

Motivation and Satisfaction at Special Sport Event

Siti Nurhafizah Ahmad, Zuraidah Sulaiman, Zainab Khalifah



Abstract: Recently, volunteering has become a global trend and the number of volunteers has increased significantly at special events. Sports events are the most common special events which can be defined as a function or "occasion" that aims to raise money for the community or the non-profit group that organizes it, in terms of fundraising. There are many types of special events, each with its own complexity and relevance to different groups. Many sporting events rely on volunteers who play a crucial role in the success of an event. It is therefore the responsibility of the organizer and the management to understand the motivation and satisfaction of the volunteers, which will lead to new volunteers for future sporting events. Understanding the motivations of volunteers and ensuring that they can successfully accomplish the different roles required to achieve their goals is challenging. In order to recruit and retain enough volunteers at sporting events, it is important to understand clearly motivating factors that lead to volunteer satisfaction, to develop a successful volunteer retention strategy so that the organizer can recruit and keep enough volunteers at sporting events. Nevertheless, with these limitations, this study will highlight the motivational factors that can affect volunteering. The researcher's project should therefore build on the ideas that emerge from the theory of self-determination (SDT). The SDT is applied in this conceptual research paper to discuss the volunteers' motivation to volunteer for special sporting event using VMS-ISE motivation scale. The volunteers' satisfaction with volunteering at special sporting events is also measured. This research ends with a conceptual framework in which motivational factors and the satisfaction of volunteers are discussed.

Keywords: Volunteers, Sports Event, Volunteer Motivation, Volunteer Satisfaction

I. INTRODUCTION

Special events, such as sports events, can be defined as competitions or large exhibitions which can attract many participants or viewers [1]. Special events can be categorized by according to their size and impact on travel such as small events, major events, important events, celebrations, mega events. Twynam, Farrell and Johnston [2] had also mentioned in their study that the size of the event plays an important role in influencing the motivation of volunteers for special

events to get involved and participate in the events. The nature and characteristics of a special event such as uniqueness, environment, hospitality, element of social and cultural experience are special attractions for volunteers who want to take part in the event [1], [3]. In addition, previous studies have shown that the success of sporting events depends on the number of volunteers to ensure the sustainability of the games.

Recently, volunteer activities have become a global trend and the number of volunteers is an increasingly important area of academic research yet has recently been identified as an important line of inquiry. The concept of volunteering was introduced in the field of sport in the 20th century by Pi [4], hence it is growing rapidly specially in the area of sports [5]. The organizers are continually finding the ways to reduce costs due to the high cost involved in hosting these events, mainly due to their scale and complexities. This situation poses a significant challenge to human resource managers from special events to acquire, retain, and motivate volunteers. Volunteers are fundamental to the success of events and without volunteers, the organization cannot survive. The fundamental to design of effective recruitment and retention programs is to understand the reasons why people volunteer.

Numerous empirical studies have focused on the motivation of volunteers to form the field of human services in general [6], [7], [8]. Nevertheless, only few researches have been done in the area of volunteer motivation in special sporting events [3], [9] such as national sport games in Malaysia. Based on the theory of self-determination, the importance the positive experience of volunteers in a sporting event is well described, and a volunteers' motivation may report this relation with volunteer satisfaction [10]. In spite of previous researchers have applied self-determination theory (SDT) [11], [12] to understand volunteering behavior, several studies have been conducted to understand special sport event volunteering. Additionally, Bang and Ross [10] emphasized that the level of volunteer motivation for the international sporting event (VMS-ISE) must be continuously tested against a large number of samples of specific sports events to develop and validate the level of large numbers of volunteers.

II. LITERATURE REVIEW

A. Self-Determination Theory and Volunteer Motivation

Motivation plays a crucial role in a volunteer to devote his time to volunteering [13]. According to Park and Yoon [14], is considered to be one of the strongest psychographic variables that trigger a behavioral intention;

Manuscript received on February 10, 2020.

Revised Manuscript received on February 20, 2020.

Manuscript published on March 30, 2020.

* Correspondence Author

Siti Nurhafizah Ahmad, Universiti Teknologi Malaysia – AHIBS, Malaysia. Email: sitinurhafizahahmad@graduate.utm.my

Zuraidah Sulaiman, Universiti Teknologi Malaysia – AHIBS, Malaysia. Email: zuraidahs@utm.my

Khalifah Zainab Universiti Teknologi Malaysia – AHIBS, Malaysia. Email: m-zainab@utm.my

© The Authors. Published by Blue Eyes Intelligence Engineering and Sciences Publication (BEIESP). This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>)

therefore, this phenomenon is very important for understanding an individual's decision to volunteer.

