THE MOTIVATION OF STUDENT VOLUNTEERS
BY UNIVERSITY STUDENTS
VOLUNTEERING IN MAJOR SPORTING EVENTS

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AN HONOURS PROJECT SUBMITTED IN PARTIAL FULFILMENT OF
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24th APRIL, 2009

We hereby recommend that the Honours Project by Mr Lee Ho Yin entitled “The motivation of student volunteers by university students volunteering in major sporting events” be accepted in partial fulfillment of the requirements for the Bachelor of Arts Honours Degree in Physical Education and Recreation Management.

_________________  ___________________
Dr. Mee Lee LEUNG                    Dr. Eva TSAI
Chief Adviser                        Second Reader
ACKNOWLEDGEMENTS

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_____________________________

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Date: 24th April, 2009
ABSTRACT

The purpose of this study was to determine the gender difference in motivation of student volunteers and to examine the motivation in major sporting events, Paralympics and Olympic Torch Relay held in Hong Kong in the year 2008. A total of 109 subjects, aged 19 to 24, were invited for completing the questionnaire. Volunteers were divided into 6 categories, namely, by event: Paralympics and Olympics Torch Relay, by gender: male and female, and by experience: experienced and inexperienced. 5 out of the 6 categories for the highest rank of the motivation were “understanding” domain. All of the categories showed “protective” domain as the lowest rank of motivation. There were significant total mean differences on motivation of Paralympics and Olympics Torch Relay volunteer, as well as experienced and
inexperienced volunteers (p<0.05). However, there was no significant total mean differences on motivation of male and female subjects (p>0.05).
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CHAPTER 1

INTRODUCTION

With limited resource, organizations, be it profit making or non-profit making, tend to seek volunteers to provide a variety of essential services, so as to minimize the expenditure when conducting events or projects. A study of 22 nations in 1998 found that on average 28% of the population participated in voluntary work (Salamon & Anheirer, 1998). This phenomenon is becoming more common and it echoes with the increasing demand and reliance of volunteers in sporting organizations operated in Hong Kong or even to a worldwide extent. Volunteers have become an indispensable component of the workforce during large sporting events such as the Olympic and Paralympic Games (Reeser, Berg, Rhea & Willick, 2004). The volunteer team is
thus a critical part of the overall success of many major sporting competitions (Williams, Dossa & Tompkins, 1995), as it accounts for an extent of population delivering the actual program or event.

Retention of volunteers is an important issue upon resource saving for further events. To keep the volunteers, it is crucial to know the motivation of why they were there helping out and the satisfaction they perceived. Underlying this, motive can be defined as something that causes people to act (Haasen and Shea, 1997) and is known as self-desire that a person cannot influence anyone but they can create a situation to which individuals will choose to respond (Rabey, 2001). Based on these embedded human behavior, volunteers may be motivated by a variety of factors, both intrinsic and extrinsic (Duchesne, 1989).
As reason aforementioned, the study of the motivation of volunteers in sporting events is thus important. Quite a number of studies had been working on volunteer motivation, and yet, a few studies were focused on mega sporting events, especially happening in Hong Kong, for example, the Olympic Torch Relay 2008 and the Paralympic Games 2008, and the gender difference of motivation in them.

Some researchers examined the motivation among volunteers in Winter Olympic and Paralympic Games. The research finding suggested that Winter Olympic volunteers appeared to be motivated by a complex process that may be described as “enlightened self interest” (Reeser, Berg, Rhea & Willick, 2004). This result may assist organizers of future Games in selecting appropriately motivated volunteer personnel and creating rewarding work environments. And this
implied a stronger need of knowing the motivation of volunteers. And since students are precious assets to volunteering because they are energetic and are willing to explore, there is an urge to see the motivation of volunteering among student volunteers as there is no previous research done aimed to investigate the motivation of student volunteers in major sporting events, especially in Hong Kong.

