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Master's Thesis

Volunteers at cycling race events: Antecedents of commitment and intention to remain



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Abstract

The purpose of this study is to examine the antecedents of volunteer commitment and intention to remain, in the context of two annually held cycling race events, Nordsjørittet and Rogaland Grand Prix, in the Southwest coast of Norway. The aim is to identify the relationships between volunteer satisfaction, motivation, commitment, and intention to remain as a volunteer in the future. Moreover, the thesis seeks to determine the motivational factors of the volunteers, who participated in the events and to discover their levels of satisfaction with various aspects of volunteering. In order to measure these factors, a questionnaire was generated of which items were adapted from previous studies, and factor analysis and multiple regression analysis were utilized.

Results indicated that the volunteers, who were motivated by the connection to the sport, were highly committed and intended to remain as volunteers in the future events. Furthermore, a higher level of education was related to volunteers' intentions to remain. It was also found that volunteers' age and their satisfaction with the nature of their work and appreciation from others were predictors of commitment.

Understanding these aspects of volunteering, as well as the relations between them, can be beneficial for the management of volunteers in order to retain the experienced volunteers and to ensure the continuation of the event in the future (Allen & Shaw, 2009; Elstad, 2003; MacLean & Hamm, 2007).

Keywords: Volunteering, sport events, motivation, satisfaction, commitment, intention to remain

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Volunteers are invaluable human resources to attractions and events as well as significant workforce for the tourism industry (Lockstone, Smith, & Baum, 2010), who contribute with their skills, time (Wilson & Pimm, 1996) and energy. Volunteering differs from paid work in the sense that it is not rewarded by money or substantial tangible artifacts, and it is based on free will and most often on “loose “contracts, if any. The roots of volunteering vary between cultures and contexts. The present study addresses volunteers in the context of cycling race events. Sporting events are increasing and enlarging, and also compete with other events on the same resources, and there is a growing need for volunteer workforce (Allen & Shaw, 2009). Within the event context, they may be conceived of as episodic volunteers, as compared to continuous volunteering within organizations with full-year activity (Holmes & Smith, 2009). The growth of the event sector inevitably leads to increasing demands for volunteers. Hence it becomes of crucial interest to find ways of retaining committed, motivated and satisfied volunteers.

This study explores the antecedents of sport event volunteer commitment and intentions to remain as a volunteer for future events, in the context of two cycling race event, Nordsjørittet and Rogaland Grand Prix, which take place on a yearly basis in the Southwest coast of Norway. Furthermore, the aspects influencing on volunteer satisfaction, as well as motivations are investigated. Whereas, volunteer motivations and satisfaction have been examined broadly, commitment, intentions to remain as well as the relationships among these factors have been limited to these sport event settings. The study proposes and tests a Norwegian version of motivational instrument and satisfaction instrument.

The thesis has subsequent research questions:

- Who are the volunteers at a cycling race?
- What is the level of satisfaction among the volunteers?

- How is the level of satisfaction distributed among the different aspects of volunteering?
- Is there an underlying structure in the experience of satisfaction with the volunteer work?
- Is there a relationship between volunteer motivation and satisfaction?
- What motivates the volunteers?
- How is the level of motivation distributed among the different aspects of volunteering?
- Is there an underlying structure in the experience of motivations with the volunteer work?
- How committed are the volunteers to their volunteering work?
- How is commitment related to demographical characteristics, previous volunteer activities, family and friends volunteering, satisfaction, and motivation?
- To what extent the volunteers are intending to remain as volunteers for the future events?
- How are volunteers' intentions to remain as a volunteer for future events related to demographical characteristics, previous volunteer activities, family and friends volunteering, satisfaction, motivation, and commitment?

Literature Review

Volunteering

Defining the term volunteering is rather intricate because the lack of universal consent (Cuskelly, Hoye, & Auld, 2006; Handy et al., 2000; Lockstone-Binney, Holmes, Smith, & Baum, 2010). Based on a content analysis, Cnaan, Handy, and Wadsworth (1996) suggested that volunteer typology includes four main criteria; (1) act based on free choice, (2) working without remuneration, (3) the context of volunteering should be at formal organization, and (4) the benefit or help goes to others. Musick and Wilson (2008) define volunteering as an altruistic act that aims to offer help to other people, an organization, a group, a cause, or the community and does not expect to receive any remuneration. Besides, volunteering can be considered as a form of “serious leisure” that Stebbins (1992, p. 20) defined as “the systematic pursuit of an amateur, hobbyist, or volunteer activity that is sufficiently substantial and interesting for the participant to find a career there in the acquisition and expression of its special skills and knowledge”. Getz (2005) notes that “serious leisure” involves that volunteers show strong commitment and identification with the event or the organization.

The traditional form of volunteerism has been perceived as continuous or sustained, and it is exemplified by regular involvement in the same organization in steady working environments, for instance visitor attractions and museums (Holmes & Smith, 2009; Lockstone-Binney et al., 2010; Lockstone et al., 2010), and humanitarian organizations, such as the Red Cross. According to Holmes and Smith (2009) volunteering can be categorized in six distinct types; (1) International, transnational or cross-national volunteering, (2) volunteer tourism, (3) episodic volunteering, (4) virtual, online or cyber-volunteering, (5) family and intergenerational volunteering, and (6) corporate, workplace, employee and employer-supported volunteering.

Events are typically dependent on episodic volunteering that is exemplified by more flexible and short-term type of volunteering (Holmes & Smith, 2009; Lockstone et al., 2010). The current trend denotes that episodic volunteering is becoming more common (Brudney & Gazley, 2006; Holmes & Smith, 2009).

Volunteers are a substantial group of stakeholders (Bang, 2009) at all scales of events (Holmes & Smith, 2009) dedicating their time and abilities (Wilson & Pimm, 1996) in delivering variety of core services (Cuskelly et al., 2006). Volunteer contributions are not only necessary in terms of success and sustainability of the events (Allen & Shaw, 2009; Williams, Dossa, & Tompkins, 1995), but also in order to make the events financially feasible (Cuskelly, Auld, Harrington, & Coleman, 2004; Green & Chalip, 2004; Pauline, 2011; Warner, Newland, & Green, 2011). Moreover, they have a social influence on communities (Doherty, 2009; Green & Chalip, 2004; Lockstone-Binney et al., 2010; Pauline, 2011), which are more and more depended on events (Green & Chalip, 2004).

The tasks of sport event volunteers may include working with administrative services, venue management, team management and liaison, marketing, media, technology, medical services, hospitality, environment, event operations, catering, transportation, crowd control, translation, finance and budgeting, volunteer supervision and management, and helping athletes and spectators (Bang, 2009; Cuskelly et al., 2006; Du, 2009). Event volunteers can be divided into two diverse groups; core and noncore volunteers (Holmes & Smith, 2009), or what Doherty (2009) refers to as planning and on-site volunteers. Core volunteers can be typified as more involved in terms of time, in comparison with noncore volunteers. Core volunteers may contribute from months up to years towards to the event, whereas noncore volunteers are typically working when the event takes place (Doherty, 2009; Holmes & Smith, 2009).

Additionally, core volunteers often hold organizational, managerial, or governance positions whereas, noncore volunteers hold operational positions (Holmes & Smith, 2009).

The amount of sport events continues upward growth in the meantime when the current ones keep on expanding, and thus the demand for volunteers is increasing (Allen & Shaw, 2009; Costa, Chalip, Green, & Simes, 2006; Pauline, 2011). International mega events rely on a large amount of volunteers (Kemp, 2002) for instance, the 2008 Beijing Olympic Games and the Paralympic Games recruited altogether 100 000 volunteers among over 320 000 applied candidates (Beijing 2008, 2012; World Volunteer Web, 2007). The 2012 London Olympic Games has a need for 70 000 volunteers, and the Games have received more than 240 000 applications (London 2012 Game Makers, n.d.). In contrast, the 1984 Los Angeles Olympics involved about 30 000 volunteers (Liew, 2010). Although the need for volunteers is not that vast in minor sport events, volunteers' contribution should not be underestimated (Strigas & Jackson, 2003).

According to the second European Quality of Life Survey (EQLS), which was conducted in 2007, it was indicated that slightly over 20% of Europeans were involved in charitable activities and volunteering. Concerning the European Union member states, the volunteering was the most active in Denmark, followed by Finland, and Sweden, where on average 45% of the adults volunteer (including individuals over 18 years old). Whereas, the lowest rates from 10% to 15% existed in Greece, Spain, Portugal, Malta, Bulgaria, and Romania (McCloughan, Batt, Costine, & Scully, 2011). In Norway, the corresponding rate covered 48% of the population, who were involved in volunteering in 2009. There has been a decline in volunteering rates, as in 2004 there was still 58% of the population involved in volunteering, and in 1997 the rate was 52%. In 2009, the retirees were more active in volunteering than younger volunteers in Norway, whereas

in 1997, the situation was the other way around. Particularly, there has been a decline among younger males (aged between 19 and 34 years) (Wollebæk & Sivesind, 2010). In 2009, the adults contributed nearly 200 million hours to volunteer work in Norway (Wollebæk & Sivesind, 2010), which corresponded 114 903 unpaid volunteers in a man-labor year (Statistisk sentralbyrå, 2011a). The largest sector among the non-profit and volunteer organizations was culture and recreation (39.0%), followed by education and research (12.1%), and social services (10.5%), altogether among 11 various sectors. However, it must be taken into consideration that large proportion of volunteering is not membership based, which is typical of short-term events, festivals, and concerts, for instance (Wollebæk & Sivesind, 2010). It was estimated that the value of non-profit and volunteer organizations was altogether NOK 98 billion, in Norway in 2009 (Statistisk sentralbyrå, 2011b). The value of volunteers has become yet more vital for sport events, since the decline in volunteer rates in the recent years (Andrew, Kim, & Kim, 2011). According to the EQLS, it has been found that volunteering is more common among highly educated people, and concerning age, the peak lies on between 45 and 50 years (McCloughan et al., 2011). Both male and younger volunteers are usually more involved in sport volunteering (Downward & Ralston, 2006).

Volunteers should not be considered as homogenous group of individuals, because they differ immensely from each other's by having various motives, abilities, experiences, and levels of commitment (Wilson & Pimm, 1996). Hence, it is crucial for the event organizers and volunteer coordinators to recognize the relations and intricacies with volunteer motivation, satisfaction, commitment, and intention to continue volunteering. This will assist them to face the challenges of recruiting and preserving experienced volunteers (Allen & Shaw, 2009; Bang, Won, & Kim, 2009; Chelladurai, 2006; Du, 2009; Farrell, Johnston, & Twynam, 1998; MacLean & Hamm, 2007), as well as to provide help in targeting volunteers (MacLean & Hamm, 2007).

The present study will concentrate on sport volunteers and their satisfaction, motivations, commitment, and intentions to continue working as a volunteer, as well as relations between them. A conceptual model of volunteers' continuance commitment developed by Elstad (2003) was utilized as a starting point, and the model was adapted to the context of this study. Elstad (2003) examined the factors influencing on volunteers' continuance commitment at Kongsberg Jazz Festival in Norway. The model of her study included two independent variables; volunteer motivation and festival context covering volunteer satisfaction, and a dependent variable; volunteers' continuance commitment. Additionally, the model had two control variables; the level of education and years as a volunteer (organizational tenure). The festival context was outlined to volunteers' satisfaction related to five work situational aspects including job challenge, feedback from managers, cooperation among volunteers, welfare issues: offered food and opportunity to use free tickets. The motivation was divided into five categories: altruism, connection with hobbies/ interests, opportunity to socialize, material rewards, and status/ impact on local community. The findings of the study indicated that opportunity to socialize and being connected with hobby/interests were the strongest motivators. Besides, the relationship between volunteers' motivational factors and continuance commitment was examined, and the findings showed that both altruism and connection with hobbies/interests were the major motivational factors influencing on continuance commitment of the event volunteers (Elstad, 2003).

In the current study, the festival context was labeled as volunteer satisfaction, and volunteers' continuance commitment was renamed as volunteers' intentions to remain. An additional dependent variable, commitment was also included in the model. Besides, the current study aims to discover whether volunteers' previous experience at the event, and the involvement of family and/or friends at the event would influence on the dependent and independent variables.

The rest of the variables utilized by Elstad (2003); volunteer motivation, years as a volunteer, and education remained the same. However, the measured aspects within the variables were partially changed. The adapted model of this study is presented in Figure 1.

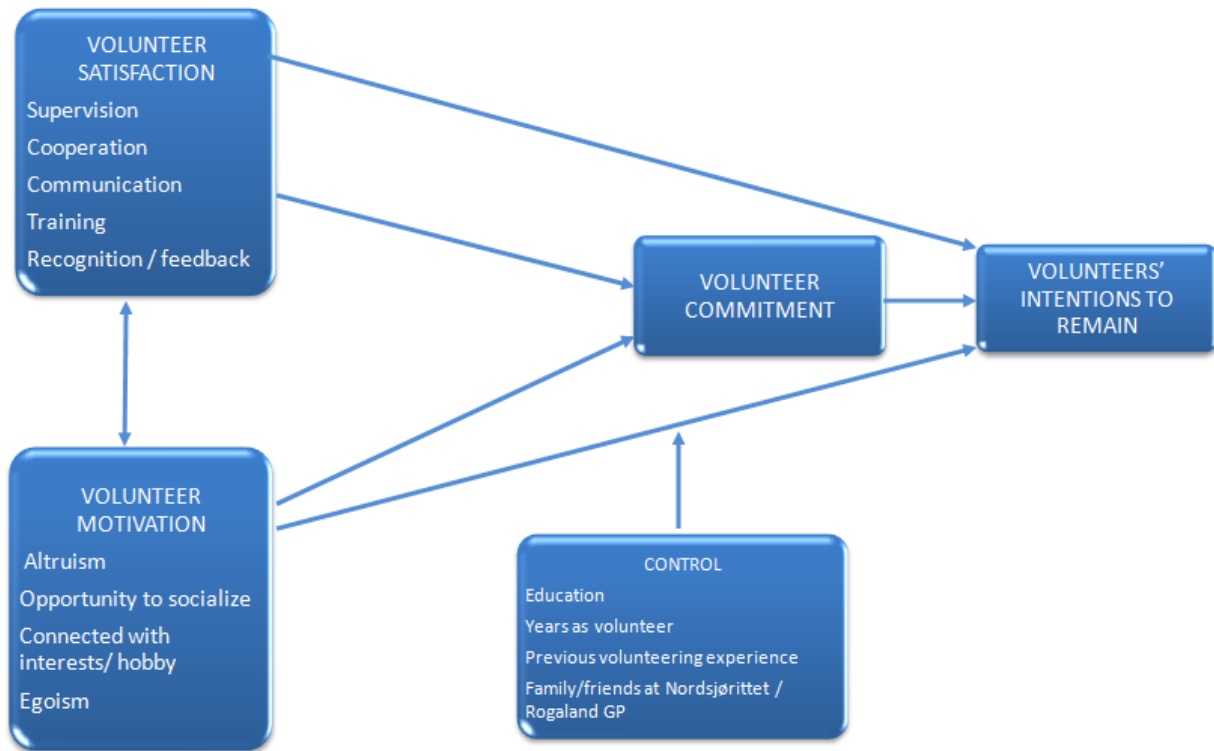


Figure 1. Conceptual Model of Volunteers' Intentions to Remain. Adapted from "Continuance commitment and reasons to quit: A study of volunteers at a jazz festival," by B. Elstad, 2003, *Event Management*, 8(2), p. 101.

