteering converging on the sport itself rather than for the simple reason of helping others. The results of current study are similar to sport event volunteering motivational causes (see table 06 and 07), it means that people are focused on fulfilling their own desires of sport related volunteerism and they will often volunteer for sport events and sport organisations regardless of size. The community involvement is another factor that motivates people for sport volunteering (see table 06 and 07). Matsuoka and Chelladurai (2006) indicated sport teams or events connected with regions or city. It is the primary motivation of the volunteers to support and facilitate the success of the events hosted by the communities. However, present study results show community involvement is not a considerable motivational factor to be involved in sport volunteerism comparing with other variables (see table 06, 07, 11 and appendix 01). This finding is particularly valuable for any volunteer program of any scale and it is important for sport managers when recruiting and retaining volunteers.

## **5.2 Volunteer perception on level of Satisfaction with their experience of Motivation**

The present study also examined whether the data on perception of volunteer motivation reveal the relations between motivation factors and volunteer satisfaction. Person correlation analysis was conducted to examine the relationship of these both independent (motivation factors) and dependent (satisfaction) variables. The results show Interpersonal Contact, Personal Growth and Community Involvement have moderate positive correlation with the volunteer satisfaction and rest of the variables have low positive correlation with the volunteer satisfaction (see table 11). However, these results are incorporated with the perception mean of volunteer motivation factors because community

involvement motivation factor is positioned in the end according to the descending order of the mean value. In this regards it can be concluded that basically sport volunteers are satisfied if their personal desires are fulfilled as well as these results are consistent with the view that satisfaction of these needs yield further positive motivational out-come. According to the view of Orenstein et al. (1991), voluntarism has permitted to acquire new experiences, and also provides opportunities to gain knowledge, skills and abilities. As an example in health care, volunteers work in mental and health institutions and expect to receive benefits related to self-development, learning and different experiences in life through a volunteer service (Gidron, 1978).

### **5.2.1 What Motivation Factors best explain the Volunteer Satisfaction**

In addition, the present study formulated multiple regression analysis to predict the volunteer satisfaction level of experience based on volunteer motivation (see appendix 01). The results indicated that the two motivation factors (Personal Growth and Career orientation) best explain the level of respondents' satisfaction with their volunteer experience. The similar study of Bang and Ross (2009) found that three motivation factors such as Expression of values, career orientation and Love of sport best explained the volunteer satisfaction with their volunteer experience. Although present study found only two motivation factors which best explain volunteers' level of satisfaction and also only one factor (Career Orientation) has cooperated with Bang and Ross (2009) study of volunteer motivation and satisfaction in 2004 Twin Cities marathon. However, Clary and Snyder (1999) designed a volunteer function inventory by including six factors and finally concluded on what motivation would support the actions of the volunteer in the actual situation. It was concluded that it does not solely depend on the person or on the situation but rather depend on interaction of person involved and the dynamic and situational opportunities.

### **5.3 Volunteer perception on level of Satisfaction regarding volunteer programme with their experience.**

The present study also analysed the influence of satisfaction dimension towards volunteer satisfaction. The satisfaction dimensions are contained within the volunteers' volunteer organisation and program. Galindo-Kuhn and Guzley's (2002) Volunteer Satisfaction Index was used for the present study. The results of each three dimensions (Organisation Support, Group Integration and Empowerment) show perception of volunteers' level of satisfaction with their experience regarding volunteer program and organisation. The volunteer satisfaction factors are positively influencing volunteer satisfaction (see table 08 and 09). The current study sample population's volunteer programmes are well planned and managed because volunteers are satisfied about their volunteer programs, which defines that the managers provide what they expect which is represented in each variable mean values (see table 08).

Group integration is emerged in this study as considerable factor to explain volunteer satisfaction (see table 08 and 09). As defined earlier in the methodology, group integration represents the relationships that volunteers develop with other volunteer and paid staff. As results of this study volunteers have significant opportunities to be socialised with other volunteers (see table 09). However, Social Exchange Theory explained that people volunteering to build relationships with each other comparing costs and rewards in an organisation, when these benefits are perceived much greater than the cost, individuals relate more and develop a deeper relationship with the person or organisation (Bang and Ross, 2009). According to Social Exchange theory, present study evaluated the perception of empowerment in an individual's volunteer program. Under the satisfaction factor of empowerment was measured the opportunities provided by particular volunteer organisation to volunteer for the purpose of learning new things, finding work suitable for skills and providing opportunities for the amount of effort. The results show perception of volunteers regarding each of these sub categories was satisfied (see table 09). It can be concluded volunteer experience of empowerment in their



volunteer program positively influence their satisfaction as well as an individual's volunteer program was designed to enhance volunteer job related skills. Wong et al. (2010) study was presented as support of the above findings; the study was done by using VSI in Chinese population, the results show that volunteers are more focused on gaining personal benefits from volunteering such as the feeling of empowerment and to obtain the organisation's support.

