

A Critical Review of Motivation and Satisfaction in Sports Volunteerism: Contributing Factors, Relationship, and Models of Motivation and Satisfaction

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Abstract

The current study illustrates sports volunteer motivation, satisfaction, the interrelation between motivation and satisfaction, contributing factors for motivation and satisfaction, and introduced models for sports volunteer motivation and satisfaction. This study has used thematic analysis to acquire final results, and also relevant literature has been identified using the Purposive Random Sampling method. The data were collected from relevant research Journals, Text Books, Websites, and other relevant academic works. The first part of the study uses for defining motivation and satisfaction. The second part of the study critically analyses the contributing factors for sports volunteer satisfaction. The third part was dedicated to analyzing the relationship between motivation and satisfaction. The fourth part looked at the models of sports volunteer motivation and satisfaction, which the authors introduced in the sport management field, and a final part dedicated to raising research gaps in motivation and satisfaction. The results show that intrinsic and extrinsic benefits and organization elements (Training, Organisation support, Quality of work environment, and Intergroup relation) directly influence sport volunteers' negative or positive motivation and satisfaction. Therefore, sport volunteer managers should consider the volunteer expectation of intrinsic, extrinsic, and organizational elements when planning a successful volunteer program. Also, volunteer managers need to be considering the socio-demographic and economic factors for preparing their volunteer programs since motivational and satisfaction factors continually change along with those factors. Future researchers can further investigate the relationship between motivation and satisfaction and how it depends on socio-economic factors.

Keywords: Human Resource Management, Motivation, Satisfaction, Sport, and Volunteerism

1. Introduction

In the Sports management and management field, researchers have drawn attention to 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 as most of the World Sport Organisation and sports events run by 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 as a work-related psychological motivation that focuses on the strength and direction of the employee's work-related behavior. Since they use their energy to achieve different aims or are less enthusiastic, it is 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 and which the need or driving force is within a person. The process of motivation is a selection of alternatives that are chosen according to desires or goals. Chelladurai (1999) supports the Cole's definition of motivation and further elaborate two groups thought of motivation theories such as Content Theories and process theories (e.g., Herzberg's, 1968 and Maslow's, 1943). The content theory explains factors that influence individual motivations, and process theory explains the person's choice theory (e.g., Adam's, 1977 and Vroom's, 1964). On the other hand, motivation has a direct relationship with employee satisfaction. Bang and Reio (2012) have done a study of a Nonprofit Sport Organisation that studied the volunteer's job satisfaction, motivation, and affective commitment. The result indicates that motivation directly relates to job satisfaction and job satisfaction and a direct relationship between values and affective commitment. Apart from this research, other academics in the management field have 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 that compares current job experience against some personal standards (wanting, feelings, seeking of other past experiences, etc.). Thus, Balzer et al. (1990) defined satisfaction as an employee's feeling about his or her job or job experience concerning an 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, satisfaction is multi-faceted and can be entangled with commitment, motivation, intrinsic and external benefits, and organization management elements. A study done by Finkelstein (2007) noted that satisfaction depends on the volunteer experience that fulfilling the volunteers' goals at one set of experience. Similarly, Silverberg et al. (2001) supported Finkelstein (2007) as found in their studies of satisfaction of Park and Recreation volunteers is that of both job environment and psychological needs met by volunteering. Costa et al. (2006) have done a study regarding volunteers and the 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 to build a sense of community among volunteers, which provides an opportunity for volunteers to share their opinion and experience, among others. Work satisfaction is a vital component of volunteer job satisfaction, such as relationships with co-workers, quality of supervision, quality of communication, and adequate supervision (Silverberg et al., 2002). Lavelle (2010) makes clear that volunteers work for the organization without any wages or compensation; However, they have a unique expectation or belief concerning the organization, and they might expect intrinsic rewards from the organization. Social Exchange Theory explained that people volunteer to build relationships with each

other or in the organization 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 organization (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 organization commitment (Feldman, 2000; Yousef, 2002; Cann and Goldberg-Glen, 1991). Likewise, researchers have defined motivation and satisfaction according to the subject areas. They closely analyze the previous studies relating to sport volunteerism, which provides many details about the sports volunteers' motivation and satisfaction from different angles. Therefore, the current study's purposes are to understand and identify the meaning of sports volunteer motivation and satisfaction, factors contributing to sports volunteer satisfaction and motivation, models of sports motivation and satisfaction, and gaps and problems existing sport volunteerism by reviewing existing literature.