Previous research on sport event volunteering. Several studies regarding sport event volunteering have concentrated on large scale international events, particularly the Olympic Games (e.g., Bang, Alexandris, & Ross, 2009; Elstad, 1996; Giannoulakis, Chien-Hsin, & Gray, 2008; Kemp, 2002; Reeser, Berg, Rhea, & Willick, 2005), and the Commonwealth Games (e.g. Downward, Lumsdon, & Ralston, 2005; Downward & Ralston, 2005; Downward & Ralston, 2006; Lockstone & Baum, 2009; Nichols & Ralston, 2011). Furthermore, the sport event volunteer research have been conducted amongst others, in the settings of the Men's World Cup

of Skiing event 1994 in Canada (Williams et al., 1995), the 1997 Honda Classic Professional Golfers Association (PGA) Tournament in the USA (Coyne & Coyne, 2001), the 1999 World Ice Hockey Championship in Norway (Solberg, 2003), the IndyCarnival in Australia (Costa et al., 2006), the 2005 BMO Canadian Women's Golf Championship (MacLean & Hamm, 2007), the Life Time Fitness Triathlon in 2005 (Bang, Won, et al., 2009) and in 2006 held in the USA (Bang, 2009), the New Zealand Masters Games in 2006 (Allen & Shaw, 2009; Shaw, 2009), the FIFA U-17 World Cup-Korea 2007 in South Korea (Kim, Kim, & Odio, 2010), and the Federation International Hockey Champions (FIH) Trophy in Australia, and the Australian Professional Golfers' Association (PGA) Championship (Cuskelly et al., 2004).

Satisfaction

Job satisfaction has been researched broadly in the context of paid work since the middle of the last century (Galindo-Kuhn & Guzley, 2001; Kemp, 2002) and several reliable measuring tools have been established. Locke (1976, p.1304) defined the concept of job satisfaction as “the pleasurable emotional state resulting from the perception of one’s job as fulfilling or allowing the fulfillment of one’s important job values, providing the values are compatible with one’s needs” (cited as in Pauline, 2011, p. 11). Whereas, Spector (1997, p. 2) defined it as an attitudinal variable that is “how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs”. It parallels with the definition of Chelladurai (2006), who stated that job satisfaction is an attitude that one has towards one’s job. From the theoretical and practical perspectives, one of the complexities of job satisfaction is the fact that it varies among individuals, and hence people response to same job situation differently (Chelladurai, 2006).

In a comparison between paid and volunteer work, some parallel aspects can be found, for example, both types of the works comprise of job that is expected to be completed under particular conditions. Moreover, one interacts with supervisors, co-workers, and sometimes with subordinates (Galindo-Kuhn & Guzley, 2001; Gidron, 1983). The work might make use of one's creativity and abilities, efforts can pay off followed by recognition (Gidron, 1983), and one has certain anticipations about what the work will offer (Galindo-Kuhn & Guzley, 2001). As an example, paid employees and volunteer workers who are taking part in Special Olympics, have similar sources of satisfaction regarding their interaction with spectators and responses to the supervision (Chelladurai, 2006). In spite of the similarities, it cannot be verified that job satisfaction would function similarly in the both contexts (Galindo-Kuhn & Guzley, 2001). Pearce (1983) for example, found that volunteers and paid employees, who had parallel jobs, held different job attitudes and had various priorities regarding work rewards. Furthermore, the differing aspects include, for instance that volunteering is performed by free will, whereas paid work is usually essential in order to earn one's living (Galindo-Kuhn & Guzley, 2001; Gidron, 1983). Volunteering occurs usually in a field that is not associated with one's occupation, and it is often performed besides paid work or studies. Salary that one receives from paid work is a form of recognition, but regarding volunteers such tangible recognition does not exist (Gidron, 1983). Concerning benefits, volunteers receive usually intrinsic rewards, whereas for paid employees the benefits may consist of pension system and occupational health service, for example (Galindo-Kuhn & Guzley, 2001).

In order to examine satisfaction and dissatisfaction in the different job areas, a facet approach can be utilized, and hence organizations can get a better idea of a person's job satisfaction and find out areas that require enhancements (Spector, 1997). Galindo-Kuhn and Guzley (2001) compared 16 job satisfaction studies in the context of volunteering that were

published between 1981 and 1995, and concluded that majority of the measurement scales were not made for general use, but for specific settings of the studies. According to Galindo-Kuhn and Guzley (2001) the broadest volunteer job satisfaction classification has been established by Gidron (1983, 1985). Gidron (1983) classified 12 facets that form the sources of volunteer satisfaction; work itself, task achievement, task convenience, family, client, supervisor: expressive, supervisor: instrumental, recognition, stress factors, professionals, other volunteers, and perceived social acceptance of volunteer work. Some of these factors were applicable to both volunteer workforce and paid employees, while some of the factors; recognition, family, and perceived social acceptance, were distinctive of volunteers. It was found that work itself, achievement, convenience, and absence of job stress factors had the strongest influence on volunteers' job satisfaction in general (Gidron, 1983).

Elstad (1996) examined student volunteers at the Lillehammer Winter Olympic Games in 1994, and found that the most important determinants of satisfaction were, the possibility to enlarge their personal network, being part of the unique event atmosphere, and gaining job competence. Elstad (1996) accentuated that particularly being part of the unique event context appeared to be distinctive predictor of volunteer satisfaction in the mega event settings. By contrast, the sources of dissatisfaction included transportation for volunteers, accommodation, food services, and job characteristics (Elstad, 1996).

In a volunteer study of Farrell et al. (1998) at the Canadian women's curling competition in 1996, three satisfaction dimensions were measured; satisfaction with volunteer experience, event organization, and tournament facilities. The findings indicated that volunteer satisfaction was influenced not only by expectations, but also by various facilities and satisfaction with the event organization. Received recognition and communication with other volunteers were among

the important predictors of volunteers' satisfaction. Besides, it was suggested that various activities associated with the event (e.g. daily ceremonies and the competition itself) and physical facilities may influence the satisfaction as well. Among the aspects that caused dissatisfaction were availability of food at the venue, accessibility to bathroom, and parking (Farrell et al., 1998), which were partially equivalent to the findings of Elstad (1996).

Galindo-Kuhn and Guzley (2001) studied volunteers' job satisfaction in a nonprofit organization setting, and established Volunteer Satisfaction Index (VSI) instrument. The VSI included 40 items, and factor analysis formed four satisfaction factors; work assignment, participation efficacy, support, communication quality, and group integration. Furthermore, the study observed the effect of satisfaction on volunteers' intention to remain. It was found that both participation efficacy (volunteers' contribution benefiting others) and group integration (the relation between volunteers and paid staff from a social perspective) influenced significantly on intentions to remain. Regarding volunteers' age, it was discovered that organizational support, one of the satisfaction factors, was a significant predictor for intention to remain among volunteers aged less than 40 years, according to regression analysis. Nonetheless, it must be noted that 98 % of the participants of the study consisted of female (Galindo-Kuhn & Guzley, 2001).

Pauline (2011) utilized the VSI instrument at men's elite golf event, and found that the level of satisfaction increased with the more time volunteers spent at the event. Participation efficacy and group integration were the most satisfying factors (Pauline, 2011), which were consistent with the findings of Galindo-Kuhn and Guzley (2001). Moreover, it was found that communication quality was the least satisfying factor, and it covered inadequate information and inefficient communication between volunteers and management. Most of the volunteers expressed that they would like to contribute to another golf event. The study also investigated the

relation between previous sport volunteer experience and intention to remain as a volunteer, and discovered that first-time volunteers were significantly more likely to continue volunteering in comparison with the ones with experience. Particularly, interactions with other people, such as volunteers and spectators and contributing to the event, were found to be important factors of satisfaction increasing their willingness to remain. Additionally, the first time volunteers were more willing to increase their involvement in the community as well (Pauline, 2011).

Costa et al. (2006) assessed the antecedents of event volunteer job satisfaction and commitment at an annual IndyCarnival Sunbelt in Australia. Job satisfaction was measured by an adapted job satisfaction instrument developed by Wood, Chonko, and Hunt (1986), and commitment was measured by six items of the Organizational Commitment Questionnaire (OCQ) established by (Mowday, Steers, & Porter, 1979). It was found that the more committed volunteers were also more satisfied. Furthermore, the findings showed that sense of community related indirectly to job satisfaction through commitment. The researchers suggested that it may be specific to the sport event volunteer settings, since the tasks of the non-specialist volunteers do not usually include apparent intrinsic rewards, and involvement in volunteering derives usually from the interest in being part of the subculture of the sport or the event, rather than the task per se. Thus, the basis of volunteers' commitment to the event is related to the sense of community. The study examined volunteers' training evaluation as a separate dimension from job satisfaction, and measured if there existed a relationship between training evaluation and job satisfaction, but did not find a correlation between them (Costa et al., 2006).

Various aspects of volunteers' experiences, satisfaction, and future intentions for participation at the XVII Manchester Commonwealth Games were assessed in the study of Downward and Ralston (2006). The measured factors were categorized in five groups labeled: organization of volunteering, personal development, the job assignments, helping the community,

and meeting celebrities. The findings showed that volunteer experiences in organization, assignment, and community may raise their volunteer attendance. It was also found that previous sport event volunteer experience raised the level of interest in contribution, as well as personal development experience, with an exception of the oldest volunteers. Furthermore, there was found a higher probability of volunteering in a broader scope of activities among males (Downward & Ralston, 2006).

Boezeman and Ellemers (2009, p. 904) examined volunteers' intentions to continue and job satisfaction as three psychological needs; satisfaction of autonomy needs (e.g. "I am free to express my ideas and opinions on the volunteer job"), satisfaction competence needs (e.g. "I feel very competent when I am at my volunteer work"), and satisfaction with relatedness needs (e.g. "At <organization>, I really like the people I work with"). The researchers made comparison between volunteers and paid workers, who were working at the same charitable organization performing similar tasks. The findings showed that both satisfaction of relatedness needs and autonomy needs were significantly related to intention to remain among volunteers, but not among paid workers. Whereas, regarding the competence needs and intention to remain, the results were contrary, a relation between the variables was found among the paid workers, but not among the volunteers. Additionally, concerning volunteers satisfaction of relatedness needs was the most important variable predicting their job satisfaction (Boezeman & Ellemers, 2009).

Andrew et al. (2011) examined the relationship between volunteer satisfaction (with three items) and volunteer turnover intention (with two items) in the context of the LPGA golf tournament. The findings indicated that volunteers' job satisfaction has a tendency to decrease their turnover intention. Moreover, it was found that organizational support and good relationships between volunteers and leaders had a positive effect on volunteers' satisfaction with their jobs or job assignments (Andrew et al., 2011).

Volunteers' level of satisfaction does not only derive from their overall experience (Farrell et al., 1998), but it is connected to the way they are managed (Cuskelly et al., 2006). Organizations should consider handling volunteers with a more flexible manner, as that is also related to satisfaction positively (Lockstone et al., 2010). Additionally, the importance of providing feedback and recognition of volunteer contributions has been emphasized, and suggested that they should be part of routine operations of volunteer management (Reeser et al., 2005). Another remedy to influence the level of volunteer satisfaction as well as commitment, is to provide the volunteers with symbolic rewards, such as thank you letters and prizes (Andrew et al., 2011; Phillips & Phillips, 2010).

Motivation

Attitudes, beliefs, and personality are factors that make individuals disparate, and further form their motivation when they are involved in an activity. These distinctions apply to several different contexts, such as organizational contexts, concerning both paid and volunteer workforces (Chelladurai, 2006). In order to define motive, Murray (1964) described it as "an internal factor that arouses, directs and integrates a person's behavior" (cited as in Iso-Ahola, 1980, p. 230). Whereas recently, Getz (2007, p. 240) defined motives as "specific reasons for doing something, and they have to follow from underlying needs and motivation". In the current study the volunteer motivation is defined as reasons to engage in volunteering, similarly to the definition of the other studies in the field (Elstad, 2003).

There are numerous motivational theories related to humans, concerning individual's behavior both in a general level and within organizations. The motivational theories can be divided into content and process theories. A common theory is built on needs, and it belongs to

content theories. The content theories include the various motivational factors, which motivate people (e.g. Maslow's theory), while the process theories contain choices made by people to act in a particular way over others (Chelladurai, 2006). Goals and rewards motivate the acts of individuals, and they can be distinguished between extrinsic and intrinsic motivations. Extrinsic factors (e.g. money) motivate individuals principally to work (Iso-Ahola, 1980), or when one participates in an activity because of the leading outcome (Allen & Shaw, 2009). Conversely, intrinsic factors stimulate usually individuals in the context of leisure (Iso-Ahola, 1980) and relate to when one freely participates in an activity as it is considered interesting (Allen & Shaw, 2009). However, individuals take part in several activities because of both intrinsic and extrinsic rewards. Rewards are part of various activities, such as victory and defeat of a game, and can be thought as an intrinsic motivation. Sometimes extrinsic rewards, such as winner trophies are provided besides intrinsic ones. Without extrinsic rewards, individual's interest dies influencing on both extrinsic and intrinsic motivations. Intrinsic motivation is partly parallel with the hierarchy theory of human motivation by Maslow, which has been commonly utilized by leisure authors (Iso-Ahola, 1980). Maslow's theory consists of five sets of human needs, which are arranged into an order of choice or preference, from the lower to higher needs of humans; (1) physiological needs, (2) safety needs, (3) the belongingness and love needs, (4) esteem needs, and (5) the self-actualization need. For example, in a case when all needs are unsatisfied, the physiological needs (e.g. hunger for food) dominate the human organism, and the other needs are ignored (Maslow, 1987).

Motivation has been widely researched among volunteers within different disciplines, and several theories and models have devoted to the topic (Pauline & Pauline, 2009). The majority of the volunteer motivation studies have concentrated on individual motives and general

motivational categories (Allen & Shaw, 2009), and proposed a complex classification of reasons that have varied with different events and organizations (Bang & Ross, 2009). Knoke and Prensky (1984), for instance, focused on volunteer associations and identified three motives; *utilitarian*, *affective*, and *normative incentives*. *Utilitarian incentives*, also known as material incentives, are based on monetary remuneration (e.g. salary), goods and services. *Affective incentives* deal with interpersonal relationships that may lead to group identification and new friendships, and they are occasionally described also as *solidary incentives*. *Normative incentives*, known also as *purposive incentives*, derive from the values one has, for example concern for other people (Cuskelly et al., 2006; Knoke & Prensky, 1984).

Based on an extensive review of the volunteer motivation literature, Cnaan and Goldberg-Glen (1991) established motivation to volunteer (MTV) instrument including 28 items, in order to examine both nonvolunteers and volunteers in human services. Their research indicated that volunteer motivation models of various studies had either a unidimensional model, or models including two, three or multifaceted factors. Additionally, the authors stated that there was no consistency between the defined terms of different motivational categories in different studies. Their findings suggested that the motivation to volunteer is unidimensional, and that volunteers act on altruistic and egoistic reasons, “they do not only give but they get back some type of reward and satisfaction” (Cnaan & Goldberg-Glen, 1991, p. 281). Later on, it has been noted that it is too simple to divide volunteer motivation merely into altruistic and egoistic categories (Kim, Zhang, & Connaughton, 2010).

Caldwell and Andereck (1994) defined three motivational categories for volunteering; *solidary*, *material*, and *purposive benefits*. The study concentrated on volunteers of a nonprofit organization, the North Carolina Zoological Society (NCZS). Regarding the reasons for joining

and continuing the volunteer membership of the organization, the most important motive was related to *purposive benefits*, such as contributing to society, and the least important motive was associated with *material benefits*, such as free tickets. The study discovered gender distinctions, as male volunteers were more motivated by material benefits and inducements, in comparison with female volunteers (Caldwell & Andereck, 1994).