Statement of the Problem

The purpose of this study was to determine the gender difference in motivation of student volunteers and to examine the motivation in major sporting events, Paralympics and Olympic Torch Relay held in Hong Kong in the year 2008.
Hypotheses

The following hypotheses were formulated for testing at the 0.05 level of significance:

1. There would be no significant difference in total mean score of the 10 domains from VMI between Paralympics volunteers and Olympic Torch Relay volunteers.

2. There would be no significant difference in total mean score of the 10 domains from VMI between male and female volunteers.

3. There would be no significant difference in total mean score of the 10 domains from VMI between volunteers with experience in other programs and those without to take part in volunteering in Paralympics and Olympic Torch Relay.
Definition of Terms

The operational definitions of the terms in this study were defined as the following:

Motive

Defined by Haasen and Shea (1997), motive is something that causes people to act. It is also, as defined by Rabey (2001), motive is the internalized drive towards the dominant thought of the moment. It provides understanding, explanation, and prediction of behavior being observed.

Volunteer

Jago and Deery (2002) defined volunteer as a person who on a regular basis, contributing his or her time and energy to a voluntary agency, statutory body, social or self-help group, without being paid.
Major sporting events

Major sporting events here included two mega events held in Hong Kong in 2008, the Paralympic Games and the Olympic Torch Relay.

Delimitations

The delimitations of the present study were listed as the following:

1. The selected samples were delimited to the student volunteers, particularly in Hong Kong Baptist University, in Paralympics Games and Olympic Torch Relay.

2. Subjects in Olympic Torch Relay samples were delimited to the same faculty, the Physical Education and Recreation management.
3. Subjects in Paralympic Games samples were delimited to two faculties, the Sport and Recreation Studies and the Sport and Recreation Leadership.

4. All data were distributed and collected by the researcher in February 2009.

Limitations

There were several limitations that should be considered when interpreting the results of this research:

1. The amount of completion of the questionnaire that the subjects answered was uncontrollable.

2. Environmental conditions were uncontrollable, e.g. noise disturbing respondents completing questionnaires.
3. Questionnaire was written in English. English was not the mother language of all respondents. Answer quality was not guaranteed.

4. Answers given in the questionnaire were assumed to be accurate and honest.

5. Some student volunteers from other institutes were not able to be contacted. Quite a number of target samplings were lost.

6. The reliability of the Volunteer Motivation Inventory (VMI) was:

Career Development=0.7712; Recognition=0.6732; Social Interaction=0.8082; Reciprocity=0.6962;

Reactivity=0.7257; Self-esteem=0.7128; Social=0.8273;
Values=0.7393; Understanding=0.8095; Protective=0.7552.

Reliability for the VMI scales were all fairly high.

7. Small sample size with 109 targeted subjects.

Significance of Study

It is vital that organizers understand volunteer motivation with the volunteering experience in order to respond effectively to management needs, for example, recruitment and retention. Therefore, motivation of student volunteer assessment and its gender difference in sporting events was also needed for the efficiency of operations and is worthwhile to be investigated, as some studies revealed that successful management of volunteers at one event has positive implications for the maintenance of a strong volunteer base in the community for future events.
CHAPTER 2

REVIEW OF LITERATURE

The review of literature was divided into seven sections. The sections were: (1) Motivation Theories, (2) Volunteerism, (3) Motivation in Special Events, (4) Reliance of Volunteers in Mega Sporting Events, (5) Gender Difference in Motivation, (6) Summary.

The Motivation Theories

Motivation is not anything concrete, but it leads to an observable behavior. Embedded in the behavior by human, the act is driven by intrinsic process. This process is from the inside of a person and is an emotional preference for a task that gives us pleasure and enjoyment (Haasen and Shea, 1997).
Motivation is the potential of humans to exercise choice, to grow and to arrive at a point of self-actualization. This theory is Maslow’s Hierarchy of Needs, where needs fulfillment in sequence from lower order to the higher is emphasized. The first priority (the lowest order) is to satisfy our physiological needs, like food. It is followed by the safety and security needs. When these are satisfied, it comes to the need of love and belongingness. Then esteem needs becomes paramount. And lastly, after everything is fulfilled in the orders, we seek for the self-actualization needs, i.e. to find personal fulfillment and achieve one’s potential, which is the supreme need of a person. According to Maslow, we are all striving to ascend the hierarchy of needs, but very few of us achieve self-
actualization. This theory of needs explains all types of human needs and how these needs affect one’s motivation.