The organisation support is another important satisfaction measurement factor in Volunteer Satisfaction Index. According to the current study results, it is interesting to note that volunteers' perception of organisation support is satisfied (see table 08). The organisation support factor covers several areas of organisation support such as communication between volunteers and staff, support network for problem solving, performance feed-back, autonomy and communication of organisation goals. All these sub categories reflect the amount of support volunteers receive from their organisation (see table 09). All the organisational support's sub categories are satisfied. It can be concluded that an individual's volunteer program has positive organisation support. Thus volunteers are most satisfied about the support received from the staff of organisations and also other sub factors such as autonomy, communication, feed-back and problem solving of organisation support are above the average level of satisfaction (see table 09). Silverberg et al. (2001) noted that sense of satisfaction of work is a vital component of a volunteer job satisfaction such as relationships with Co-workers, quality of supervision, quality of communication and effective supervision. Thus, STD approach reveals managerial support for employees' autonomy which is connected with the satisfaction of needs for autonomy (Gagne and Deci, 2005). Furthermore, Pauline (2011) claims that both direct and indirect extensive amount of communication within voluntary associations that would lead towards great levels of commitment by volunteers and the lower detachment from the organisations. Especially face to face communication was of greater aid to volunteers in their satisfaction (Byren, 2006). The current study results supported the explanation of Self-determination theory; the results indicated that volunteers expect certain amount of autonomy to do their assigned work. In addition, Allen and Shaw (2009) suggested that accurate perception would make them value their services in

sport volunteering, to let them self-determine their performance rather than motivate them to gain rewards and avoid disapproval of the managers. However, Pauline (2011) and Rice and Fallon (2011) do not support Allen and Shaw's (2009) argument that explain volunteer satisfaction relevant to Social exchange theory, they noted in their studies the rewards program of volunteer programs may also have positively influenced volunteer perception urging sport volunteerism because rewards would make them to appreciate their volunteer work.

### **5.3.1. Relationship between Satisfaction dimensions and Volunteer Satisfaction**

The present study has done correlation test for verifying relationships between Satisfaction dimensions and volunteer satisfaction (see table 11). The results show all three factors such as Empowerment, Organisation Support, and Group Integration have positive correlation with volunteer satisfaction. Especially organisation support and empowerment factors have Strong positive correlation with volunteer satisfaction. This can be interpreted as volunteer prior expectations that are gaining, enhancing and recognising their job related skills. Basically, volunteer satisfaction dimensions measure the perception of experience regarding their volunteer program and evaluate the individual's level of satisfaction in relation to their volunteer experience (see table 09). Furthermore, the results clearly explain that the empowerment and organisation support factors seem to be strongly influence an individual's level of satisfaction that reflect the volunteers' personal desires for participating in sport volunteerism (see table 09 and 11). According to the current results, the level of satisfaction of volunteers depend on the amount of opportunity provided to learn new things, amount of opportunities given to carry out tasks according to individual's personal skills, chances for innovation, number of chances provided to utilise their Knowledge and skills and considerable amount of freedom provided to perform their volunteer assignments provided by the organisation. Also positive supportive work environment in terms of relationship with co-workers, effective performance feed-back process, and effective communication flow contribute towards the levels of satisfaction. This is consistent with the findings of Doherty (2009) that argue volunteers must have a positive working environment with comradeship and cooperation as well as positive and negative

experiences expanding the understanding of what factors impacting future volunteering. Thus, Kemp (2002) revealed that the exchange of knowledge and having opportunity to exercise and learn new skills are vital motivational factors for the volunteers. This shows the positive relationship between volunteer learning and satisfaction. The results of present study reveal that empowerment of volunteer programs has a significant impact on level of volunteer satisfaction (see table 09 and 11) . This finding agrees with the function approach which explained volunteers' levels of satisfaction based on the opportunities provided to acquire new experience and also opportunities to reach new knowledge, skills and abilities. Thus self-determination theory reveals that volunteer freedom to perform their volunteer assignments lead to greater levels of satisfaction (Gagne and Deci, 2005). In addition, Maslow's need of hierarchy also agree with the results of current study which explain job security, health care, safe working conditions, and precautions against accidents, close relationships that has an impact on employees' satisfaction in an organisational context. Therefore, Bang and Ross (2009) suggested that organisations have to create strategies to gain meaningful experience, create opportunities to make volunteers feel responsible and reward their achievements that may result in enhancing volunteer satisfaction and motivation. In addition, Self Determination Theory suggests that positive experiences of volunteers at sport events positively influence volunteer satisfaction.

### **5.3.2. What Satisfaction Dimensions Best Predict the Volunteer Satisfaction**

The present study also examined the influence of the satisfaction dimensions towards volunteer satisfaction. The multiple regression results indicated that the two satisfaction dimensions (Empowerment and Organisation Support) best explain the level of respondent's satisfaction with their volunteer experience (see appendix 01). However current study results incorporate with the Galindo-Kuhn and Guzley's (2002) study of volunteer satisfaction index, results of that study reveal that only group integration factor best explain the level of volunteers' satisfaction with their volunteer experience. However, group integration did not emerge in the current study as a predictor of volunteer's satisfaction. Although, according to the Function theory, Self-determination theory and Maslow's Needs of hierarchy theory, satisfying an individual's psychological needs promotes future

motivation for sport volunteerism. As previously mentioned, many volunteer satisfaction studies have presented that, beyond the altruistic manner, non-traditional paradigms for understanding volunteer satisfaction reflects a set of psychological needs such as social contact, interpersonal contact, career orientation needs, and emotional needs. Through volunteering experience, all these psychological needs, may be evaluated according to their desires such as expressing one's value, enhancing one's career and to enjoy being involved in sport activities. If these needs are satisfied, the individuals will likely be motivated for volunteering in future sport volunteer programs (Bang and Ross, 2009).