2. Methodology

This study is based on secondary sources; the data were collected using the qualitative research method. The qualitative approach is used to understand better and provide a reliable investigation for the research objectives. The literature review method was used for collecting data from relevant journal articles, textbooks, reports, and other academic works. The data were collected to represent all the areas of human resource management regarding volunteerism in sports. This study followed the Purposive Random Sampling method to be collected using key themes such as factors that influence Volunteer satisfaction, a link between motivation and satisfaction, motivation and satisfaction models, and research gap in motivation and satisfaction for gathering data to the current study. The data were analyzed according to the selected themes, and finally, the study was able to conclude.

3. Contributing Factors for Volunteer Satisfaction

Researchers have investigated and found various factors that influence the volunteers' satisfaction concerning their fields. In addition, Researchers have developed a reliable instrument that understands and recognizes volunteer satisfaction as multi-faced; Galindo-Kuhn and Guzley (2002) have introduced Volunteer Satisfaction Index (VSI) utilizing previous studies have done by different researchers in various volunteering study fields. The VSI model consists of 40 items that measure five dimensions of volunteer satisfaction, such as communication quality, organizational support, participation efficacy, work assignment, and group integration. Preston and Brown's (2004) findings of the investigations show that volunteer satisfaction is now at a higher level than the average satisfaction. The findings of the previous study of Pauline (2011) have provided results regarding supporting the reliability and validity of the Volunteer Satisfaction Index. Several studies have been used in a Multi-dimensional Volunteer Satisfaction Index in 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 the instrument. At the same time, the satisfaction can impact other aspects such as commitment, pride in the organization, time spent by the volunteer, and longevity of service (Boezeman and Ellemers, 2007). Furthermore, the instruments have been tested in different cultural contexts. Wong et al. (2010) have used this instrument in the 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 more focused on personal benefits gain from volunteering such as feeling of empowerment and to obtain the organization's support. Wong et al.'s (2010) study has indicated that volunteering is more concerned about the interpersonal relationship. This evidence has elaborate that satisfaction could be differed throughout the world and may be based on cultural variations. In contrast, the instrument has been applied in different contexts and cultures around the world. The constructed instrument from previous studies has not been used altogether but used separately in different studies within sports 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).

Voluntarism is remaining the critical component of sports event and sports organization because it is vital to operate the sports events successfully and sports organization (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 potent subculture, and therefore people often attract to sports volunteering. Also, a sense of sociability and community develops from the interaction among the volunteers and staff (Fairley, Kellett, and Green, 2007). As Green and Chalip (1998) perceptively state, volunteers would value their experience and their sense of involvement, which has interacted and interested in the sports subculture. Researchers in the sport management sector have done studies 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 that has been done in 1996 on Canadian women's curling championships indicates that volunteers were satisfied with their overall experience. However, more particularly, communication with others and organization recognition are the significant factors of their overall satisfaction (Pauline, 2009). Thus Larocque, Gravelle, and Karlis (2002) reported that volunteers have high overall satisfaction with their experience in the 2001 Francophone Games. However, volunteers were more satisfied with their team quality and recognition while less satisfied with the quality of service and responsibilities they were assigned. They explained from the self-determination perspective that people's psychological needs are satisfied within the sporting event or sports organization's activities, leading to volunteers' positive commitment to the organization. Therefore, an organization has to create strategies for manful experience, make volunteers feel responsible, and 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 sports events positively influences volunteer satisfaction (Bang and Ross, 2009). Farrell et al. (1998) stated that other organizational contingencies influence employee satisfaction, such as organization environment, positive feedback, and better training and development from a managerial perspective. Therefore, sport managers should make an effort to satisfy volunteers' motivation and at the same time try to understand what are factors influence the most in volunteers' satisfaction which will be helpful in future volunteer attractions to sports 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 an individual with the task performance (Williams et al., 1995). Thus, volunteers were satisfied with factors relevant to their contribution aspect while benefitting themselves and others and focusing on the relationship between motivation and satisfaction.

