

Volunteer Motivation and Satisfaction in Global Sporting Events: A Comparative Study in the Indian Context

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Abstract

Sports volunteers play a critical role in the success and smooth running of major sporting events. The purpose of the present study is to study the motivational factors and experiences of the volunteers of the 2010 Commonwealth Games and the 2011 ICC Cricket World Cup held in India. The sample consisted of 153 volunteers from the 2010 Commonwealth Games and 161 volunteers from the 2011 ICC Cricket World Cup. To identify the motivational issues behind volunteerism, SVEMS scale was used and principal component analysis resulted in a four-factor solution. Volunteer satisfaction was measured using a 5-point Likert scale which consisted of three aspects of volunteer satisfaction as proposed by Farrell, Johnston, & Twynam (1998). This study showed that the satisfaction and motivation of volunteers were different for two different mega sporting events (single sporting event vs. multiple sporting event). The type of event for which volunteers are recruited plays an important role in deciding which factor will lead to a higher level of motivation and satisfaction for the volunteers. The organizing committee can place more emphasis on the satisfaction of the volunteers to enhance the overall experience of volunteerism to ensure that a bunch of committed volunteers are available for the next mega sporting event. Though studies in the European countries have identified the motivating factors behind volunteerism, as per our knowledge, no such study has been conducted in the Indian context to identify the motivating factors for Indian (sports) volunteers. The results of this study show that even in the Indian context, volunteer motivation and satisfaction do not depend on only one factor; rather, it is a combination of different factors which decides whether the volunteers will be satisfied from the facilities provided at such an event and whether they will be motivated to volunteer for such events in the future.

Keywords: sports, volunteers, motivation, satisfaction, mega-events, experience

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Hosting a major sporting event requires a lot of effort from the host in the form of coordinating and organizing various activities in addition to the job of controlling the event and taking care of the participants. Many major sporting events such as the FIFA World Cup, the Olympics, and so forth depend on volunteers in a significant manner, and huge manpower is required for successfully hosting these events. Volunteers ensure smooth creation and delivery of the sports services during the event (Bang & Ross, 2009). In addition to the role of the volunteers to help organize a mass event, it extends to playing a crucial role in assisting the existence of small-scale non-profit organizations in both sports and non-sports areas (Hallman & Harms, 2012). Volunteers' engagement could be episodic or continuous in nature. It depends on the amount of time they remain associated with an organization (Bang & Chelladurai, 2009). Getz (1991) opined that putting an emphasis on the volunteers helps the entire community of the host country to feel attached with the sporting event. With the continuous increase in the size of the sporting events, there is an increasing need of recruiting volunteers who are capable of handling ever increasing responsibilities associated with volunteering. To attract these volunteers, any sports team or any sports event organizer should identify the factors that motivate the volunteers to take up volunteering (Hallmann & Harms, 2012). It benefits the society also, as the entire country behaves as a cohesive unit through volunteering and presents the best hosting capability to the visitors. Hence, organizers of sports events should be considerate regarding the motivating and satisfaction-related aspects of their volunteers, considering the

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aspect of reduced cost to the organization and higher degree of involvement of serving for the events that are associated with volunteers.

The activities which are very essential for the success of the event include promoting the event to both the spectators and the sponsors, solving the issues related to the ancillary services (e.g. parking, food, restrooms, etc.), and recruiting and training the volunteers. As financial factors are negligible in case of volunteering, it is the emotional aspect of the promotional campaigns that are expected to attract the volunteers. And to do so, emotional branding of the event plays a crucial role. As suggested by Soni (2012), the power of emotions is much stronger than the power of reality. It is this hedonic aspect of branding, which plays a crucial role in attracting the volunteers. The volunteers play a critical role in the success and smooth running of major sporting events (Williams, Dossa, & Tompkins, 1995).