The most well-known theory providing a theoretical framework for investigating the motivation factors is Deci and Ryan's [15] self-determination theory (SDT). SDT postulate that self-determination exists on a continuum: amotivation, extrinsic motivation, and intrinsic motivation [16]. Amotivation is nonregulated, while intrinsic motivation is fully regulated. Deci and Ryan's [17] had mentioned in their study of SDT that intrinsic motivation and extrinsic motivation is the most basic distinction. Altruistic is the example of intrinsic motivation where can be defined as behavior by which people are motivated to increase the welfare of others without personal reward [18]. In other words, individuals are driven because they are simply enjoying the activity they are engaged in. It means no external rewards or punishments take place to sustain the effort. While the extrinsic motivation relates to the individual's will to complete a task based on a separable result or a reward. Activities with extrinsic motivation are carried out in order to achieve a goal, to earn a reward or to avoid punishment or a negative result. When people are extrinsically motivated, they do the activities not only because they enjoy them, but because the activities are essential to achieve a goal or to avoid an undesirable result or consequence.

SDT explores that extrinsic motivation can be distinguished into different forms. Some of them certainly lead to negative consequences, but others do result in adaptive behavior and performance [15]. In their study also mentioned, although individuals benefit more from being intrinsically motivated, their most appropriate activities are driven by extrinsic reasons and that can be divided into external regulation, introjected regulation, identified regulation, and integrated regulation. This element also supported by Grano and Lucidi [19], developed the volunteer motivation scale, which consists of six subscales in which the basis of the SDT is assessed as motivation, external regulation and introjected regulation, identified regulation, integrated regulation and intrinsic motivation.

Alternatively, you can feel extrinsically motivated, composed of different levels of regulation [20]. Moreover, in their study mentioned that integrated regulation emerges when voluntary behavior is reconciled with personally recognized beliefs and goals. The identified regulations include a conscious assessment of a behavioral goal and the acceptance of this behavior as individually important. According to this, the controlled motivation consists of both an external regulation that is motivated by external rewards and an introjected regulation that indicates an external regulation that was easily internalized, but in reality, was not accepted as theirs. Deci and Ryan [17] suggested that, beyond motivating basic psychological needs, more motivation becomes autonomous. Bang & Ross [10] found that from this SDT theory perspective, Individuals can be motivated and to volunteer for future events, until they are satisfied at sporting events with their psychological needs. The identification of different motivational domains has led to the creation of various tools to measure them. The main instruments utilized in the study of volunteer motivation, and the research and theories from which they spring, are presented in Table 1.

The VMS-ISE consists of six factors which are; i) interpersonal contact, ii) personal growth, iii) expression of value, iv) career orientation, v) patriotism, and vi) extrinsic

reward. This in line with the SDT and supported findings of [3], [7], [12], [21] and other researchers.

Table 1: Theory and model for the study of volunteer motivation

Researchers	Theory	Model/ Scale	Factor Groups
Cnaan and Goldberg-Glen (1991)	The complex approach	The two- and three-factor models	The two-factor model: altruistic and egoistic domains
Caldwell and Andereck (1994)	The incentives theory	A mail-back questionnaire	Three: purposive, solidary, and material
Clary et al. (1998)	The functionalist theory	The volunteer functions inventory (VFI)	Six: values; understanding; social; career; protective; and enhancement
Farrell et al. (1998); Johnston et al. (1999)	The multifaceted approach	Special event volunteer motivation scale (SEVMS)	Four: purposive, solidary, external traditions, and commitment
Strigas and Jackson(2003)	Incentive theory	The volunteer motivation instrument (VMI)	Five: material, purposive, leisure, egoistic, and external
Wang (2004)	The multifaceted approach	The multi-item measurement instrument	Five: altruistic value, personal development, community concern, ego enhancement, and social adjustment
Giannoulakis et al. (2008)	The multifaceted approach	Olympic volunteer motivation scale (OVMS)	Five: material, purposive, leisure, egoistic, and external
Bang & Chelladurai (2009)	Social exchange theory	Volunteer motivations scale for international sporting events (VMS-ISE)	Six: expression of values, patriotism, interpersonal contacts, career orientation, personal growth, and extrinsic rewards
Bang & Ross (2009)	Self-determination theory	Volunteer motivations scale for international sporting events (VMS-ISE)	Six expression of values, Community involvement, interpersonal contacts, career orientation, personal growth, and extrinsic rewards