Knowles (1972) concluded that voluntarism is not just a way to serve society as an end in itself (i.e. altruistic motivation) but is a means for nurturing self-actualized human beings.

Three Factor Model, Multifactor Model & Volunteer Motivation Inventory (VMI)

Motivation can, generally, be divided into two disciplines, the psychology and the sociology (Dann, 2000). And on this, Fitch (1987) did a study aimed at understanding the motivations of college students who volunteered, and developed a 20-item scale three factor model. This scale contained three motivational constructs: altruistic (i.e. intangible rewards such as feeling good about helping
others), egoistic (i.e. tangible rewards) and social-obligation motives for volunteering.

With a view to analyzing the purposes, the plan and the goals that underlie and generate psychological phenomena, i.e. the personal and social functions being served by an individual’s thoughts, feeling, and actions, (Clary, Snyder, Ridge, Copeland, Stukas, Haugen & Miene, 1998) Clary, Snyder and their colleagues developed the Multifactor Model based on the Three Factor Model and Maslow’s Theory of Needs, which involved a set of six primary motivations that were served through volunteering.

To deepen the depth of understanding motivational drive of one volunteering, Esmond and Dunlop (2004) created the Volunteer Motivation Inventory by 10 domains. They were derived based on the Three Factor Model and the Multifactor
Model. By calculating the score from each domain could it reflect the importance of the corresponding motivational drive that a person volunteering.

Volunteerism

Volunteerism is a personal investment of people who gave freely of their time, with few tangible rewards (Kemp, 2002). With volunteerism, the society would benefit in terms of economic growth and development. Figures showed that, in 1989, over half the adult population of the United States was engaged in volunteer work (Hodgkinson & Weitzman, 1990), while in 1991 the number of adult volunteers was estimated to be ninety-eight million (Mergenbagen, 1991), each contributing an average of four hours per week (Hodgkinson & Weitzman, 1990).
Volunteers from different walk of lives showed different motivation towards volunteering. Yet, they still managed to adjust their personal objectives or motivational factors and fit nicely with organizations that provide such opportunity (Jafari & Nero, 2003). The contribution from them touched every aspect of our life.

Motivation in Special Events

Motivation for volunteers in special events is different from that of other volunteers. In the study from Ferrel, Johnston & Twynam (1998), four distinct factors, namely purposive, solidary, external traditions and commitments, were emerged. In their study, they found that the highest ranking reason was “I wanted to help make the event a success”. In the findings of Cnaan and Goldberg-Glen (1991) who examined the dimensions of motivations to
volunteer in social service agencies showed that the motivations rated most highly were “the opportunity to do something worthwhile” and “volunteering for others makes me feel better about myself”. These factors were rather egoistic and that implied that individual working on general events seek to fulfill the combination of motives that can be described as a rewarding experience (Ferrel, Johnston & Twynam, 1998). This also pointed that the factor that was event-oriented was comparatively important in special events than general events.

Reliance of Volunteers in Mega Sporting Events

In a research done by Reeser, Berg, Rhea, et al (2004), the estimated number of volunteers for the Summer and Winter Olympic and Paralympic Games since 1980 was as follow:
Summer Games in Los Angeles 1984 got 28742 volunteers; 34548 in Barcelona 1992; and in 2000 Sydney, there were 60000 volunteers.

Winter Games in Lake Placid 1980 had 6703 volunteers; 10450 in Sarajevo 1984; and 20000 volunteers in Salt Lake City 2002.

To break down the figures, during the Salt Lake City Olympic and Paralympic polyclinic, there were already about 270 volunteer working on physicians, nurses, physical therapists, and other medical professionals staffed the polyclinic “around the clock” (Reeser, Berg, Rhea, 2004).