It is essential that the organizers understand the importance of a motivated group of volunteers and their satisfaction with the volunteering job in order to ensure the smooth management of the sporting event. To do so, the organizers should emphasize more on recruitment, retention, and daily operations of the volunteers (Farrell, Johnston, & Twynam, 1998). Though, most of the literature related to volunteering talks about the intrinsic and extrinsic factors as the source of satisfaction for the volunteers, but Farrell et al. (1998) proposed that in addition to these factors, the organizational and management factors also play significant roles in the satisfaction levels of the volunteers. Apart from these factors, Farrell et al. (1998) opined that the factors associated with the communication style of the supervisor, interaction with the other volunteers, and the work environment also play a critical and significant part in the overall satisfaction of the volunteers. Similar to these lines, Williams et al. (1995) argued that the day-to-day operations of the organizing committee, the structure of the daily operations, and the working conditions play a significant role in deciding the satisfaction or dissatisfaction level of the volunteers. How well the organizers understand the impact of these influencing factors while organizing a major sporting event plays an important role in understanding and assessing the satisfaction levels of the volunteers and consequently, has a significant impact on the overall smooth running of the event. Williams et al. (1995) opined that successful management of volunteers on one occasion ensures that the community will be ready with a strong volunteer base, which will be ready to volunteer, provided the need arises again.

In case of sports also, there is a substantial body of research focusing on volunteer motivation at sporting events (e.g. Bang & Chelladurai, 2009; Bang & Ross, 2009; Bang, Won, & Kim, 2009). However, there is a dearth of studies that have compared the motivating factors for volunteers across different mega-sporting events (Bang & Ross, 2009). Hence, this study deals with the motivational factors and experiences of the volunteers of the 2010 Commonwealth Games and the 2011 ICC Cricket World Cup held in India. The primary motive behind this study is to identify whether and how satisfaction and motivation are related with the experience of the volunteers. This paper tries to identify the different dimensions of motivation of the volunteers and how important is the role of motivation for the volunteers. Apart from that, this study also looks into the satisfaction levels of the volunteers related to the working conditions, facility aesthetics, work assignments, and interactions with other volunteers, the supervisors, and the spectators.

Literature Review

A number of studies have been conducted in the past to understand the concept of volunteer motivation in a general non sports based context (Nassar & Talaat, 2008). A satisfied bunch of volunteers is essential for the success of a big sporting event as well as for the organizers and the community. Satisfied volunteers will ensure that in the future also such a big event can be organized. This in return will ensure that the scope of volunteerism will come back repeatedly to the community, ensuring cohesiveness in the community. To ensure volunteer satisfaction, focus should be on understanding the motivational factors, the perceptions, and the behavior of these volunteers. Williams et al. (1995) opined that this understanding helps them in a long way to organize, recruit, and maintain a strong, satisfied, and motivated group of volunteers. The importance of volunteers in successful running of the non-profit organizations has been the focus of volunteering related research (Breuer & Wicker, 2011). In the context of sports also, Breuer and Wicker (2011) brought forth the fact that in Germany alone, volunteers helped small-scale

clubs to save as much as 6.7 billion Euros. Helping these small-scale local clubs created a social bond between the volunteers and the local community, ensuring a relationship of mutual respect, understanding, and love (Hallmann & Harms, 2012).

Duchesne (1989) proposed that volunteers get motivated by both extrinsic and intrinsic factors. On a similar line, Caldwell and Andereck (1994) opined that there are three categories of motivations for volunteering, namely - purposive, solidary, and material. Purposive motivations are related to giving something back to the society. Solidary motivation deals with social interaction and networking. Finally, material motivation deals with the materialistic rewards such as perks and memorabilia. They also found that of these three motivational factors, volunteerism is motivated in a maximum level by purposive motivations followed by solidary and finally, by material motivation. Williams et al. (1995) in their study, in the context of the World Cup of skiing, found that the most important motivational factor for the local volunteers was creating a good image of the community, showing togetherness and cohesiveness as a community and last but not the least, supporting the home country. The next level of important motivational factors included the urge to socialize with people who share common interests and to learn about the cultures from the visitors who have come from different countries. The least important motivational factors were identified as free event tickets, learning skiing from the top athletes, and trying to identify job contacts. This result is very similar to what Caldwell and Andereck (1994) obtained from their study and provides a strong support for the arrangement proposed by Caldwell and Andereck (1994).

