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An Examination of the Motivations of Sporting Event Volunteers at Clemson University

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AN EXAMINATION OF THE MOTIVATIONS OF SPORTING EVENT
VOLUNTEERS WITHIN INTERCOLLEGIATE ATHLETICS AT CLEMSON
UNIVERSITY

A Thesis
Presented to
the Graduate School of
Clemson University

In Partial Fulfillment
of the Requirements for the Degree
Master of Science
Parks, Recreation and Tourism Management

by
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Accepted by:
Dr. Denise M. Anderson, Committee Chair
Dr. Robert Brookover
Dr. Dorothy Schmalz

ABSTRACT

In 2006, The Corporation for National and Community Service partnered with the Bureau of Labor Statistics to add a volunteer section to the Current Population Survey (CPS) that is sent out to 60,000 households each year. That year it was reported that 61.2 million people volunteered their time, effort, and labor through or for an organization. An additional 5.3 million people did volunteer work informally through helping their communities. Organizations across the world, specifically sports organizations, rely heavily on volunteers for success. Volunteers at the 2004 Summer Olympics (45,000), based off the assumption of working a full 8 hour for 16 days and the federal minimum wage before 2007 of \$5.15, saved the Olympics an estimated \$29,664,000 in American currency. The challenging issue for these organizations is maintaining volunteers year after year.

At Clemson University, the athletic department has a volunteer group that assists with running Olympic sports. Known as CAVA (Clemson Athletic Volunteer Ambassadors), this group is responsible for ushering, greeting, and ticket taking. As compensation for their assistance, the athletic department gives CAVA members a free meal voucher at the event they work, official Clemson merchandise, and invites them to recognition banquets throughout the year. Ensuring that these volunteers continue to work with the program is important to the fiscal health of the overall athletic department.

The Sport Volunteer Survey (SVS), which focuses on five factors of volunteerism, was distributed to CAVA members. Two of the five factors reported overall mean scores above 3.0 of a 5 point scale of importance. Those factors were the purposive and external factors. The three factors with scores lower than 3.0 were the egoistic, leisure, and material factors. An independent t-test identified the mean score of one factor, leisure, to be significantly different by gender.

DEDICATION

This thesis is dedicated to my parents, David and Debbie Schuyler and my mentor, Van Hilderbrand. Without these people with me every step of the way, this thesis would not have been possible.

ACKNOWLEDGMENTS

I would like to thank Mr. Van Hilderbrand for being a mentor throughout my time at Clemson as well as someone I could always look to for advice, assistance, and support. Being able to do this study for Clemson University and the Athletic Department was a blessing and I could not have completed this without his help. Van is one of most amazing persons I have met and I am so lucky to have the relationship with him that I do today.

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CHAPTER I

INTRODUCTION

This chapter introduces the study by outlining the rationale for this research. Next, the purpose statement, research questions, and hypotheses for the study are stated. Finally, definitions are given for terms used throughout the study and delimitations of the study are explained.

Rationale

Throughout the world volunteers are utilized by various organizations and events. Volunteers have become a vital part of ensuring the efficiency of events. In 2006, 61.2 million Americans volunteered their time for a sponsoring organization. An additional 5.3 millions Americans volunteered their time informally (Bureau of Labor Statistics, 2008). Thus, volunteers are an extremely important resource, not only because they assist with events but also because they greatly reduce the costs of running events (Monga, 2006).

Specifically, volunteers have become important to sporting events worldwide. The Olympic Games provide a perfect example of an event that relies on the services of volunteers. Each of the 1996, 2000, and 2004 Summer Olympic Games in Atlanta, Sydney, and Athens respectively, utilized over 40,000 volunteers (The Official Site of the Olympic Movement). Volunteers are “a core component of sport service delivery” and play a significant role in the overall success of many sporting events (Green & Chalip, 1998, p. 14; Pauline, 2006).

Because volunteers have become vital to the success of events, it is necessary to explore the specific motives that lead individuals to donate their time and energy to a specific organization or event. It is important to understand what motivates people to become involved in an organization to which they are providing free assistance, time, and expertise (Pauline, 2006).

Volunteers have the potential to create a positive impact for an organization. Understanding the motives of volunteers can lead to the overall improvement of volunteer retention and recruitment. If an organization is successful in aligning the benefits of the experience to the individual's motivations, volunteers will likely continue to volunteer long term (Pauline, 2006).

Therefore, the purpose of this study was to explore and determine the motivations of sporting event volunteers at Clemson University. Specifically, this study focused on the Clemson Athletic Volunteer Ambassadors (CAVA) within the Clemson Athletic Department.

Purpose Statement

The purpose of this study was to determine the motivation to volunteer held by members of CAVA within the framework of the five-factor model of volunteerism.

Study Objectives

The objectives of this study were:

1. To determine which of the five factors of volunteerism had the most important role in determining the volunteer's motivation with CAVA.

2. To determine if there were any gender differences in volunteer motivation among CAVA members.

Hypotheses

Research Question A

Research Question A stated: To what extent do CAVA members value each of the five factors as a motive for volunteering at Clemson Athletic events?

The following null hypotheses were developed to test research question A:

H₀₁: The purposive function will not be a strong motivating factor for volunteering for Clemson athletic events.

H₀₂: The material factor will not be a strong motivating factor for volunteering for Clemson athletic events.

H₀₃: The leisure factor will not be a strong motivating factor for volunteering for Clemson athletic events.

H₀₄: The egoistic factor will not be a strong motivating factor for volunteering for Clemson athletic events.

H₀₅: The external factor will not be a strong motivating factor for volunteering for Clemson athletic events.

Research Question B: To what extent is there a significant difference between men and women in CAVA with regard to the extent to which each factor is a motivator for volunteering?

The following hypotheses were developed to test research question B:

H₀₆: There will be no significant difference between men and women with regard to the level of motivation the leisure factor provides for volunteering.

H₀₇: There will be no significant difference between men and women with regard to the level of motivation the purposive factor provides for volunteering.

H₀₈: There will be no significant difference between men and women with regard to the level of motivation the material factor provides for volunteering.

H₀₉: There will be no significant difference between men and women with regard to the level of motivation the egoistic factor provides for volunteering.

H₀₁₀: There will be no significant difference between men and women with regard to the level of motivation the external factor provides for volunteering.

Definition of Terms

Volunteer: An individual who offers his/her labor, knowledge, skills, and experience at no wage cost to a utilizing organization (Monga , 2006).

CAVA: Clemson Athletic Volunteer Ambassadors (Clemson University Athletic Department.)

Volunteering: Any activity which involves spending time, unpaid, doing something that aims to benefit (individuals or groups) other than or in addition to, close relatives, or for the benefit of the environment (Downward & Ralston, 2005).

Motivation: Motivation is an internal drive that that makes a person move toward whatever goal they are trying to accomplish

Reward: Anything a person is given or receives in return for service (Dictionary.com).

Cost: A sacrifice, loss, or penalty (Dictionary.com).

Material Factor: a motivating factor involving motives that permit sports volunteers “to carry out a rational calculus of expected utility gain,” in exchange for their services; these rewards can be material goods or services (Strigas & Jackson, 2003, p. 119).

Purposive Factor: a motivating factor involving motives related to the desire of the volunteers to benefit with their actions the stated ends of the sport organization, and contribute to the sport event and the community (Strigas & Jackson, 2003).

Leisure Factor: a motivating factor involving motives that are related to the individual’s need for various leisure choices (Strigas & Jackson, 2003).

Egoistic Factor: a motivating factor involving motives related to the individual’s needs for social interaction, interpersonal relationships, and networking (Strigas & Jackson, 2003).

External Factor: a motivating factor involving motives related to factors outside of their immediate control, like family traditions and significant others (Strigas & Jackson, 2003).

Delimitations

This study was delimited in the following way:

Data Collection – Collection was obtained only through a limited number of athletic seasons based on the timing of project. Data were collected at the beginning of the 2008 Baseball Season and at the end of the 2007-2008 Basketball Season. Aside from baseball and basketball, other sports that CAVA participates in are soccer, volleyball, and track and field.

CHAPTER II

LITERATURE REVIEW

The intention of this study was to determine the most important reasons for volunteer participation at Clemson Athletic events. This chapter presents a review of the literature on volunteerism. First, a section of facts and statistics of volunteerism on the national, regional, and state level will be given. Second, a section highlighting the roles of the volunteer at large sporting events will be discussed. Next, the history of motives to volunteer will be discussed, focusing on three theories: social exchange theory, coproduction theory, and the functionalist perspective of volunteerism. A fourth section will provide an overview from the literature on specific motivations of volunteers in sport. The last section of this chapter will describe the theoretical foundation for this study, the five-factor model for volunteerism and sport (Strigas & Jackson, 2003).