These figures showed increasing number of volunteers participating in mega sporting events and their importance in each sectors of operation. The heavy reliance on
volunteers had been credited as an important ingredient of the financial success of the Games. And volunteers had become an indispensable component of the workforce during large sporting events such as the Olympic and Paralympic Games.

Gender Difference in Motivation

In the research done by Ibrahim and Brannen (1997), it revealed that altruism and personal satisfaction are the high motivational factors common to both genders.

Yet, the males overall seemed to be more responsive to those items which appeared to be more externally or occupationally focused, i.e. extrinsic factor, in volunteering. Figures indicated that their employer expected
community service such as volunteer activity and that the activity provided an economic value to the community.

But the female respondents seemed to have focused upon that which is more internal or personal in their volunteer activities, i.e. extrinsic factor. Females appeared to be more influenced by that which is more personal and closer such as the family tradition of volunteerism.

Summary

Due to the growing importance of volunteer role in the success of a sporting event, the need of assessing the motivation of volunteers was becoming vital. Cnaan and Goldberg-Glen (1991) state: “People will continue to volunteer as long as the experience as a whole is rewarding and satisfying to their unique needs, i.e. fulfilling the
motivation for volunteering.” The retention of volunteers is the goal of conducting this study. By knowing the motivation of student volunteers may we know the underlying reasons for their volunteering acts in the sporting events and this gives a better outlook for future volunteer recruitment in Hong Kong sporting events.
CHAPTER 3

METHOD

The method of the study was presented in the following sections: (a) Subjects, (b) Measuring instrument, (c) Collection of data and (d) Statistical Data Analysis.

Subjects

The subjects for this study were college students who were studying in Baptist University (HKBU) in programs Sport and Recreation Studies (SRS), Sport and Recreation Leadership (SRL) and Physical Education and Recreation Management (PERM). Paralympic Games volunteers in HKBU were from SRS and SRL (for which SRL program put much focus on special population studies); while Olympic Torch Relay volunteers in HKBU were from PERM. The completed data were
collected from altogether 40 student volunteers from Paralympic Games and 50 from Olympic Torch Relay. There were 42 male and 48 female students.

Measuring Instrument

Two sets of questionnaire were designed. One is for Paralympics Games volunteers and the other is for Olympic Torch Relay volunteers. The two sets of questionnaire were designed with the same questions but with different heading. The questionnaires consisted of three main parts. The first part is the acknowledgement of voluntarily completing of questionnaire. The second part was the Volunteer Motivation Inventory (VMI) developed by Esmond and Dunlop (2004). The third part was demographic questions about respondent’s gender, experience, institute and program and study year.
In the questionnaire, attached in Appendix A, after the subjects signed the acknowledgement, they are required to complete a set of 44 VMI questions. These questions were set based on 10 domains: (1) Career Development, (2) Recognition, (3) Social Interaction, (4) Reciprocity, (5) Reactivity, (6) Self-Esteem, (7) Social, (8) Values, (9) Understanding, (10) Protective. The main tool for this study was the VMI, which was created by Judy Esmond and Patrick Dunlop, and it was used to assess the motivation of volunteers based on theories about motivation. The Multifactor Model, created by Clary, Snyder, Ridge, Miene & Haugen in 1994, was based on functional analyses and theorizing on motivation, specially derived from the theories on attitudes by social researchers Katz (1960) and Smith, Brunei and White (1956). Clary, Snyder, Ridge, Miene & Haugen in 1994 analyzed the empirical
research on volunteering in so doing identified a set of six primary motivations that were served through volunteering, which were later on added to 10 domains with 44 questions through questionnaire corrections and improvements. They presented preliminary evidence that the VMI was a reliable and valid assessment tool. The 44-item questionnaire in VMI was in Likert Scale format. Responses ranged from “strongly agree” (1) to “strongly disagree” (5) with “undecided” (3) in the middle.