Cnaan and Goldberg-Glen (1991) opined that volunteer satisfaction depends on how closely the motivational factors and the actual volunteering experience match with each other. They proposed that there will be no dearth of volunteers as long as the entire experience is rewarding and satisfying to the volunteers' unique needs and requirements. This may be linked with the disconfirmation theory proposed by Oliver (1980). This theory proposes that satisfaction is measured on the basis of the comparison between the rewards earned and the cost of achieving that reward against the expected result. Oliver (1980) put forward the concept of satisfaction as the perception that evolves from the evaluations of the actual and the expected performance from the consumers' point of view. If the customer is satisfied, chances of repurchase or participation in a specific service are increased. Volunteer satisfaction follows the same disconfirmation theory, as it is expected that a volunteer will evaluate the actual volunteering experience vis a vis their expected experience to decide their satisfaction levels (Farrell et al., 1998). If they feel satisfied, the volunteers will participate again when the need of volunteerism arises; if dissatisfied, they will not participate again (Cnaan and Goldberg-Glen, 1991). However, though the expectations related to volunteerism are mostly formed by the motivational factors, the actual experience does not get influenced solely by the motivational factors. Rather, in addition to the motivational factors, the administrative and managerial issues also influence the experience and satisfaction of the volunteers. These factors collaborating with each other ensure that an event is successfully organized (Farrell et al., 1998). This supports the findings of Getz and Frisby (1988), who opined that the organizational structure, its effectiveness in handling the volunteers, its internal characteristics, and the environment in which it is working, play important roles in ensuring a successful organization of the sporting event.

To organize a gala sporting event successfully and to ensure volunteer satisfaction, it is absolutely essential that the organizing committee chalks out the roles and responsibilities of the volunteers absolutely clearly. While the volunteers are getting recruited, it is to be kept in mind that the volunteers should get only those roles and responsibilities for which they have some passion and interest. This will ensure a better performance and higher satisfaction among the volunteers (Tedrick, 1990). If this match between the interests of the volunteers and the roles and responsibilities assigned to them are not in tandem, the satisfaction amongst the volunteers will be low, and it will be difficult for the organizing committee to conduct the event satisfactorily. The satisfaction of the volunteers depends on other factors also; these factors include: How the volunteers are being trained, their orientation, planning and scheduling of their duties so that the volunteers get enough rest, and last but not the least, arranging and conducting the day to day activities (Farrell et al., 1998).

Other factors which may have an influence on the volunteer satisfaction include, the recognition and rewards the volunteers receive from the organizing committee, the chance they get to interact with the athletes and the other volunteers, and the updated information received related to the event. It is to be kept in mind that the satisfaction of

the volunteers plays a crucial role for any future staging of a mega-sporting event. Hence, the volunteers could be perceived as the internal customers of the organizing committee. To make a customer happy, services should be high in experience quality, should be personalized in nature, and should ensure a positive image of the service provider (Mukherjee & Shivani, 2013). The same could be said to be true in case of sports-volunteerism. A positive and motivating volunteerism experience is expected to significantly affect the brand equity of the event organizer in the minds of the volunteers and leads to a higher satisfaction level among the volunteers.

Methodology

The sample consisted of 153 volunteers from the 2010 Commonwealth Games and 161 volunteers from the 2011 ICC Cricket World Cup. The volunteers were randomly selected from these two mega sporting events to find out whether the behaviors of the volunteers across different types of sporting events are identical or different. Once the respondents were selected, personal interviews were conducted with each of these volunteers over a period of 18 months from June 2011 until January 2013. The roles and responsibilities of the volunteers in both these sporting events were categorized as - coordination with the other volunteers, general administrative jobs, merchandising, ensuring spectator comfort, looking after the facilities and the promotional aspect of the events. The duration of the time in which the volunteers were needed to be involved with these sporting events varied depending upon the role they were assigned. For example, volunteers associated with the promotional part of the event were required to get involved at least one year prior to the event, while the volunteers associated with taking care of the facilities and the comforts of the spectators were required to be associated with the events one or two months prior to the beginning of the actual events.