4. Inter-relation between Motivation and Satisfaction

Many studies have been reported a positive correlation between satisfaction and motivation. Research that has been done in the 2002 Winter Olympic and Para-Olympic Games about the healthcare volunteers' motivation and satisfaction shows results that there is a positive correlation between motivation and satisfaction. However, physician and non-physician volunteers have several different motives, and the physician has low mean motivation compared to non-physician volunteers (Reeser, Rhea, and Willick, 2005). Farrell et al. (1998) assert that volunteer motivation has a direct relationship with job satisfaction. The study found out that volunteers are motivated to exchange their time and effort to meet their personal goals and desires. Bang and Ross (2009) exaggerate that the relationship between motivation and satisfaction in special sports events as the multiple-regression test reveals three motivational factors such as expression of values, career orientation, and love of sport mostly affect volunteer satisfaction. Self-Regulation Theory suggests that the satisfaction of an individual's psychological needs promotes future motivation.

Kemp (2002) identifies the factors that motivate volunteers to volunteer at mega sports events, such as pride in their country, culture, social contact, and friendship, and desire to feel valued. These few pieces of research have been done to understand the relationship between satisfaction and motivation. In contrast, many other researchers have done studies to understand the nature of sport volunteers' motivation and factors influencing sports volunteer motivation. Volunteers are providing their time and effort for different types of reasons. From the ancient way of understanding, motivation has been based on altruism and selflessness (Phillips, 1982 and Rehberg, 2005). Volunteers are doing volunteering basically to help others. Although Rehberg (2005) noted that volunteers are involved in volunteering for special expectations, that could be more project-oriented and depend on the content of volunteer involvement.

Furthermore, volunteers are motivated in sports where a direct or indirect benefit to themselves or their family members is 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 volunteering for their benefits, which have included a connection to their personal needs or interests with the needs or interests of their family and friends. In addition, volunteers are involved in volunteering activities in a robust altruistic manner, although primary reasons for volunteering are not altruistic but to meet a need of a volunteer. Another study conducted in the healthcare industry has identified reasons for joining an organization as a volunteer: altruistic motives and financial motives (Farmer and Fedor, 1999). Furthermore, a study of volunteer motivation and demographic influence at professional tennis events has shown that volunteers were strongly motivated by the material and purposive factors. Demographic factors do not significantly affect the motivation to volunteer (Pauline and Pauline, 2009). The literature related to volunteer motivations has suggested a complex system of reasons people are volunteering in events or organizations.

5. Models of Sports Volunteer Motivation and Satisfaction

To consider all the motivational issues, Cann and Goldberg-Glen (1991) have done a study reviewing 27 other motivation-related studies and collected additional data from a sample of 258 volunteers and 104 nonvolunteers. After analyzing the data, the authors have planned to categorize two or more models for volunteering motivations. The analysis consistently analyses 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, Clary, Snyder, Ridge, Copeland, Stukas, Haugen, and Miene (1998) suggested that functional analysis of voluntarism supports different understanding underline of motivational process. Further, Clary et al., (1998) argued that six general motivation factors influence on involving in sport volunteerism such as values (express altruistic and humanitarian concern for others), understanding (learning knowledge, skills, and abilities), social (opportunity to befriend 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. 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 measuring volunteer motivation which calls as special event motivation scale (SEVMS), that used 28 items to build this model. The new model (SEVMS) was introduced four constructs 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 to develop individual career), and commitment (linking personal expectation and skill). Few other scholars (Grammatikopoulos, Koustelios, & Tsigilis, 2006; Twynam et al., 2002; Williams, Dossa, & Tompkins, 1995) have done studies on special sports events while supporting this scale. One of the studies done by Willams et al. (1995) at the World Cup Downhill Skiing event has reported that the most important motivation for resident volunteers was supporting the national team, improving community spirit, and strengthen the community image. This analysis has rated the items and has not tested its validity and reliability of SEVMS. However, Twynam et al. (2002) have tested SEVMS model using event volunteers at Star Choice World Junior Curling Tournament. Similarly, a study has done in Greek volunteering by using SEVMS, suggesting that motivation can be explained by using these specific independent factors.