In the scoring sheet, attached in Appendix B, ten scores were calculated that correspond to the ten different motivations to volunteer that were assessed by the inventory. The highest scale score reflected the motivation of greatest importance to the participant while the lowest score reflected the motivation of least concern, so that
researcher would be able to identify and rank order what were the most important motivation(s) for that particular volunteer. The type of motive was, however, not shown in the questionnaire for the respondents.

In the final part, subjects were also asked if they had been involved in any volunteering prior to Paralympic Games or Olympic Torch Relay. In all cases questionnaire responses were confidential and the respondent’s participation was voluntary.

Collection of data

The data were distributed and collected from PERM for Olympic Torch Relay Volunteers and from SRL and SRS for Paralympic Games in HKBU directly by person after subject classes during February 2009. A total of 109 respondents
filled in the questionnaire, with 56 from Paralympic Games and 53 from Olympic Torch Relay.

Statistical Data Analysis

Data were analyzed with the SPSS for Window 15.0 computer program. Correlation and independent sample t-test were computed. All statistical testing were performed with the level of significance at 0.05. Statistical test conducted was described as follow:

*Independent t-test*

Independent t-test were analyzed using SPSS to find out whether there were any significant mean differences in Paralympic Games and Olympic Torch Relay, male and female, experienced and inexperienced voluntary helper in VMI subscale scores in total VMI score between the two
Chapter 4

ANALYSIS OF DATA

The problem of the study was to find out the reason for volunteering and the reason underneath that motivated them to take part.

The analysis of data was presented in this chapter according to the following topics: (a) Demographic information (sample size, event type, gender, and experience distribution), (b) Means, standard deviation and rank orders of the ten domains among the 6 categories (Male, female, Olympic torch relay, Paralympics, experienced and inexperienced subjects), (c) Comparison of the total mean difference of the 10 domains from VMI between male and female volunteers, (d) Comparison of the total mean
difference of the 10 domains from VMI between Olympic Torch Relay and Paralympics volunteers, (e) Comparison of the total mean difference of the 10 domains from VMI between experienced and inexperienced volunteers, (f) Discussion of results.

Demographic Information

Sample Size

A total of 109 questionnaires on motivation of student volunteers participating in Olympic Torch Relay and Paralympics events were distributed. All cases were returned and were appropriately and comprehensively completed.

Event Respondents Distribution

There were two type of target population in the study. One is Paralympics volunteers and the other one is Olympic
Torch Relay volunteers. The two groups of volunteers were taken in charge by two major groups of students from HKBU. The first group of Paralympics volunteers was mainly from HKBUCIE, which consisted of associate degree students and top-up degree students, majoring in SRS and SRL programs. A total of 56 respondents (51.4%) were in this group. Olympic Torch Relay volunteers were from HKBU, majoring in PERM program which is government funded degree program. There were 53 respondents (48.6%) in this group. The data were presented in Table 1.
Table 1

Demographic information on Paralympics and Olympic Torch Relay respondents (N=109)

<table>
<thead>
<tr>
<th>Event</th>
<th>Institute</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paralympics SRL</td>
<td>SRL</td>
<td>56</td>
<td>51.4</td>
</tr>
<tr>
<td>SRS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Olympic Torch Relay</td>
<td>PERM</td>
<td>53</td>
<td>48.6</td>
</tr>
<tr>
<td>Total</td>
<td>-</td>
<td>109</td>
<td>100</td>
</tr>
</tbody>
</table>

Gender Distribution

There were a total of 72 male and 37 female volunteers from sampling. Composition of gender is shown in Figure 1.
Respondents’ Experiences in Volunteering

Some volunteers participating in the two events were experienced volunteers while some of them were first time volunteers, which meant they did not have previous experience working as a volunteer. Experienced volunteers
consisted of 90 people and 19 for inexperienced volunteers.

A pie chart was interpreted from the data in figure 2.

Figure 2

Volunteer Experience Distribution

![Volunteer Experience Distribution](image)

Means, standard deviation and rank orders

of the 10 domains among the 6 categories

Below showed the mean, standard deviation and ranking

of the motives factors in the 6 categories, namely, male,
female, Paralympics, Olympic Torch Relay, voluntary experienced and voluntary inexperienced group.