Clary et al. (1998) developed a general scale, Volunteer Functions Inventory (VFI). The VFI consists of 30 items and six psychological factors: *values*, *understanding*, *social*, *career*, *protective*, and *enhancement*. *Values* referred to one's altruistic and humanitarian concern. *Understanding* related to practicing one's knowledge, skills, and abilities and the opportunity for new learning experiences. *Social* factor involved social interaction or taking part in an activity that is considered as favorably by one's salient referents. *Career* comprised volunteer work-related benefits. *Protective* related to one's guilt reduction and escaping own personal problems. Lastly, *enhancement* comprised personal growth and development. (Clary et al., 1998) tested the scale in different studies and moreover, they explored volunteer satisfaction, commitment, and intention to continue volunteering, and their relations to motivations. The participants of their six different studies varied from the university students with and without volunteer experience to elderly volunteers at hospital. In the majority of their studies, it was discovered that *values* factor was rated highest, followed by *enhancement* and *understanding*, and among the lowest rated factors were, *protective*, *career*, and *social*. Additionally, it was found that the volunteers, who were highly motivated by the factors of the VFI and obtained pertinent benefits, and were more likely to continue volunteering in the future in short- and long-term periods, compared with other volunteers (Clary et al., 1998). Several studies have utilized the VFI instrument, for instance in various organizational and business settings (e.g., Allison, Okun, & Dutridge, 2002; Finkelstein,

2008; Finkelstein & Brannick, 2007; Finkelstein, Penner, & Brannick, 2005; Houle, Sagarin, & Kaplan, 2005; Phillips & Phillips, 2010; Silverberg, Marshall, & Ellis, 2001). Besides, Kim, Zhang, et al. (2010) modified the VFI and utilized it in the context of youth sport. The authors removed a total of 12 items from the scale, because of the unsuitability for the setting and weak factor loading values, and suggested a new scale, Modified Volunteer Functions Inventory for Sport (MVFIS). The new scale resulted in six factors as the preceding study, and it was applied to their second study that examined volunteers at youth sport leagues. Based on their findings, the scale was found valid and reliable, and the MVFIS scale was suggested to be applied to other sport organizations and events (Kim, Zhang, et al., 2010).

The Special Event Volunteer Motivation Scale (SEVMS) evolved by Farrell et al. (1998), was among the first instruments exploring sport event volunteers (Strigas & Jackson, 2003). The study took place at women's curling competition in Canada in 1996. The 28-item SEVMS was based on the scale of Cnaan and Goldberg-Glen (1991) (Farrell et al., 1998). Altogether, four motivational factors for sport event volunteering emerged: *purposive*, *solidary*, *external traditions*, and *commitments*. The most important motives were from the *purposive* category that refers to event and community contribution. Whereas, the second factor *solidary*, reflects on interaction, building networks, and group identification. *External traditions* contain traditions that relate to family and external influence. *Commitments* comprise of motivational reasons associated with anticipations and responsibilities from others (Farrell et al., 1998; Twynam, Farrell, & Johnston, 2002). Both *external traditions* and *commitments* were the least important motives. The highest rated item was "I wanted to help make the event a success", whereas the lowest rated was "I didn't have anything else to do with my time" (Farrell et al., 1998, p. 292). Based on the findings and comparisons with the previous studies in an event context and a non-

event context, Farrell et al. (1998) proposed that the motives for special event volunteering vary from other types of volunteering.

The same group of researchers, Twynam et al. (2002) completed another study at the World Junior Curling Tournament in Canada in 1998, with the same SEVMS instrument. The most importantly rated items dealt with community contribution, interaction, and doing something considered as worthwhile. The *external traditions* were among the least important motivations (Twynam et al., 2002). Twynam et al. (2002) indicated congruence between previous studies of SEVMS (Farrell et al., 1998; Johnston, Twynam, & Farrell, 2000) with the most and the least important motives. The findings validated their assumption that the special event volunteers may experience multiple motivations (Twynam et al., 2002). Similarly, both Monga (2006) and Cnaan and Goldberg-Glen (1991) have concluded that volunteers may experience multiple motives from different motivational categories, instead of one specific category or motive.

Sport volunteers at the Capital City Marathon 2001 in Florida were assessed by (Strigas & Jackson, 2003). They established a 40-item motivational instrument that included items from previous studies, new items, and was based for the most part on the study of Cnaan and Goldberg-Glen (1991). The items were divided into five categories; *material*, *purposive*, *leisure*, *egoistic*, and *external*. The *material* category coincided with previously mentioned Clary et al.'s (1998) *career* dimension and Knoke and Prensky's (1984) *material / utilitarian* dimension. The *material* category deals with rewards, such as material goods, services, or social status that volunteers receive in return for their contributions (Strigas & Jackson, 2003). Furthermore, it coincides also with Caldwell and Andereck's (1994) material benefits. The second category, *purposive*, is related to volunteer contribution that is beneficial for the event and community, and has similarities with the *values* dimension of Clary et al. (1998). The *leisure* category addresses

to one's need for multiple leisure choices (such as "by volunteering I feel less lonely"), whereas the *egoistic* motivations cover various social needs, such as interaction and networking, and besides, various needs related to individual's own interest and self-esteem. The *egoistic* category has parallel content amongst others, with the *solidary* dimension of Farrell et al. (1998) and the three dimensions; *social*, *understanding*, and *enhancement* of Clary et al. (1998). The last category, *external*, includes external motivational factors for instance, significant others and family traditions, and the category has partly alike content with the *external traditions* dimension of Farrell et al. (1998) (Strigas & Jackson, 2003). Strigas and Jackson (2003) found in their study that based on the factor analysis, factors in the order of importance were *material*, *purposive*, *leisure*, *egoistic*, and *external*. Whereas, founded on the highest rated motives, the *egoistic* category was the strongest, and the three highest rated single items were; "*I wanted to help make the event a success*", "*volunteering creates a better society*", and "*it is fun to volunteer in a marathon event*". While on the contrary, the least significant motivational factor was the *material* and the lowest rated single item was "*I wanted to gain some practical experience toward paid employment*" (Strigas & Jackson, 2003, p. 117).

Volunteer motivation, commitment, and intentions to remain were assessed by MacLean and Hamm (2007) at the BMO Canadian Women's Golf Championship in 2005. They utilized a modified version of the instrument developed by Strigas and Jackson (2003) to measure motivation. The motivational factors covered the same five categories as the predecessor study, and the *purposive* motivations were found to be the strongest, especially community promotion and advancement were considered important. In order to scrutinize volunteer commitment, Mowday et al.'s (1979) Organizational Commitment Questionnaire (OCQ) was adapted, covering altogether 45 items. A factor analysis on the commitment items produced four factors,

commitment to *golf pride*, *community growth*, *love for sport*, and *volunteer role*. Volunteers' intentions to remain were assessed with three questions concerning three different types of volunteers including two response alternatives, agree or disagree. The findings indicated that none of the motivational factors were found significant in relation to intentions to remain as a volunteer. Similarly, there was not found an association between commitment and intentions to remain. Three commitment factors, *golf pride*, *love for sport*, and *volunteer role* were negatively associated with intentions to remain, in other words, when a volunteer considered these factors important, they were less likely to remain as a volunteer. Besides, nearly all of the volunteers (97.5%) were planning to continue as golf volunteers, whereas less planned to continue as general volunteers (83.3%) and sport volunteers (76.4%). The participants planned to remain generally because they considered it as rewarding, as a retirement/ free time, and they felt that contributing to the community is important. In contrast the reasons for not to remain, covered "*time constraints and importance of link to volunteer cause*". Additionally, an association between intentions to remain and the sport of golf was found (MacLean & Hamm, 2007, p. 548).

The volunteers of the XVII Commonwealth Games in Manchester 2002 were studied by Ralston, Downward, and Lumsdon (2004) by applying a focus group technique. It was found that the most important motivational reasons were altruism (e.g. giving something back to society, local community or sport), involvement (e.g. being part of a team or will to feel useful), and the uniqueness of the event and being part of it. Some of the volunteers also expressed that they felt volunteering was rewarding. Furthermore, it was found that majority of the volunteers viewed the Games from an event aspect instead of a sport aspect (Ralston et al., 2004).

Monga (2006) assessed volunteers of five events from various event sectors in South Australia. The author established a five dimensional model for motivation to volunteer for special

events that consisted of 26 items. The categories were ranked in the same order across all the five events, starting from the highest; *affiliatory*, *egoistic*, *altruistic*, *instrumental*, and *solidary* motivations. The most important, *affiliatory* motivations, were defined as “*volunteer’s sense of affiliation with and attachment to the event or activity*” (Monga, 2006, p. 51). The category is nearly coincident with the *being connected with hobby/interests* dimension of Elstad (2003), that was also discovered to be one of the most important reasons to volunteer in a context of a jazz festival, as mentioned earlier. The least influential, *solidary* motivations, covered both family traditions, other external influences, and interaction with others (Monga, 2006).

Doherty (2009) studied volunteers at a youth sport event, the Canada Games 2001, before and after the event, and made comparison between planning and on-site volunteers. Volunteers were surveyed amongst others, about their motives, experienced benefits, and future intentions for volunteering. The analysis resulted bringing out six factors of the volunteers’ experienced benefits (each factor had from three to eight items, altogether 31 items); *community contribution*, *skill enrichment*, *connection with sport*, *privileges of volunteering*, *positive life experience*, and *social enrichment*. Regarding future intentions at a festival or event, both on-site and planning volunteers were likely to get involved in the same extent. Whereas on-site volunteers, expressed to be more interested in increasing their volunteering involvement in the community and at the Games, in comparison with planning volunteers. Nearly all of the volunteers were eager to continue volunteering, barely 2% conveyed that they would not continue volunteering. Besides, it was found that the on-site volunteers, who had not prior experience in volunteering, were more likely to raise their volunteer involvement in the community, compared with volunteers with prior experience. Among the planning volunteers, community contribution, task overload, and personal inconvenience were discovered to influence significantly on their volunteering intention in the future. While, for the on-site volunteer the significant predictors were also community

contribution and personal inconvenience, and additionally, social enrichment, skill enrichment, and a positive life experience (Doherty, 2009).

Bang and Ross (2009) further developed the Volunteer Motivations Scale for International Sporting Events (VMS-ISE) that was established by Bang and Chelladurai (2003). The seven factor scale consisted of *expression of values*, *community involvement*, *interpersonal contacts*, *career orientation*, *personal growth*, *extrinsic rewards*, and a new added factor, *love of sport*. The study took place at the Twin Cities Marathon 2004 in Minnesota, and the findings indicated that *love of sport* (one's love for sports and involvement in sport activities) was an important motivational factor that also influenced significantly on the volunteer satisfaction. Furthermore, it was found that *expression of values* (one's concern for other people, society and the event per se) and *career orientation* (focus on career opportunities and experience achievement) were also among the most important predictors explaining the level of volunteer satisfaction (Bang & Ross, 2009). The revised VMS-ISE scale was utilized in a study of Bang, Won, et al. (2009), who claimed that the preceding motivational factors developed, for instance by Clary et al. (1998) and Farrell et al. (1998) were too limited in the terms of sporting event context. The researchers examined commitment and intentions to continue to volunteer, in addition to motivation, at the Life Time Fitness Triathlon held in 2005 in Minnesota. It was found that the motivational factors, *love of sport*, *interpersonal contacts* (interaction with others and developing friendships), and *personal growth* (e.g. developing new perspectives) were significantly influencing on the commitment. Moreover, commitment and the two motivational factors, *community involvement* (attachment to the community) and *extrinsic rewards* (e.g. free uniform and food) were all strong predictors of volunteers' intention to remain for future events. Nevertheless, *community involvement* and *extrinsic rewards* were not influencing on commitment (Bang, Won, et al., 2009).

It is necessary for event organizers to understand that their volunteer workforce might hold multiple motivations (Cuskelly et al., 2006; Monga, 2006; Wilson & Pimm, 1996) and that they are a heterogeneous group. Additionally, it must be taken into consideration that sport event volunteers are volunteering for different reasons than volunteers, who are involved in continuous basis (Cuskelly et al., 2006; Farrell et al., 1998), as well as their motivations may be subject to alter in the course of time. By recognizing the various motivations of volunteers, the event organizers are able to employ suitable management practices, in order to maintain the motivations during an event (Cuskelly et al., 2006). The organizers have the responsibility for making sure that the expectations and motivations of volunteers are fulfilled (Monga, 2006). Identifying motivations might also help the organizers to build up volunteers' commitment (Bang, Won, et al., 2009), and assist in dividing suitable tasks for particular volunteers, where they can be the most efficient (Monga, 2006). Motivations lead to the benefits that volunteers are actually looking for, and benefits are significant factors in a decision-making process, whether to get involved in volunteering or not (Wilson & Pimm, 1996).

Commitment

Organizational commitment has been researched mostly in the context of paid work (Meyer & Herscovitch, 2001) and considered as a vital construct in order to understand work behavior (Mowday, Porter, & Steers, 1982). Research in the field of work commitment has focused principally on organizational commitment rather than the other types of commitment (Morrow, 1993). Mowday et al. (1979) believed that employee commitment leads to reduced turnover, and that employees exhibiting high commitment are more likely to strive for organizational objectives and more willing to remain in the organization. Those authors defined that commitment covers three components, "(1) a strong belief in and acceptance of the

organization's goals and values; (2) a willingness to exert considerable effort on behalf of the organization; and (3) a strong desire to maintain membership in the organization" (Mowday et al., 1979, p. 226). Mowday et al. (1982) established a concept of antecedents and outcomes of organizational commitment (Figure 2), founded on a previous study of Steers (1977). It was suggested that there are four various antecedents influencing on commitment including, personal characteristics, role-related characteristics, structural characteristics, and work experiences. As a behavioral outcome of commitment, the authors suggested that reduced turnover is the most predictable or strongest outcome (Mowday et al., 1982).

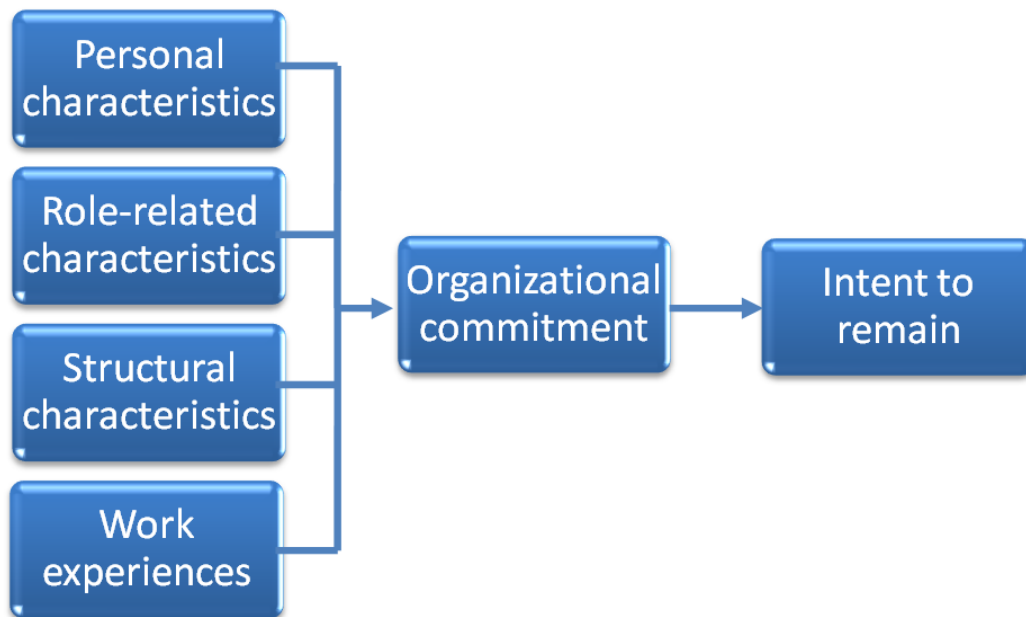


Figure 2. Hypothesized Antecedents and Outcomes of Organizational Commitment by R.T. Mowday, L.W. Porter, and R.M. Steers, 1982, *Employee-organization linkages: the psychology of commitment, absenteeism, and turnover*, p. 30.

Furthermore, Mowday et al. (1979) established a unidimensional instrument, Organizational Commitment Questionnaire (OCQ), which aimed to examine employee commitment levels among majority of employees in various working environments. Although, the original OCQ included 15 items, the authors used a short version of the instrument that

included nine items in most in their studies. The reason for this was because the 15-item instrument covered negatively worded items (Mowday et al., 1979). Mowday et al. (1979) stated that the instrument was a rather stable predictor of employee turnover, absenteeism, performance, and actual tenure.