Doherty (2009)	Social exchange theory	A survey of 2001 Canada Games volunteers	Six factors of benefits: community contribution, skill enrichment, connection with sport, privileges of volunteering, positive life experience, and social enrichment; three factors for perceived costs: task underload, personal inconvenience, and task overload
Edwards et al. (2009)	The multifaceted approach	Modification of OVMS	Seven: it's all about the games, personal development, being interested in the event, wanting to make the event a success, skill development, job contacts, and receiving rewards
Hallmann and Harms (2012)	Motivation theory, Theory of sport fan involvement	VMS-ISE	Five: expression of values, interpersonal contacts, career, personal growth and love of sport
Dickson et al. (2013)	The multifaceted approach	An adaptation of the SEVMS	Six: values; understanding; social; career; protective; and enhancement
Wollebæk et al. (2014)	Reflexive modernization theory	WSC test event	Three: interest for sports/happening, qualifications/work-related, and social motives/tradition
Alexander, Kim, and Kim (2015)	The functionalist theory	An adaptation of the VFI	Seven: career function; value function; Olympic function; enhancement function; understanding function, social function; and protective function

B. Motivation to Volunteer Dimensions

This study examines motivation for satisfaction by using the VMS-ISE model in volunteers for special sports events. All dimensions were used as the main construction and elements, based on previous research into motivation to volunteer at international sporting events.

Expression of Value

This factor underlines the concerns of others where people volunteer to express on core values, for example to support and participate in effective events [10]. These components

are consistent with the components of [3] stated that, the expression of value is that people are willing to do things that are valuable to society and the event and are willing to bring something into the community [10], [12]. This factor is the most fundamental motivational domains, in spite of researchers name this factor differently: altruistic [8], [22]; value [7], [23], and others. This statement is in line with SDT [15], where intrinsic motivation can be either altruistic or egoistic in nature [21] which it represents an individual's beliefs in helping others and contributing to society [22].

Patriotism

Patriotism is measured as the top motivational factors for international sports volunteers [12]. Therefore, Bang and Ross [10] also mentioned in their earlier literature that the motivators for large events differed from volunteers in other contexts in which their patriotic considerations motivate local volunteers at international sporting events. That one may support the country, it is important to strengthen the image of the community and express national pride [24].

There are researchers name this factor differently as purposive [3], [9]. According to Strigas and Jackson [9], purposive motives relate to the need for volunteers to bring their actions into the sports organization that benefits sports events and the community. This statement is in line with previous study by Levesque [25], purposive behavior as intrinsic motivation in SDT where the goal (intention) is the action itself. The event itself has become an important reason to help more than just others. Some examples of intrinsically motivated actions track curiosity, search for meaning, develop skills, make decisions independently, and serve others without the promise of external rewards or the threat of punishment.

However, this seems to be more suitable for mega events. Since special national sporting events can take place in the same sport every year, this motivation factor is not important for this event. The study by Bang and Ross [10] had substituted patriotism with the factor community involvement for smaller events.

Interpersonal Contact

Interpersonal contact underlines the social growth in which people meet and make contacts in order to make contacts [3], [10], [12], [23]. Solidary stage under volunteer functions inventory was related to the social context, group identification and networking [3], [24], [26]. As a result, volunteering helped individual volunteers to network, gain local knowledge and skills, which led to improved employment opportunities.

This statement is in line with the study of SDT by Ryan and Deci [15], where identified regulation under extrinsic motivation refers to personally held values such as learning new skills; internally referenced contingency, and consciously valued goals. As mentioned by Ryan and Deci [17], identification refers to individuals who are able to recognize the importance of their personal behavior and accept regulation as their own behavior. In addition, this behavior requires that one regard it as important. For example, a person participated volunteer program to develop relationships with others.

Career Orientations

Career orientation focuses on acquire experience as well as skills and preparing for the career [7], [12], [24]. Career contacts where people attending events [27] seek to gain knowledge and experience through volunteering. This framework is based on one of Clary et al. [7] the function of inventory value (VFI). The understanding functions expanded the volunteers' opportunities for the development of new educational experience, the application of knowledge, skills and talents [7].