#### **5.4. Relationship Between Motivation and Satisfaction Dimensions**

The present study also examined whether data of an individual's volunteer programme would reveal relations between Motivation factors and Satisfaction Dimensions. The person correlation test results indicated that there is positive correlation between motivation factors and satisfaction dimensions (see table 11). Especially motivation factor of personal growth has strong positive correlations with group integration, empowerment and organisation support. It can be interpreted that volunteers are highly concerned about their personal benefits from sport volunteerism because all these factors reflect on the perception of volunteers' personal experience related to benefits from their volunteer programmes. These results agree with the study done by Clary et al. (1992) in relation to function approach, as per the results they noted that people are working as volunteers in certain departments to satisfy personal needs and or to get an opportunity to reach their personal goals within volunteerism. As previously mentioned in volunteer satisfaction studies have presented the impact factors influencing volunteer satisfaction. Those studies (Kemp, 2002; Pauline, 2011; Bang and Ross, 2009) found similar content of psychological factors contributing towards volunteer satisfaction such as gaining job skills and social skills, learning new things, cooperation, and develop confident etc...

## **5.5. Overall satisfaction of Volunteers**

Finally, current study investigated perception of overall satisfaction with individuals' volunteer experience. The results indicated that the overall satisfaction is considerably higher than the average point of satisfaction (see table 10). It is interesting to note that most of individual volunteers have positive volunteer related experience in their volunteer programmes. The results reflect another angle of the findings which show the content of individuals' volunteer program from which it can be concluded most of volunteers had an opportunity to participate well planned and managed volunteer programmes.

## CHAPTER SIX

### CONCLUSION, MANAGEMENT RECOMMENDATIONS AND LIMITATIONS AND SUGGESTION FOR FUTURE RESEARCH

#### 6.1 Conclusion

The study aimed to investigate characteristics of volunteer motivation and factors responsible for the volunteer satisfaction by using Bang and Challadurai's (2003) volunteer motivation scale and Kuhn and Guzley's (2002) volunteer satisfaction index. These two pre validated models were used to provide the better theoretical background for the present study. The current research used both Volunteer Motivation Scale and Volunteer satisfaction index to measure how these characteristics contributed towards volunteer satisfaction.

From diverse key themes several motivation factors were determined such as personal growth, interpersonal contact, career orientation, community involvement and love of Sport to have an impact on motivation for sport volunteerism. As per the results volunteer satisfaction dimensions have significant impact towards sport volunteers' satisfaction. Basically, volunteers allocate their time and effort for a wide variety of reasons. In the past studies, understanding volunteer motivations have been based on theories of altruism and selflessness (Rehberg, 2005), Accordingly primary motivation of volunteering is the urge to help others. However, other motives should be taken into accountability in understanding volunteers and utilizing them for effective management practices (Bang and Ross, 2009). Therefore, this study investigated other motivation factors such as social contacts, career oriented, emotional needs, personal interest etc... rather than altruism motives. Basically all the factors including Volunteer Motivation Scale have an impact on volunteer satisfaction according to the perception of volunteer experience. In addition, Personal Growth and Career orientation have significant impact towards volunteer satisfaction. It can be concluded factors that influence an individual's benefits have a major impact on participating in sport volunteerism and reaching personal desires through volunteerism leads to grater satisfaction. A study done by Finkelstein (2007) noted

that satisfaction depends on the volunteer experience fulfilling the extent of volunteers' goals. Similarly, Silverberg et al. (2001) supported Finkelstein (2007)'s argument and found in their study of park and recreation volunteers' satisfaction are based on both job environment and psychological needs met by volunteering. The results of present study reveals that satisfaction dimensions such as Organisation support, Empowerment and Group integration have significant influence on volunteer satisfaction as well. The empowerment and Organisation Support factors have a significant influence to predict volunteer satisfaction. It can be interpreted that positive organisation support (providing new knowledge, providing opportunities to develop personal abilities, amount of welfare facilities provided and performance evaluation) and empowerment through volunteer programmes (provide chance to test their knowledge, amount of autonomy, and space of accessing data) lead to greater volunteer satisfaction. All these satisfaction dimensions are focused to receive volunteer perception of what the volunteers expect from volunteer organisations to satisfy themselves. In conclusion all results gathered from both models of motivation and satisfaction, volunteers in present study sample very likely focus on satisfying their personal goals through participating in sport volunteerism.

## **6.2 Management Recommendations**

For sport managers, this study provides evidence on the perception of satisfaction for volunteers in sport volunteer programmes. From a managerial perspective, role of organisation seems to be extremely important in managing volunteers. Sport managers should understand the volunteer motives and how that motives are satisfied through sport volunteerism by identifying different motives. Thus, identifying volunteer motives would be meaningful by matching characteristics of sport programmes involved. If sport managers would be able to understand volunteer motives it would help them to accurately assign appropriate tasks to volunteers (Bang and Ross, 2009; Bang et al., 2012). Furthermore, volunteer managers should provide constant support and guidance to volunteers. It would help to enhance volunteers' satisfaction and positive feeling about the volunteer programme (Bang and Ross, 2009).

The findings of current study have several implications to ensure positive experience for volunteers. Such knowledge can be used design management strategies for recruiting and managing volunteers. Moreover, Silverberg et al. (2001) noted that understanding volunteer satisfaction would help sport managers to avoid costly recruitment, retention and volunteer management processes. The knowledge of current study provides an insight on volunteer satisfaction factors and its perspectives. Sport managers need to search for volunteers that have a desire to give back to the community and organisation and who would want to immerse themselves in the sport environment. Individual volunteers have a higher level of satisfaction. Satisfaction can be reduced by the time therefore managers need to be implement effective volunteer management strategies; it should be more time efficient because sport managers and event managers are operating in a time intensive position due to the wide range of responsibilities and limited number of paid staff (Pauline, 2009). Apart from the time commitment for volunteer's management, volunteer retention is another critical problem in sport volunteerism therefore sport managers have to arrange every possible way to ensure volunteer satisfaction remain in a strong position within the organisation context to maintain a higher level of organisation effectiveness (Du, 2009). Furthermore, sport organisations and managers have to determine what motivational factors influence volunteers' job performance within an organisation and also understand what support is needed by the volunteers to achieve their personal job satisfaction (Bang et al., 2012). The volunteers evaluate job satisfaction according to their personal motives. If the volunteer activities create a path to achieve needs of individuals, the volunteers' may become more satisfied with their job experience (Farrell et al., 1999). In addition, managers should provide certain amount of autonomy to volunteers to complete their assigned volunteer tasks. That may help to enhance job satisfaction of volunteers as well as create positive feelings about the organisation (Bang et al., 2012).