Meyer and Allen (1991) proposed that organizational commitment consisted of three components; affective, continuance, and normative commitment. Affective commitment relates to attachment that an individual holds towards an organization (Meyer & Allen, 1991). Meyer and Allen (1991) considered Mowday et al.'s (1979) approach as an affective commitment. Continuance commitment concerns the economical aspects, which make an individual to remain in an organization. Normative commitment deals with individual's sense of obligation to remain within the organization, which might be caused by normative constraints (Meyer & Allen, 1991). Cuskelly et al. (2006) discussed these three components in the volunteering settings, and added that they are related to affective, utilitarian, and normative incentives of volunteering. Moreover, the authors stated that there's a relationship, between the utilitarian incentives as motivations and a likelihood of developing continuance commitment. The authors also noted that various aspects of commitment are connected to different reasons that makes an individual committed to an organization (Cuskelly et al., 2006).

Later on, the three-dimension model of Meyer and Allen (1991) was further developed by Meyer and Herscovitch (2001), who suggested a more general model of workplace commitment. The authors noted that such as earlier commitment had been defined mostly as a unidimensional construct, several theorists had started to assume that commitment included multiple dimensions. Meyer and Herscovitch (2001, p. 301) compared numerous commitment studies and frameworks, and based on their research, they defined commitment as "a force than binds an individual to a course of action of relevance to one or more targets". Engelberg, Zakus, Skinner, and Campbell

(2012, p. 194) supported the point of view that commitment covers multiple dimensions, and referred to these targets noting that the findings of numerous studies designated that “individuals make distinctions between commitment to the organization and commitment to various other targets”. As one of the arguments for multidimensional commitment, Engelberg et al. (2012) stated that the association between commitment and retention is more accurate. The researchers examined affective and normative commitment of sport volunteers, and included three targets in both two dimensions; volunteer role, volunteer team, and organization. It was found that the affective commitment was more highly rated than normative commitment, confirming the fact that sport volunteers have a strong commitment to sport (Engelberg et al., 2012). Additionally, Engelberg et al. (2012) proposed that volunteers’ commitment did not differ significantly from the paid work commitment, except regarding continuance commitment, there may be a difference that needs further examination.

Commitment towards organization or work is most likely to occur when employees have positive attitudes to their work, even though there may be differences regarding various aspects of satisfaction across employees. In the context of paid work, several studies have found a positive relationship between commitment and satisfaction. Furthermore, it has been found that employees who are older and have been working for a longer period of time, have tendency to exhibit more commitment (Brown, Yoshioka, & Munoz, 2004).

Although commitment has been widely researched in the context of paid work, nevertheless there is still a small number of studies, which have explored the construct among volunteers, and few of them among sport volunteers (Engelberg et al., 2012) including Bang (2009), Bang, Won, et al. (2009), Cuskelly and Boag (2001), and Costa et al. (2006). The current study defines commitment as “individuals’ psychological attachment to a sporting event”, based on a sport event volunteer study of Bang, Won, et al. (2009, p. 71). Both in the paid work and

volunteer work settings, the majority of studies have applied the conceptualization of organizational commitment and the OCQ instrument of Mowday et al. (1979) (Engelberg et al., 2012). In the context of volunteering, Phillips and Phillips (2010) explored commitment of both direct volunteers (individuals) and indirect volunteers (e.g. volunteering for another club or organization) at Meals on Wheels organization by using the OCQ. It was found that the indirect volunteers demonstrated more commitment to their club or organization than the Meals on Wheels organization, which they were volunteering for. However, both groups were found to be highly and equally committed to Meals on Wheels, without any significant difference.

Intention to remain

Employees' intentions to remain at organizations have been examined widely in the paid work settings (Elstad, 2003). Correspondingly to commitment, there are relatively few studies that have examined volunteers' intentions to remain in the event settings. Nevertheless, it is vital to discover the behavioral intentions of volunteers in order to retain the volunteers in the future (Love, Hardin, Koo, & Morse, 2011). Intention has been defined as "immediate determinant of behavior, and when an appropriate measure of intention is obtained it will provide the most accurate prediction of behavior" (Ajzen & Fishbein, 1980, p. 41). The current study defines volunteer's intention to remain as "the volunteer's belief that he or she will continue as a volunteer in the future" (Elstad, 2003, p. 100).

Cuskelly and Boag (2001) examined volunteers' intentions to remain in relation to commitment among volunteer administrators in nonprofit sport organizations in Australia. The findings indicated that the volunteers, who were more committed, were significantly more likely to remain as volunteers (Cuskelly & Boag, 2001), corresponding with Bang, Won, et al. (2009; please refer to page 30) findings. Additionally, several antecedent studies in paid work settings

have found relation between commitment and volunteers' intentions to remain (Cuskelly & Boag, 2001).

In the context of paid work, Brown et al. (2004) found a significant difference regarding intentions to remain between part-time and full-time employees, as the full-time employees were more likely to remain in the organization. The researchers emphasized that in order to enhance retention and job satisfaction among employees, the focus need to be more on communication and the role of leaders and supervisors, who are in direct interaction with the employees (Brown et al., 2004). Since the volunteers working at events are not dependent on their work economically, they are more likely to quit volunteering than their paid work (Elstad, 2003), particularly if they are not highly committed and do not feel that their needs are fulfilled at their volunteer work (Bang, Won, et al., 2009). Thus, the constructs of commitment and intentions to remain are considered to be closely associated with each other, in the context of sport event volunteering.

Method

Participants

The population of the study consists of approximately 680 volunteers who participated in the two cycling race events, Nordsjørittet and Rogaland Grand Prix, organized in the county of Rogaland, in the southwest coast of Norway.

Nordsjørittet and Rogaland Grand Prix

Nordsjørittet is second largest cycling race event in Norway that has been organized annually since 1998. It is one day event that takes place in the beginning of the June. The target

group of the event consists of both professional and amateur cyclists (Orre, 2012), and in 2012, the event had 12 500 participants (Nordsjørittet, 2012b) in which 80% were male (Orre, 2012). The race track is a 91 kilometers long, and it runs through the county of Rogaland, starting from the city of Egersund and ending to the city of Sandnes (Nordsjørittet, 2012a).

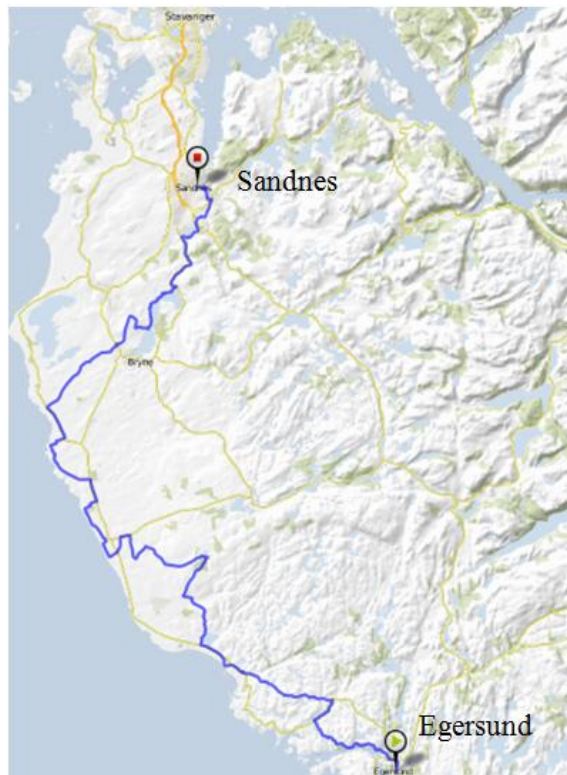


Figure 3. Route map of Nordsjørittet (Toursprung, 2012).

Nordsjørittet is trying to regulate the amount of participants, although they are interested in having participants from overseas as well. However, the event has been growing very fast with word of mouth marketing, as the organization does not spend money on marketing (Orre, 2012). The organization behind the event, Nordsjørittet AS (Ltd), is owned by three cycling clubs; Sandnes Sykleklubb, Dalane Sykleklubb, and Nærbø Sykle Klubb (K. Torgesen, personal communication, February 29, 2012). In 2012, the turnover of the event organization was above

NOK 12 000 000. Safety is prioritized first, and the safety manager of the event takes care of the emergency plan. The event is important for the local businesses, such as hotels and restaurants in the event cities. In 2012, the event collaborated with another event in the region, the Sola Air show (Orre, 2012).

Volunteers play a vital role in Nordsjørittet, and their duties include amongst others set-up, route directing, work at the food and drinking stations, traffic controlling, and collecting litter after the event. The event organization has a volunteer manager and in addition, there are local leaders who are responsible for the volunteers. All of the volunteers are members of different clubs and organizations, such as football clubs, choirs, and cycling clubs (K. Torgesen, personal communication, February 29, 2012). The event supports these clubs and organizations financially with NOK 150 per hour per person for the volunteer work, although the volunteers themselves are not given any monetary rewards. There is a waiting list of clubs and organizations, which are willing to volunteer for the event. A total of approximately 450 volunteer workers from 25 various clubs and organizations were involved in the event in 2012 (Orre, 2012).

Rogaland Grand Prix is a cycling race event for professional cyclists, which takes place yearly in May, partly in the same surroundings as the other event, Nordsjørittet (Øster Hus Rogaland Grand Prix, 2012). The race was organized for the first time in 2008 (Øster Hus Rogaland Grand Prix, 2012) as a race for the Norwegian cycling clubs, whereas today the race has participants from both international and domestic cycling clubs (Aarre, 2012). In 2012, the event had about 150 cyclists, and the race was upgraded to status 1.1 of the Union Cycliste Internationale (UCI) (Aarre, 2012). The event is run by Rogaland Cyklekrets (Øster Hus Rogaland Grand Prix, 2012), which is an association that consists of 35 cycling clubs in the county of Rogaland (Rogaland Cyklekrets, n.d.). The race is 194 kilometers long, and it starting from the city of Sandnes and ending in the city of Stavanger (Øster Hus Rogaland Grand Prix,

2012). Rogaland Grand Prix is financially supported by private sponsors, as well as grants from the county of Rogaland and some communities (Rogaland Grand Prix, 2009). The event budget was NOK 1.5 million in 2012 (Tollaksen, 2012). The race is based on volunteers, and in 2011, there were 130 volunteers involved (Rogaland Grand Prix, 2011). The volunteers are members of different clubs and organizations, and their tasks parallel with the tasks that the volunteers of Nordsjørittet have. Additionally, they are coordinated by local leaders (J. I. Hegreberg, personal communication, May 14, 2012).



Figure 4. Route map of Rogaland Grand Prix (Østerhus Rogaland Grand Prix, 2012).

Procedures

The present study utilized a quantitative approach to collect the data. First, the event management of Nordsjørittet was contacted, meetings with the event manager and the volunteer manager were held and the content of the survey was agreed. That was followed by formulating a draft of a survey questionnaire based on a literature review of volunteering. For this purpose, several peer-reviewed journal articles were examined and acquired through different databases, including EBSCO, SAGE Publications, ScienceDirect, Emerald, Springer, and Ingentaconnect. Additionally, some of the articles were acquired through the library catalogue of the University of Stavanger.

A pilot test of the questionnaire was conducted by six external respondents consisting of three female and three male. Three of them were Norwegians and the other three were various nationalities, and the age range of the group ranged from 24 to 42 years. All of them had experience in volunteering and some of them in the event volunteering. Four of them were interviewed and asked to evaluate the questionnaire, and two received the questionnaire by email for evaluation. They were asked to assess the clarity of the questions and the answer choices (Neuman, 2009). Based on the feedback from the pilot test, minor modifications were made and the final questionnaire was formed. Besides, the event management of Nordsjørittet gave valuable comments on the draft of the questionnaire.

The questionnaires were filled out online through a survey tool, the QuestBack software. The volunteer manager of event organization was provided with a cover letter and an invitation for the volunteers together with a link to the web-based questionnaire. The volunteer manager emailed that further to the local leaders of the event volunteers during the first week of April 2012. The local leaders then forwarded the survey invitation with the link by email to the

volunteers who participated in the event in 2011. The first reminder was sent one week after the invitation email and another reminder a week later, whereas third one was sent two weeks after. As the event organizer did not have the contact details of the volunteers but only of their leaders, it was not possible to be in contact with the volunteers directly. Moreover, because of the privacy reasons, the event organizer could not provide the email addresses of the volunteer leaders to the researcher. This caused difficulties, as for some reason they did not forward the survey to the volunteers or did not send the reminders further. During a period of over one month, a total of 43 responses were collected. Due to low response rate, it was decided that the survey would be sent also to the volunteers taking part in the same event right after it would take a place, in the beginning of June 2012.

The volunteers of Nordsjørippet 2012 received information about the survey at three information meetings, in the cities of Sandnes, Bryne, and Egersund. The meetings were held a few days before the event took place, and the volunteers were requested to provide either their email addresses or postal addresses in order to receive survey. In order to encourage the volunteers to participate in the survey, the information was given by the researcher and the supervisor at two of the meetings, and by the volunteer manager at one of the meetings. During the meetings a total of 113 email addresses and one postal address were collected. The volunteers who had already taken part in the previous survey were left out. The online survey was sent to the volunteers one day after the event was organized, and first reminder was sent one week later, the second one was sent 10 days after, and the last reminder was sent 15 days afterwards. One of the participants received the survey by letter. The second data collection yielded to 74 responses (response rate 65%).

Regarding the other event, Rogaland Grand Prix, the manager was contacted in the beginning of May, and it was agreed that the same survey would be sent to the volunteers of the

event after the event, in mid-May. Anyhow, similar logistical problems appeared as the event management did not have the contact details of the volunteers and only the volunteer leaders had them. The event manager requested the leaders to provide the contact details of the volunteers, and succeeded to receive 71 email addresses out of a total of approximately 130 volunteers. The online survey was forwarded directly to the volunteers. The volunteers received three reminders about the survey, and had altogether three weeks to answer the survey. A total of 38 responses were collected (response rate 54%).

Instrument

The survey questionnaire comprised of 5 main parts: (1) volunteer satisfaction, (2) volunteer commitment, (3) volunteer motivation, (4) volunteers' intentions to remain as a volunteer, and (5) demographic information. All the questionnaire items were generated from a broad literature review of volunteer research. The majority of the items were adjusted suitable for the context of the current events, for instance some of the items were changed to a past tense form. The final questionnaire consisted of 20 common items measuring satisfaction, 5 items covering commitment, 19 common motivational items, 3 items concerning volunteers' intentions to remain, and 12 items related to demographic information. Finally, the questionnaire surveyed the volunteers with an open-ended question: "do you have suggestions for improvements, other comments or feedback?". Altogether, the questionnaire comprised of 57 common items. The items were translated from English to Norwegian since all of the survey participants were Norwegians, at the both of the events. In the course of the translation process, the author received help from three native Norwegians.

Regarding Nordsjørittet, two additional items concerning the ease of contacting the zone leaders and the event organizer were added to the satisfaction part (Q10 and Q11, please refer to

Appendix A for the questionnaire), and the volunteers' comfort in a case of accidents and cycling damages (2 items) were explored in the questionnaire as a separate part. These additional items were included in the survey at the request of the event organizer to provide important information for them, and the items did not base on the literature review, and are not included in the data analysis. Concerning the motivational items, Nordsjørittet had two different items, and Rogaland Grand Prix had one additional item. Furthermore, the questionnaire of Nordsjørittet included two additional demographical items that explored whether the volunteers had either friends or family members who were cycling at the race. However, this question could not be included in the questionnaire of Rogaland Grand Prix; because the participants were merely professional cyclists, whereas Nordsjørittet had both professional and amateur cyclists. That is why these items are neither included in the data analysis.

Satisfaction. The 20 items of volunteer satisfaction were adapted from the previous studies of Boezman and Ellemers (2009), Clary et al. (1998), Deery, Jago, and Shaw (1997), Downward and Ralston (2006), Elstad (2003), Kim, Kim, and Odio (2010), Silverberg, Marshall, and Ellis (2001), and Tikam (2011). The items concerned volunteers' satisfaction with supervision, training, communication, cooperation with others, received feedback and recognition, and the overall volunteering experience at the event. Each item was measured on a 7-point Likert scale from 1 (strongly disagree) to 7 (strongly agree). The scale was chosen in order to have a balanced scale (Neuman, 2009) and it provides more scale variance than a 5-point scale. Moreover a 7-point scale has been utilized by several studies examining volunteer satisfaction (e.g., Boezeman & Ellemers, 2009; Kim, Kim, et al., 2010; Silverberg et al., 2001). Some of the original items had negative content and they were changed to positive, such as "volunteer assignments are not fully explained" and "I don't feel like my efforts are rewarded the way they should be" (Silverberg et al., 2001) were reformulated "volunteer assignments were fully

explained” and “I feel like my efforts were rewarded the way they should be”. This was done in order to have a similar structure within all of the items and to make it easy for participants to answer (Neuman, 2009). The final items of the current study are presented in Table 1, together with the original items and references, and the names of the factors given by the authors. Each item was based on either one study or several studies that utilized similar items, which can be observed from the table.