On the foundation of SDT by Grano and Lucidi [19] developed a motivational scale for volunteers that consists of integrated regulation. According to Ryan and Deci [17], integrated regulation refers to behavior when identified regulation has fully transformed into the self. This occurs when a person accepts a certain new regulation of value, goals and need that are already part of the self. As for the reasons for volunteering, comprehensive regulation includes examples of elements: "Because this activity is an integral part of my life."

Although the behavior governed by integrated normative actions is voluntary, it is still considered external because it achieves important personal outcomes and is not out of fundamental interest and pleasure. In other words, they are still instrumental to a separable outcome whose value is well integrated with the self.

Personal Growth

Personal growth can be described by acquiring new visions, important and desirable feelings, high self-esteem, and a high level of self-confidence [10], [12]. According to Hallmann and Harms [24], there was also an increase in selfishness, which was reinforced by the experience of personal growth. Opportunities for volunteers used by respondents were often seen as opportunities for personal growth. In many cases, personal growth is described as part of future life plans, lifelong learning, and personal development [6]. Although researchers name this factor differently: enhancement [28], [7], [23]; egoistic [8], [9], [29] and others, but it has the similar meaning with the type of extrinsic motivation in SDT [15] that is introjection regulation. Introjection regulation is ego involvement which refers as an individual performs an act in order to enhance or maintain self-esteem.

Extrinsic Rewards

It was initially accepted that external awards enrich volunteers' motivation to volunteer [30], [31]. Extrinsic rewards being motivated by intangible substances such as free admissions, food vouchers, merchandise monetary, and similar gifts [10], [24]. It is different compared to intangible rewards that beyond focus on internal similarly the feel of satisfaction through volunteering activities [9].

This statement is in line with the study of SDT by Ryan and Deci [15], where external regulation in extrinsic motivation can be defined as behavior that is determined by external factors such as rewards or fines. Research has been applied to external stimulation [32] because it has been found that external regulation is usually built with intrinsic motivation.

Volunteer Satisfaction

SDT maintains that intrinsic factors and extrinsic factors are antecedents of volunteer satisfaction [11], [33], [34]. Several studies have demonstrated the difference roles of intrinsic

and extrinsic motive fulfilment in constituting volunteer satisfaction [35].

Surprisingly, many studies have examined volunteer satisfaction, and numerous tests confirm that satisfaction is about motivation, internal and external benefits, commitment and organizational management issues, [12], [36]. Meanwhile, various studies have also found that volunteer motivation is positively related to volunteer satisfaction [3], [10], [37]. In a previous study, Farrell et al. [3] found a correlation between volunteer motivation, volunteer satisfaction, and actual experience. Farrell et al. (1998) identified a study of communication and recognition of volunteers as important factors for meeting with volunteers. Similar to the study by Olive [38] and Wu [39] on theoretical basis for this relationship along with consumer behavior literature have suggested that an individual's satisfaction results from a comparison between the rewards and costs of an experience relative to expectation. The experience of volunteering could help people assess their psychological fundamentals, such as the need to express their values, enrich their careers, and enjoy participating in sporting events. In other words, participant serve their self in service or consumer tend to buy a product based on previous pleasing experience [3]. This means that volunteers who are happy and satisfied with their motivational needs can participate in future events again.

Wang and Wu [37] studied at Shanghai World 2010 and found that motives related to "communication values" and "personal growth" have a big impact on volunteer satisfaction. A study by Vertitnev [21] and Bang and Ross [10] supported the result, which indicates that motivational factors for expressing values as well as interpersonal contact with professional orientation is the factor that influences the volunteer's experience. There is also a negative relationship between external reward and satisfaction. In fact, the organizer asked the volunteers not to look for extrinsic rewards. The volunteers also commented negatively on the disproportion of the rewards and the procedure for selecting the volunteers. Vertitnev, Bobina and Terwiel [21] had supported this result in their study at 2014 Sochi Olympics found that external motivational factor are included in accordance with SDT controlled motivation did not lead to the satisfaction of volunteers with their work, this might be useful for the organizer to understand the satisfaction factor, especially for volunteering tasks that affect future intentions to become a volunteer again [36]. On the other hand, the negative results that being experienced by the volunteer turn out to be a major motive to quit volunteering [40]. If they cannot keep their current volunteers such as recruiting and retraining new volunteers, which are expensive and time consuming [36]. Treuren and Monga [41] argues that the types of volunteering activities and the impact of these activities on the motivation of volunteers to participate in special occasion volunteers and ordinary volunteers are different. It is important that managers determine the motivation and satisfaction of volunteers among volunteers for special sporting events. A study by Galindo-Kuhn and Guzley [42] found that the time spent on volunteering, the sustainability of volunteering and the desire to continue volunteering can be predicted from volunteer satisfaction.