Male Group Mean, Standard Deviation and Ranking Order

The ranking order was accorded to the total item mean score. The order of importance assigned to male group was Rank 1 “Understanding”, (M=3.7194, SD=0.49636); Rank 2 was “Social Interaction”, (M=3.6250, SD=0.61381); with “Protective” at the bottom of the rank, (M=3.1472, SD=0.55156). All the means and standard deviation were also presented in Table 2.
Table 2

Mean, standard deviation and ranking of the male subjects on the 10 VMI domains

<table>
<thead>
<tr>
<th>Domain</th>
<th>Rank Order</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding</td>
<td>1</td>
<td>72</td>
<td>2.40</td>
<td>4.40</td>
<td>3.7194</td>
<td>.49636</td>
</tr>
<tr>
<td>Social Interaction</td>
<td>2</td>
<td>72</td>
<td>2.50</td>
<td>4.75</td>
<td>3.6250</td>
<td>.61381</td>
</tr>
<tr>
<td>Value</td>
<td>3</td>
<td>72</td>
<td>2.00</td>
<td>4.40</td>
<td>3.4472</td>
<td>.49161</td>
</tr>
<tr>
<td>Recognition</td>
<td>3</td>
<td>72</td>
<td>2.40</td>
<td>4.40</td>
<td>3.4472</td>
<td>.47173</td>
</tr>
<tr>
<td>Reciprocity</td>
<td>5</td>
<td>72</td>
<td>2.00</td>
<td>4.50</td>
<td>3.4097</td>
<td>.59532</td>
</tr>
<tr>
<td>Self Esteem</td>
<td>6</td>
<td>72</td>
<td>1.60</td>
<td>4.60</td>
<td>3.3417</td>
<td>.57304</td>
</tr>
<tr>
<td>Reactivity</td>
<td>7</td>
<td>72</td>
<td>2.50</td>
<td>4.25</td>
<td>3.2708</td>
<td>.47610</td>
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<td>Career Development</td>
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<td>72</td>
<td>1.75</td>
<td>4.25</td>
<td>3.2257</td>
<td>.55054</td>
</tr>
<tr>
<td>Social</td>
<td>9</td>
<td>72</td>
<td>2.20</td>
<td>4.20</td>
<td>3.1472</td>
<td>.55156</td>
</tr>
</tbody>
</table>
## Female Group Mean, Standard Deviation and Ranking Order

Mean and standard deviation of the female subjects on the 10 VMI domains were described in the table 3. It also showed the female group ranking order of the 10 domains. The ranking order was accorded to the total item mean score. The order of importance assigned to female group was Rank 1 "Understanding", (M=4.0486, SD=0.28831); Rank 2 was "Reciprocity", (M=3.7432, SD=0.48047); with "Protective" at the bottom of the rank, (M=2.4919, SD=0.64909).

<table>
<thead>
<tr>
<th>Domain</th>
<th>Mean</th>
<th>SD</th>
<th>Rank</th>
<th>Total Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protective</td>
<td>10</td>
<td>72</td>
<td>1.40</td>
<td>4.20</td>
</tr>
</tbody>
</table>
Table 3

Mean, standard deviation and ranking of the female subjects on the 10 VMI domains

