

Motivation and attitude of volunteers in a sporting event

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Introduction

It has become a crucial task for sport managers to effectively direct volunteers who are substantial human resources among sport organizations and sporting events. Researchers have started focusing on understanding why people volunteer in sport and identified components of motivation of volunteers (e.g., Chelladurai, 1999; Farrell et al., 1998; Sin-Yin, 1996). For instance, Chelladurai (1999) indicated three major reasons of volunteering in sport: normative incentives (i.e., the need to do something good); utilitarian incentives (i.e., enhancement of human capital in terms of skills, knowledge, and experience); and affective incentives (i.e., to satisfy the needs for friendship, fellowship, and status). The further step might be to assess motives of volunteers adequately and investigate effects of motives on volunteers' attitude toward their jobs in sporting events as well as job performance.

Matsuoka and Matsunaga (2002) developed the Scale of Motivation of Volunteer in Sporting events (SMVS) through multiple survey studies. Initially, they identified dimensions of motives from the qualitative analyses of data collected from 70 volunteers in Japanese Organising Committee for the 2002 FIFA World Cup Korea/Japan. Secondly, the total of 56 question items were created to measure motives of volunteers rooted in the results of the initial qualitative analyses. The questionnaire was next administered to 256 volunteers in the 2002 FIFA World Cup Korea/Japan. The scale was purified through the empirical process of item-to-total correlations and reliability estimates. As a result, three dimensions (i.e., altruistic incentives, egoistic incentives, and event-unique incentives), ten sub-dimensions (i.e., social obligation, use of ability and experience, community service, social relationships, learning, career, self-reform, sport, event, and international communication), and the total of 47 question items were remained. As following the challenges by Matsuoka and Matsunaga (2002), the present study attempted to extend our understanding of sport volunteers by examining the relationships between their motives and attitudes toward their jobs in a sporting event.

Method

The scale developed by Matsuoka and Matsunaga (2002) was modified and employed to assess motivations of volunteers. The questionnaire included 48 items measuring ten dimensions of motivation: social obligation, use of ability and experience, community benefit, social relationships, learning, career, self-improvement, sport, event, and international relations. These ten motives were sub-dimensions of three major-dimensions; altruistic incentives, egoistic incentives, and event-unique incentives. The definitions of ten sub-dimensions and three major-dimensions were shown in the Table 1.

To measure volunteers' attitude toward their jobs in a sporting event, four items were employed. Those were: 1) "I positively attend courses of training"; 2) "I understand my tasks in the event"; 3) "I have confidence in executing my tasks"; and 4) "I am eager to work for success of the event." The response format for the items ranged from 1 (Strongly Disagree) to 7 (Strongly Agree). The questionnaire also included a set of questions pertaining to demographic characteristics, measures of organizational commitment, satisfaction of living environment and experience on volunteering and sport activity.

Data were collected from people who registered as volunteers in Japanese Organising Committee for the 2002 FIFA World Cup Korea/Japan. The total of 1,000 volunteers was randomly selected from five different divisions: Saitama-city, Yokohama-city, Osaka-city, Kobe-city, and the head office (200 volunteers from the each). Each selected volunteer received a questionnaire via mail, and was asked to fill it out and send it back. The numbers of effective respondents were 518 (recovery ratio of 51.8%). In addition, a total of 259 respondents (i.e., the half of all the respondents) were randomly selected as subjects of the analyses of the present study. By gender, 39.8% (n=103) of the subjects were males and 60.2% (n=159) of the subjects were females. The subjects' age ranged from 16 to 76 for a mean of 36.7. Of the subjects, 39.0% were full-time workers, 25.5% were students, 12.0% were part-time workers, and 9.3% were housewives. Regarding the divisions, 22.4% were assigned to Saitama-city, 22.0% were Yokohama-city, 21.2% were Osaka-city, 20.1% were Kobe-city, and 14.3% were the head office.