From a practical human resource management perspective, the managers should help to resolve volunteers' work related issues (Matzler et al., 2004). If managers could address such issues it could help to understand job elements that contribute towards positive employee out-come. For an example



manager should provide them with opportunities to make them feel that they are part of the team through responsibilities as well as sport volunteer managers need to create positive experience during the volunteer program. Thus, sport managers should create a positive team atmosphere between paid staff and volunteers. To create positive team atmosphere, manager should organise the team building exercise throughout the volunteer program such as social events. In addition, sport managers should create a conscience empowerment program (Training sessions, and work related seminars) before and during the volunteer programme (Bang et al., 2012). Finally, Sport organisations and managers should build up a positive long term relationship with potential volunteers because volunteers who gained positive volunteer experiences have a great possibility to remain in the sport organisation (Pauline, 2011; Bang et al., 2012; Bang and Ross, 2009).

### **6.3 Limitations and suggestions for Future Research**

As with any study, there are several limitations which must be acknowledged as well as recommendations for future research. Firstly, this study examined the volunteer satisfaction and motivation based on pre validated two models such as Bang and Challadurai's (2003) volunteer motivation scale and Kuhn and Guzley's (2002) volunteer satisfaction index. Second, the sample of this study was limited to general sport volunteers who have sport volunteer experience and most of the volunteers who shared their volunteer experience were from the Asian region. Therefore, the results could be generalized according to this particular sample population. It is possible that the results have been biased by individuals who have more positive volunteer experience. From a sociological perspective, that a bias exists to view volunteer work as a satisfying endeavour which can cause volunteers to be hesitant to discuss their actual feelings, such that higher level of satisfaction gets reported (Pauline,2011). The present study was limited to quantitative data analysis methods and Questionnaire method.

Future researchers can investigate similar study based on particular sport volunteer organisation using Bang and Challadurai's (2003) volunteer motivation scale and Kuhn and Guzley's (2002) volunteer satisfaction index. Furthermore, researchers may attempt to do longitudinal research, which non-

exists in sport volunteer literature, to track volunteer motivation and satisfaction behaviour of different sample population to understand the link between volunteer satisfaction and organisation detentions. In addition, future researchers can investigate volunteer satisfaction using mix-method such as qualitative and quantitative as well as beyond the quantitative research, qualitative research methods such as Focus groups, interview methods and field observation may be useful in addressing the gap in the literature of volunteer satisfaction.

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## Appendix

### Appendix 01: Multiple Regression Analysis of Motivation and Satisfaction dimensions towards volunteer satisfaction.

#### Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	Organisat ion support, Group_In tergration , Empower ment		Enter

a. Dependent Variable: Overall Satisfaction

b. All requested variables entered.

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.800 <sup>a</sup>	.640	.634	.52407	.640	107.818	3	182	.000

a. Predictors: (Constant), Organisation\_support, Group\_Intergration, Empowerment



**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	88.837	3	29.612	107.818	.000 <sup>b</sup>
	Residual	49.986	182	.275		
	Total	138.823	185			

a. Dependent Variable: Overall\_Satisfaction

b. Predictors: (Constant), Organisation\_support,

Group\_Intergration, Empowerment

**oefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.843	.195		4.320	.000
	Group_Intergration	-.013	.067	-.013	-.195	.846
	Empowerment	.571	.097	.551	5.870	.000
	Organisation_support	.301	.079	.295	3.811	.000

a. Dependent Variable: Overall\_Satisfaction

### Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	Love_of_Sport, Community_Involvm ent, Career_Orientation, Interpersonal_contact, Personal_Growth <sup>b</sup>		Enter

a. Dependent Variable: Overall\_Satisfaction

b. All requested variables entered.

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.588 <sup>a</sup>	.346	.328	.71545	.346	18.740	5	177	.000

a. Predictors: (Constant), Love\_of\_Sport, Community\_Involvement, Career\_Orientation,

Interpersonal\_contact, Personal\_Growth

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.964	5	9.593	18.740	.000 <sup>b</sup>
	Residual	90.602	177	.512		
	Total	138.566	182			

a. Dependent Variable: Overall\_Satisfaction

b. Predictors: (Constant), Love\_of\_Sport, Community\_Involvement, Career\_Orientation, Interpersonal\_contact, Personal\_Growth

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.399	.291		8.243	.000
	Interpersonal_contact	.134	.106	.135	1.265	.208
	Career_Orientation	-.190	.091	-.199	-2.102	.037
	Personal_Growth	.623	.105	.674	5.919	.000
	Community_Involvement	-.046	.093	-.049	-.490	.625
	Love_of_Sport	-.056	.079	-.061	-.710	.479

a. Dependent Variable: Overall\_Satisfaction

**Appendix 02: Questionnaire of Volunteer Motivation and Satisfaction**

























## Appendix 04: Ethics form, participant information and participant debrief

### Research Proposal Form

Depending on your research study, you may need to include supporting documentary evidence as part of this form. Please refer to the University Research Ethics and Governance handbook, or those provided by your Faculty or Service Department for information about the type of evidence you need to provide.