Table 1
Final Satisfaction Items of Present Study, Original Items with References and Factors

Final items	Original items	Authors	Factor (labeled by authors)
My leader was well organized.	My team leader was well organized.	Downward & Ralston, 2006	Organization
My leader had good people management skills.	My team leader had good people management skills.	Downward & Ralston, 2006	Organization
My leader was competent in doing his/ her job.	My supervisor is quite competent in doing his/her job.	Silverberg et al., 2001	Supervision
My leader showed sufficient interest in the volunteering.	My supervisor shows too little interest in the feelings of volunteers.	Silverberg et al., 2001	Supervision
Job assignments were fully explained.	Volunteer assignments are not fully explained.	Silverberg et al., 2001	Communication
I received sufficient training to enable me to deal with the demands of my position.	I have received sufficient training to enable me to deal with the demands of my position.	Deery et al., 1997	Factor no given
	I got clear instructions on what I am supposed to be doing.	Downward & Ralston, 2006	Organization
The information that I received before becoming a volunteer was accurate.	The information that I received before becoming a volunteer was accurate.	Deery et al., 1997	Factor no given
I had a clear understanding of what was expected of me.	I have a clear understanding of what is expected of me.	Deery et al., 1997	Factor no given
Communication between volunteers and leader(s) was good.	Communication between volunteers and team leaders was good.	Downward & Ralston, 2006	Organization
	I am satisfied with the communication with other volunteers.	Bang, 2009	Factor no given
I was satisfied with the cooperation among all the volunteers.	The cooperation in general among all the volunteers.	Elstad, 2003	Cooperation
My efforts were always appreciated.	My efforts were always appreciated.	Downward & Ralston, 2006	Organization
	I was satisfied with the feedback I received about my job performance.	Kim, Kim, & Odio, 2010	Volunteer job satisfaction
I was satisfied with the feedback I received about my job performance.	I am satisfied with the feedback I received about my job performance.	Costa et al., 2006	Satisfaction of information
I feel I received a fair amount of recognition for the volunteer work I did.	I feel I receive a fair amount of recognition for the volunteer work I do.	Silverberg et al., 2001	Contingent rewards
I feel like my efforts were rewarded the way they should be.	I don't feel like my efforts are rewarded the way they should be.	Silverberg et al., 2001	Contingent rewards
I was happy with my assigned task.	I was happy with my assigned task.	Downward & Ralston, 2006	Assignment
I was satisfied with the responsibilities given to me at the site.	I was personally very satisfied with the responsibilities given to me at the site.	Clary et al., 1998	Satisfaction with the volunteer activity
I felt my effort as a volunteer was meaningful.	I sometimes feel my volunteer experience was meaningless.	Silverberg et al., 2001	Nature of work
	All in all, I am satisfied with my volunteer job at <organization>.	Boezman & Ellemers, 2009	Job satisfaction
All in all, I was satisfied with my volunteer job at Nordsjørittet/ Rogaland Grand Prix.	I am satisfied with my volunteer experience in general.	Bang, 2009	Factor no given
	On the whole, the volunteer experience was very positive for me.	Clary et al., 1998	Satisfaction with the volunteer activity
I was able to make an important contribution by volunteering at the event.	I have been able to make an important contribution by volunteering at this organization.	Tikam, 2011	Satisfaction
People at my volunteer work were friendly towards me.	People at my volunteer work are pretty friendly towards me.	Boezman & Ellemers, 2009	Satisfaction of relatedness needs

Commitment. The four commitment items were founded on Mowday et al.'s (1979) Organizational Commitment Questionnaire (OCQ), and one of the items was based on the sport event volunteer study of Costa et al. (2006). Although, the OCQ instrument was made particularly to the context of paid work, it has been applied more recently to the context of sport event volunteering as well, for instance in the studies of Bang (2009), Bang, Won, et al. (2009), Costa et al. (2006), Green and Chalip (2004), and Cuskelly and Boag (2001). Besides, the validity of the OQC has been verified (Cuskelly & Boag, 2001). The scale ranged from 1 (strongly disagree) to 7 (strongly agree). The final items of commitment and the original items with references are presented in Table 2.

Table 2

Final Commitment Items of this study and Original Items with References

Final items	Original items	Authors
I was willing to put in more effort to make the event successful.	I am willing to put in a great deal of effort beyond that normally expected in order to help this event be successful.	MacLean & Hamm, 2007
	I am willing to put a great deal of effort beyond that normally expected in order to help this event be successful.	Costa et al., 2006
	I am willing to put in more effort than that normally required to make this organisation successful.	Deery et al., 1997
	I am willing to put in a great deal of effort beyond that normally expected in order to help this organisation be successful.	Mowday et al., 1979
I felt like an important member of the event team.	I felt like an important member of the event team.	Costa et al., 2006
I am proud to tell others that I was part of Nordsjørittet / Rogaland Grand Prix.	I am proud to tell others that I volunteer for this Life Time Fitness Triathlon.	Bang, 2009
	I am proud to tell others that I am part of this Women's open.	MacLean & Hamm, 2007
	I am proud to tell others that I am part of this event.	Costa et al., 2006
	I feel proud to tell others that I am a part of this organisation.	Deery et al., 1997
For me this was one of the best ways to spend my spare time.	I am proud to tell others that I am part of this organization.	Mowday et al., 1979
	For me this is the best of all possible way to spend my spare time.	MacLean & Hamm, 2007
I really care about the fate of this event.	For me this is the best of all possible organizations for which to work.	Mowday et al., 1979
	I really care about the fate of the Life Time Fitness Triathlon.	Bang, 2009
	I really care about the fate of this Women's Open.	MacLean & Hamm, 2007
	I really care about the fate of this event.	Costa et al., 2006
	I really care about the fate of this organization.	Mowday et al., 1979

Motivation. Volunteer motivation was measured by 19 items that were adapted from volunteer studies of Clary et al.(1998), Elstad (2003), Farrell et al. (1998), Strigas and Jackson (2003), Monga (2006), Bang and Ross (2009), and MacLean and Hamm (2007). The items were set in a random order, and a 7-point scale was utilized ranging from 1 (not important) to 7 (extremely important) (e.g., Elstad, 2003). The items were related to different motivational categories that have been found in the previous studies including, altruistic motivations, social motivations, egoistic motivations, connection to sport, and external motivations. Since the volunteers of the study did not receive any material rewards, the items regarding material motivations were not included. Some of the motivation items were slightly modified to the context of the current events. All the final items are presented in Table 3, together with their original items, studies, and factors labeled by the authors. Besides, as mentioned earlier, there were two various items regarding merely Nordsjørittet and one regarding merely Rogaland Grand Prix, which are marked in the table by the event concerned.

Table 3. *Final Motivational Items of the Present Study, Original Items with References, and Factors*

Final items	Original items	Authors	Factors (labeled by the authors)
As a volunteer I can work on hobbies/interests that I have.	As a volunteer I can work on hobbies/interests that I have. I enjoy being involved in sport activities.	Elstad, 2003 Bang & Ross, 2009	Being connected with hobby/interests Love of sport
I can be with people that share the same interests as me.	I can be with people that share the same interests as me. An opportunity to make new friends with similar interests.	Elstad, 2003 Monga, 2006	Being connected with hobby/interests Solidary
I am interested in cycling.	I am very interested in music. I am involved in curling. I have special interest in this activity.	Elstad, 2003 Farrell et al.,1998 Monga, 2006	Being connected with hobby/interests Purposive Affiliatory
I think it is important to help others.	I think it is important to help others. I feel it is important to help others. I feel it is important to help others.	Elstad, 2003 Bang & Ross, 2009 Clary et al., 1998	Altruism Expression of values Values
I can do something for good sake that is important to me.	I can do something for a good sake that is important to me. I can do something for a cause that is important to me.	Elstad, 2003 Clary et al., 1998	Altruism Values
I think it is important to help in a local community.	I think it is important to help in a local community. I wanted to put something back in the community. I wanted to put something back in the community.	Elstad, 2003 Monga, 2006 MacLean & Hamm, 2007	Altruism Altruism Purposive
	I wanted to put something back in the community. I wanted to put something back in the community.	Strigas & Jackson, 2003 Farrell et al.,1998	Purposive Purposive
I wanted to help make the event a success.	I want to help make the event a success. I wanted to help make the event a success.	Bang & Ross, 2009 MacLean & Hamm, 2007	Expression of values Purposive
	I wanted to make this event a success. I wanted to help make the event a success. I wanted to help make the event a success.	Monga, 2006 Strigas & Jackson, 2003 Farrell et al.,1998	Affiliatory Purposive Purposive
I am concerned about the particular club/organization I am serving.	I am genuinely concerned about the particular club I am serving. I am genuinely concerned about the particular championship I am serving. I am genuinely concerned about the particular group I am serving.	Strigas & Jackson, 2003 MacLean & Hamm, 2007 Clary et al., 1998	External External Values
I like to volunteer because of the payment my club/organization receives. (<i>Nordsjørittet</i>)	I like to be a volunteer because of the fringe benefits we receive.	Elstad, 2003	Material rewards
I have the possibility to get to know new people.	I have the possibility to get to know new people. I want to meet people. I wanted to work with people from different age groups and/or backgrounds. I wanted to work with people from different age groups and/or backgrounds.	Elstad, 2003 Bang & Ross, 2009 MacLean & Hamm, 2007 Strigas & Jackson, 2003	Opportunity to be social Interpersonal contacts Purposive Material
	I wanted to develop relationships with others. Volunteering is a way to make new friends.	Farrell et al.,1998 Clary et al., 1998	Solidary Enhancement

Table 3. *Final Motivational Items of the Present Study, Original Items with References, and Factors (continued)*

Final items	Original items	Authors	Factors (labeled by the authors)
My friends volunteer.	My friends volunteer.	Clary et al., 1998	Social
	My friends/family were also volunteering.	Farrell et al., 1998	External traditions
	My friends/family/significant others are also volunteering at this marathon.	Strigas & Jackson, 2003	External
	My friends were volunteering.	Monga, 2006	Solidary
By volunteering I feel less lonely.	By volunteering, I feel less lonely.	MacLean & Hamm, 2007	Leisure
	By volunteering I feel less lonely.	Strigas & Jackson, 2003	Leisure
	By volunteering I feel less lonely.	Clary et al., 1998	Protective
It is fun to volunteer.	It is fun to volunteer for a golf event.	MacLean & Hamm, 2007	Purposive
	It is fun to volunteer for a marathon event.	Strigas & Jackson, 2003	Purposive
I wanted to discover new interests.	I wanted to discover new interests.	MacLean & Hamm, 2007	Egoistic
	I wanted to discover new interests.	Strigas & Jackson, 2003	Egoistic
I wanted to improve my skills and abilities.	I wanted to improve my skills and abilities.	MacLean & Hamm, 2007	Egoistic
	I wanted to improve my skills and abilities.	Strigas & Jackson, 2003	Egoistic
	Opportunity to develop my skills.	Monga, 2006	Instrumental
Volunteering allows me to gain a new perspective on things.	Volunteering allows me to gain a new perspective on things.	Bang & Ross, 2009	Personal growth
	Volunteering allows me to gain a new perspective on things.	Clary et al., 1998	Understanding
	Broadens my horizons.	Monga, 2006	Instrumental
Volunteering activities energize me.	Volunteering activities energize me.	MacLean & Hamm, 2007	Egoistic
	Volunteering activities energize me.	Strigas & Jackson, 2003	Purposive
I wanted to get away from the responsibilities of my everyday life.	I wanted to get away from the responsibilities of my everyday life.	MacLean & Hamm, 2007	Leisure
	I wanted to get away from the responsibilities of my everyday life.	Strigas & Jackson, 2003	Leisure
	Volunteering is a good escape from my own troubles.	Clary et al., 1998	Protective
Volunteering makes me feel better about myself.	Volunteering makes me feel better about myself.	Strigas & Jackson, 2003	Leisure
	Volunteering makes me feel good about myself.	Monga, 2006	Egoistic
	Volunteering makes me feel better about myself.	Clary et al., 1998	Enhancement
I am expected to volunteer. (<i>Rogaland GP</i>)	I am expected to volunteer.	Farrell et al., 1998	Commitments
	People I am close to want me to volunteer.	Clary et al., 1998	Social
My club/organization expects me to provide volunteer service. (<i>Nordsjørippet</i>)	My employer/school expect me to provide volunteer service.	MacLean & Hamm, 2007	Material
	My employer/school expect me to provide volunteer service.	Strigas & Jackson, 2003	Material
Others whom I am close place a high value on community service.	Others whom I am close place a high value on community service.	Strigas & Jackson, 2003	Material
	Others with whom I am close place a high value on community service.	Clary et al., 1998	Social
	Others to whom I am close place a high value on community service.	MacLean & Hamm, 2007	Material
	Most people in my community volunteer.	Monga, 2006	Solidary
	Most people in my community volunteer.	Farrell et al., 1998	Commitments

Intentions to remain. Volunteers' intentions to remain were assessed by three items: (1) "how likely is it that you will continue your work as a volunteer at Nordsjørittet/ Rogaland Grand Prix for the next two years?", (2) "how likely is it that you will continue your work as a volunteer at Nordsjørittet/ Rogaland Grand Prix for the next five years?", and (3) "how likely is it that you will volunteer for another festival or event in your community?". The volunteers were asked to designate the probability on a 7-point scale from 1 (extremely unlikely) to 7 (extremely likely). The intention items were based on volunteer studies of Boezman and Ellemers (2009), Doherty (2009), Downward and Ralston (2006), Clary et al. (1998), and Elstad (2003). The final items are presented in Table 4, together with their original items and studies.

Table 4

Final Items of Intentions' to Remain of this Study and Original Items with References

Final items	Original items	Authors
	How likely is it that you are a volunteer at the Kongsberg Jazz Festival next year?	Elstad, 2003
How likely is it that you will continue your work as a volunteer at Nordsjørittet/ Rogaland Grand Prix for the next two years?	How likely is it that you will continue your work as a volunteer at <name volunteer organization> for the next two years? I will be a volunteer 1 year from now. I will be a volunteer 3 years from now. Unless unforeseen changes occur in your life, do you see yourself volunteering for this agency one year from now?	Boezeman & Ellemers, 2009 Clary et al., 1998 Clary et al., 1998 Galindo-Kuhn et al., 2001
How likely is it that you will continue your work as a volunteer at Nordsjørittet/Rogaland Grand Prix for the next five years?	How likely is it that you are a volunteer at the Kongsberg Jazz Festival five years? I will be a volunteer 5 years from now. Do you intend to continue to volunteer for future events?	Elstad, 2003 Clary et al., 1998 Bang, Won, & Kim, 2009
How likely is it that you will volunteer for another festival or event in your community?	I will volunteer somewhere else next semester. I am willing to volunteer for another major sports event. I am willing to volunteer for another major event. Would you volunteer for another major festival or event in your community?	Clary et al., 1998 Downward & Ralston, 2006 Downward & Ralston, 2006 Doherty, 2009

Demographic information. Eventually, the questionnaire included 14 items covering the basic demographic information, including gender, age, education, employment status, and income. The chosen items were based on previous studies in the same area (Caldwell & Andereck, 1994; Monga, 2006). Besides, the previous volunteer experience, both in general and at the event, was surveyed, as well as whether the volunteers had family or friends also volunteering for the event.