Understanding volunteer motivation and satisfaction will help support and influence them at future events. Therefore, the researcher will use the Volunteer Satisfaction Index (VSI) developed by Galindo-Kuhn and Guzley [42] to measure the satisfaction of volunteers at special sporting events.

III. CONCEPTUAL FRAMEWORK

A. Proposed Conceptual Framework

The conceptual framework of this study is based on the VMS-ISE developed by H. Bang and P. Chelladurai [12]. and Volunteer Satisfaction by Galindo-Kuhn and Guzley [42]. The aim of this study, VMS-ISE, is used as an independent variable (IV), which consists of six main constructs: value expression, patriotism, professional orientation, interpersonal contact, personal growth and external reward. During this time, satisfaction is the dependent variable (DV), which is measured using the VSI model developed by Galindo-Kuhn and Guzley [42].

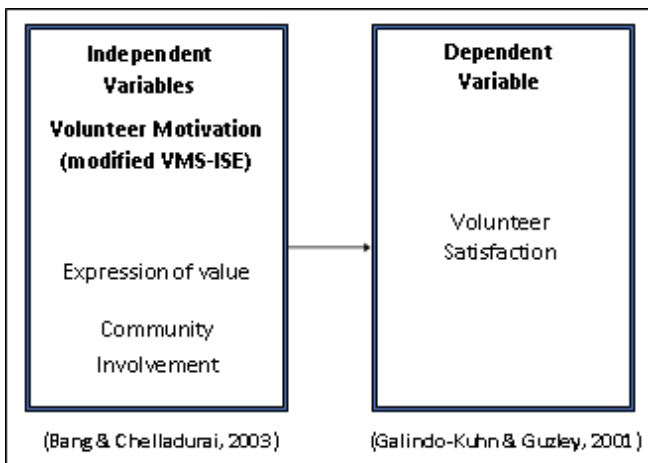


Figure 1: The proposed Conceptual Framework of Motivation to Volunteer and Volunteer Satisfaction.

B. Hypotheses

Based on the above framework, various hypotheses are tested as described below:

H1a: There is a significant correlation between the expression of value and satisfaction of volunteers among volunteers in a special sporting event.

H1b: There is a significant correlation between community involvement and satisfaction of volunteers among volunteers in a special sporting event.

H1c: There is a significant relationship between interpersonal contact and satisfaction of volunteers among volunteers in a special sporting event.

H1d: There is a significant relationship between career orientation and satisfaction of volunteers among volunteers in a special sporting event.

H1e: There is a significant correlation between personal growth and satisfaction of volunteers among volunteers in a special sporting event.

H1f: There is a significant correlation between extrinsic reward and satisfaction of volunteers among volunteers in a special sporting event.

IV. METHOD

The data will be collected from the quantitative research provided some insights to describe the volunteer group in the sport event industry. The target population of this research are the volunteers in Malaysia who will participate in volunteering of special sport event. Hair et al. (2017) and Henseler et al. (2014) suggested that the calculation of the sample size follows a more sophisticated approach, for example based on the statistical significance and the size of the effects. The authors also suggested that researchers perform an individual performance analysis, such as using G * performance analysis. Using the G * performance analysis with $\alpha = 0.05$, the expected effect size is 0.15, the desired statistical performance is 0.95 and the number of predictors is 5. Therefore, the minimum sample size required for this study is 138 samples.

Overall, the questionnaire consisted of questions adapted from Volunteer Motivation Scale International Sport Event (VMS-ISE) scale. The data will be keyed in into statistical software that is Statistical Packages for Social Sciences (SPSS) and the Partial Least Squares Structural Equation Modelling (PLS-SEM) will be employed to test the study hypotheses. The relationship between the independent and dependent variables will be explained through multiple regression.

V. RESULT AND DISCUSSION

The results of this research are encouraging for the continuous understanding of motivations at special sporting events. The six validated motivational dimensions from the modified voluntary motivation scale for international sporting events (VMS-ISE). These six motivating factors support the previous literature on the management of sports volunteers [12]. Because Bang and Chelladurai [12] theoretically supported their six factors, the same motivational factors found in this study support their conclusions as well as the results of the factor analysis, which are considered to be an extension of the models of [6], [43]. Expression factor corresponds to that described as the goal of the two studies, Farrell et al. [3] and Johnston et al. [43] and the value of Clary et al. [7] Interpersonal contact also corresponds to that of Farrell et al. [3] and Johnston et al. [43] Personal growth is consistent with that seen as an improvement to that of Clary et al. [6] Finally, career guidance is also in line with the career factor proposed by Clary et.al [6].