<b>Project title:</b>	A Study of Factors Influencing and contributing towards the Sport Volunteers' Satisfaction.
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### Submitter information

**Name:** Weerakoon Mudiyansele Ranjan Kumara Weerakoon

**Status:**  Staff  PG research  PG taught  Undergraduate

**Faculty:**

**Department:** Sport, Exercise, and Rehabilitation

**Email:** [weerakoon.weerakoon@northumbria.ac.uk](mailto:weerakoon.weerakoon@northumbria.ac.uk)

**Principal Supervisor (if relevant):**

**Risk status:**  Red  Amber |

**Please list your co-investigators:**

Weerakoon Mudiyansele Ranjan Kumara Weerakoon
---



## Data Source

Tick all relevant boxes that apply to your proposed research and then make sure that you also complete **all** of the relevant sections.

### 1. People and/or personal data of a living individual

Participants are defined as including living human beings; also included are human beings who have recently died, embryos and fetuses, human tissue and bodily fluids, where the remains/body parts etc are still held on NHS premises and require specific permission from the NHS to access. This also includes human data and records (such as but not restricted to medical, genetic, financial, personnel, criminal or administrative records including scholastic achievements. Personal data is defined as any identifiable information that affects a person's privacy such as information which is biographical in a significant sense or has the relevant individual as its focus rather than some other person or some transaction or event. This includes video/audio and photographic materials.

**PLEASE COMPLETE SECTIONS: 1, 6, 7, 8, 9**

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### 2. Human Tissue

Any material that has come from a human body that consists of, or includes human cells, with the exception of hair and nails from living people, and live gametes and embryos created outside the human body.

**PLEASE COMPLETE SECTIONS: 2, 6, 7, 8, 9**

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**3. Animal Subjects**

Any living vertebrate, other than man, and any living cephalopod.

**PLEASE COMPLETE SECTIONS: 3, 7, 8, 9**

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**4. Secondary data (not in public domain)**

Secondary data involves the use of existing data (not in the public domain) with the permission of the Data Controller for purposes other than those for which they were originally collected.

Secondary data may be obtained from many sources, including surveys, computer databases and information systems.

**PLEASE COMPLETE SECTIONS: 4, 6, 7, 8, 9**

---

**5. Environmental Data**

Any outdoor fieldwork in rural, coastal, marine or urban environments and the temporary or long term effects the research study may have on people, animals or the natural or built environment.

**6. None of the above (please explain)**

---

**1. PEOPLE AND/OR PERSONAL DATA**

If you are involving human participants, or are gathering personal data about a living individual then please complete all of the sub-sections in section 1.

**A: RESEARCH AIMS**

The purpose of current study is examining characteristic of volunteer motivation and factors responsible for the volunteer satisfaction by using Bang and Challadurai's (2003) volunteer motivation scale and Kuhn and Guzley's (2002) volunteer satisfaction index.

**Key Objective**

- To understand factors, influence to sport volunteers' satisfaction
- To discover the motivation factors which are influencing to sport volunteer satisfaction
- To investigate relationship between motivational factors and satisfaction factors

## B: STUDY DESIGN AND DATA ANALYSIS

The study will use quantitative research design and a questionnaire will be distributed to participants. The questionnaire will be based on the existing tools identified above, and will explore the participants' motivation, satisfaction and experiences as volunteers.

Data will be analysed using appropriate statistical tests (such as t-tests, correlations and regression), using software such as SPSS or MS Excel.

## Ci SAMPLE

There will be one sample group consisting of volunteers currently working with Northumbria University's Sport Central. All participants will be over 18 years of age, either Male or Female. An approximate sample size is 150, but as many as possible will be recruited.

Will your study involve vulnerable people? Refer to the University 'Policy on Research Involving Children and Vulnerable Adults' for definitions and examples of "vulnerable".

Yes

No

**If yes:** Describe what role, if any, parents/carers/consultees will take in the study:

**Cii** If you will be including personal data of living individuals, please specify the nature of this data, and (if appropriate) include details of the relevant individuals who have provided permission to utilise this data, upload evidence of these permissions in the supporting documentation section.

No personal data of living individuals will be included in the final dissertation.

### Ciii. RECRUITMENT

Describe the step by step process of how you will contact and recruit your research sample and name any organisations or groups that will be approached. Your recruitment strategy must be appropriate to the research study and the sensitivity of the subject area. You must have received written permission from any organizations or groups before you begin recruiting participants. Copies of draft requests for organizational consent must be included in the ‘Supporting Documentary Evidence’. You must also provide copies of any recruitment emails/posters that will be used in your study.

The Volunteer Manager at Sport Central will be approached to request permission to contact volunteers to participate in the study. (A copy of the request letter is enclosed.) It is anticipated that the Volunteer Manager will agree to send out an e-mail on my behalf to all volunteers asking them to participate in the study (A copy of this e-mail is also enclosed). The e-mail will include information about the research, and a link to the online questionnaire. And also online questionnaire will be published on the social medias such as Face book, Linkin and Twter and it will be published on volunteer Face book pages such as Northumbria sport central’s volunteer, Rio Olympic volunteer, and Volunteer Face book page of international Olympic committee. The online questionnaire will include a brief informed consent form to be completed prior to undertaking the survey, and will also include a participant debrief section at the end.

Will you make any payment or remuneration to participants or their carers/consultees?