Data analysis

The data from the survey was analyzed by utilizing the Statistical Package for Social Sciences (SPSS) 17.0. First, the descriptive statistics were completed and frequencies, means, and standard deviations were calculated in order to describe characteristics of the sample, and their responses to the questions about motivation, satisfaction, commitment, and intention to remain. Exploratory factor analyses (maximum likelihood with varimax rotation) were utilized to identify possible sub-structures in the scales (Pallant, 2007) of motivation and satisfaction. Items with factor loadings less than .40 were excluded (Nunnally & Bernstein, 1994), and the items with multiple loadings were placed according to their highest loadings.

Sum scores were calculated based on the results of the factor analysis. Additionally, sum scores were calculated for commitment (five items) and intention to remain (two items). The internal consistency of the sum scores and values was determined by Cronbach's alpha, and values above .70 were considered acceptable (Pallant, 2010). Means and standard deviations were calculated for all sum scores. Subsequently, the Pearson's correlation coefficients were calculated across all variables in order to determine their associations. Eventually, hierarchical multiple regression analyses were employed to examine the effects of the independent variables on the dependent variables (Pallant, 2010), commitment and intentions to remain as a volunteer. Merely

the variables that showed significant correlations to the dependent variables were included in the hierarchical multiple regression analyses. For commitment, this applied to the three satisfaction factors, four motivational factors, and three biographic variables (age, previous volunteering experience at the event, and family member(s) volunteering at the event). Whereas, for intentions to remain as a volunteer four biographic variables (previous volunteering experience at the event, income, age, and education), the motivational factors, and commitment were used as predictors. Since R square (R^2) has tendency to provide higher values than the true values are, the values of adjusted R square can be considered as more accurate because they have been corrected statistically (Pallant, 2010; Skog, 1998). Particularly in the case of small sample size, it is advisable to provide the adjusted R square (Pallant, 2010). Hence, the current study provides both values in the multiple regression analyses; however the interpretations of the data are based on the adjusted R square.

Reliability and validity

In a quantitative research, reliability refers to the consistency or dependability of utilized method or instrument, whereas validity deals with truthfulness and the fit between the examined concept and the method of measurement (Neuman, 2009). Regarding validity, there are two kinds of types that are significant for the present study; face validity and content validity. Face validity addresses that the measurement examines exactly the construct it is supposed to examine and that it is judged by others. Content validity concerns that the entire content of the defined construct is taken into consideration in the measurement. In all kinds of research, the aim is to have both reliable and valid measurement (Neuman, 2011).

As a starting point of the current study, each variable was assessed thoroughly, as well as its prospective dimensions, by conducting a wide literature review (Churchill, 1979) in the field

of volunteering. Based on the review, the preliminary version of the survey was generated and examined carefully also by an experienced researcher. All the survey items had been utilized and tested in previous studies published in peer reviewed journals, which verifies the content validity of the measurement. Each variable was measured by multiple items in order to decrease measurement errors and to produce more reliable responses (Churchill, 1979). For example, volunteers' satisfaction with supervision was measured with four items. Additionally, by utilizing multiple items content validity is improved, as several aspects of a phenomenon are measured (Neuman, 2011).

Since the items were translated from English to Norwegian, the language of the items were verified independently by three native Norwegians. That was followed by a pilot test of the questionnaire (Churchill, 1979; Neuman, 2009) on six persons with prior volunteering experience and on the event management of Nordsjørittet. The pilot testing confirmed a good feasibility, influencing further on the face validity and enhancing measure's reliability (Neuman, 2011). Afterwards, the necessary modifications were made and the final version of the questionnaire was generated.

In order to investigate the reliability of the scale, Cronbach's alpha coefficient values were calculated for each factor consisting of a set of items, to indicate the internal consistency (Pallant, 2010) and quality of the scale (Churchill, 1979). One item measuring motivation and one item measuring intention to remain were eliminated to improve the alpha coefficient values (Churchill, 1979). The alpha coefficient values of the variables ranged from .70 to .97 designating good internal consistency for the scale (Pallant, 2010).

Findings

Sample characteristics

The online survey resulted in a total of 155 responses, of which 152 were used. Three questionnaires were rejected because of incomplete responses. The sample consisted of volunteers from two cycling race events, Nordsjørittet in years 2011 and 2012, and Rogaland Grand Prix 2012. In the overall sample, 62% were males and 38% were females ($n = 151$). The age range was from 15 to 70 years ($n = 147$; $SD = 12.1$) with the mean age of 43 years. Regarding level of education, 30% had completed 4 years or more studies at university or college, 25% had less than 4 years of studies at university or college, the majority of the volunteers, 39%, had completed high school or vocational school, and 6% had completed comprehensive school. Of the volunteers, 72% were full-time employees, 13% were employed part-time, 6% were students, 3% were retirees, 1% were unemployed, and 5% defined their employment status as other, such as private entrepreneur, housewife, and cyclist. Nearly one fourth of the respondents (23%) had an income of NOK50 000 or more per month, for 17% the level of income was between NOK40 000 and NOK49 999, for 15% it was NOK35 000-NOK39 999, 11% had income of NOK30 000-NOK34 999, 9% had income of NOK25 000-NOK29 999, 7% had income of NOK14 999 or less, 6% NOK20 000-NOK24 999, 3% NOK15 000-NOK19 999, and 1% did not have any incomes ($n = 137$). The median income of the volunteers was at NOK35 000-NOK39 999. The respondents with prior volunteering experience ($n = 107$) had been involved in volunteering in number of years from 1 to 50 years, with the average of 14 years, and 72% had been volunteering in another event previously. Slightly under half, 49% had volunteered at the same event before, whereas 51% were first-time volunteers.

Additionally, 42% of the volunteers had family member(s) ($n = 149$) and 81% had friend(s) also volunteering at the event ($n = 151$).

Regarding the surveyed volunteers of Rogaland Grand Prix the response rate was 54%, and for the volunteers of Nordsjørittet 2012 it was 65%. The volunteers who participated in the Nordsjørittet in 2011, it remained unknown how many volunteers received the survey in total. This was due to that the survey was first sent through the volunteer manager and then through their local leaders, who were not entirely successful in their attempts to distribute the questionnaires. Altogether, 43 volunteers answered to the survey from this group of volunteers.

Satisfaction

The factor analysis formed three factors among all of 20 items of satisfaction. The factors, in order from strongest to weakest, were labeled *supervision and communication* (9 items), *nature of work* (7 items) and *appreciation* (4 items). The factors, items and Cronbach's alpha values are presented in Table 5. The Cronbach's alpha values of the factors were beyond .8 that proposes a very good internal consistency (Pallant, 2010). The three factors accounted for 75.3% of the total scale variance.

Table 5

Factor Loadings for Volunteer Satisfaction Scale

Items	Supervision and communication	Nature of work	Appreciation
Supervision and communication ($\alpha = .97$; mean = 6.13; SD = 1.23)			
2. My leader had good people management skills.	.87		
3. My leader was competent in doing his/ her job.	.86		
5. Job assignments were fully explained.	.85		
1. My leader was well organized.	.85		
6. I received sufficient training to enable me to deal with the demands of my position.	.79		
9. Communication between volunteers and leader(s) was good.	.77		
8. I had a clear understanding of what was expected of me.	.76		
7. The information that I received before becoming a volunteer was accurate.	.76		
4. My leader showed sufficient interest in the volunteering.	.73		
Nature of work ($\alpha = .94$; mean = 6.50; SD = .87)			
19. All in all, I was satisfied with my volunteer job at Nordsjørittet/ Rogaland Grand Prix.		.84	
20. I was able to make an important contribution by volunteering at the event.		.81	
21. I was satisfied with the cooperation among all the volunteers.		.70	
16. I was happy with my assigned task.		.68	
18. I felt my effort as a volunteer was meaningful.		.67	
17. I was satisfied with the responsibilities given to me at the site.		.66	
22. People at my volunteer work were friendly towards me.		.62	
Appreciation ($\alpha = .93$; mean = 5.84; SD = 1.34)			
14. I feel I received a fair amount of recognition for the volunteer work I did.			.90
13. I was satisfied with the feedback I received about my job performance.			.89
15. I feel like my efforts were rewarded the way they should be.			.74
12. My efforts were always appreciated.	.41	.40	.55
Rotation sums of squared loadings			
Total	6.9	4.8	3.4
Variance explained (%)	34.4	24.0	16.9
Cumulative variance explained (%)	34.4	58.4	75.3

Note. Factor loadings < .40 are not presented.

Overall, satisfaction was high among the volunteers (mean of all items = 6.16), on a 7-point Likert scale. According to the sum scores of the factors, *satisfaction with nature of work*

was rated highest, followed by *satisfaction with supervision and communication*, and *appreciation*. The most highly rated single item was “people at my volunteer work were friendly towards me” (mean = 6.67; $n = 152$), whereas the lowest rated item was “I was satisfied with the feedback I received about my job performance” (mean = 5.66; $n = 152$). Table 6 summarizes the five highest and lowest ranked single items.

Table 6

Highest and Lowest Rated Satisfaction Items for Volunteering

Highest rated statements	<i>M</i>	Lowest rated statements	<i>M</i>
People at my volunteer work were friendly.	6.67	My efforts were always appreciated.	5.99
All in all, I was satisfied with my volunteer job at Nordsjørittet/ Rogaland Grand Prix.	6.61	I received sufficient training to enable me to deal with the demands of my position.	5.87
I was able to make an important contribution by volunteering at the event.	6.60	The information that I received before becoming a volunteer was accurate.	5.77
I felt my effort as a volunteer was meaningful.	6.52	I feel I received a fair amount of recognition for the volunteer work I did.	5.73
My leader showed sufficient interest in the volunteering.	6.44	I was satisfied with the feedback I received about my job performance.	5.66

Motivation

Concerning motivation to volunteer, the factor analysis yielded to four factors including 18 items, which were labeled *egoistic* (8 items), *purposive* (5 items), *connection to sport* (3 items), and *external* (2 items). The strongest factor was *egoistic* motivations, followed by *purposive*, *connection to sport*, and *external* motivations. Altogether, the factors accounted for

54% of the total scale variance. Table 7 outlines the factor loadings of the items, as well as their Cronbach's alpha values. One single item, "it is fun to volunteer" was removed from the sum score in order to increase the alpha coefficient.

Table 7

Factor Loadings for Volunteer Motivation Scale

Items	Egoistic	Purposive	Connection to sport	External
Egoistic ($\alpha = .90$; mean = 4.35; SD = 1.40)				
16. Volunteering activities energize me.	.73			
21. Volunteering allows me to gain a new perspective on things.	.71			
4. I wanted to get away from the responsibilities of my everyday life.	.70			
18. I have the possibility to get to know new people.	.65	.41		
6. I wanted to improve my skills and abilities.	.62		.50	
20. By volunteering I feel less lonely.	.58			
3. I wanted to discover new interests.	.54		.43	
11. Volunteering makes me feel better about myself.	.51			
Purposive ($\alpha = .83$; mean = 5.90; SD = 1.04)				
10. I wanted to help make the event a success.		.76		
17. I think it is important to help in a local community.	.42	.70		
12. I can do something for good sake that is important to me.		.67	.41	
19. I am concerned about the particular club/ organization I am serving.		.54		
2. I think it is important to help others.		.53		
Connection to sport ($\alpha = .73$; mean = 4.89; SD = 1.56)				
1. As a volunteer I can work on hobbies/interests that I have.			.72	
5. I can be with people that share the same interests as me.	.46		.67	
15. I am interested in cycling.			.42	
External ($\alpha = .70$; mean = 4.45; SD = 1.66)				
9. My friends volunteer.				.93
10. Others whom I am close place a high value on community service.				.40
Rotation sums of squared loadings				
Total	3.9	2.7	2.3	1.9
Variance explained (%)	19.5	13.4	11.4	9.7
Cumulative variance explained (%)	19.5	32.9	44.3	54.0

Note. Factor loadings < .40 are not presented.

According to the motivational factor-based sum scores, the most important one was *purposive*. *Connection to sport* was the second highest motivation to volunteer, followed by *egoistic* and *external* motivations. The five highest and lowest ranked reasons for volunteering are presented in Table 8. The volunteers considered the item “I wanted to help make the event a success” as the most important (mean = 6.16; $n = 149$) whereas, “by volunteering I feel less lonely” (mean = 2.90) was rated as the least important (mean = 2.90; $n = 150$), on a 7-point Likert scale. Regarding the respondents taking part in Nordsjørittet, the highest rated single item was “I like to volunteer because of the payment my club/organization receives” (mean = 6.31; $n = 116$).

Table 8

Importance of Reasons for Volunteering

Highest ranking reasons	<i>M</i>	Lowest ranking reasons	<i>M</i>
I wanted to help make the event a success.	6.16	Volunteering activities energize me.	4.48
I am concerned about the particular club/ organization I am serving.	6.07	Volunteering allows me to gain a new perspective on things.	4.21
I think it is important to help others.	5.85	My friends volunteer.	4.11
I can do something for good sake that is important to me.	5.70	I wanted to discover new interests.	3.85
I think it is important to help in a local community.	5.67	By volunteering I feel less lonely.	2.90

Commitment

The five items of volunteer commitment approved a good internal consistency with a Cronbach’s alpha coefficient of .85 (mean = 5.82; SD = 1.09). The strongest item of volunteer commitment was “I was willing to put in more effort to make the event successful” (mean = 6.62;

$n = 152$) with a scale from 1 to 7. Consequently, the weakest was “for me this was one of the best ways to spend my spare time” (mean = 4.74; $n = 152$).

Intention to remain

Volunteers’ intentions to remain were measured by three items ($\alpha = .52$), and to increase the level of the Cronbach’s alpha coefficient, one of the items that stated “how likely is it that you will volunteer for another festival or event in your community?” was eliminated. Concerning the two items, the internal consistency was approved to be satisfactory ($\alpha = .87$; mean = 5.66; SD = 1.31). The volunteers expressed that they were likely to continue volunteering at the same event for the next two years (mean = 5.96; SD = 1.29; $n = 151$). Their likelihood to volunteer at another event or festival was slightly less (mean = 5.39; SD = 1.53; $n = 151$), and nearly to the same extent as they were likely to volunteer at the same event for the next five years (mean = 5.34; SD = 1.49; $n = 151$).

Correlations

Pearson’s correlation test was utilized to examine the interrelationships between the independent and dependent variables, including also the influence of biographic variables. The correlations are presented in Table 9. Concerning the biographic variables, some of them were eliminated from Table 9 due to insignificant correlations with the dependent variables.

The results indicated that volunteers’ commitment correlated significantly and positively with all the four motivational factors; *egoistic* ($r = .49$; $p < .01$), *connection to sport* ($r = 0.48$; $p < .01$), *purposive* ($r = 0.43$; $p < .01$), and *external* ($r = 0.37$; $p < .01$), as well as all the three satisfaction factors; *nature of work* ($r = .64$; $p < .01$), *appreciation* ($r = .59$; $p < .01$), and *supervision and communication* ($r = .45$; $p < .01$). Thus, higher levels of commitment were

related to higher levels of motivation and satisfaction. There was also a significant positive association between commitment and intention to remain ($r = .45; p < .01$), indicating that the high level of commitment related to intentions to remain as a volunteer for future races.

Concerning the biographic variables, it was found that age correlated significantly with commitment ($r = .25; p < .01$), designating that higher age was associated with higher level of commitment. Previous experience in volunteering at the event ($r = -.24; p < .01$), and family member(s) volunteering at the event ($r = -.21; p < .05$) had a significant negative relationship to commitment. In other words, volunteers with more volunteering experience from earlier editions of the current event were more committed, and so were the ones who had family members volunteering together with them at this same event.

Regarding volunteers' intentions to remain, the correlation analyses showed that all of the motivational factors were associated significantly with the intention to remain. The strongest positive correlation among the factors was with *connection to sport* ($r = .42; p < .01$), following motivations related to *purposive* ($r = 0.38; p < .01$), *egoistic* ($r = 0.38; p < .01$), and *external* ($r = .21; p < .05$). Thus, high levels of motivation were related to strong intentions to remain as a volunteer for future events. Besides, age ($r = .29; p < .01$), education ($r = .20; p < .05$), and income ($r = .18; p < .05$) correlated significantly with intention to remain. This implies that older volunteers were more intended to continue volunteering at the events in the future, as well as the ones with higher education, and higher level of income. Besides, volunteers' previous experience correlated negatively ($r = -.18; p < .05$), indicating that the ones with more prior experience in volunteering at the event were more likely to continue volunteering at the event.