Table 2: Summary of Finding for Relationship between Volunteer Motivation and Volunteer Satisfaction

xiao Ma & Jason Draper (2016)	Relationship	Finding
Bang and Ross (2009)	Expression of value and satisfaction	Significance
Bang and et.al (2018)	Community Involvement and satisfaction	Significance
Xiao Ma & Jason Draper (2016)	Interpersonal contact and satisfaction	Significance

Bang and Ross (2009)	Career orientation and satisfaction	significance
Xiao Ma & Jason Draper (2016)	Personal growth and satisfaction	significance
Xiao Ma & Jason Draper (2016)	Extrinsic reward and satisfaction	Not significance

The purpose of this study is to discuss the relationships between motivations, with overall satisfaction. The inclusion of the SDT theory and the construction of the VMS-ISE variable is a unique contribution of this study.

Based on previous studies, five models included very important expressions of value, community participation, people-to-people contact, career counseling and personal growth. Meanwhile, the trivial model included motivation for "extrinsic rewards", suggesting that the tangible elements given to the volunteers had not contributed significantly to the overall satisfaction of the volunteers. In each significant model, the motivation was significant and positively linked to satisfaction, indicating that the experience responded to the motivations of the volunteers. While a previous study using VMS-ISE found expression of values, career guidance and love of sport as important predictors [10], this study found that all factors except one were significantly related to overall satisfaction.

VI. CONCLUSION AND IMPLICATION

In summary, volunteers play an important role in ensuring victory at this event and that their contribution will eventually ensure the survival of the games. In general, the organization of the event depends heavily on the large number of volunteers who help organize the event. The biggest problem is recruiting, training and supporting volunteers. Organizers must determine the key to understanding volunteer motivations and motivations to continue volunteering. If volunteers get a positive result from their contribution to previous events, chances are high that they will stay for future events. An in-depth survey was conducted to motivate volunteers at general and sporting events, but only a small survey focused on volunteers at specific sporting events. The event industry is expected to use the VMS-ISE model as a guide for recruiting and retaining volunteers. The results of this study will also help raise awareness of volunteer motivation for special sporting events in Malaysia. Therefore, in this study, an attempt was made to determine the motivation of volunteers at special events and to study the relationship between motivation and satisfaction of volunteers for this event. It is important to encourage volunteers at special events to ensure the training and hiring of volunteers. The results of this study will also help raise awareness of volunteer motivation at international sporting events in Malaysia. Therefore, this study will benefit various interest groups in the event industry, for example academicians and event professionals, especially the international organizer of sports events.

Author Contributions: Siti Nurhafizah Ahmad wrote the paper, while Dr. Zuraidah Sulaiman and Prof. Dr. Zainab Khalifah validated and revised the contents.

Funding: This study received no specific financial support.

Conflicts of Interest: The authors declare that they have no conflicting interests.

ACKNOWLEDGEMENT

For this research article the authors want to convey their special thanks to Dean of Azman Hashim International Business School (AHIBS) from Universiti Teknologi Malaysia, Malaysia for providing scope and opportunity to encouraging for research article and also for using e-resources and library for concept development and information collection.