✎ **Motivation:** The questionnaire used to measure the motivation level of the volunteers was proposed and tested by Farrell et al. (1998). They proposed a 28 item scale to measure the volunteer motivation in the special event

Table 1. Important Reasons for Volunteering in the 2010 Commonwealth Games

Highest Ranking Reasons	M	Lowest Ranking Reasons	M
I wanted to help make this event a success.	4.4	Volunteering creates a better society.	2.31
I wanted to feel a part of this community.	4.1	I wanted to do something worthwhile.	2.26
Volunteering for this tournament is considered prestigious.	4.07	Most people in my community are volunteers.	2.12
It was a chance of a lifetime.	3.96	I was expected to volunteer.	2.04
Influence of friends or relatives.	3.92	I wanted to continue a family tradition of volunteering.	1.98
I wanted to help out in any capacity I could.	3.81	If I did not volunteer, there will be no one to carry out the volunteering work.	1.47
I wanted to give something back to the community.	3.67	I could obtain an educational experience.	1.53
I wanted to interact with others.	3.49	I did not have anything else to do in my spare time.	1.2

Table 2. Important Reasons for Volunteering in the 2011 ICC Cricket World Cup

Highest Ranking Reasons	M	Lowest Ranking Reasons	M
Volunteering for this tournament is considered prestigious.	4.2	I wanted to continue a family tradition of volunteering.	2.74
It was a chance of a lifetime.	3.8	Volunteering creates a better society.	2.56
I wanted to help make this event a success.	3.68	I wanted to do something worthwhile.	2.01
I wanted to help out in any capacity I could.	3.44	I was expected to volunteer.	1.62
I wanted to feel a part of this community.	3.21	Most people in my community are volunteers.	1.43
I wanted to interact with others.	3.19	I could obtain an educational experience.	1.25
I wanted to give something back to the community.	3.03	If I did not volunteer, there will be no one to carry out the volunteering work.	1.14
Influence of friends or relatives.	2.98	I did not have anything else to do in my spare time.	1.09

scenario and named the scale as special event volunteer motivation scale (SVEMS). On the other hand, volunteer satisfaction was measured using a 5-point Likert scale, which consisted of 3 aspects of volunteer satisfaction namely: Satisfaction related to the volunteering experience, satisfaction related to the organization of the event, and satisfaction related to the facilities provided to the volunteers. The proportion of male vs. female respondents was more or less equal in both the scenarios (in case of the 2010 Commonwealth Games, the respondent volunteers were 56% male, 44% female; while in case of the 2011 ICC Cricket World Cup, 59% respondents were male and 41% were female).

To identify the motivational issues behind volunteerism, volunteers were exposed to the SVEMS scale and were asked to rate the items on a 5-point Likert scale on the basis of the importance as per their opinions. The responses

Table 3. Factor Structure of SEVM Scale

Factor	Factor Loadings			
	F1	F2	F3	F4
Factor 1: Purposive				
I wanted to help make the event a success.	.766			
I wanted to give something back to the community.	.745			
I wanted to do something worthwhile.	.732			
I wanted to feel a part of this community.	.721		.565	
Volunteering creates a better society.	.713			.521
Volunteering at this tournament makes me feel better about myself.	.689			
I wanted to help out in any capacity.	.664			
I am involved in the event and am contributing to the society.	.652	.442		
I wanted a break from my regular activities.	.637			
It was a chance of a lifetime.	.619			
If I did not volunteer, there would be no one to carry out this work.	.611			
Factor 2: Solidary				
I wanted to broaden my horizon.		.733		
I wanted to gain some practical experience in social work.	.429	.726		
I wanted to work with different people.		.721		
I could obtain an educational experience.		.703		.401
I wanted to develop working relationships with others.		.691		
I wanted to interact with others.		.654		
Factor 3: External Traditions				
My friends/families were also volunteering.			.689	
A relative or friend is involved with the event.			.672	
I wanted to continue a family tradition of volunteering.			.653	
I did not have anything else to do during my spare time.			.627	
I wanted an opportunity to meet the players and see the games.			.619	
I have more free time than I used to have.	.445		.608	
Factor 4: Commitments				
My skills were needed.				.778
I was expected to volunteer.				.731
I have past experiences in providing similar services.		.431		.664
Most people in my community volunteer.				.642
Being a volunteer with this tournament is considered prestigious.			.447	.622