Volunteers – Facts and Statistics

Volunteers are individuals who offer their labor, knowledge, skills, and experience at no wage cost to a utilizing organization (Monga, 2006). The Corporation for National and Community Service partnered with the Bureau of Labor Statistics, the U.S. Census Bureau, and the USA Freedom Corps to add a volunteer supplement to the Current Population Survey (CPS) in 2006. A written summary of the results from the 2006 CPS was completed by the Corporation for National and Community Service titled *Volunteering in America: 2007 State Trends and Rankings in Civic Life* (Grimm et al., 2007). The data obtained from the *Volunteering in America* full report were compiled and divided into three major sections: national statistics, regional statistics, and state statistics

on volunteerism in the United States. Regional statistics from the four defined regions will be discussed, those being the West, Midwest, South, and Northeast.

The Volunteering in America 2007 document reported from the CPS that 61.2 million people volunteered their time, effort, and labor through or for an organization at least once between September 2005 and September 2006. An additional 5.3 million Americans did volunteer work informally through helping their communities. This work equaled 8.1 billion hours volunteered for the year (Grimm et al., 2007).

The West region consisted of 13 states including Alaska and Hawaii. In 2006, 14.1 million volunteers dedicated two billion hours of service. In addition to the 14.1 million volunteers, almost 1.2 million people participated informally in volunteer activities. The age range of 35-44 was the group that volunteered the most as 32.8% of all volunteers fell into that age range (Grimm et al., 2007).

The Midwest region consisted of 12 states ranging from Kansas to Ohio. In 2006, 16.4 million volunteers dedicated two billion hours of service. Almost 1.3 million people participated informally in other volunteer activities. The age range of 35-44 contributed the most out of any other age group, 40.0% of the total number of volunteers (Grimm et al., 2007).

The South region consisted of 15 states and the District of Columbia. In 2006, 20.4 million individuals volunteered 2.8 billion hours of service. Almost 2.1 million people participated informally in other volunteer activities. People in the age range of 35-44 were the most likely to volunteer, constituting 30.9% of the total number of volunteers (Grimm et al. 2007).

The Northeast region included 9 states with the farthest south being Pennsylvania and New Jersey. In 2006, 10.4 million volunteers dedicated 1.3 billion hours of service. Additionally, 828,000 people participated informally in other volunteer activities. The age range of 45-54 contributed most out of any other age group, 31.2% of the total number of volunteers (Grimm et al. 2007).

Of the four regions, the South region had the most volunteers of any region, with 20.4 million followed by the Midwest with 16.4 million volunteers, then 14.1 million volunteers from the West region, and lastly 10.4 million volunteers from the Northeast (Grimm et al., 2007). It is not surprising that the south had the most volunteers because the region is very densely populated when compared to the other regions. Specific to this study, in the state of South Carolina, 950,000 residents dedicated 127.1 million hours of service. South Carolina had the 4th highest volunteer rate for young adults and the 5th highest for older adults in the South (Grimm et al., 2007).

While volunteers range in age from adolescence through senior citizen, the most common age ranges in the *Volunteering in America: 2007* report were the age ranges 35-44 and 45-54. According to the report, the age range 35-44 received a national rate estimate for volunteering of 33.3% and the national rate estimate for volunteering for those aged 45-54 was 32.2%. In comparison, those aged 16-24 had the lowest national rate estimate at 23.4%. The age range of 25-34 had the national rate estimate of 24.7%. Respondents aged 55-64 had a national rate estimate of 29.4% and of those 65 and over it is estimated that 24.4% volunteered (Grimm et al., 2007). Nationally, within the age

range of 65 and over, Utah had the highest state rate of 49.7%, whereas Nevada had the lowest with 12.7%.

Other personal characteristics that indicated a greater propensity to volunteer were being married, having a college education, and being employed. Married individuals volunteered at a higher rate than those who never married (32.2% to 20.3%) (Grimm et al., 2007). College graduates volunteered more (43.4%) than any other education level. Of the individuals who went to college but did not obtain a bachelor's degree, 30.9% volunteered their time, while 19.2% of the volunteer population graduated high school but did not attend college and 9.3% of the volunteers had not received a high school diploma (Volunteering in America, 2007). Individuals who volunteer in the United States vary from being full-time employees to not being in the labor force at all.

In the *Volunteering in America 2007* report, survey respondents were asked to report which of four activities with which they had volunteered. They were fundraising/selling items to raise money, collecting/preparing/serving food, engaging in general labor, and tutoring/teaching. Females responded participating more than men in three out of the four categories. In the tutoring/teaching activity, 12.5% of women participated compared to 8.4% of men. Women contributed more to fundraising activities at 12.5% compared to 8.7% of men. Women also contributed more to collecting, distributing, and preparing food (10.4%) than men (6.7%). One activity that men participated in more (11.5% compared to 5.3% of the women) was general labor. Survey respondents were also asked if they volunteered for more than one activity. Of the total surveyed population, 68.5% volunteered for only one activity, 19.8% volunteered for two

activities, 7.3% volunteered for three activities, 2.4% volunteered for four activities, and 1.7% volunteered for at least five activities. The results showed the majority of survey respondents were active with one or two organizations at a given time.

The CPS Survey unveiled specific statistics of the surveyed population that the *Volunteering in America* report did not include. A total of 61,199 people completed the survey in September 2006, 35,633 were female and 25,546 were male. By gender, 31.7% of the women surveyed and 23% of the men surveyed did volunteer work from September 2005-2006. The majority of the respondents to the CPS in 2006 were Caucasian (Borass-White, 2005). Specifically, 28.3% of the surveyed volunteer population were Caucasian, 19.2% were African-American, 18.5% were Asian and 13.9% of the surveyed volunteer population were Hispanic or Latino (Bureau of Labor Statistics, 2008). A total of 43,579 volunteers responded as being in the labor force. Of those, 41,861 (28.5%) were employed, with 27.3% employed full-time. Perhaps not surprising, 23.1% of the surveyed population of volunteers reported to not being in the labor force at all. Volunteers in the United States choose to participate in a wide range of activities and events every year. They volunteer time to churches, charities, cultural organizations, hospitals, and colleges, raising funds and helping organizations carry out their functions (Freeman, 1997).

The CPS survey actually had a larger listing of volunteer categories to measure the types of activities in which the volunteers were engaged. These activities were put into educational/youth service groups, environmental/animal care groups, hospital/public health groups, public safety organizations, religious groups, community service oriented

activities, sport/hobby/cultural arts, and civic/political/professional organizations. Overall, the largest percentage of volunteers (35.3%) volunteered for religious organizations. The second highest participation was with educational/youth services at 27.0%, followed by social/community service at 13.1%, hospital and other health-related work at 7.9%, political/professional/civic organizations at 6.6% Sport/cultural arts/hobbies had the lowest response at 3.6% of the surveyed respondents (Grimm et al., 2007).

In short, volunteers come from many different backgrounds. While data suggest that there are trends in volunteerism nationwide, it is important to remember that they represent a diverse and important part of our national workforce. The data represented above in the CPS and *Volunteering in America: 2007* document provide percentage estimates on the national level. The CPS was given to 60,000 households, which is not the entire population. Volunteers provide organizations with a degree of financial freedom that allows them to implement more programs and services because of the finances not needed to fund the people working as volunteers.

The Role of the Volunteer at Large Sporting Events

Sporting events around the world regardless of size tend to rely on volunteers for the efficiency and execution of their event (Downward & Ralston, 2005; Farrell, Johnston, & Twynam, 1998; Strigas & Jackson, 2003). For instance, volunteers assist in running events for governing bodies, such as the International Olympic Committee (IOC) and corporate sponsors such as Honda on the PGA Tour. For example, the Honda Classic requires between 1,200 – 1,400 unpaid volunteers each year.

A study of 10,500 volunteers done at the XV Commonwealth Games in Manchester, United Kingdom, found that the volunteers assisted the event by participating in specific duties such as food service, hospitality, customer service, and administration (Downward & Ralston, 2005). These roles and others such as media, marketing, crowd control, venue management, first aid provision, registration, and volunteer supervision and management can be filled by volunteers at sporting events (Cuskelly, Hoye, & Auld, 2006).

Volunteers at the 1996 Olympic Games (Atlanta) held volunteer roles that were similar to the roles held by volunteers at the XV Commonwealth Games mentioned above. These roles lend themselves to fulfillment of the personal desired outcome held by a volunteer. The volunteers stated that the most meaningful outcomes of their experience were happiness and satisfaction. These outcomes were recognized through the development of relationships with others of different backgrounds, cultures, and traditions (Pi, 2001).

At the 2000 Olympic Games in Sydney, Australia, volunteers reported that their most meaningful recollection was the unique event itself and the “celebratory” atmosphere the event brought (Kemp, 2002). Volunteers for mega-events, such as the Olympics, are strongly motivated by a pride of their country and culture and by a desire to feel valued by society at large by being “employed,” even if it is unpaid (Kemp, 2002).

Volunteers who work with sporting events provide flexibility to the sponsoring organizations. The most notable advantage of the volunteer’s work is the monetary value. Volunteers at the 2004 Summer Olympics (45,000), based off the assumption of working

a full 8 hour day for 16 days and the federal minimum wage before 2007 of \$5.15, saved the Olympics an estimated \$29,664,000. Sporting events can be one-time events for a locale, such as the Olympics or they can be annual events, such as the Professional Golf Association (PGA) Tour.