REFERENCES

1. M. Monga, "Measuring motivation to volunteer for special events," *Event Management*, vol. 10, pp. 47-61, 2006.
2. G. D. Twynam, J. M. Farrell and M. E. Johnston, "Leisure and volunteer motivation at a special sporting event," *Leisure/Loisir*, vol. 27(3-4), p. 363-377, 2002.
3. J. M. Farrell, M. E. Johnston and G. D. Twynam, "Volunteer Motivation, Satisfaction, and Management at an Elite Sporting Competition," *Journal of Sport Management*, p. 288-300, 1998.
4. L.-L. Pi, Factors affecting volunteerism for international sports events in Taiwan, Republic of China., United States Sports Academy Daphne, AL: (Unpublished PhD thesis), 2001.
5. A. Love, R. Hardin, W. Koo and A. L. Morse, "Effects of motives on satisfaction and behavioral intentions of volunteers at a PGA TOUR event," *International Journal of Sport Management*, vol. 12(1), pp. 86-101, 2011.
6. E. G. Clary, M. Snyder and R. Ridge, "Volunteers' motivations: A functional strategy for the recruitment, placement, and retention of volunteers," *Nonprofit Management and Leadership*, vol. 2(4), p. 333-350, 1992.
7. C. EG, S. M, R. RD, C. J, S. AA, H. J and M. P., "Understanding and assessing the motivations of volunteers: A functional approach," *Journal of personality and social psychology*, vol. 74(6), p. 1516-1530, 1998.
8. R. A. Cnaan and R. S. Goldberg-Glen, "Measuring motivation to volunteer in human services," *Journal of Applied Behavioral Science*, , vol. 27, p. 269-284, 1991.
9. A. Strigas and N. Jackson, "Motivating volunteers to serve and succeed: Design and results of a pilot study that explores demographics and motivational factors in sport volunteerism.," *International Sports Journal*, vol. 7(1), p. 111-123, 2003.
10. H. Bang and S. Ross, "Volunteer motivation and satisfaction," *Journal of Venue and Event Management*,. vol. 1(1), p. 61-77, 2009.
11. J. B. Allen and S. Shaw, "Everyone rolls up their sleeves and mucks in": Exploring volunteers' motivation and experiences of the motivational climate of a sporting event, vol. 12, 2009, pp. 79-90.
12. H. Bang and P. Chelladurai, "Motivation and satisfaction in volunteering for 2002 World Cup in Korea," in Paper presented at the conference of the North American Society for Sport Management., Ithaca, New York, 2003.
13. M. Kim and P. Chelladurai, "KVolunteer Preferences for Training Influences of Individual Difference Factors. .," *International Journal of Sport Management*, vol. 9(3), p. 233-249, 2008.
14. D.-B. Park and Y.-S. Yoon, "Segmentation by motivation in rural tourism: A Korean case study.," *Tourism Management*, , vol. 30(1), p. 99-108, 2009.
15. R. M. Ryan and E. L. Deci, "Intrinsic and extrinsic motivations: Classic definitions and new directions. .," *Contemporary Educational Psychology*, vol. 25(1), pp. 54-67, 2000.
16. M. Frendo, "Self-determination theory: A framework for understanding volunteer motivation and retention.," *The International Journal of Volunteer Administration*, , vol. 24(3), p. 4-12, 2013.
17. E. L. Deci and R. M. Ryan, *Handbook of self-determination research.*, Rochester, NY: University of Rochester Press., 2002.
18. J. Dovidio, "With a little help from my friends.," in G. G. Brannigan & M. R. Merrenns (Eds.), *The social psychologists: Research adventures.*, p. 98-113, 1995.