Table 1. Dimensions of Volunteer Motivation in 2002 FIFA World Cup Korea/Japan

Dimensions	Definitions	N of Item	Alpha	Mean
Altruistic incentives: the need to do something good				
Social obligation	To contribute for others and society	4	.85	4.88
Use of ability and experience	To use one's ability and experience for a specific purpose	3	.72	4.98
Community benefit	To serve and contribute for the community with which one is associated	5	.89	4.61
Egoistic incentives: the desire to obtain self-benefit				
Social relationships	To satisfy one's needs for sociality through being and cooperating with others	5	.88	5.31
Learning	To have an opportunity of lifelong learning with gaining knowledge, skills, and experience	4	.76	5.45
Career	To enhance opportunities for one's career with gaining knowledge, skills, and experience	5	.92	4.18
Self-improvement	To obtain a chance to improve and advance oneself	6	.84	4.76
Event-unique incentives: the interest in something in the event and event itself				
Sport	Being interested in sport and/or a specific kind of sports	4	.94	5.19
Event	Being a participant of a well recognized sporting event	6	.79	5.11
International relations	Being involved in international relations and cultural exchange	6	.86	5.02

Results and Discussion

The scale with 48 items measuring ten sub-dimensions was validated. Cronbach's alpha for the ten motives ranged from .72 to .94 for a mean of .85 (See Table1). The subjects had highest ratings for "Learning" (M=5.45) and "Social relationships" (M=5.31), whereas they had lowest ratings for "Community benefit" (M=4.61) and "Career" (M=4.18).

Bivariate correlations were computed for the ten motives and four variables assessing volunteers' attitude toward their jobs in the event (See Table2). Two of three motives under altruistic incentives, "Social obligation" and "Community benefit", were significantly and positively correlated with all of four variables assessing attitude toward jobs. Correlations between "Social obligation" and "positive attendance in courses of training", "understanding of one's tasks in the event", "confidence in executing one's tasks", and "eagerness to work for success of the event" were .17, .18, .20, and .23, respectively. Regarding "Community benefit", correlations were .21 with "positive attendance in courses of training", .24 with "understanding of one's tasks in the event", .20 with "confidence in executing one's tasks", and .25 with "eagerness to work for success of the event".

On the other hand, "Career", which is one of four sub-dimensions of Egoistic incentive, was not significantly correlated any of the four variables.

The stepwise regression analyses showed that "social relationship" were significantly associated with "positive attendance at courses of training", "community benefit" were significantly associated with "understanding of one's tasks in the event", "use of ability and experience" and "community benefit" were significantly associated with "confidence in executing one's tasks", and "social relationships" and "learning" were significantly associated with "eagerness to work for success of the event".

In conclusion, it was revealed that each of the ten motives of volunteers were differently associated with volunteers attitude toward their job. Volunteers with high altruistic incentives and motives regarding social relationships appeared positive and enthusiastic attitude toward their job and possibly become valuable resources. In contrast, volunteers, whose primary reason of volunteering is related to a positive impact on their career, might be unreliable human resources in sporting events. Sport managers need to regulate such volunteers' attitude and performance in order to operate events effectively. Although there is a need to discover more details regarding associations between volunteers' motivation and attitude, such findings are able to help sport managers who coordinate volunteers in sporting events.

Table 2. Correlations between Ten Dimensions of Motivation and Attitude toward Job

	Positive attendance in courses of training	Understanding of one's tasks in the event	Confidence in executing one's tasks	Eagerness to work for success of the event
Social obligation	.17**	.18**	.20**	.23**
Use of ability and experience	.08	.18**	.30**	.11
Community benefit	.21**	.24**	.20**	.25**
Social relationships	.25**	.16*	.13*	.34**
Learning	.22**	.09	.05	.37**
Career	.01	.02	-.07	.11
Self-improvement	.22**	.16*	.10	.30**
Sport	.11	.04	.01	.14*
Event	.09	.03	-.07	.21**
International relations	.22**	.20**	.13*	.30**

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