Lastly, the World Cup of Soccer hosted by FIFA (Federation Internationale de Football Association) occurs every four years similar to the Olympic Games. In 2006, the FIFA World Cup was held in Germany and over 15,000 volunteers spanning 150 countries assisted in the event (FIFA on-line, 2008). In 2010, the FIFA World Cup will take place in South Africa and the volunteer recruitment process is currently underway. The tournament organizers initially set a required amount of 5,000 volunteers for the two week tournament in June 2009 (FIFA on-line, 2008).

The 2010 FIFA World Cup Organizing Committee developed a volunteer policy which outlined volunteer categories, recruitment and retention, training, uniforms, and functional areas during the tournament. There are a total of 16 functional areas in which the organizing committee will be placing selected volunteers for the tournament. These areas include, but are not limited to, accreditation, administration, language support, marketing, spectator services, ticketing volunteers, ushering services, and transportation. Each volunteer will be given a uniform to wear and must pay for all lodging during their two week stay.

International events that are considered “one-time” events require volunteers to assist in running that event. Specifically, even though the Olympic Games technically occur every two years, the Summer/Winter Olympic Games do occur every four years

when looked at separately, much like the World Cup of Soccer. Volunteer roles, such as administration, ticketing, ushering, and management for these mega-events are indeed similar to smaller international events, such as the Commonwealth Games; regardless of size event sponsors understand the importance and potential impact volunteers have during the event.

History of Volunteer Motives in Literature

Understanding people's motivation to volunteer has been of interest to researchers since the 1960's. Several theories have been applied to the notion of volunteer motivation. Such theories include, but are not limited to, social exchange theory, co-production theory, and the functional perspective of volunteerism.

Social Exchange Theory

A volunteer is a person who is willing to donate his or her time, knowledge, and labor to perform an act that is unpaid by the sponsoring organization. Volunteers may work independently for an activity or work with other volunteers. Volunteerism can be seen as a social behavior that involves an interaction between different people, for instance, an agency representative and the volunteer. Homans (1958) identified that the interaction is often driven by an exchange of goods, materials, and/or non-materials between two people.

In Homan's *Social Behavior as Exchange*, an effort was made to identify the interaction between people and what that interaction means to each individual (Emerson, 1976). Homan first discussed the idea of cohesiveness, which refers to the degree of reinforcement people find in the activities of a group to which they belong. Homans

defined cohesiveness as anything that attracts people to take part in the group. This cohesion provides an explanation for why an individual may be attracted to a group, such as a group of volunteers. The relationship between the volunteers and organization is certainly an act of social exchange. Even though volunteers are not receiving monetary value for their dedication, they do expect tangibles and intangibles in return, such as clothes, meals, and social interaction (Homans, 1958).

Peter Blau's *Exchange and Power in Social Life* (1964) conceptualized Homans's philosophy by expanding the definition of social exchange as an exchange of activity, tangible or intangible, and more or less rewarding or costly, between at least two people. Social exchange involves the principle that one person does another a favor, and while there is a general expectation of some future return, its exact nature is not stipulated in advance (Blau, 1964). Social exchange requires the trusting of others to discharge their obligations. For example, a sport event volunteer may assist in running a tennis tournament for an entire day (8 hours) and would expect something in return such as a meal, merchandise, etc. The return is not required, but expected, and can be a motivating factor.

Emerson (1976) expanded on the idea of social exchange as a theory to explain social behavior by focusing on what people put into relationships and what they get out of them. A reward-cost scenario is developed between volunteers or the volunteer and organization. In the relationship, a reward is anything a person gains from another person, whether it is meeting new people or receiving goods for his/her work. A cost is a negative consequence of the relationship, such as the amount of time required to fulfill a duty. If a

volunteer worked eight hours at a sporting event, he/she might think it is too long of time based on the exchange ratio and not volunteer again in the future. This reward-cost ratio can occur through the interaction of parties. Social exchange is an interaction that focuses on what people put into relationships and conversely what they get out of them (Emerson, 1976). This concept, and the exchange ratio, plays a vital role in obtaining volunteers initially for an event fueling their motivation to participate for future events.

Coproduction Theory

A second theory tied to volunteer motivation is coproduction theory. Coproduction theory is defined in simplest terms as a cooperative effort among individuals to complete a task. Coproduction has its roots in economics, political science, and public administration (Silverberg, 1999). Coproduction may be understood as “the active involvement of the general public and, especially, those who are direct beneficiaries of the service” (Brudney & England, 1983, p 60). Coproductive activities are voluntary efforts of individuals to enhance the quality of good services they receive (Brudney & England, 1983). Through coproduction people develop relationships with other people that can bring cohesiveness and motivation to the relationship.

There are three types of coproduction activities: individual, group, and collective. Specific to volunteerism, group coproduction involves voluntary, active participation by a number of citizens and may require formal coordination among parties (Silverberg, 1999). Even though the “coproduction concept” focuses on other areas of society, such as the economy, there are connections that can be made to volunteers and volunteerism. A volunteer and a sponsoring organization need to have an important, cohesive relationship

when working together. For events such as the Olympics, coproduction is extremely valuable in that the event could not exist without the teamwork of all the volunteers who participate. Being able to work together to achieve a goal of a sporting event involves cohesion and structure with all parties involved.

Coproduction theory provides three potential reasons as to why people volunteer. The first is the perception by the volunteer that an event would not be run as efficiently (or at all) without him or her. A second reason stems from the volunteer's curiosity about the organization or agency. The final reason is to assist someone they know, such as a child playing youth soccer and his/her father serving as coach. These reasons serve as strong motivating factors for volunteering to ensure a task is completed – that an event is “co-produced”.

Functional Perspective of Volunteerism

The functional approach seeks to understand the psychological and social needs and goals, plans and motives that individuals are attempting to satisfy through their beliefs and behaviors. Moreover, this approach informs us that similar beliefs or similar behaviors may well serve different psychological functions for different people (Clary et al., 1996). Researchers have examined the management of volunteers in non-profit organizations and their motivations using the functional approach (Clary et al., 1998). This approach has guided previous research by explaining that people are active and goal-directed and volunteer because they want to meet important individual needs and goals. This approach assumes different people may engage in the same volunteer activity,

but do so in order to fulfill different motives such as working at an athletic event due to the social aspect rather than for the affiliation with the organization.

For example, if a group of people come together to volunteer at a sporting event at Clemson University, they may assist in handing out programs, schedules, posters, trading cards, etc., each individual will likely be motivated by different outcomes. One person might volunteer because he knows he can get into the game for free and after he is done working, can watch the game. Another person might come for the social aspect of meeting and greeting patrons as they enter. A third person might sign up to volunteer because he/she feels a sense of pride in being associated with Clemson Athletics. Different people may be engaged in the same volunteer activity/organization yet be pursuing different goals or participating in different activities/organizations for similar motivations (Cuskelly et al., 2006).

First, the values function refers to concern for the welfare of others, and contributions to society. The desire to help others falls into this category. Second, the understanding function describes a volunteer event as an opportunity to learn, practice, and apply skills and abilities. The third function is the career function. People may volunteer to increase their job prospects and career advancement. The fourth function is the social function in which an individual volunteers due to social pressure, or to socialize with others. The fifth function served by volunteerism is the protective function. This function serves the purpose of allowing the volunteer to escape from one's own problems. People may choose to volunteer in hopes of "getting away" from troubles in their lives. Lastly, the sixth function is the enhancement function as volunteers may

participate to enhance their self-esteem, or self-confidence, or for self-improvement purposes (Clary et. al, 1998, Houle, Sagarin, & Kaplan, 2007).

The functional perspective of volunteerism explains many factors related to why people volunteer. A single instance of volunteering may serve multiple motives for the volunteer (Houle et. al, 2007). Conversely, many different occasions of volunteering might serve one specific purpose to the volunteer. These functions indicate the importance of the multi-motivational nature of volunteering (Pauline, 2006). This approach emphasizes the diversity of motives that underlie volunteer behavior. Different people may perform the same actions (e.g. volunteering) and these actions may serve different psychological functions for different individuals.

Motivation of Sport Volunteers

Other authors have studied motivation to volunteer in sport specifically across many domains, such as international events, professional sporting events, and regional sporting events. These authors have come up with various perspectives specific to these volunteer motivations.

Sporting events worldwide tend to rely heavily on the assistance of volunteers for their events. In a study of volunteer motivations and satisfactions at a World Cup of Skiing event (1995) in Whistler, British Columbia, volunteers revealed that the most important reasons to volunteer were to support the Canadian national team, to meet new people, and to socialize with people sharing common interests (Williams, Dossa, & Tompkins, 1995). The second tier of reasons included helping build community spirit, helping strengthen Whistler's image, and being outdoors. The least important reasons

were to improve one's racing skills, to gain access to free lift tickets, and to make contacts for career development. There were four primary duties of the volunteer at this event and they were course maintenance, race security, race administration, and hospitality. Approximately 480 volunteers provided their time and personal resources to ensure the safe and successful delivery of the Men's World Cup of Skiing. The volunteers tended to be men (75%) between the ages of 15 and 44.