Yes

No

**If yes:** Please provide details/justifications. Note that your Faculty may have specific guidelines on participant payments/payment rates etc and you should consult these where appropriate:

**Civ. RESEARCH TEAM – DBS CLEARANCE**

If you, or any members of the research team, will have regular contact on an individual basis with children or vulnerable adults as part of this research study, the relevant DBS (Disclosure and Barring Service) clearance may have to be obtained in advance. Check at the DBS website <https://www.gov.uk/disclosure-barring-service-check/overview> and then complete the sections below

Will you, or any member of your research team, require DBS clearance?

Yes

No

**If yes:** Provide details of the DBS clearance that has been obtained

Name	Type of DBS clearance  (State: standard, enhanced, enhanced with lists)	Reference	Date of DBS check
			Click here to enter a date.
			Click here to enter a date.
			Click here to enter a date.
			Click here to enter a date.

**D. CONSENT**

Please indicate the type of consent that will be used in this study:

**Informed consent**

Please include copies of information sheets and consent forms in the ‘Supporting Documentary Evidence’. If you are using alternative formats to provide information and /or record consent (e.g. images, video or audio recording), provide brief details and outline the justification for this approach and the uses to which it will be put:

**Informed consent in line with sections 30-33 of the Mental Capacity Act**

If the study involves participants who lack capacity to consent, procedures in line with sections 30-33 of the Mental Capacity Act will need to be put in place. Please outline the intended process for

seeking consent and include copies of information and consent forms in the ‘Supporting Documentary Evidence’. If you are using alternative formats to provide information and /or record consent (e.g. video or audio recording), provide brief details:

**If using an alternative consent model (e.g. for ethnographic research)**

Provide a rationale that explains why informed consent is not appropriate for this research study and detail the alternative consent arrangements that will be put in place. Add any relevant supporting documentation to the ‘Supporting Documentary Evidence’ section.

**E. RISK**

Please refer to any Risk Assessments (RA) you have consulted to ensure the safety of the research team and your participants. Please state the level of risk for each RA. If none have been consulted, please explain how any potential risks will be managed.

Health and Life Sciences HS Policy; Testing 01;

**F. TASKS AND ACTIVITIES FOR RESEARCH PARTICIPANTS**

- I. Provide a detailed description of what the participants will be asked to do for the research study, including details about the process of data collection (e.g. completing how many interviews / assessments, when, for how long, with whom). Add any relevant documentation to the ‘Supporting Documentary Evidence’ section of this form.



Participants will be asked to complete an online questionnaire which should take about 15 minutes to complete.

- II. Provide full details of all materials that will be used (including consent documentation). If you are using newly developed or unpublished materials these must be provided as Supporting Documentary Evidence

A bespoke survey has been developed adapting previously validated measures. A copy of the questionnaire is enclosed.

- III. If the task could cause any discomfort or distress to participants (physical, psychological or emotional) describe the measures that will be put in place to reduce any distress or discomfort. Please give details of the support that will be available for any participants who become distressed during their involvement with the study.

Participants will not be answering any questions that are considered to be sensitive in nature. They may voluntarily discontinue participation at any time without any inducement to continue.

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## 2. HUMAN TISSUE

If your research study uses human tissue, all of the questions in this section must be completed.

### A. SAMPLES

Provide details of the type of human tissue samples (e.g. blood, oral fluids, urine, saliva) and the number of samples the research study will collect and/or examine.

Will this research study use samples that have been collected by another organisation or institution?

Yes

No

**If yes:** Where applicable ( e.g. commercially available cell lines) provide details of the supplier (company or institution name, address and telephone number). Appropriate letters of permission should be included as supplementary evidence. Describe any measures that will be put in place to meet the supplier's terms and conditions. (Note: arrangements about anonymising data, data storage and security should be provided in section 6). N.B. Primary cell lines and stem cells require consent documentation and compliance with HTA regulations.

Describe how the sample will be taken or collected and provide the names and university/company affiliation of the researchers or technicians involved in taking or collecting samples. If your study involves blood samples, name the trained phlebotomist who will be taking the blood samples.

Provide a schedule that shows the type of sample(s) (e.g. blood, oral fluids, urine, saliva) and the number of samples that will be taken from participants over your chosen period of time.

If the task could cause discomfort or distress to participants (physical, psychological or emotional) describe the measures that will be put in place to reduce any distress or discomfort.

Explain how the samples will be disposed of, or transferred to another facility after your research has ended.

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### 3. ANIMAL SUBJECTS

If your research study uses animal subjects or biological material from animals, all of the questions in this section must be completed. If the study has the potential to cause distress or harm to animals, you must consider the 3 Rs (replacement, refinement and reduction) and apply these principles to the study.

#### A. Sample

Describe how animals, or biological material from animals, will be used in this study. Your description should include: the species; the number of animals or the number of samples that will be used in the study; and if the study will take place in the natural environment or in research premises.

#### B. Source of sample

Provide the contact details (company or organisation name, address and telephone number) of the supplier who is providing the animals or animal tissue. If it is a commercial supplier, include a copy of the letter or email confirming the supplier's Schedule One status under 'Supporting Documentary Evidence'. If the supplier is a University, include a letter or email confirming that the animal was culled under Schedule One conditions under 'Supporting Documentary Evidence'.

#### C. Licenses

Does your work require licensing under the Animals (Scientific Procedures) Act 1986?

Yes

No

**If yes:** Provide details of the licences that you currently hold or will be applying for:

---

#### **4. DATA FROM SECONDARY SOURCES**

If your research will be using data from secondary sources (i.e. data about people that has not been gathered by you from the research sample and which is not in the public domain) then the following sections must be completed.