from both groups of volunteers are given in the tables (Table 1 for the Commonwealth Games and Table 2 for the ICC Cricket World Cup). The results were quite interesting as the volunteers of the Commonwealth Games mentioned reasons such as “I wanted to make this event a success” with a mean of 4.4 followed by “I wanted to be a part of this community” with a mean of 4.1; the volunteers of the ICC Cricket World Cup mentioned “being a volunteer in this tournament is considered prestigious” with a mean of 4.2 followed by “It was a chance of a lifetime” with a mean of 3.8. However, in both the cases, the statement “I did not have anything else to do in my spare time” came out as the least motivating factor with mean of 1.2 for the Commonwealth Games and mean of 1.09 for the ICC Cricket World Cup.

The principal component analysis applied on the 28 items of the scale indicated a four factor solution (Table 3). Similar to Farrell et al. (1998), these factors could be named as: Purposive, Solidary, External Factors, and Commitments. The items under the factor “Purposive” indicate a desire from the volunteers to give something back to the society ($\alpha=0.79$). The items under the factor “Solidary” ($\alpha=0.83$) indicate the incentives for doing social work and networking. The third factor is called “External Factors” ($\alpha=0.82$), which includes items which indicate whether there exists any family tradition of volunteering or the use of free time by the volunteers, and so forth. The final factor “Commitment” ($\alpha = 0.87$) includes items which identify expectations and commitment along with the personal skills of the volunteers. The factors altogether explain a total of 56.3% of the variance.

✎ **Satisfaction:** To measure the satisfaction level of the volunteers related to experience, the organization of the events, and the facilities provided where the events were held - three different scales were used as proposed by Farrell et al. (1998). When asked about the satisfaction due to the overall experience, it was found that on an average, 83% volunteers were either *very satisfied* or *were satisfied* in case of the Commonwealth Games. This number was found to have increased to an average of 93% (including *very satisfied* and *satisfied*) in case of the volunteers of the ICC Cricket World Cup (Tables 4a and 4b).

Table 4a. Volunteers' Satisfaction from the Volunteering Experience in the Commonwealth Games (In Percentage)

Factor	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Volunteer Experience in General	43.6	32.7	0.6	1.3	1.8
Recognition received for the job done well	51.4	41.2	1.1	3.6	2.7
Support received to do the job successfully	40.1	44.1	1.4	2.3	2.1
Quality of information	39.5	44.6	5.2	3.6	3.1
Prior information received for preparation	37.3	46.5	8.2	1.9	1.1
Information received on the spot for successfully tackling the spectators	39.2	46.1	9.3	3.2	2.2
Organization of the event	43.6	32.5	0.0	3.7	1.2
Communication with other volunteers	40.9	47.2	3.4	5.3	3.2

Table 4b. Volunteers' Satisfaction from the Volunteering Experience in the ICC Cricket World Cup (In Percentage)

Factor	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Volunteer Experience in General	64.6	32.2	0.0	2.1	1.1
Recognition received for the job done well	43.5	47.8	2.4	3.6	2.7
Support received to do the job successfully	41.7	51.3	1.7	2.8	2.5
Quality of information	47.2	48.8	1.1	1.3	1.6
Prior information received for preparation	50.9	40.2	2.3	4.7	1.9
Information received on the spot for successfully tackling the spectators	46.4	42.7	0.8	6.3	3.8
Organization of the event	47.3	50.4	0.0	1.6	0.7
Communication with other volunteers	43.7	44.9	2.3	6.3	2.8

Table 5a. Volunteer Satisfaction with the Organization of the Commonwealth Games (in Percentage)

Factor	Very Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied
Opening Ceremonies	40.2	44.6	0.0	6.6	3.6
Daily Ceremonies	44.1	40.1	3.8	5.7	3.1
Spectator Amusement Options	39.6	45.4	4.9	4.7	1.4
Tours	38.3	46.1	5.2	5.7	2.7
Social Events	40.5	39.8	7.9	7.6	4.2

Table 5b. Volunteer Satisfaction with the Organization of the ICC Cricket World Cup (in Percentage)