It was also demonstrated by the Pearson's correlation test that both *egoistic* and *purposive* motivations were associated with all of the satisfaction factors. *External* motivations had significant relations to two of the satisfaction factors, *appreciation* and *nature of work*. These

findings designate that high levels of satisfaction was associated with high levels of motivations. However, one of the motivational factors, *connection to sport* did not correlate significantly with any satisfaction factors. Concerning the relations between demographical characteristics, and satisfaction and motivational factors, it was discovered that volunteers' age correlated significantly with their satisfaction with *supervision and communication*, and *egoistic* motivations. The higher level of income was related to volunteers' higher motivation in *connection to sport*. Whereas, the ones who had more prior volunteering experience at the event, were more motivated by *connection to sport* and *egoistic* motivations. Additionally, males were significantly more motivated by *connection to sport*. The volunteers, who had also family members involved in volunteering at the event, also showed significantly higher values on volunteers' *egoistic, purposive, and external* motivations. *External* motivations were high among the ones who had friends contributing to the event as a volunteer.

Table 9 Correlations, Means and Standard Deviations

	Mean	SD	Gender	Age	Educa- tion	Income	Prev. experience at the event	Family member(s) vol. at the event	Friend(s) vol. at the event	Egoistic (M) ^a	Purposive (M) ^a	Connec- tion to sport (M) ^a	External (M) ^a	Supervision and com. (S) [□]	Nature of work (S) [□]	Appreci- ation (S) [□]	Commit- ment
Gender	1.62	.49															
Age	42.95	12.06	.15														
Education	2.79	.95	-.18*	.24**													
Income	5.6	2.22	.42**	.38**	.35**												
Previous experience at the event	1.51	.50	-.10	-.27**	.15	-.02											
Family member(s) volunteering at the event	1.58	.49	.10	-.16	.10	.05	.45**										
Friend(s) volunteering at the event	1.19	.40	-.10	-.18*	-.05	-.11	.26**	.24**									
Egoistic (M) ^a	4.35	1.40	-.05	.18*	-.16	-.01	-.22**	-.17*	-.01								
Purposive (M) ^a	5.9	1.04	-.10	.05	.00	.02	-.12	-.20*	-.02	.56**							
Connection to sport (M) ^a	4.89	1.56	.20*	.13	-.07	.18*	-.25**	-.15	-.08	.56**	.45**						
External (M) ^a	4.45	1.66	-.02	.07	-.08	-.03	-.16	-.21**	-.17*	.57**	.45**	.42**					
Supervision and communication (S) [□]	6.13	1.23	.02	.17*	.09	.03	-.14	-.07	.05	.31**	.42**	.16	.15				
Nature of work (S) [□]	6.5	.87	.02	.13	.13	-.03	-.09	-.04	.00	.23**	.31**	.10	.18*	.67**			
Appreciation(S) [□]	5.84	1.34	.02	.10	.05	-.03	-.15	-.13	-.02	.28**	.26**	.15	.27**	.62**	.71**		
Commitment	5.82	1.09	-.04	.25**	.07	.05	-.24**	-.21*	-.04	.49**	.43**	.48**	.37**	.45**	.64**	.59**	
Intention to remain	5.66	1.31	.05	.29**	.20*	.18*	-.18*	-.16	.00	.38**	.38**	.42**	.21*	.15	.12	.14	.45**

^aMotivation factors. [□] Satisfaction factors.

* $p < .05$. ** $p < .01$.

The hierarchical multiple regression analysis was utilized in order to examine the effects of the independent variables on volunteers' level of commitment (Table 10). First, the three satisfaction factors were entered, and two of them, *nature of work* (beta coefficient = .46; $p < .001$) and *appreciation* (beta coefficient = .29; $p < .01$) had significance effects, and this first step explained 43% of variance in the commitment variable. At the step two, the four motivational factors entered, and it was found that volunteers' *connection to sport* (beta coefficient = .31; $p < .001$) and *egoistic* motivations (beta coefficient = .15; $p < .05$) were significant, and supplementary 18% of the commitment was accounted for by this second step. The satisfaction factor, *nature of work* remained fairly stable (beta coefficient = .31; $p < .001$), while the beta coefficient of *appreciation* decreased to .23 ($p < .01$). At the final step, three biographic variables (volunteers' previous experience at the cycling race event, family member(s) volunteering at the event, and age) were entered. Merely age had a significant effect (beta coefficient = .11; $p < .05$), indicating that the higher age was associated with the higher level of commitment. There were not found any major changes on the effects of the remaining variables. Altogether, the three step model explained 62% of the variance in the commitment; however, the final step added only 1%, which was an insignificant increase. It can be concluded that volunteers' commitment seems to derive particularly from the motivation related to sport per se, and their satisfaction with *nature of work* and *appreciation*. However, these observed relationships may also reflect the opposite directionality, or alternatively multiple ways-interactions between the satisfaction, motivation and commitment variables. In addition, it was found that the older volunteers were more involved in comparison with their younger fellow workers.

Table 10

Summary of the Hierarchical Multiple Regression Analysis for Variables Predicting Volunteers' Commitment (n = 147)

Variables	Step 1	Step 2	Step 3
	β	β	β
Supervision and communication ^a	-.03	-.13	-.15
Nature of work ^a	.46***	.48***	.48***
Appreciation ^a	.29**	.23**	.23**
Egoistic <input type="checkbox"/>		.15*	.13
Purposive <input type="checkbox"/>		.06	.07
Connection to sport <input type="checkbox"/>		.31***	.29***
External <input type="checkbox"/>		.00	-.01
Age			.11*
Previous volunteering experience at the event			-.02
Family member(s) volunteering at the event			-.06
<i>R</i> ²	.45***	.62***	.65
<i>R</i> ² adjusted	.43***	.61***	.62

* $p < .05$. ** $p < .01$. *** $p < .001$.

^aSatisfaction factors.

Motivational factors.

Secondly, a three step hierarchical multiple regression analysis was applied to investigate volunteers' intention to remain volunteers also for future events (Table 11). At the first step, the analysis included biographic variables; volunteers' previous experience at the cycling race event, income, age, and education. Merely the prior experience in volunteering at the event was found to be negatively significant (beta coefficient = $-.24$; $p < .05$), designating that the more experienced volunteers were more likely to remain at the event. A total of 11% of the variance was explained in the intention to remain variable at this stage.

At the second step the four motivation factors were entered, and *connection to sport* had the strongest direct effect on the intention to remain variable. The observed effect at the first step

of previous experience on intention to remain dropped to an insignificant level, while level of education increased its effect to a significant level. Therefore, the higher the level of education and the stronger the *connection to the sport*, the stronger was the intention to remain as a future volunteer for the race. An additional 21% of the intention to remain variance was interpreted by these factors.

At the third and final step, the commitment variable was included. This variable had a direct effect on intention to remain (beta coefficient = .24; $p < .01$). The direct effects of education and connection to the sport, which was demonstrated in step 2, were slightly reduced but still significantly influencing the intention to remain variable. The model explained a total of 35% of the variance in the intention to remain.

In sum, volunteers with high intentions to continue volunteering for the cycling race events are the ones with higher education, motivated by the sport per se and with a high level of commitment. This holds true even after the biographic variables and motivation factors are controlled for. Hence, it is fair to say that the understanding of how to emphasize commitment is a key to create loyal and reliable volunteers for future cycling race events, and even more important is their feeling of being motivated by a connection to the sport itself.

Table 11

Summary of the Hierarchical Multiple Regression Analysis for Variables Predicting Volunteers' Intention to Remain (n = 137)

Variables	Step 1	Step 2	Step 3
	β	β	β
Previous volunt. experience at the event	-.24*	-.14	-.13
Income	.07	-.01	.01
Age	.17	.14	.09
Education	.11	.19*	.17*
Egoistic ^a		.09	.04
Purposive ^a		.16	.12
Connection to sport ^a		.40***	.34***
External ^a		-.11	-.13
Commitment			.24**
R^2	.14***	.37***	.40**
R^2 adjusted	.11***	.32***	.35**

* $p < .05$. ** $p < .01$. *** $p < .001$.

^a Motivational factors.

Discussion

The majority of the sport event volunteer studies have taken place at mega-events, which make the settings of this study fairly unique. The current study examined the volunteers at two local cycling race events, Nordsjørittet and Rogaland Grand Prix in Norway. Additionally, the combination of investigated concepts; volunteer satisfaction, motivation, commitment, and intentions to remain, have not been scrutinized previously in one same study in this context.

The main purpose of the current study was to examine the antecedents affecting sport volunteers' commitment and intentions to remain as a volunteer in future at the context of cycling race events. More precisely, the study intended to discover how volunteer satisfaction and motivation relate to these constructs. Moreover, the aim was to determine the motivations to

volunteer, and how satisfied the volunteers were with different aspects of their work conditions and the organizing of the event. The findings of the study indicate several areas for discussion. In this chapter, the findings will be discussed and compared with previous research.

Demographical characteristics

Regarding the demographical characteristics of the current study, the majority of the volunteer were male (62%), employed full-time (72%), completed high school or vocational school (39%) and had university or college level degrees (55%), and had a high level of income (NOK50 000 or more monthly) (30%). The mean age of the respondents was 43 years, which was close by the peak age range of general volunteers (between 45 and 50 years) according to the second European Quality of Life Survey (EQLS) (McCloughan et al., 2011). Additionally, previous research in the field have found that the average age of sport event volunteers ranges from 40 to 46 years old (e.g., Pauline & Pauline, 2009; Strigas & Jackson, 2003). It may be concluded that the group of volunteers in this study, was very similar to the volunteers of other sport event studies. It has been previously confirmed that sport event volunteers are usually males (e.g., Downward & Ralston, 2006; Pauline & Pauline, 2009), who are well-educated (e.g., Deery et al., 1997; Lockstone-Binney et al., 2010; Pauline & Pauline, 2009; Phillips & Phillips, 2010), hold a full-time job position (e.g., Pauline & Pauline, 2009; Strigas & Jackson, 2003), and have higher incomes (Lockstone-Binney et al., 2010).

Volunteer satisfaction

The sport event volunteers expressed to be overall satisfied with their volunteering experience, paralleling with the findings of prior studies (e.g., Du, 2009; Elstad, 1996; Farrell et al., 1998; Galindo-Kuhn & Guzley, 2001; Pauline, 2011). Factor analysis yielded three

satisfaction factors, which were termed as *nature of work*, *supervision and communication* and *appreciation*. The volunteers were the most satisfied with the *nature of work* that included satisfaction with various aspects of the work and collaboration with others. The second factor, satisfaction with *supervision and communication* concerned satisfaction with supervision, training, received information, and communication. The volunteers were satisfied with this factor almost as much as with the *nature of work*. The third factor, *appreciation* dealt with given feedback and recognition for the work done, and volunteers were slightly less satisfied with this aspect. Pauline (2011) also discovered that volunteers felt that they received limited amount of appreciation for their work. Contrarily to the findings of this study, the volunteers were least satisfied with *work assignment* (Pauline, 2011). To the best of our knowledge, this study among the first to report factor analysis in volunteer satisfaction data in the sporting event settings. Previous studies have merely utilized sum scores without analyzing possible underlying structures in the scales (e.g., Du, 2009; Farrell et al., 1998; Pauline, 2011; Reeser et al., 2005).

Since the satisfaction was rated quite highly for all the factors, there was not that considerable difference between the highest rated item that concerned fellow workers, “people at my volunteer work were friendly” and the lowest rated item that dealt with given feedback, “I was satisfied with the feedback I received about my job performance”. Still, even though there existed overall a high level of satisfaction, it is vital for the event management to place emphasis on these various aspects of volunteer satisfaction (Farrell et al., 1998). The findings demonstrated positive correlations between satisfaction and motivational factors, with an exception for motivations related to *connection to sport*. Previous studies have also confirmed that there exist positive correlations between satisfaction and motivations in the context of sport event (e.g., Bang & Ross, 2009; Reeser et al., 2005).

Volunteer motivation

The majority of previous studies have approved a multidimensional approach in order to scrutinize volunteer motivation (Kim, Zhang, et al., 2010). This study found that volunteers are motivated by four main factors. The factors were labeled as *purposive*, *connection to sport*, *egoistic*, and *external*. The labels were partly founded on previous studies (e.g., Doherty, 2009; Elstad, 2003; Farrell et al., 1998; MacLean & Hamm, 2007; Strigas & Jackson, 2003). *Purposive* motivations in the current study refer to altruistic reasons to volunteer, contributing to the event, community, and club or organization that the volunteers were involved in. The factor is very similar to *purposive* motivations termed by Caldwell and Andereck (1994), Farrell et al. (1998), MacLean and Hamm (2007), Giannoulakis et al. (2008), and Pauline and Pauline (2009). Additionally, these motivations have been labeled *normative incentives* by Knoke and Prenskey (1984), *values* by Clary et al. (1998), and as *altruistic* by Elstad (2003) and Monga (2006) with similar content. Motivations related to *connection to sport* deal with volunteer's attachment to cycling and spending time together with others with similar interests. This factor is consistent with factor *being connected with hobby/interests* described by Elstad (2003) and *affiliatory motivations* of Monga (2006). Additionally, the category is fairly alike to the *love of sport* factor of Bang, Won, and Kim (2009). *Egoistic* motivations cover intrinsic personal rewards (Monga, 2006) such as improving one's own skills and abilities, as well as social needs (Strigas & Jackson, 2003). The factor is partly similar to the *egoistic* category of Strigas and Jackson (2003), *solidary* category of Monga (2006), and a combination of *commitments* and *solidary* categories of Farrell et al. (1998). The final factor, *external* motivations derive from external factors outside one's immediate control (Strigas & Jackson, 2003), such as an effect of family, friends, club or organization. The factor is consistent with the *external* factor of Strigas and Jackson (2003), and

partially alike to *external traditions* described by Farrell et al. (1998), as they also included free time use to this category.

The current study found that the volunteers were mostly motivated by *purposive* motivations, which is consistent with the previous findings (e.g., Caldwell & Andereck, 1994; Clary et al., 1998; Elstad, 2003; Farrell et al., 1998; Kim, Zhang, et al., 2010; MacLean & Hamm, 2007; Twynam et al., 2002). The least important motivations of this study were related to *egoistic* motivations, which have not been ranked as the lowest factor in other studies. On the other hand, there was not much difference between the second least important factor *external* motivations in comparison with *egoistic* motivations, which have been ranked as lowest motivational reasons for volunteering in many antecedent studies (e.g., Farrell et al., 1998; Pauline & Pauline, 2009; Twynam et al., 2002). Additionally, *material benefits* have been found as the least important motivational factor by several studies (e.g., Caldwell & Andereck, 1994; Kim, Zhang, et al., 2010), which relate to tangible rewards, such as free tickets (Kim, Zhang, et al., 2010). However, this study did not include items assessing this category as the volunteers of the study were not given any tangible rewards. Concerning the highest rated single item “I wanted to help make the event a success”, it has been also found as the most important single motivational item by prior studies (e.g., Farrell et al., 1998; Strigas & Jackson, 2003).

The influences of demographics on commitment

Overall, the sport event volunteers felt committed to their volunteering work at the events, and the highest rated statement was “I was willing to put in more effort to make the event successful”, while the lowest rated was “for me this was one of the best ways to spend my spare time”. Concerning the demographical characteristics, it was discovered that both older volunteers and volunteers with prior volunteering experience at the current events, were more committed.

Additionally, higher levels of commitment were found among the volunteers, who had their family members volunteering at the same event. Although, according to regression analysis merely age was influencing significantly on commitment.