##### **A. DATA SOURCE**

What is the source of your data?

Describe any measures that will be put in place to meet the supplier's terms and conditions. (Note: arrangements about anonymising data, data storage and security should be provided in section 6).

Where permissions are required to access data, provide evidence of the relevant permissions you have obtained in the supporting documentary evidence.

**If your research involves the cooperation of external organizations, then relevant permission should be provided in the ‘Supporting Evidence Section’.**

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## **5. ENVIRONMENTAL DATA**

If your research study involves taking samples from the urban or natural environment (e.g. (soil, water, vegetation, invertebrates, geological samples etc) all of the questions in this section must be completed.

### **A. SITE INFORMATION**

List the locations where the data collection will take place including, where appropriate, the map reference. State if the location is protected by legislation (e.g. Area of Outstanding Natural Beauty (AONB), Site of Special Scientific Interest (SSSI), National Park etc).

### **B. PERMISSION AND ACCESS**

Do you need permission to include the location(s) in the research study or to gain access to the site(s)?

Yes

No

**If yes:** State the job title and contact details (address and telephone number) of the person you will contact to request permission. If you have already received permission, please include a copy of the letter or email confirming access under ‘Supporting Documentary Evidence’.

**C. SAMPLES**

Provide details of: the type of sample(s) you will collect (soil, water, vegetation, invertebrates etc); the size of each sample; and the spread of sampling across the location(s). Explain how the samples will be disposed of after the research is complete

Briefly explain why collecting the sample(s) is essential to the research study.

**D. COLLECTION**

Describe how you will reach the site and any potential pollution, noise, erosion or damage that could occur. Detail the measures you will take to reduce any impacts.

Detail any impacts caused by extracting the sample (e.g. disturbance of animal or bird populations; use and disposal of chemicals in the field; trampling or removal of vegetation; visual or aesthetic impacts caused by markers left on the site). Detail the measures you will take to reduce any impacts.

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## 6. Data security and storage

### A. ANONYMISING DATA

Describe the arrangements for anonymising data and if not appropriate explain why this is and how it is covered in the informed consent obtained.

Participants will not be providing any information that may identify them with the answers they provided. They will be offered the opportunity to include a coded identifying number that they generate themselves and can be referred to in the future by themselves, if they wish to have their data removed from further analyses at a later date (e.g., the first and last letter of their first name and birth month).

### B. STORAGE

Describe the arrangements for the secure transport and storage of data collected and used during the study. This should include reference to 'clouds', USB sticks.

The online questionnaire will be administered via Google Forms. Data is automatically transferred to an MS Excel spreadsheet, which will be stored in the principal investigator's secured private password-protected hard-drive and then uploaded onto a password-protected drive on the University of Northumbria's network.

### C. RETENTION AND DISPOSAL

Describe the arrangements for the secure retention and disposal of data when the research study is complete.

Data will be retained in line with the Data Protection Act and kept for a period of 5 years.



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## 7. Intellectual property

Please provide details of any Intellectual Property issues or commercial implications arising from the proposed study. Please describe the agreements that are in place to protect / exploit the Intellectual Property.

None will be developed.
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## 8. Timescale

Proposed start date of data collection: 01/07/2016

Proposed end date of data collection: 15/08/2016

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## 9. Supplementary information

Please tick the boxes that relate to the supplementary documentation that you will attach as part of your submission:

Participant information sheet

Consent form(s)

Debrief sheet

Participant recruitment email/poster

Unpublished (in-house) questionnaire(s)

Interview / observation / focus group schedules

Risk Assessments / Standard Operating procedures

Permission letters (e.g. from school, organization, team etc)

Other documents. Please specify below:

**Study Title:** A Study of Factors Influencing and contributing towards the Sport Volunteers' Satisfaction.

**Investigator:** Weerakoon Mudiyanseelage Ranjan Kumara Weerakoon

### **Participant Information Sheet**

You are being invited to take part in this research study. Before you decide it is important for you to read this leaflet so you understand why the study is being carried out and what it will involve.

Reading this leaflet, discussing it with others or asking any questions you might have will help you decide whether or not you would like to take part.

#### **What is the Purpose of the Study?**

The purpose of current study is examining characteristic of volunteer motivation and factors responsible for the volunteer satisfaction by using Bang and Challadurai's (2003) volunteer motivation scale and Kuhn and Guzley's (2002) volunteer satisfaction index.

##### Key Objective

- To understand factors, influence to sport volunteers' satisfaction
- To discover the motivation factors which are influencing to sport volunteer satisfaction
- To investigate relationship between motivational factors and satisfaction factors

### **Why have I been invited?**

You have been selected to take part as a Volunteer who have sport volunteer experience in around the world who are over 18 old years and it is important that we assess as many people as possible and you have indicated that you are interested in taking part in this study

### **Do I have to take part?**

No. It is up to you whether you would like to take part in the study. I am giving you this information sheet to help you make that decision. If you do decide to take part, remember that you can stop being involved in the study whenever you choose, without telling me why. You are completely free to decide whether or not to take part, or to take part and then leave the study before completion.

### **What will happen if I take part?**

You will be asked complete a short questionnaire and allowed to ask any questions concerning what you will later be asked to do. After signing a consent form, the investigator will ask you if you have any further questions before starting the questionnaire. After this has finished the investigators will give you a debrief sheet explaining the nature of the research, how you can find out about the results, and how you can withdraw your data if you wish. It is estimated that the total time to complete this study will be 15minutes.

### **What are the possible disadvantages of taking part?**

You have to dedicate your time for filling the question.