Factor	Very Satisfied	Satisfied	Neutral	Dissatisfied	Extremely Dissatisfied
Opening Ceremonies	47.9	45.1	1.6	3.1	2.3
Daily Ceremonies	39.7	50.6	4.2	4.0	1.5
Spectator Amusement Options	46.3	48.4	1.6	2.5	1.2
Tours	47.2	44.2	1.4	3.8	3.4
Social Events	42.1	49.5	2.9	4.1	1.4

Table 6a. Volunteer Satisfaction with the Facilities Provided During the Commonwealth Games (in Percentage)

Factor	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Car Parking Facilities for Volunteers	35.7	40.2	2.1	10.7	11.3
Access to the Venues	39.6	43.8	3.7	5.6	7.3
Availability of Food for the Volunteers	40.1	47.7	1.9	6.3	4
Visibility of the Events	37.4	42.2	2.8	10.9	6.7
Ease of Movement within the venues	41.3	45.4	3.3	5.7	4.3
Onsite Restroom Facilities	33.2	38.4	7.8	9.3	11.3
Transportation For the Volunteers	43.9	48.6	2.2	3.9	1.4

Table 6b. Volunteer Satisfaction with the Facilities Provided During the ICC Cricket World Cup (in Percentage)

Factor	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
Car Parking Facilities for Volunteers	11.6	15.6	15.7	27.4	29.7
Access to the Venues	39.7	41.2	10.9	2.8	5.4
Availability and Quality of Food for the Volunteers	19.6	22.7	24.3	21.4	2.0
Visibility of the Events	31.6	49.7	4.2	3.1	11.4
Ease of Movement within the venues	10.4	42.8	26.1	15.2	5.5
Onsite Restroom Facilities	9.6	54.3	4.9	21.1	11.1
Transportation For the Volunteers	0.0	8.9	16.6	48.2	26.3

The satisfaction of the volunteers on the basis of the organization of the events (both main and secondary) was found to be higher in case of the ICC Cricket World Cup (*very satisfied* and *satisfied* combined- 92%) compared to the Commonwealth Games (*very satisfied* and *satisfied* combined- 83%) (Tables 5a and 5b). The reason for this difference in behavior may be because of the inability of the volunteers to attend and watch these events with full concentration. For example, during the Commonwealth Games, the events were taking place simultaneously in different venues, making it impossible for the volunteers to be present at all these events. The interviews conducted indicated some dissatisfaction amongst the volunteers who did not get responsibilities in the event of their choice. On the other hand, in case of the 2011 ICC Cricket World Cup, only one match was being played at a particular point of time, and that too, at a single venue only. This ensured that the volunteers did get ample time and opportunity to enjoy the matches as well, which ensured a higher satisfaction level among the volunteers of the 2011 ICC Cricket World Cup than among the volunteers of the 2010 Commonwealth Games.

The satisfaction levels of the volunteers of the two events under study due to the facilities offered to them were also found to be different. The study found that the volunteers of the Commonwealth Games were much more satisfied (*very satisfied* and *satisfied* - 82%) than the volunteers of the ICC Cricket World Cup (*very satisfied* and *satisfied* combined- 54%) with the facilities offered to them (Table 6a and 6b). Especially, the volunteers of the ICC Cricket World Cup showed their dissatisfaction related to the quality of food, car parking facilities for volunteers, and the transportation facilities provided to them.

Discussion

This study has re-emphasized the outcome of the study conducted by Farrell et al. (1998). However, this study showed that the findings of Farrell et al. (1998) do not hold true for the two groups of volunteers from two different mega sporting events held in India. This indicated that though the motivations behind volunteerism holds good across USA and India, but the type of event for which the volunteers are recruited plays an important role in deciding which factors will lead to the highest motivation and satisfaction among the volunteers. It is also established from this study that the volunteers of a mega sporting event where only a single type of event takes place (e.g. cricket matches in ICC World Cup) normally are more satisfied than the volunteers of an event where more than one event takes place simultaneously (e.g. swimming, athletics, gymnastics in the Commonwealth Games). However, the results of this study reconfirm the findings of the study by Cnaan and Goldberg-Glen (1991), who proposed that volunteer motivation and satisfaction do not depend on only one factor, rather, it is a combination of different factors, which decides whether the volunteers will be satisfied and motivated or not. This combination of factors varies depending upon the kind of sporting event the volunteers are involved in. It is to be kept in mind that volunteerism for any special sporting event is completely different from other forms of volunteerism such as conservation or social volunteerism. Thus, the motivational factors behind other kinds of volunteerism may be completely different from that of the factors which emerged from the present study.