A study of volunteer motivations at the Canadian Women's Curling Championship was conducted in March 1996 (Farrell, Johnston, & Twynam, 1998). The desire to help make the event a success was found to be the highest rated reason for why individuals volunteered. The second highest rated reason to volunteer for this event and in general was the underlying desire to better society. The third highest rated reason to volunteer was that the volunteer wished to do something worthwhile (Farrell, Johnston, & Twynam, 1998).

In 2002, a study of volunteer motivations was conducted at the Star Choice World Junior Curling Tournament. This event consisted of 10 men's and women's teams respectively. This tournament was specifically designed for curlers under the age of 21 and attracted teams from around the world including Germany, Scotland, and Switzerland (Farrell, Johnston, & Twynam, 2002). There were a total of 483 event volunteers and their duties included, but were not limited to, serving as drivers, security, officials, flag carriers, and dealing merchandising and ticket sales, media, and general administration. Many volunteers also contributed to this event beforehand by participating in planning, programming, and scheduling activities for the Curling Tournament (Farrell, Johnston, &

Twynam, 2002). Based on the results from the survey given to 190 of the 483 total volunteers, the most important reason for volunteering was “I wanted to help make the event a success.” The second most important reason reported was “I wanted to do something worthwhile,” and the third most important was “I wanted to put something back into the community.” In this case, the volunteers wanted to give back to Thunder Bay, Ontario, Canada. To the contrary, the least important reasons for the volunteers to participate in this event were “I did not have anything else to do with my time; I am expected to volunteer; and I wanted to continue the family tradition of volunteering” (Farrell, Johnston & Twynam, 2002, p. 292).

Downward and Ralston (2005) discussed seven motivational factors that contributed to the recruitment and management of volunteers at the XV Commonwealth Games in United Kingdom. The first factor listed was being a part of a team, as helping the community was a big influence for the volunteers. The second factor was the fact that volunteering brought new challenges and offered opportunities to enhance personal development. Factor three focused on volunteers being able to make business contacts at the Commonwealth Games. The fourth factor identified volunteering as an independent concept linked to relations with others and sport. The fifth factor that influenced individuals to volunteer was the idea of doing something new and different to alleviate boredom. The sixth factor listed by Downward and Ralston was that volunteers could actually see the event themselves while working the event. Finally, the seventh factor listed was the overall excitement the Commonwealth Games generated for the individual and the opportunity to participate in a once in a lifetime event.

A sport event volunteer chooses to participate in an event for a wide range of reasons. Some individuals participate because they are able to build relationships with other volunteers, while other individuals participate because they can witness a sporting event they love to do as a leisure activity while working, such as golf. It is important to know that these individuals are motivated in some way, whether it is through extrinsic or intrinsic motivation. These specific motives, characteristics, and factors are essential in understanding the reasoning behind sport volunteer involvement.

Theoretical Framework – Five-Factor Model

In this study of volunteer motivations in intercollegiate athletics at Clemson University, Strigas and Jackson's five-factor model of volunteer motivation served as the foundation of the study. In earlier work, Strigas and Jackson (2003) discussed five factors of motivation for sporting event volunteers at the 2001 Capital City Marathon held in Tallahassee, Florida. A total of 85 volunteers offered their services as water station members, volunteer coordinators, registration aids, race coordinators, and set-up and cleaning crews. These five motives were external motives, egoistic motives, leisure motives, material motives, purposive motives.

External motives are related to factors outside the volunteer's immediate control, meaning a person might volunteer because he/she is doing a favor for or with a significant other who is more interested in the event. The highest rated response for external motives from the Strigas and Jackson marathon study was "My friends/family/significant others were also volunteering for this event" (Strigas and Jackson, 2003).

Egoistic motives are related to an individual's need for social interaction, interpersonal relationships, and networking. Egoistic motives focus on the individual and his/her need for personal achievement. For example, an individual may volunteer in order to feel good about him/herself and volunteering may provide a feeling of accomplishment within society. The highest rated response for egoistic motives from the Strigas and Jackson marathon was "I wanted to improve my skills and abilities" (Strigas and Jackson, 2003).

Leisure motives are related to the individual's interest for specific leisure activities. They represent an innate feeling a person has towards everyday life and/or other people. An example would include "I wanted to relieve the stress and tension of everyday life." The highest rated leisure motive from the Strigas and Jackson marathon study was "I wanted to get away from the responsibilities of everyday life" (Strigas and Jackson, 2003).

Material motives are both intrinsic and extrinsic in that the individual will volunteer due to his/her innate desire to volunteer (intrinsic) or they volunteer because he/she knows potential compensation will be given other than money (extrinsic). The highest rated material motive response from the marathon participants was "Volunteering experience will look good on my resume" (Strigas and Jackson, 2003).

Coyne and Coyne's work (2001) at the Honda Classic illustrated examples of material motives by compensating each unpaid volunteer with a free round of golf at a "name" course, discounts on golf apparel, free admission to a corporate sponsor party, and meals throughout the day in which they worked. At Clemson University, in exchange

for the time and effort CAVA gives to the Athletic Department, volunteers are given official athletic merchandise, meals at every event, and a preseason/postseason banquet.

Purposive motives describe the relationship between the volunteers and their decision to volunteer. To the volunteer, there is a specific purpose as to why he/she is volunteering. These motivations indicate that there is a specific reason why the volunteer is there. Volunteers understand cognitively that their actions are instrumental in the overall effectiveness of the organization (Strigas, 2001).

For example, volunteers hold many different responsibilities that are important to the event as well as an “extended” image of the sponsoring organization. If volunteers succeed at their duties, that in turn helps the event run smoothly as well as provides a positive image for the organization. The highest rated reason given by the participants in this survey for purposive motives was “I wanted to help make the event a success” (Strigas, 2001).

Summary

In the literature, there is a great deal of discussion about what motivates sport volunteers at all levels of competition. For this study, Strigas and Jackson’s 5-factor model will be used to study the Clemson Athletic Volunteer Ambassador’s motivations to volunteer at the intercollegiate level.

CHAPTER III

RESEARCH METHODS

This chapter describes the research methods used in this study. First, the population and sample are described. Next, the method of data collection and the procedures will be discussed. Finally, the instruments used and the data analysis are explained in detail.

History and Overview of CAVA

The population for this study consisted of members of CAVA (Clemson Athletic Volunteer Ambassadors) during the 2007-2008 spring athletic season. CAVA was founded in 2005 with its purpose to provide guest services and support at Olympic sporting events at Clemson University. The Olympic sports offered at Clemson are basketball, volleyball (women's), tennis, soccer, track, baseball, swimming, and rowing (women's). The committee for this project consisted of four members, Van Hilderbrand (Associate Athletic Director), Paul Jensen (Community Member), Dwight Rainey (Senior Associate Athletic Director), and Roberta Balliet (Athletic Administrative Assistant). The proposed goal of CAVA was to promote good will at Clemson Olympic sporting events, provide guest services at the events, support game day management in various duties, (e.g. ushers, ticket takers, attendants, etc.) and provide promotional opportunities in the surrounding communities for Clemson Athletics. This philosophy is still intact today. Members of CAVA were recruited from retirement communities, university employees with interests in specific sports, and community citizens (non-retired). In 2005, CAVA's

initial class contained 25 members. In 2008, CAVA has 73 members. Currently, CAVA is run by Van Hilderbrand and Roberta Balliet.

Population and Sample

The population for this study consisted of members of CAVA (Clemson Athletic Volunteer Ambassadors) during the 2007-2008 Spring Season. The majority of the population is retired and falls into the age range of age 50-65.

This study focused on sporting event volunteers and their motivations for volunteering. At Clemson, the sport event volunteer program has been in existence since January of 2005. The first year CAVA had a membership of 29 volunteers. CAVA has since grown to 70+ members.

Data Collection

Data were collected through the Sport Volunteer Survey (SVS) (Pauline, 2006), designed to measure the five factors of volunteerism and the five-factor model (Strigas & Jackson, 2003). The survey was distributed to the CAVA members in person at the preseason baseball banquet on February 17, 2008, as well as during the remaining basketball games to volunteers who did not attend the banquet. CAVA members received an email explaining their survey participation two weeks prior to the banquet and that the survey would be delivered in person on location before the preseason baseball banquet at Jerve gym. The estimated completion time for the survey was 15-20 minutes.

Procedures

Before the preseason baseball banquet, a briefing for CAVA members took place regarding information for the upcoming baseball season. At this meeting, general

information was given regarding expectations and responsibilities of CAVA members during baseball games. Shortly thereafter, before the banquet started, the surveys were given to the volunteers to complete. All CAVA members were told to not put their name or address on the survey. As surveys were completed, member names were taken off the master attendance list used to track response rate. If the CAVA member was not in attendance, then the survey was given at the men's and women's basketball briefing before each home game. This process was replicated for roughly three weeks (February 17th – March 9th), starting at the time of the banquet until the end of the basketball season.