19. C. Grano and F. Lucidi, "Grano, C., & Lucidi, F. (2005). Motivations and determinants underlying volunteering in older people.," *Solidarity Relations*, vol. 2, pp. 109-130, 2005.
20. S. M. Haiwas, J. Hofmans and R. Pepermans, "Volunteer engagement and intention to quit from a self-determination theory perspective.," *Journal of Applied Social Psychology*, vol. 43, p. 1869-1880, 2013.
21. A. Vetitnev, N. Bobina and A. F. Terwiel, "The Influence of Host Volunteer Motivation on Satisfaction and Attitudes toward Sochi 2014 Olympic Games.," *Event Management*, vol. 22 (3), p. 333-352, 2018.
22. P. Z. Wang, "30. Wang, P. Z. (2004). Assessing motivations for sports volunteerism.," *Advances in Consumer Research*, , vol. 31, pp. 420-425, 2004.
23. T. J. Dickson, A. M. Benson, D. A. Blackman and A. F. Terwiel, "It's all about the Games! 2010 Vancouver Olympic and Paralympic Winter Games volunteers.," *Event Management*, vol. 17, p. 77-92, 2013.
24. K. Hallmann and G. Harms, "Determinants of volunteer motivation and their impact on future voluntary engagement: A comparison of volunteer's motivation at sport events in equestrian and handball October 2012," *International Journal of Event and Festival Management*, vol. 3(3), pp. 272-291, 2012.
25. C. S. Levesque, G. R. Sell and J. A. Zimmerman, "A theory-based integrative model for learning and motivation in higher education.," *To improve the academy*, In S. Chadwick-Blossey (Ed.), vol. Vol. 24., p. 86-103, 2006 .
26. P. W. Williams, K. B. Dossa and L. Tompkins, "Volunteerism and Special Event Management: A Case Study of Whistler's Men's World Cup of Skiing," *Festival Management and Event Tourism*, vol. 3 (2), pp. 83-95(13), 1995.
27. I. S. Ancans, "Why people volunteer (1st ed.)," *Voluntary Action Directorate*, 1992.
28. A. Alexander, S.-B. Kim and D.-Y. Kim, "Segmenting volunteers by motivation in the 2012 London Olympic Games," *Tourism Management*, vol. 47, pp. 1-10, 2015.
29. C. Giannoulakis, C.-H. Wang and D. Gray, "Measuring volunteer motivation in mega-sporting events," *Event Management*, vol. 11, no. 4, pp. 191-200, 2008.
30. R. B.C. and C. L., "Sport volunteers: Research agenda and application.," *Sport Marketing Quarterly*, , vol. 7(2), p. 14-23, 1998.
31. D. S. G. Robert S. Weinberg, *Foundations of Sport and Exercise Psychology*, Edition. Illinois: Human Kinetics, 2003.
32. R. M. Ryan and E. L. Deci, "Promoting Self-Determined School Engagement; Motivation, Learning and Well Being," in *Handbook of Motivation at School*, 2009.
33. Choong-KiLeea, Y. Reisinger, M. J. Kim and S.-M. Yoon, "The influence of volunteer motivation on satisfaction, attitudes, and support for a mega-event.," *International Journal of Hospitality Management*, , Vols. 40, , p. 37-48., 2014.
34. K. Jiang, L. R. Potwarka and H. Xiao, "Predicting intention to volunteer for mega- sport events in China: The case of universiade event volunteers.," *Event Management*, vol. 21(6), pp. 713-728, 2017.
35. E. L. Deci and R. M. Ryan, *Research, Handbook of Self-Determination*, 2004.
36. G. Pauline, "Volunteer satisfaction and intent to remain: an analysis of contributing factors among professional golf event volunteers.," *International Journal of Event Management Research*, vol. 6(1), pp. 10-32, 2011.
37. C. Wang and X. Wu, "Volunteers' motivation, satisfaction, and management in large-scale events: An empirical test from the 2010 Shanghai World Expo.," *VOLUNTAS: International Journal of Voluntary and Nonprofit Orga-nizations*, , vol. 25(3), p. 754-771, 2014.
38. R. L. Oliver, "A Cognitive Model of the Antecedents and Consequences of Satisfaction Decisions," *Journal of Marketing Research*, 1980.
39. H. C. Wu, "Exploring the relationships between motivation and job satisfaction of volunteer interpreters: A case study of Taiwan's national part. I," in *Proceeding of IUCN/WCPA-EA-4 Taipei Conference* , Taipei, Taiwan, 2002.
40. A. Doherty, "The volunteer legacy of a major sport event," *Journal of Policy Research in Tourism, Leisure and Events*, vol. 1(3), p. 185-207, 2009.
41. G. J. Treuren and M. Monga, "Are special event volunteers different from non-SEO volunteers? Demographic characteristics in four South Australian special event organisations," *Event and Place Marketing*, 2002.
42. R. Galindo-Kuhn and R. M. Guzley, "The volun- teer satisfaction index: Construct definition, measurement, development, and validation.," *Journal of Social Service Research*, , vol. 28(1), p. 45-68, 2002.

AUTHORS PROFILE



Siti Nurhafizah Ahmadi, is a PhD candidate at Universiti Teknologi Malaysia. She has a Master of Office Systems Management from Malaysia. She has served in academia as a lecturer since 2012 and taught in event management and marketing.



Zuraidah Sulaiman, holds a PhD in Marketing from the University of Sydney, Australia. She is currently working as a senior IT and marketing lecturer at Universiti Teknologi Malaysia (UTM) when she left as an IT lecturer, where she began her academic career at the Universiti Teknologi PETRONAS (UTP) in 2007. She is active in market research projects, community engagement, advice, besides being invited as a speaker and judge on several national programs.



Zainab Khalifah, she is currently a professor in the Azman Hashim International Business School (AHIBS) at the Malaysian University of Technology (UTM). For many years she has been working in Community Tourism and Tourism Management (CBT) and teaching in the Master of Tourism Planning Program at UTM. Her research interests include assessing the economic benefits of the CBT through value chain analysis, strategic policy review of the Malaysian tourism industry, and the introduction and development of the ASEAN family standard. She is also an instructor on the Malaysian Tourism Quality Assurance Program (MyTQA) for MOTA.