The influences of satisfaction and motivations on commitment

Regarding the correlation between commitment and satisfaction, it was found that volunteers' higher levels of commitment were significantly associated with their higher levels of satisfaction. More precisely, the aspects related to volunteers' satisfaction with *nature of work* and *appreciation* were significantly correlating with commitment, indicated by the hierarchical multiple regression analysis. This finding parallels with the previous sport event volunteer study of Costa et al. (2006). Moreover, in this matter volunteers' commitment is similar to the context of paid work (Brown et al., 2004). Concerning the relation between commitment and volunteer motivation, it was found that all the motivational factors; *egoistic*, *purposive*, *connection to sport*, and *external*, were significantly correlated with higher levels of commitment. However, the regression analysis designated that merely motivations related to *connection to sport* were very significantly correlated with volunteers' commitment. Bang, Won et al. (2009) confirmed also that motivations of *love of sport* were connected to volunteers' commitment, in addition to motivations related to *interpersonal contacts* and *personal growth*. The significant antecedents of commitment found in the current study, are presented in Figure 5.

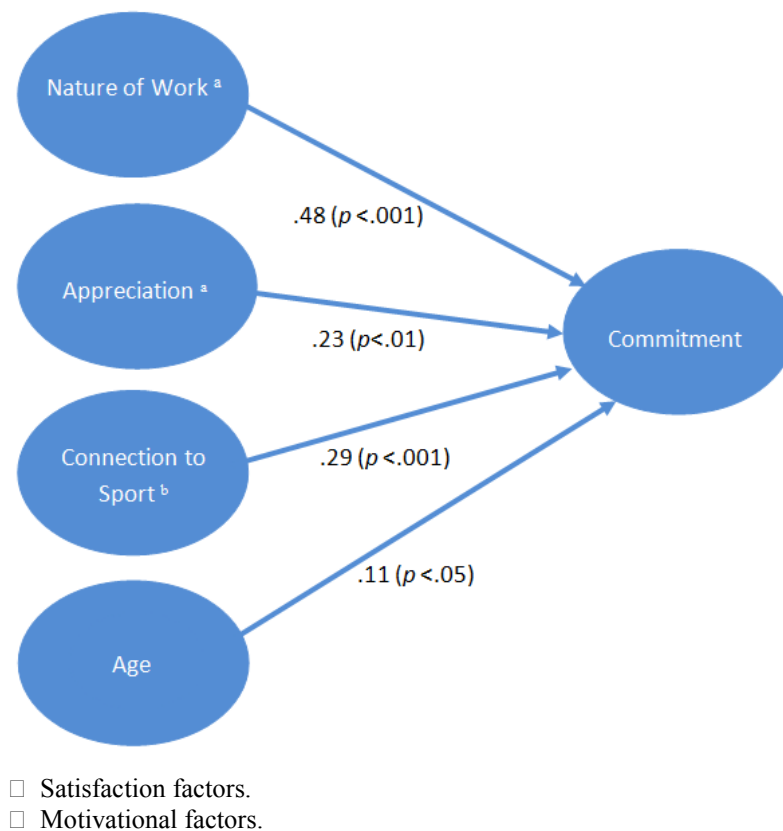


Figure 5. The Significant Antecedent of Volunteer Commitment.

The influences of demographics on intentions to continue volunteering

The current study found that volunteers intended to continue volunteering at the same event for the next two years, slightly more likely than for the next five years. In general, the volunteers expressed that they were willing to be involved in the future events to a fairly great extent. Regarding the demographical characteristics relating to future intentions, it was discovered that the older volunteers, as well as the volunteers with higher education and higher income, were more likely to continue volunteering, based on correlations. Moreover, previous volunteering experience at the current event proved to have a positive correlation with the future intentions. Similarly, Elstad (2003) has found that prior experience in volunteering increased

volunteers' likelihood to continue volunteering in the future at the same event. However, according to the regression analysis in the present study, education was the only demographic variable correlating significantly with volunteers' intentions to remain for future events.

The influences of satisfaction and motivations on intentions to continue volunteering

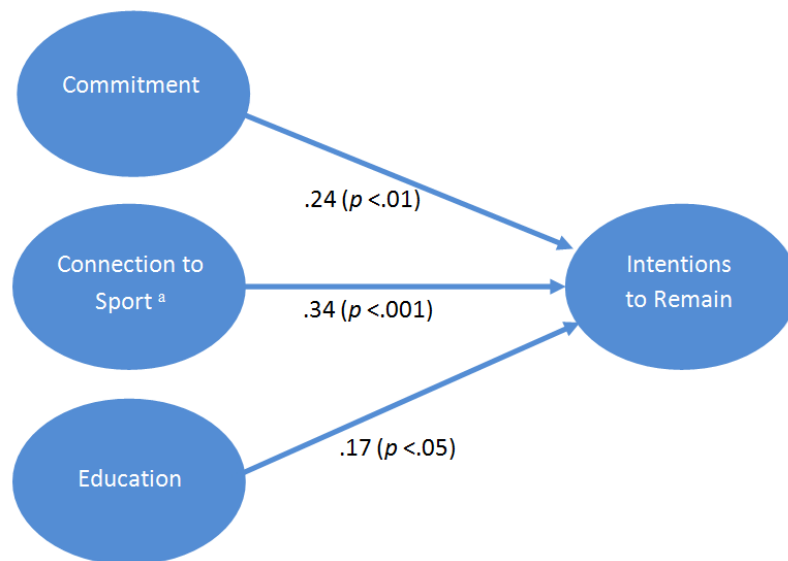
The results designated that none of satisfaction factors were significantly correlating with intentions to remain among the event volunteers. Nevertheless, it is likely to expect that without satisfying experience, volunteers would quit volunteering and possibly volunteer elsewhere (Cnaan & Goldberg-Glen, 1991; Pauline, 2011). The finding contrasts with prior research of Galindo-Kuhn and Guzley (2001) who found that satisfaction with factors, *group integration* and *participation efficacy* were significant determinants of intentions to continue volunteering. However, the reason for this contrasting result may be the different context of volunteering. Galindo-Kuhn and Guzley (2001) examined volunteers working at non-profit organizations, which are typified as volunteers working on a continuous basis. Whereas, the current study investigated episodic volunteers working at cycling race events that took place on one day. Additionally, it has been noted that prior studies have found mixed results regarding the most important predictors of volunteers' intention to continue volunteering in future (Pauline, 2011).

Correlations showed that there existed relationship between motivations and intentions to remain. Although, similarly to commitment, regression analysis indicated that only motivations related to *connection to sport* had relevance to predict volunteers' intentions to remain. This was also supported by Elstad (2003), who found that *connection with hobbies/ interests* was one of the major motivational factors accompanied with *altruism*, influencing on volunteers' intention to continue. Clary et al.'s (1998) results indicated that various motivations influenced on volunteers' intentions to remain as a volunteer, also until 5 years. Moreover, Bang, Won, et al. (2009) found

that *community involvement* was an important motivational factor relating to intentions to remain, whereas volunteers, who were not motivated by *extrinsic rewards*, were more likely to continue volunteering in the future. Conversely, MacLean and Hamm (2007) did not find a significant relationship between volunteers' motivations and their intentions to remain.

The influence of commitment on intentions to continue volunteering

The volunteers expressing high levels of commitment were also more likely to continue as a volunteer at future events, based on correlation coefficients. The finding is supported by previous findings of Bang, Won et al. (2009), Cuskelly and Boag (2001), and Brown et al. (2004). However, MacLean and Hamm (2007) did not find a positively significant correlation between the commitment and intentions to remain among the event volunteers at golf championship. Still, it must be taken into consideration that the volunteers in studies of MacLean and Hamm (2007) and Bang, Won et al. (2009), were given merely two answer alternatives: agree or disagree (yes or no) concerning the items measuring their intentions to remain. Figure 6 illustrates the significant antecedents of intentions to remain as a volunteer of the current study.



□ Satisfaction factors.

Figure 6. The Significant Antecedents of Volunteers' Intentions to Remain

The majority of the sport event volunteer studies have taken place at mega-events, which make the settings of this study fairly unique. The current study examined the volunteers at two local cycling race events in Norway. Additionally, the combination of investigated concepts; volunteer satisfaction, motivation, commitment, and intentions to remain, have not been scrutinized previously in one same study in this context.

Conclusion

This study provides significant information for the event management of cycling races and their needs for committed, motivated and satisfied volunteers. The findings showed that the predictors of volunteer commitment consisted of their motivations related to *connection to sport*, and two aspects of satisfaction; *nature of work* and *appreciation*. Moreover higher age was related to higher commitment. Concerning volunteers' intentions to remain, it was discovered that volunteers' higher levels of commitment, *connection to sport* motivations, as well as higher education were significantly associated with volunteers' intentions to remain.

Regarding the reliability and validity of the proposed satisfaction and motivation instruments, the findings designated positive results. All the satisfaction and motivational factors indicated good internal consistencies, in addition to measurements utilized for commitment, and intentions to remain. Moreover, the instruments of the current study may be applied to various sport event volunteer settings, as well as other event settings without major modifications. However, it is recommended that developing a multidimensional instrument to measure volunteer commitment at the sport event settings, might be beneficial in order to scrutinize the underlying aspects of volunteer commitment, and furthermore influence better on volunteers' intentions to remain (Engelberg, 2012).

Understanding the various aspects of the volunteer motivations and satisfaction, will assist the event management to retain the skilled and experienced volunteers. Furthermore, the event management is able to fulfill better the needs of their volunteer workforce, and increase the volunteers' levels of commitment to their work. Additionally, based on the findings of the current study, the event management should place emphasis on getting the volunteers also interested in cycling. Moreover this will lead to volunteers' commitment and greater intentions to remain as volunteers in the events in the future (Love et al., 2011).

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Appendices

Appendix A

Questionnaire

1) Vennligst indiker hvor uenig eller enig er du i følgende påstander når det gjelder din opplevelse av Nordsjørippet 2012.

	Helt uenig	Delvis uenig	Litt uenig	Verken uenig eller enig	Litt enig	Delvis enig	Helt enig
1. Min leder var velorganisert.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Min leder hadde gode ferdigheter til å lede folk.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Min leder var kompetent til å utføre sin jobb.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Min leder viste nok interesse for frivillig arbeid.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Arbeidsoppgavene ble forklart tydelig.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Jeg fikk tilstrekkelig opplæring til å utføre oppgavene mine.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Informasjonen som jeg mottok før jeg ble frivillig var nøyaktig.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Jeg hadde en klar forståelse for hva som ble forventet av meg.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Kommunikasjonen mellom frivillige og leder (ne) var god.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[Neste >>](#)

13 % fullført

2) Hvor uenig eller enig er du i følgende påstander?

	Helt uenig	Delvis uenig	Litt uenig	Verken uenig eller enig	Litt enig	Delvis enig	Helt enig
10. Det var lett å få kontakt med soneleder under rittet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Det var lett å få kontakt med arrangørene under rittet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Min innsats ble alltid verdsatt.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Jeg var fornøyd med tilbakemeldingen jeg fikk angående min arbeidsinnsats.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Jeg føler at jeg fikk tilstrekkelig anerkjennelse for arbeidet jeg utførte.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Jeg føler at min arbeidsinnsats ble belønnet slik den skulle.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Jeg var fornøyd med min tildelte oppgave.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. Jeg var fornøyd med det ansvaret som ble gitt til meg på stedet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. Jeg følte at innsatsen min som frivillig var meningsfull.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Neste >>

25 % fullført

3) Hvor uenig eller enig er du i følgende påstander?

	Helt uenig	Delvis uenig	Litt uenig	Verken uenig eller enig	Litt enig	Delvis enig	Helt enig
19. Totalt, jeg var fornøyd med arbeidet mitt i Nordsjørøttet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. Jeg var i stand til å gi et viktig bidrag ved å arbeide frivillig på dette arrangementet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. Jeg var fornøyd med samarbeid mellom alle de frivillige.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. Folkene jeg arbeidet sammen med var vennlige mot meg.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. Jeg var villig til å utføre en ekstra innsats for å gjøre arrangementet vellykket.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. Jeg følte meg som et viktig medlem av arrangementets team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. Jeg var stolt over å fortelle til andre at jeg var en del av Nordsjørøttet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. For meg var dette en av de beste måtene å bruke min fritid på.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. Jeg bryr meg virkelig om arrangementet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Neste >>

38 % fullført

4) Ved å bruke en 7-punkts skala under, vennligst indiker hvor viktig hver av de følgende årsakene for frivillig arbeid er for deg i forbindelse med Nordsjørittet.

	Ikke viktig	2	3	4	5	6	Svært viktig
1. Som frivillig kan jeg drive med hobbyer/ interesser som jeg har.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Jeg synes at det er viktig å hjelpe andre.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Jeg vil prøve å få nye interesser.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Frivillig arbeid gir meg avveksling fra hverdagens krav.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Jeg kan være sammen med folk som deler samme interesser som jeg har.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Jeg vil utfordre mine ferdigheter og evner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Min klubb/organisasjon forventer at jeg skal utføre frivillig arbeid.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Det er gøy å arbeide som frivillig.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Vennene mine arbeider som frivillige.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Jeg vil hjelpe til slik at arrangementet lykkes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Neste >>

50 % fullført

5) Hvor viktig hver av de følgende årsakene for frivillig arbeid er for deg i forbindelse med Nordsjørittet.

	Ikke viktig	2	3	4	5	6	Svært viktig
11. Jeg blir fornøyd med meg selv.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Jeg kan gjøre noe for en god sak som er viktig for meg.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Andre som står meg nær setter pris på innsats for lokal samfunnet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Klubben/ organisasjonen min får betalingen for innsatsen min.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Jeg er interessert i sykling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Frivillige aktiviteter fyller meg med energi.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. Jeg synes det er viktig å hjelpe til i lokal samfunnet.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. Jeg har mulighet til å bli kjent med nye mennesker.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. Jeg er interessert i den klubben/ organisasjonen jeg støtter.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. Jeg føler meg mindre ensom.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. Frivillig arbeid får meg til å se på ting med nytt perspektiv.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Neste >>

63 % fullført

6) Hvor usikker eller trygg følte du deg da det gjaldt rutinene ved...

	Svært usikker	Delvis usikker	Litt usikker	Verken usikker eller trygg	Litt trygg	Delvis trygg	Svært trygg
...personskade?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...sykkelhavari?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7) Hvor sannsynlig er det at du vil fortsette å arbeide frivillig for...

	Svært usannsynlig	Usannsynlig	Litt usannsynlig	Usikker	Litt sannsynlig	Sannsynlig	Svært sannsynlig
...Nordsjørippet i de neste to årene?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...Nordsjørippet i de neste fem årene?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...et annet arrangement eller festival i ditt lokalsamfunn?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Neste >>

75 % fullført

8) Har du vært med som frivillig medhjelper tidligere i Nordsjørittet (før 2012)?

Ja Nei

9) Visst ja, hvor mange ganger?

10) Har du noen i familien som arbeidet som frivillig i Nordsjørittet?

Ja Nei

11) Har du noen venner som arbeidet som frivillig i Nordsjørittet?

Ja Nei

12) Har du noen i familien som syklet Nordsjørittet?

Ja Nei

13) Har du noen venner som syklet Nordsjørittet?

Ja Nei

14) Har du vært med som frivillig i andre sportsarrangementer?

Ja Nei

15) Visst ja, hvor mange?

16) Alt i alt, hvor mange år har du arbeidet som frivillig?

[Neste >>](#)

88 % fullført

Personalia**17) Kjønn**

- Kvinne Mann
-

18) Alder (år)

19) Utdanning (Oppgi det høyeste fullførte utdanningsnivået)

- Grunnskole
 Videregående skole / yrkeskole
 Høyskole eller universitet, mindre enn 4 år
 Høyskole eller universitet, 4 år eller mer
-

20) Arbeidssituasjon

- Heltidsansatt
 Deltidsansatt
 Arbeidsledig
 Pensjonist
 Student
 Annet
-

21) Inntekt (månedlig inntekt før skatt)

- < 14.999 NOK
 15.000 - 19.999 NOK
 20.000 - 24.999 NOK
 25.000 - 29.999 NOK
 30.000 - 34.999 NOK
 35.000 - 39.999 NOK
 40.000 - 49.999 NOK
 > 50.000 NOK
 Ingen inntekt
 Ønsker ikke å svare
-

22) Har du forslag til forbedringer / andre kommentarer / tilbakemelding?

100 % fullført