Instruments

The Sport Volunteer Survey (SVS) (Pauline, 2006) was the instrument used for data collection. The survey was comprised of two instruments, one to collect demographic data and the other to measure the importance of each of the five factors on a five point Likert Scale with 5 being most important and 1 being least important.

The demographic information that was collected included gender, ethnicity, age, yearly household income, marital status, employment status, education level, number of events volunteered this year, and approximate number of events volunteered at since joining the program.

Specific to this study, the SVS was used to assist in understanding the potential motivations of these participants to volunteer at the athletic events. The specific questions relate to the five factors of volunteerism: purposive, egoistic, external, material, and leisure. For example, one question stated “I wanted to work with people from different age groups and/or different backgrounds.”(material factor) An example of a leisure

factor statement reads “I wanted to get away from the responsibilities of everyday life.” A statement that read “I wanted to improve my skills and abilities” measured the egoistic factor. A purposive statement was “I wanted to help make CAVA a success.” Finally, “I am genuinely interested in CAVA” is an example of a statement measuring the external factor. The Likert Scale instrument in this survey was a 5-point scale ranging from 1 (not important at all for you) to 5 (extremely important for you) with 3 being neutral. Participants were asked a series of questions requiring an (x) to be placed in the appropriate numbered box.

Data Analysis

The data collected through the Sport Volunteer Survey was entered into SPSS for statistical analysis. Frequencies, mean scores, and t-tests were calculated to test each null hypothesis.

Summary

This study collected data on CAVA volunteer’s motivations and motivational reasons for participating at Clemson Athletic events. The sample population was every current member of CAVA during the 2007-2008 academic year. Descriptive statistics were collected to gain a profile of the respondents in the study. A 5 point Likert Scale was used to understand the motivations of the volunteers.

CHAPTER IV

RESULTS

This chapter presents the results of this study. This chapter begins by describing the method of data cleaning and analysis. Next, the demographic variables and analysis will be discussed. Next, an analysis of the five factors of volunteering will be provided. Finally, an analysis examining gender differences on the five volunteer factors will be provided.

Data Cleaning

Data were entered into SPSS (a statistical software package). The data set was cleaned by eliminating unusable data. Cleaning the data was not troublesome for a number of factors. The survey consisted of a demographic portion as well as a Likert scale portion in which the scale section was shaded from question to question to enhance clarity. This technique proved beneficial as only a handful of questions were skipped over or ignored.

The first step in cleaning the data was to check for data entry that was incorrect. For example, the gender question was designated two numbers, 1 and 2, for male and female. When entering the data into SPSS, if a number other than 1 or 2 appeared, then there was an error. This process was repeated until every question had been analyzed and corrected if necessary.

Data Analysis

Demographic information was collected face-to-face through a survey. A frequency table was created through SPSS to examine the demographic information. The

demographic information collected for each participant included gender, ethnicity, age, yearly household income, marital status, employment status and education level. The frequency table also broke down each question by providing a specific number of respondents to each answer choice. An analysis of the demographic information was conducted to provide a summary of the respondents who participated.

The Likert scale portion of the survey, the volunteer functions, was first analyzed through the use of mean score to determine the level of importance each function held for all respondents. Second, a t-test was run to determine if there were differences between men and women on the five factors of the scale.

Demographics

Data were collected from 51 CAVA volunteers for a response rate of 71.8%. The mean age of the sample was 66.33. There were 30 (58.8%) men who completed the survey compared to 21 (41.2%) women. The ethnicity of the group was entirely Caucasian/White-American (100%).

The yearly household income of the group ranged between \$18,000 and over \$75,000. The smallest number of respondents fell in the \$18,000-\$25,001 (2.0%) range. The highest percentage had a household income of over \$75,000 (47.1%). Six people (11.8%) fell in the \$35,001-\$50,000 range while 17 (33.3%) people reported earning \$50,001-\$75,000.

The question about employment status consisted of four possible answers: retired, part-time employee, full-time employee, and unemployed. Most respondents, 94.1% were

retired. Two respondents (3.9%) indicated they were part-time employees, while one respondent (2.0%) was unemployed. There were no full-time employees.

Education level consisted of seven possible answers ranging from receiving less than a high school diploma to receiving a doctoral degree. Approximately 51% of the respondents had earned a bachelor's degree. The second most common response was an earned master's degree (19.6%). Six people (11.8%) had attended some college, and four people (7.8%) had received a doctoral degree. The remaining respondents had earned an associates degree (2.0%), a high school diploma or equivalent (5.9%) or less than a high school diploma (2.0%)

The last question in the demographic section asked if the volunteer was currently active in other volunteer organizations. Approximately 80% responded that they were active in other volunteer organizations (Table I provides a summary of this information).

Motivating Factors of Volunteerism

Mean scores were tabulated through SPSS for all respondents. Table 2.1 provides a summary of the mean scores for each individual question. Factor mean scores were tabulated by adding each question and dividing by the number of questions. For a factor to be considered a strong motivating factor, a score of 3.0 or higher, on a 5 point scale, was necessary.

Research Question A

Research Question A stated: To what extent do CAVA members value each of the five factors as a strong motive for volunteering at Clemson Athletic events?

The following hypotheses were developed to test research question A:

H₀₁: The leisure factor will not be a strong motivating factor for volunteering for Clemson athletic events.

The overall mean score for the leisure factor was 1.98. This is below the cutoff of 3.0, therefore we fail to reject H₀₁.

H₀₂: The purposive factor will not be a strong motivating factor for volunteering for Clemson athletic events.

The overall mean score for the purposive factor was 4.22. This is above the cutoff of 3.0, therefore we reject H₀₂.

H₀₃: The material factor will not be a strong motivating factor for volunteering for Clemson athletic events.

The overall mean score for the material factor was 2.63. This is below the cutoff of 3.0, therefore we fail to reject H₀₃.

H₀₄: The egoistic factor will not be a strong motivating factor for volunteering for Clemson athletic events.

The overall mean score for the egoistic factor was 2.81. This is below the cutoff of 3.0, therefore we fail to reject H₀₄.

H₀₅: The external factor will not be a strong motivating factor for volunteering for Clemson athletic events.

The overall mean score for the external factor was 3.05. This is above the cutoff of 3.0, therefore we reject H_{05} .

Gender Differences

An independent t-test was run to compare gender differences on the five factors of volunteerism. The t-test results provided the data necessary to prove whether there was a significant difference on the responses between male and female respondents. The results showed that there were significant gender differences on two of the five factors.

Research Question B

Research Question B stated: Is there a significant difference between men and women with regard to the extent to which each factor is a motivator for volunteering?

Independent t-tests were run to test for significant differences between male and female respondents.

The following hypotheses were developed to test research question B:

H_{06} : There will be no significant difference between men and women with regard to the level of motivation the leisure factor provides for volunteering.

For the leisure factor, mean scores were 2.10 (male) and 1.84 (female). There was a significant difference in the degree to which the leisure factor was a motivating factor for men and women; the function was stronger for men ($t = 1.404$, $p = .019$).

Therefore, we reject H_{06} .

H_{07} : There will be no significant difference between men and women with regard to the level of motivation the purposive factor provides for volunteering.

For the purposive factor, mean scores were 4.27 (male) and 4.15 (female). There was not a significant difference in the degree to which the purposive factor was a motivating factor for men and women, ($t = .849$, $p = .946$). Therefore, we fail to reject H_{07} .

H_{08} : There will be no significant difference between men and women with regard to the level of motivation the material factor provides for volunteering.

For the material factor, mean scores were 2.87 (male) and 2.28 (female). There was not a significant difference in the degree to which the material factor was a motivating factor for men and women ($t = 3.292$, $p = .131$). Therefore, we fail to reject H_{08} .

H_{09} : There will be no significant difference between men and women with regard to the level of motivation the egoistic factor provides for volunteering.

For the egoistic factor, mean scores were 2.96 (male) and 2.51 (female). There was not a significant difference in the degree to which the egoistic factor was a motivating factor for men and women, ($t = 1.884$, $p = .089$). Therefore, we fail to reject H_{09} .

H_{010} : There will be no significant difference between men and women with regard to the level of motivation the external factor provides for volunteering.

For the external factor, mean scores were 3.08 (male) and 3.00 (female). There was not a significant difference in the degree to which the value function was a motivating factor for men and women ($t = .466$, $p = .633$). Therefore, we fail to reject H_{010} .