### **What are the possible benefits of taking part?**

You will be feeling better because of participate new research work which is going to find out new knowledge for the sport sector.

### **Will my taking part in this study be kept confidential and anonymous?**

Yes. Your name will not be written on any of the data we collect; the written information you provide will have an ID number, not your name and your name will not appear in any reports or documents resulting from this study. The consent form you have signed will be stored separately from your other data. The data collected from you in this study will be confidential. The only exception to this confidentiality is if the researcher feels that you or others may be harmed if information is not shared.

### **How will my data be stored?**

### **How will my data be stored?**

**All information and data gathered during this research will be stored in line with the Data Protection Act and will be destroyed 5 years following the conclusion of the study.** During that time the data may be used by the researcher only for purposes appropriate to the research question, but at no point will your personal information or data be revealed. The data will be stored on a USB stick and then downloaded onto a password protected drive on the University of Northumbria's network.

### **What will happen to the results of the study?**

**The general findings might be reported in a scientific journal or presented at a research conference, however the data will be anonymized and you or the data you have provided will not be personally identifiable, unless we have asked for your specific consent for this beforehand. The findings may also be shared with other organizations/institutions that have been involved with the study. We can provide you with a summary of the findings from the study if you email the researcher at the address listed below.**

**Who is Organizing and Funding the Study?**

Northumbria University, Newcastle is involved this study and no one funding for this study

**Who has reviewed this study?**

Before this study could begin, permissions were obtained from Northumbria University

**Contact for further information:**

If you have any concerns or are wanting to ask any further questions about the study, then please contact

Ranjan Weerakoon via email at [weerakoon.weerakoon@northumbria.ac.uk](mailto:weerakoon.weerakoon@northumbria.ac.uk)

Participant code:

## **PARTICIPANT DEBRIEF**

**Name of Researcher:** Weerakoon Mudiyansele Ranjan Weerakoon

**Name of Supervisor:** Gordon Macfadyen

**Project Title:** A Study of Factors Influencing and contributing towards the Sport Volunteers' Satisfaction.

### **1. What was the purpose of the project?**

The purpose of current study is examine characteristic of volunteer motivation and factors responsible for the volunteer satisfaction by using Bang and Challadurai's (2003) volunteer motivation scale and Kuhn and Guzley's (2002) volunteer satisfaction index.

Key Objective

- To understand factors, influence to sport volunteers' satisfaction
- To discover the motivation factors which are influencing to sport volunteer satisfaction
- To investigate relationship between motivational factors and satisfaction factors

### **2. How will I find out about the results?**



Once the study has been completed and the data analysed between 15/08/16 and 30/08/16, the principal investigator will email you a general summary of the results if you have requested this.

### **3. Have I been deceived in any way during the project?**

Throughout the duration of this study no form of deception has been used.

### **4. If I change my mind and wish to withdraw the information I have provided, how do I do this?**

The research you will take part in will be most valuable if few people withdraw from it, so please discuss any concerns you might have with the investigator. During the study itself, if you do decide that you do not wish to take any further part then please inform the investigator as soon as possible, and he will facilitate your withdrawal and discuss with you how you would like your data to be treated in the future. After you have completed the research you can still withdraw your data by contacting the investigator (his contact detail is provided), give him your participant number or if you have lost this give him your first and last letter of first name and birth month. **If, for any reason, you wish to withdraw your data please contact the investigator within a month of your participation. After this date, it may not be possible to withdraw your individual data as the results may already have been published. As all data are anonymised, your individual data will not be identifiable in any way.**

The data collected in this study may also be published in scientific journals or presented at conferences. Information and data gathered during this research study will only be available to the research team identified in the information sheet. Should the research be presented or published in any form, all data will be anonymous (i.e. your personal information or data will not be identifiable).

All information and data gathered during this research will be stored in line with the Data Protection Act and will be destroyed **60** months following the conclusion of the study. If the research is published in a scientific journal it may be kept for longer before being destroyed. During that time the data may be used by members of the research team only for purposes appropriate to the research question, but at no point will your personal information or data be revealed. Insurance companies and employers will not be given any individual's personal information, nor any data provided by them, and nor will we allow access to the police, security services, social services, relatives or lawyers, unless forced to do so by the courts.

If you wish to receive feedback about the findings of this research study then please contact the researcher at **weerakoon.weerakoon@northumbria.ac.uk**

This study and its protocol have received full ethical approval from Faculty of Health and Life Sciences Research Ethics Committee. If you require confirmation of this, or if you have any concerns or worries concerning this research, or if you wish to register a complaint, please contact the Chair of this Committee (Dr Nick Neave: [nick.neave@northumbria.ac.uk](mailto:nick.neave@northumbria.ac.uk)), stating the title of the research project and the name of the researcher:

**Faculty of Health & Life Sciences**

**A GENERIC INFORMED CONSENT FORM**

Project Title: A Study of Factors Influencing and contributing towards the Sport Volunteers' Satisfaction.

Principal Investigator: Weerakoon Mudiyanseelage Ranjan Kumara Weerakoon

*please tick or initial  
where applicable*

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I have carefully read and understood the Participant Information Sheet.

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I have had an opportunity to ask questions and discuss this study and I have received satisfactory answers.

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I understand I am free to withdraw from the study at any time, without having to give a reason for withdrawing, and without prejudice.

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I agree to take part in this study.

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Signature of participant..... Date.....

(NAME IN BLOCK LETTERS) .....

Signature of Parent / Guardian in the case of a minor

.....

Signature of researcher..... Date.....

(NAME IN BLOCK LETTERS) .....