<table>
<thead>
<tr>
<th>Rank Order</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding</td>
<td>1</td>
<td>37</td>
<td>3.40</td>
<td>4.60</td>
<td>4.0486</td>
</tr>
<tr>
<td>Reciprocity</td>
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<td>37</td>
<td>3.00</td>
<td>4.50</td>
<td>3.7432</td>
</tr>
<tr>
<td>Self Esteem</td>
<td>3</td>
<td>37</td>
<td>4.40</td>
<td>2.80</td>
<td>3.6108</td>
</tr>
<tr>
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<td>37</td>
<td>2.75</td>
<td>4.00</td>
<td>3.6014</td>
</tr>
<tr>
<td>Career Development</td>
<td>5</td>
<td>37</td>
<td>2.75</td>
<td>4.50</td>
<td>3.4865</td>
</tr>
<tr>
<td>Value</td>
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<td>37</td>
<td>1.80</td>
<td>4.20</td>
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</tr>
<tr>
<td>Recognition</td>
<td>7</td>
<td>37</td>
<td>2.80</td>
<td>4.20</td>
<td>3.4541</td>
</tr>
<tr>
<td>Social</td>
<td>8</td>
<td>37</td>
<td>2.20</td>
<td>4.40</td>
<td>3.3676</td>
</tr>
<tr>
<td>Reactivity</td>
<td>9</td>
<td>37</td>
<td>2.50</td>
<td>3.75</td>
<td>3.0473</td>
</tr>
</tbody>
</table>
Mean and standard deviation of the Paralympics subjects on the 10 VMI domains were described in the table 4. It also showed the Paralympics group ranking order of the 10 domains.

The ranking order was accorded to the total item mean score. The order of importance assigned to Paralympics group was Rank 1 “Understanding”, (M=3.9143, SD=0.51854); Rank 2 was “Social Interaction”, (M=3.7634, SD=0.55272); with “Protective” at the bottom of the rank, (M=2.6393, SD=0.75551).
Table 4

Mean, standard deviation and ranking of the Paralympics subjects on the 10 VMI domains

<table>
<thead>
<tr>
<th>Rank Order</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding</td>
<td>1</td>
<td>56</td>
<td>2.40</td>
<td>4.60</td>
<td>3.9143</td>
</tr>
<tr>
<td>Social Interaction</td>
<td>2</td>
<td>56</td>
<td>2.75</td>
<td>4.75</td>
<td>3.7634</td>
</tr>
<tr>
<td>Recognition</td>
<td>3</td>
<td>56</td>
<td>2.80</td>
<td>4.40</td>
<td>3.5857</td>
</tr>
<tr>
<td>Self Esteem</td>
<td>4</td>
<td>56</td>
<td>1.60</td>
<td>4.60</td>
<td>3.5536</td>
</tr>
<tr>
<td>Value</td>
<td>5</td>
<td>56</td>
<td>2.00</td>
<td>4.40</td>
<td>3.5321</td>
</tr>
<tr>
<td>Reciprocity</td>
<td>6</td>
<td>56</td>
<td>2.00</td>
<td>4.50</td>
<td>3.5268</td>
</tr>
<tr>
<td>Career Development</td>
<td>7</td>
<td>56</td>
<td>2.50</td>
<td>4.50</td>
<td>3.3393</td>
</tr>
<tr>
<td>Reactivity</td>
<td>8</td>
<td>56</td>
<td>2.50</td>
<td>4.25</td>
<td>3.3348</td>
</tr>
</tbody>
</table>
Olympic Torch Relay Group Mean, Standard Deviation and Ranking Order

Table 5 showed the mean, standard deviation and the ranking of Olympic Torch Relay group of the VMI 10 domains. The ranking order was accorded to the total item mean score. The order of importance assigned to Olympic Torch Relay group was Rank 1 "Understanding", (M=3.7434, SD=0.38105); Rank 2 was "Reciprocity", (M=3.5189, SD=0.60417); with "Protective" at the bottom of the rank, (M=2.4377, SD=0.60135).
Table 5

Mean, standard deviation and ranking of the Olympic Torch Relay subjects on the 10 VMI domains