Table 1.1

Summary of Demographic Variables

Demographic N=51	Frequency
Age	M= 66.33
Gender	
<i>Male</i>	30 (58.8%)
<i>Female</i>	21 (41.2%)
Ethnicity	
<i>White/Caucasian</i>	51 (100.0%)
Yearly Household Income	
<i>Less than \$18,000</i>	0 (0.0%)
<i>\$18,000-\$25,000</i>	1 (2.0%)
<i>\$25,001-\$35,000</i>	0 (0.0%)
<i>\$35,001-\$50,000</i>	6 (11.8%)
<i>\$50,001-\$75,000</i>	17 (33.3%)
<i>Over \$75,000</i>	24 (47.1%)
<i>*Missing*</i>	3 (5.9%)
Employment Status	
<i>Unemployed</i>	1 (2.0%)
<i>Part-time Employee</i>	2 (3.9%)
<i>Full-time Employee</i>	0 (0.0%)
<i>Retired</i>	48 (94.1%)
Highest Level of Education Attained	
<i>Less than High School Diploma</i>	1 (2.0%)
<i>High School Diploma or Equivalent</i>	3 (5.9%)
<i>Some College</i>	6 (11.8%)
<i>Associate's Degree</i>	1 (2.0%)
<i>Bachelor's Degree (BS, BA)</i>	26 (51.0%)
<i>Master's Degree (MS, MA)</i>	10 (19.6%)
<i>Doctoral Degree (MD, PhD, EdD, JD)</i>	4 (7.8%)
Are you currently active in other volunteer organizations along with CAVA?	
<i>Yes</i>	41 (80.4%)
<i>No</i>	10 (19.6%)

Table 2.1

Summary of Factors/Means/Standard Deviations

	Mean	S.D.
Factor 1: Material		
Volunteering experience will look good on my resume	1.31	.61
I wanted to be recognized for doing this volunteer work	1.66	.86
Complimentary items (t-shirts, banquets, official merchandise) played an important role in my decision to volunteer	2.44	1.04
Volunteering my services for CAVA is considered prestigious	2.33	1.27
I wanted to experience the feeling of being absorbed by what I do	2.48	1.16
Most people in my community volunteer	3.25	1.09
Others to whom I am close place a high value on community service	3.55	1.13
I wanted to work with people from different age groups and/or different backgrounds	3.82	1.22
Overall Mean Score	2.60	
Factor 2: Purposive		
I want to help make CAVA a success	4.58	.60
Volunteering for CAVA enables the athletic department to provide more services for less money	4.04	.87
I wanted to put something back into the community	4.06	.80
Volunteering for CAVA is worthy of my efforts and attention	4.26	.72
Volunteering creates a better society	4.27	.87
Volunteer activities energize me	3.89	.99
I wanted to interact with other volunteers	3.87	.78
Overall Mean Score	4.13	
Factor 3: Leisure		
I wanted to get away from the responsibilities of everyday life	1.49	.73
I wanted to slow down the pace of life	1.83	.99
I wanted to relieve stress and tension from everyday life	1.96	.93
Volunteering makes me feel better about myself/helps my self-esteem	3.54	1.09
Because I was asked by others to volunteer	2.66	1.20
By volunteering I feel less lonely	2.59	1.20
Volunteering is a good escape from my own troubles	1.64	.89
Overall Mean Score	2.24	
Factor 4: Egoistic		
I wanted to improve my skills and abilities	2.58	1.18
I wanted to develop friendships with other volunteers	3.94	.85
I wanted to challenge my abilities	2.62	1.22
I wanted to discover new interests	3.44	1.14
I wanted to make new contacts that might help my business or career	1.57	.88
Overall Mean Score	2.83	
Factor 5: External		
My friends/family/significant others are also volunteering for CAVA	3.76	1.11
I am genuinely interested in CAVA	4.35	.68
I wanted to maintain a family tradition of volunteering at sport events	2.09	1.15
I wanted to gain a feeling of belonging	2.67	1.21
I wanted to be appreciated by my significant other/family/community	2.30	1.12
Overall Mean Score	3.03	

Table 3.1

Independent Samples T-test of Gender Differences and Function

Factor	Gender	Mean Score	t-value	p
Material	Male	2.87	3.292	.131
	Female	2.28		
Egoistic	Male	2.96	1.884	.089
	Female	2.51		
Purposive	Male	4.27	.849	.946
	Female	4.15		
Leisure	Male	2.10	1.404	.019
	Female	1.84		
External	Male	3.08	.466	.633
	Female	3.00		

Table 4.1

Summary of Results

Research Questions & Hypothesis	Findings
<p>RQ A. To what extent do CAVA members value each of the five factors as a strong motive for volunteering at Clemson athletic events?</p> <p>H₀₁: The leisure factor will not be a strong motivating factor for volunteering at Clemson athletic events.</p> <p>H₀₂: The egoistic factor will not be a strong motivating factor for volunteering at Clemson athletic events.</p> <p>H₀₃: The external factor will not be a strong motivating factor for volunteering for Clemson athletic events.</p> <p>H₀₄: The material factor will not be a strong motivating factor for volunteering at Clemson athletic events.</p> <p>H₀₅: The purposive factor will not be a strong motivating factor for volunteering at Clemson athletic events.</p>	<p>Two of the five factors registered a mean score above 3.0, the cutoff for a strong motivating factor for CAVA members. These factors were purposive and external.</p> <p>Fail to Reject – The overall mean score was 1.98, below the cutoff of 3.0.</p> <p>Fail to Reject – The overall mean score was 2.81, below the cutoff of 3.0.</p> <p>Reject – The overall mean score was 3.05, above the cutoff of 3.0.</p> <p>Fail to Reject – The overall mean score was 2.63, below the cutoff of 3.0.</p> <p>Reject – The overall mean score was 4.22, above the cutoff of 3.0.</p>
<p>RQ B. Is there a significant difference between men and women with regard to the extent to which each factor is a motivator for volunteering?</p> <p>H₀₆: There will be no significant difference between men and women with regard to the level of motivation the leisure factor provides for volunteering.</p> <p>H₀₇: There will be no significant difference between men and women with regard to the level of motivation the egoistic factor provides for volunteering.</p> <p>H₀₈: There will be no significant difference between men and women with regard to the level of motivation the external factor provides for volunteering.</p> <p>H₀₉: There will be no significant difference between men and women with regard to the level of motivation the material factor provides for volunteering.</p> <p>H₀₁₀: There will be no significant difference between men and women with regard to the level of motivation the purposive factor provides for volunteering.</p>	<p>One of the five factors were significant and four others were not significant. The one that was significant was the leisure factor.</p> <p>Reject – There was a significant difference in the degree to which the leisure factor was a motivating factor for men and women ($p = .019$).</p> <p>Fail to Reject – There was not a significant difference in the degree to which the egoistic factor was a motivating factor for men and women ($p = .089$).</p> <p>Fail to Reject - There was not a significant difference in the degree to which the external factor was a motivating factor for men and women ($p = .633$).</p> <p>Fail to Reject – There was a significant difference in the degree to which the material factor was a motivating factor for men and women ($p = .131$).</p> <p>Fail to Reject - There was not a significant difference in the degree to which the purposive factor was a motivating factor for men and women ($p = .946$).</p>

CHAPTER V

DISCUSSION

The purpose of this study was to determine the motivations of CAVA volunteers at Clemson athletic events. Members of CAVA were given a survey consisting of Likert scale questions focusing on five factors of volunteerism. Strong motivating factors were determined through the calculation of mean scores for each factor. In addition, gender differences were also examined. This chapter summarizes the mean scores of the five factors as well as gender differences in motivations to volunteer. Finally, conclusions and recommendations for sporting event volunteerism in future research at the collegiate level are given.

Summary of Study – Five Factors

An examination of the motivation of CAVA volunteers was the focus of the study. Specifically, the level of motivation given by the five factors in a five-factor model was examined (Strigas & Jackson, 2003). The factors were leisure, material, purposive, egoistic and external. Descriptive statistics were tabulated to look at responses to each factor and its mean score. A cut-off score of 3.0 on a 5-point scale was chosen to determine which items were strong motivating factors for the volunteers. If a specific factor had an overall mean score of 3.0 or greater, then it was deemed an important motivator for the sample. To the contrary, if a factor's mean score was less than 3.0, then it was not deemed strong. A t-test was run to explore if there were any gender differences amongst the five factors.

An overall mean score of 3.0 or greater was found for two of the five factors. Those were the purposive factor (4.13) and the external factor (3.03). Those functions that recorded a score less than 3.0 were the egoistic factor (2.83), material factor (2.60), and leisure factor (2.24). In this section, potential reasons for each factor's level of importance will be discussed.

The purposive factor received an overall mean score of 4.13, the highest of the five factors. The highest scores from the survey were found on the purposive factor were: I wanted to help make CAVA a success, volunteering creates a better society, and volunteering for CAVA is worthy of my efforts and attention. This score (4.13) is not surprising considering volunteering is a period of time where the volunteer may be giving his or her time because of the internal feeling that there is a specific purpose behind their involvement. This purpose might be internal, such as wanting to make CAVA a success or external, such as feeling that through volunteering one is contributing to creating a better society.

At the 2002 Star Choice World Junior Curling Tournament, one of the most important reasons the volunteers chose to volunteer was the purposive oriented reason "I wanted to put something back into the community" (Farrell, Johnston, & Twynam, 2002). This same reason received an overall mean score of 4.06 in the CAVA study. In the curling study other important reasons included "I wanted to help make the event a success" and "I wanted to do something worthwhile" (Farrell, Johnston, & Twynam, 2002). In the CAVA study, "I wanted to help make CAVA a success reported a 4.58."