The organizing committee should give more emphasis on the satisfaction of the volunteers due to the overall experience of volunteering and the facilities provided to the volunteers. The interviews conducted indicated that the volunteers of the 2010 Commonwealth Games were keener on doing volunteering again as compared to those who volunteered for the 2011 ICC Cricket World Cup (74% for the Commonwealth Games vs. 48% for the ICC Cricket World Cup). This shows how important it is to organize and to control a volunteering activity and give away recognition to the volunteers for a job done well. It is to be kept in mind that the apart from doing their duties, the volunteers also want to enjoy the event they are helping to run smoothly. Hence, it is the role of the event manager to ensure that the duties of these volunteers are distributed in such a way that the volunteers get enough time to enjoy the event as well. On the other hand, the volunteers seek some additional facilities in return of the service they are rendering. For example, during the 2010 Commonwealth Games, the volunteers were given a pick and drop facility from all around New Delhi, so they did not have to worry about returning home. Those who came in their own vehicles were given parking lots on a priority basis and hence, their satisfaction levels were very high with respect to these aspects. On the other hand, during the ICC Cricket World Cup, the volunteers were not allowed any of the above-mentioned facilities and were treated as normal people only. This meant that the organizing committee did not recognize the services the volunteers were offering for the successful conduct of the event, which lead to dissatisfaction among the volunteers.

Conclusion and Implications

This study re-confirms the findings of Farrell et al. (1998) and shows that volunteer satisfaction is linked with the overall experience of the volunteers and the motivational factors associated with volunteerism. Especially, the overall experience and the facilities offered to the volunteers play an important role in creating satisfaction among the volunteers. This study also brings forward the fact that the motivational factors which give rise to volunteer satisfaction vary depending upon the events in which the volunteers are involved. Thus, it is the responsibility of the event manager to ensure that the volunteers are satisfied. The satisfaction levels of the volunteers will ensure that

there will be a bunch of committed volunteers for the next mega sporting event India will host in the future.

Mega-sporting events are normally portrayed by the diversity of their volunteers. The results of this study will provide volunteer administrators and event organizers of mega sporting events with a tool to understand the reasons behind volunteer motivation, resulting in more effective recruitment and motivational strategies leading to implementation of volunteer retention strategies for the future. Sport managers and event organizers are thus expected to cultivate a strategic use of the money kept aside for recruiting volunteers and form a cohesive match between the volunteers' needs and event responsibilities to get the most out of these volunteers. As far as the Commonwealth Games are concerned, organizing the event is a matter of identifying several thousand different tasks for the volunteers. Consequently, assigning tasks to the volunteers without understanding their needs could result in distancing the Commonwealth volunteers from their primary source of motivation.

Generally speaking, knowledge about volunteers' motivation is essential for the recruitment process. It is the job of the event managers to find a good fit between the interests and abilities of the volunteers and the responsibilities bestowed on them at the event. Since volunteering is often considered as a human-resource issue, successful recruitment of sports volunteers requires that the recruitment of these volunteers to be made in such a manner that these volunteers do get the job they were seeking when they decided to volunteer. Therefore, it might be useful as a team building instrument to start every morning with a joined leisure activity - ideally in the sport the event is concerned with. Furthermore, volunteer managers should keep motivation in mind when determining volunteer tasks and when recruiting, training, and supervising volunteers. Volunteers could be motivated by several factors. However, it is the job of the volunteer administrator to correctly identify these different motivating factors for these volunteers and assign them proper motivating tools. The results of this study identified that motivations specific to special events and differences in volunteer motivation at a variety of events do play important roles in mega sporting events such as the ICC Cricket World Cup or the Commonwealth Games. Thus, it could be argued that the study of any volunteer recruitment and retention as a marketing problem must begin by asking what it is that volunteers are seeking to buy with the time they dedicate to the respective mega-sporting events.

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