To expand the context of volunteer motivation, Bang and Chelladurai (2003) discovered six volunteer motivation factors in an intentional sport event, the 2002 FIFA world cup, which is called as volunteer motivation scale for international sporting events (VMSISE). The five factors are as follows; expression of values (concerning others, the 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 (2003) depicted that patriotism is a unique motivation factor of international sporting events and pattern of motivation of international sporting event different from another context of volunteering. In particular, volunteers engaging in international sporting events are likely motivated by patriotism to help their country run an event successfully and gain international prestige. However, Bang and Chelladurai's (2003) study has not investigated all the factors that have influenced volunteering in international sports events. However, to avoid that limitation Bang and Ross (2009) have extended a 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 indicted that expression of values, career orientation, and appreciation of sport are the most influential motivation factors for volunteer satisfaction.

6. Research Gaps in Sport Volunteerism

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 been 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; Bozeman & Ellemers 2007; Chacon et al. 2007; Netting et al., 2004; Preston and Brown 2004; Wong et al., 2010). Researchers have used these two models for their research as the 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). And, some others have been extended similar research and develop new volunteer motivation and satisfaction models (Bang and Chelladurai, 2003; Bang and Ross, 2009). These empirical studies have tested volunteer motivation and satisfaction with volunteers who were volunteering in sports events. However, no evidence has tested the volunteer's satisfaction and motivation related to their general sports volunteer experience. As well as no empirical research has been done using both volunteer motivation scales and satisfaction scales together. Therefore, these research gaps are beneficial for future researchers interested in investigating volunteer motivation and satisfaction in the sports field.

7. Conclusion

Human resource management is the most significant aspect in present organizations' context to achieving their goals and objectives. At the same time, HRM helps to improve the efficiency and effectiveness of the operation of an organization (Weerakoon, 2016). In the last few decades, globalization continues changing technology and market, and increasing competition has emphasized the necessity for rethinking human resource management to overcome the current challenges. Sport is a unique industry globally because the volunteers operate sports events and organizations. Therefore, sport managers need to carefully think about the attraction of volunteers as events and sports organizations heavily depend on volunteerism. Volunteer motivation and satisfaction are the critical consideration of holding the volunteers within the sports organizations. However, the strategies are using for keeping volunteers inside the organization different than other organizations. Therefore, sports officials should understand the expectations of their volunteers. The results of the current study show that motivation and satisfaction have an inter-relationship. Thus, the present study identified several factors that influence running successful volunteer programs in the sports sector. Those factors as can be presented as follows; expression of values, career orientation, appreciation of the sport, values (concerning others, success of the event and society), patriotism (Love of country), interpersonal contact (meeting, interacting with people), personal growth (obtain useful new perspectives), extrinsic rewards, national team, improving community spirit, and strengthen the community image, values (express altruistic and humanitarian concern for other), understanding (learning knowledge, skills, and abilities), social (opportunity to befriend with others and be a part of activity viewed important to others), career (obtain experience), proactive (mitigating guilty and understand how to manage problem) and ego-growth and development.

Furthermore, quality of training, organization support, empowerment, and intergroup relationship is critical consideration factors for the satisfaction of sport volunteers. The formal volunteer program should consider those motivational and satisfaction dimensions when they plan volunteer programs for a sporting event, resulting in an effective and efficient volunteer program. Also, volunteer managers need to consider the

social, cultural, and economic context when they plan the volunteer program because motivational and satisfaction factors vary along with society's socio-demographic situations.

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