Evidence shows in multiple studies on sport volunteerism that this tends to be a strong motivator for sport volunteers.

In a separate study, at the Canadian Women's Curling Championships in 1996, the desire to help make the event a success was found to be the highest reason for why individuals volunteered (Farrell, Johnston, & Twynam, 1998). Volunteers for sporting events can place high value on international events as well as intercollegiate athletics; CAVA seems to be no different. This study as well as others such as Coyne and Coyne's (2001) PGA study and Farrell, Johnston, and Twynam's 2002 curling study indicate similar reasons for the volunteer's participation that are linked to the purposive factor in the five-factor model of volunteerism (Strigas & Jackson, 2003), which is the theoretical framework for the CAVA study.

The external factor received an overall mean score of 3.03, the second highest of the five factors. The external factor explains a volunteer's motive to volunteer for reasons outside his or her immediate control, such as peer influence or volunteering in support of a significant other. The highest responses reported here included: I am genuinely interested in CAVA, my friends/family/significant others are also volunteering for CAVA, and I wanted to gain a feeling of belonging. Based on anecdotal evidence familiar to the researcher, the majority of the members of CAVA are couples-based. Therefore, some of the volunteers may volunteer because his/her significant other may want to volunteer for an event, thus this may be a reason this factor had a relatively high score.

A second possible reason why the external factor was a strong motivating factor for CAVA members is the community environment that surrounds CAVA. Clemson is a town of 11,939 community residents (Clemson on-line, 2008) with an additional population of 17,585 at Clemson University (University of Clemson, 2008). The athletic program at Clemson University tends to draw strong public interest because of the small-town community and atmosphere. Having university athletics as an option for a weekly activity can be a big influence on the community, thus making “I am genuinely interested in CAVA” a logical a reason for why it was rated the highest within this factor. CAVA volunteers may want to feel a part of the university community, especially if they have recently retired to the area, and by volunteering for CAVA, they may feel a connection to Clemson.

The egoistic factor received an overall mean score of 2.83, the third highest of the five factors’ scores. This factor can be defined as a motive that can relate to an individual’s needs for social interaction, interpersonal relationships, and personal achievement (Strigas & Jackson, 2003). It expresses the volunteer’s need “to look after and/or take care of his/her own interest.” The highest responses from the survey reported here include: I wanted to develop friendships with other volunteers, I wanted to discover new interests, and I wanted to challenge my abilities. As stated previously, virtually all respondents classified themselves as being retired; this stage in life could have an influence on “wanting to discover new interests.”

Recognizing that the overall mean score was not above 3.0 for the egoistic factor, it is possible that some CAVA members may not want to volunteer for something they

have to learn extensively about or that does require some challenges. At Clemson, some sports are much more laid back than others, such as baseball compared to basketball. When there is more fans, more activities, more promotions at a given event, a volunteer may see this as stressful and not the volunteer experience for which they are looking. Another reason for the low score may be represented by the low score on the statement, "I wanted to improve my skills and abilities." The volunteers in this study may be volunteering without any expectations, other than wanting something fun to do with their free time. In addition, based on the jobs the volunteers perform, there is no real opportunity for skill development.

A study done at the World Cup of Skiing revealed the least important reason for volunteering was to make contacts for career development, another egoistic element, even though in the skiing study 75% were men aged 15-44. Specific to this study, 94.1% of the respondents were retired. Items in the study addressing career development as an element included "I wanted to make new contacts that might help my business or career" (egoistic factor) and "volunteering will look good on my resume" (material factor) received overall mean scores of 1.57 and 1.31, respectively. It is not surprising that the respondents are not looking for career advancement at this point of their life, they are likely just looking for something new and fun to do.

The material factor received an overall mean score of 2.60, the fourth highest of the five factor's scores. A mean score below the cut-off showed this to not be a strong motivating factor to volunteer for CAVA. The material factor can be defined as an incentive such as merchandise, tickets, etc. in exchange for volunteer services. This factor

can also be exemplified by the personal expectation the volunteer may place on themselves and that in turn is interpreted as a reward. For example, a person volunteers for CAVA and after a few events has a positive attitude and feelings of happiness. The volunteer could see this internal feeling as rewarding personally, ultimately making them feel great about the work they are doing. The highest rated responses from this section of the survey included: I wanted to work with people from different age groups and/or different backgrounds, others to whom I am close place a high value on community service, and most people in my community volunteer. Even though CAVA members are presented with material incentives such as merchandise, food vouchers, etc., they may thrive on the social interaction compensation, rather than any type of monetary or tangible material compensation.

This factor involves many different aspects of one's motivation. There can be a personal motivation such as "I wanted to experience being absorbed by what I do," career involvement "Volunteering experience will look good on my resume" as well as the social aspect "I wanted to work with people of different age groups and/or backgrounds." Even though the overall mean score was low (2.60), it does not fully reflect the potential impact the material factor has on volunteers.

The leisure factor received an overall mean score of 2.24, the lowest of the five factor's scores. The highest responses from the survey reported here include: volunteering makes me feel better about myself/helps my self-esteem; I volunteered because I was asked by others to volunteer, and by volunteering I feel less lonely. The

leisure factor specifically deals with motives related to the individual's needs and reasons for various leisure choices (Strigas & Jackson, 2003).

In this study, a possible reason for the low score is that some of the statements may have been misinterpreted when thinking of one's relationship between volunteering and leisure. The volunteers may not have a need to choose to volunteer specifically for leisure activities such as soccer, basketball, or baseball, but do so because they know they are volunteering and that is important to them. Also, the volunteers in CAVA may not be volunteering because they play basketball, soccer, or baseball recreationally, which would fulfill a leisure choice, they are volunteering because of other factors, such as the social environment, being around sports in general, and being outside or inside depending on their preference if that is one, all of which are related to leisure choices.

Gender Differences & Five Factors

Independent t-tests were run across the five factors to determine if there were significant differences between genders regarding the specific factors. One of the five factors was significant at the .05 level, the leisure factor. The factors that were not significant were the material, egoistic, purposive, and external factors. In this section, each factor's significance will be discussed.

There was not a significant difference ($p = .131$) between men (2.87) and women (2.28) for the material factor. Obviously this factor was not a strong motivator for either group. A possible reason for the lack of significant difference between genders is that the majority of CAVA members since they are couples-based may have similar reasons for

volunteering and look at volunteering as something they most likely do together, not individually.

Interestingly, the material statement “Others to whom I am close place a high value on community service” received an overall mean score of 3.82 for the men, where the women reported an overall mean score of 3.19. Within CAVA, many members live in the same community or live very close to each other and through other activities may have learned about CAVA. This influence could be the main reason for a volunteer’s initial interest in CAVA. A possible reason why the men’s overall mean score is higher than the women’s is the men may have seen this volunteer activity as an opportunity unlike other volunteer opportunities they have had in the past and this opportunity, related to sports, may have sparked a greater interest for the men than the women.

The material factor focuses on “rewards” or incentives for volunteering (Strigas & Jackson, 2003). These rewards can include tangible items such as merchandise, food vouchers, etc. or it can include intangibles such as one’s personal feeling of satisfaction by volunteering. With most members of CAVA retired and in good financial health, they are most likely not volunteering for tangible items or compensation, they are choosing to volunteer for the sheer enjoyment or because it makes them feel good about themselves and that they are doing a good thing by volunteering.

There was not a significant difference ($p .089$) between men (2.96) and women (2.51) for the egoistic factor. When volunteering for an activity or an event, the participants may be choosing to volunteer for reasons other than wanting to improve themselves or wanting to enhance their network (egoistic factor). This mindset may not

be at the forefront of their decision to volunteer for both groups. They may be volunteering because they see their participation as helping other people, individually or through an organization.

There was not a significant difference ($p = .946$) between men (4.27) and women (4.15) for the purposive factor. Both genders reported a mean score above 3.0. For this factor, the scores for all the statements were very high, either above 4.0 or just below. It is evident that this factor was a strong motivator for all of the CAVA volunteers. The purposive factor included statements that directly deal with putting something back into the community, creating a better society, and volunteering potentially provides the extra energy boost needed. These characteristics do not favor one gender's choice over the other (Farrell, Johnston, and Twynam, 1998). Even though, the men reported higher scores than the women, the scores were very close indicating not much variance in their reported answers.

There was a significant difference ($p = .019$) between men (2.10) and women (1.84) for the leisure factor. The leisure factor assesses motives related to an individual's need for various leisure choices. The initial thoughts indicated that this factor would score the highest because of leisure's role in volunteerism based on recent literature (Coyne & Coyne, 2001, Farrell, Johnston, & Twynam, 1998). However, this definition specifically relates the activity they are volunteering for to the individual's need for various leisure choices. When looking at the mean scores of both men and women, they are well below the 3.0 cut-off, deeming it a less motivating factor in this study. Being the only factor in this study to have any significant difference between genders, a potential reason why the

men reported an overall mean score (2.10) higher than women (1.84) would be that men have a greater propensity for being attracted to watching sports starting as early as adolescence (Reel News, 1999).

There was not a significant difference (.633) between men (3.08) and women (3.00) for the external factor. Both genders reported a mean score at or above 3.0, making this factor a relatively strong motive for the volunteers. This factor potentially describes reasons for volunteering that are outside one's immediate control, such as significant others volunteering or a family tradition of volunteering (Strigas & Jackson, 2003). A possible explanation for these scores to be similar could be marital status of the respondents. The majority of the members of CAVA are couples-based and that may play a role in their decision to volunteer. Some volunteers may choose to volunteer because it is sports-related, sociable, and provides an opportunity to be around sports and learn in-depth knowledge of the sport for which they are volunteering. Others may choose to volunteer because they support their spouse, which in itself could have a positive affect on a person. This reasoning could also play a role in the previously discussed material motive, although it is more evident and important within the external factor.

Summary

In conclusion, overall mean scores of the sample were looked at to determine whether a specific factor was deemed a strong motivator to volunteer. Two of the five factors reported scores above 3.0 (the cut-off), thus making that factor a strong motivator. These factors were purposive and external. In addition, an independent t-test was run to

see if there were any significant differences between genders across the factors. One factor showed significance (leisure) while four factors did not (material, egoistic, purposive, and external).

Limitations

This study was limited to a specific time period during the 2007-2008 spring sports season. The population and sample was a group already established through the athletic department. The majority of the members of CAVA have been members for more than one year as some members have been with the program since its inception. There was very little variance in the demographics, particularly those related to ethnicity, employment status, and age. These similarities within the group certainly limit the generalizability of the findings to more diverse groups.

Recommendations

This study found evidence of specific motivating factors that link volunteers to volunteering in sports-related environments. Previous research has examined volunteerism at the national and international levels, but the literature is lacking with regard to volunteer motivations and intercollegiate sports. At Clemson specifically, athletics has a huge influence on the community, where a volunteer program could be beneficial to an athletic program. Therefore, this study examined the motivations of volunteers within inter-collegiate athletics and can potentially be a starting point for future studies designed to measure motivations of volunteers on a deeper level. More studies should be done looking at different regions and environments (urban vs. rural) and comparing the motivations of volunteers in one type of area to another. This type of

work could give a much clearer picture of motivations of sport volunteers within intercollegiate athletics.

A second recommendation for future research would be to do a study looking at the six functions of volunteerism advanced by Clary et. al, (1998) These authors provide another outlook on motivations in volunteerism and may show different motivations dependent on how the current statements are related to the six functions. To achieve this, the researcher might find it useful to sit down with members of a group like CAVA and conduct one-on-one interviews and/or group interviews to see if there are any more reasons that explain the motivations to volunteer in sports-oriented environments.

APPENDICES

Appendix A

Survey Instrument

Sports Volunteer Survey

Thank you for participating in this survey. Your information will be kept confidential at all times. Please answer the questions as accurately and neatly as possible. Please do not put your name or address on the questionnaire. The survey should take 15-20 minutes to complete.

Questions

1. Gender (please check appropriate box)
 - Male
 - Female

2. Current Marital Status (please check appropriate box)
 - Married
 - Single
 - Divorced
 - Widowed
 - Other (please specify) _____

3. Ethnicity (please check appropriate box)
 - African-American
 - Hispanic
 - Native-American
 - White/Caucasian
 - Asian-American
 - Other (Please Specify) _____

4. Yearly Household Income (please check appropriate box)
 - Less than \$18,000
 - \$18,000 - \$25,000
 - \$25,001 - \$35,000
 - \$35,001 - \$50,000
 - \$50,001 - \$75,000
 - Over \$75,000

5. Employment Status (please check appropriate box)
- Unemployed
 - Part-time Employee
 - Full-time Employee
 - Retired
6. What is your age? _____
7. What is the highest level of education you have earned? (please check appropriate box)
- Less than high school diploma
 - High School diploma or equivalent
 - Some College
 - Associate's Degree
 - Bachelor's Degree (BS, BA)
 - Master's Degree (MS, MA)
 - Doctoral Degree (MD, PhD, EdD, JD)
8. How long have you been a member of CAVA? _____
9. How did you hear about CAVA?

10. Are you currently active in other volunteer organizations along with CAVA?
- Yes
 - No
11. Approximately how many total events have you worked as a volunteer at Clemson Athletic events since you started volunteering?

12. How many events do you plan to volunteer for this academic year (2007-2008)?

13. What are your most important reasons for volunteering at Clemson Athletic Events?

-
14. What role, if any, does the leadership in the athletic department (e.g., athletic director, assistant athletic director, etc.) have in CAVA?
-
-

Indicate below **TO WHAT EXTENT** each **MOTIVE CONTRIBUTED TO YOUR DECISION TO VOLUNTEER** at Clemson Athletic Events.

Rate each item (X) on a scale of:

- 1 (not important at all for you)
- 2 (not important)
- 3 (neutral)
- 4 (important)
- 5 (extremely important for you)

1	2	3	4	5
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Volunteering creates a better society					
By volunteering I feel less lonely					
Volunteer activities energize me					
Others to whom I am close place a high value on community service					
I wanted to work with people from different age groups and/or different backgrounds					
I wanted to make new contacts that might help my business or career					
I wanted to be recognized for doing this volunteer work					
I wanted to get away from the responsibilities of everyday life					
Volunteering my services for CAVA is considered prestigious					
Volunteering experience will look good on my resume					
I wanted to gain a feeling of belonging					
I wanted to discover new interests					
I wanted to experience the feeling of being absorbed by what I do					
Volunteering is a good escape from my own troubles					
I wanted to slow down the pace of life					
I wanted to maintain the family tradition of volunteering at sport events					
I am genuinely interested in CAVA					
Volunteering for CAVA enables the athletic department to provide more services for less money					
I wanted to improve my skills and abilities					
I wanted to develop friendships with other volunteers					
Most people in my community volunteer					
I wanted to relieve stress and tension from everyday					

life					
I wanted to provide myself with excitement					
I wanted to interact with other volunteers					
Complimentary items (t-shirts, banquets, official merchandise) played an important role in my decision to volunteer					
I wanted to put something back into the community					
Volunteering makes me feel better about myself/helps my self-esteem					
Because I was asked by others to volunteer					
I wanted to be appreciated by my significant other/family/community					
Volunteering for CAVA is worthy of my efforts and attention					
My friends/family/significant others are also volunteering for CAVA					
I wanted to challenge my abilities					
It is fun to volunteer for CAVA					
I wanted to help make CAVA a success					

Thank you for Participating in the Survey!!!

Appendix B

Informational Letter

Dear CAVA Volunteer:

Currently I am doing a research project on sport event volunteerism. The title of the project is “An Examination of Sport Event Volunteers within Athletics at Clemson University” and I need your help to complete the project.

The purpose of this research is to gain a better understanding of the motivations of volunteers at sporting events. Your participation, if you so choose, will involve a survey that will be given prior to the Clemson baseball banquet on February 17, 2008, on location at Jervey Gym @ 4:00pm. The amount of time required for the survey is approximately 20 minutes.

If you are unable to attend this banquet, surveys will be given out before the briefings at the remaining basketball games. If you are unable to volunteer at the remaining games, then a link to complete an online survey will be sent to you via email.

Your participation in this research study is voluntary. You may choose not to participate and you may withdraw your consent to participate at any time. You will not be penalized in any way should you decide not to participate or to withdraw from this study.

I look forward to seeing you at the baseball banquet. If you have any questions about the study prior to the banquet, please do not hesitate to contact me by phone at 864-656-0557 or e-mail at blairs@clemson.edu.

Sincerely,

Blair E. Schuyler

Appendix C

IRB Approval

Jane Brison

From: Jane Brison
Sent: Tuesday, December 11, 2007 11:15 AM
To: 'Denise Anderson'
Subject: Validation of IRB application # IRB2007-339, entitled "An examination of sport event volunteers with intercollegiate athletics at clemson university."
Attachments: Co_I_Responsibilities_8_15_06.doc; PI_Responsibilities_8_15_06.doc

Hi Denise:

The Clemson University Institutional Review Board (IRB) validated the proposal identified above using Exempt review procedures and a determination was made on **December 11, 2007** that the proposed activities involving human participants qualify as Exempt from continuing review under **Category 2** based on the Federal Regulations. You may begin this study.

Please remember that no change in this research proposal can be initiated without prior review by the IRB. Any unanticipated problems involving risks to subjects, complications, and/or any adverse events must be reported to the IRB immediately. The Principal Investigator is also responsible for maintaining all applicable protocol records (regardless of media type) for at least three (3) years after completion of the study (i.e., copy of validated protocol, raw data, amendments, correspondence, and other pertinent documents). You are requested to notify the Office of Research Compliance (ORC) if your study is completed or terminated.

Attached are documents developed by Clemson University regarding the responsibilities of Principal Investigators and Research Team Members. Please be sure these are distributed to all appropriate parties.

Good Luck with your study and please feel free to contact us if you have any questions. Please use the IRB number and title in all communications regarding this study.

Jane C. Brison
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