<table>
<thead>
<tr>
<th>Rank Order</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding</td>
<td>1</td>
<td>53</td>
<td>2.80</td>
<td>4.40</td>
<td>3.7434</td>
</tr>
<tr>
<td>Reciprocity</td>
<td>2</td>
<td>53</td>
<td>2.00</td>
<td>4.50</td>
<td>3.5189</td>
</tr>
<tr>
<td>Social Interaction</td>
<td>3</td>
<td>53</td>
<td>2.50</td>
<td>4.25</td>
<td>3.4623</td>
</tr>
<tr>
<td>Value</td>
<td>4</td>
<td>53</td>
<td>1.80</td>
<td>4.20</td>
<td>3.3774</td>
</tr>
<tr>
<td>Recognition</td>
<td>5</td>
<td>53</td>
<td>2.40</td>
<td>4.20</td>
<td>3.3057</td>
</tr>
<tr>
<td>Self Esteem</td>
<td>5</td>
<td>53</td>
<td>2.40</td>
<td>4.20</td>
<td>3.3057</td>
</tr>
<tr>
<td>Career Development</td>
<td>7</td>
<td>53</td>
<td>1.75</td>
<td>4.25</td>
<td>3.2877</td>
</tr>
</tbody>
</table>
Table 6 showed the mean, standard deviation and the ranking of experienced volunteer group of the 10 domains. The ranking order was accorded to the total item mean score. The order of importance assigned to voluntary experienced group was Rank 1 “Understanding”, (M=3.8111, SD=0.48655); Rank 2 was “Social Interaction”, (M=3.5306, SD=0.54545); with “Protective” at the bottom of the rank, (M=2.4711, SD=0.66320).
Table 6

Mean, standard deviation and ranking of the experienced volunteers on the 10 VMI domains

<table>
<thead>
<tr>
<th>Rank Order</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understanding</td>
<td>1</td>
<td>90</td>
<td>2.40</td>
<td>4.60</td>
<td>3.8111</td>
</tr>
<tr>
<td>Social Interaction</td>
<td>2</td>
<td>90</td>
<td>2.50</td>
<td>4.75</td>
<td>3.5306</td>
</tr>
<tr>
<td>Reciprocity</td>
<td>3</td>
<td>90</td>
<td>2.00</td>
<td>4.50</td>
<td>3.4778</td>
</tr>
<tr>
<td>Recognition</td>
<td>4</td>
<td>90</td>
<td>2.40</td>
<td>4.20</td>
<td>3.4022</td>
</tr>
<tr>
<td>Value</td>
<td>4</td>
<td>90</td>
<td>1.80</td>
<td>4.20</td>
<td>3.4022</td>
</tr>
<tr>
<td>SelfEsteem</td>
<td>6</td>
<td>90</td>
<td>2.00</td>
<td>4.60</td>
<td>3.3956</td>
</tr>
</tbody>
</table>
Table 7 showed the mean, standard deviation and the ranking of inexperienced volunteer group of the 10 domains. The ranking order was accorded to the total item mean score. The order of importance assigned to voluntary inexperienced group was Rank 1 “Social Interaction”, \( (M=4.0263, SD=0.37170) \); Rank 2 was “Understanding”, \( (M=3.9263, SD=0.37170) \);
SD=0.32118); with “Protective” at the bottom of the rank, 
(M=2.8737, SD=0.73094).

Table 7

Mean, standard deviation and ranking of the inexperienced
volunteers on the 10 VMI domains

<table>
<thead>
<tr>
<th></th>
<th>Rank Order</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Interaction</td>
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<td>19</td>
<td>3.50</td>
<td>4.75</td>
<td>4.0263</td>
<td>.37170</td>
</tr>
<tr>
<td>Understanding</td>
<td>2</td>
<td>19</td>
<td>3.40</td>
<td>4.40</td>
<td>3.9263</td>
<td>.32118</td>
</tr>
<tr>
<td>Reciprocity</td>
<td>3</td>
<td>19</td>
<td>2.00</td>
<td>4.50</td>
<td>3.7368</td>
<td>.58615</td>
</tr>
</tbody>
</table>
### Comparison of the Total Mean Difference

of the 10 Domains from VMI between Olympic Torch Relay and Paralympics Volunteers

The Independent Sample T Tests (as shown in Table 8) indicated that there was significant mean difference in Olympic Torch Relay and Paralympics volunteers on total mean

<table>
<thead>
<tr>
<th>Domain</th>
<th>N</th>
<th>Mean</th>
<th>Std Dev</th>
<th>T</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>4</td>
<td>3.00</td>
<td>4.40</td>
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<td>.40724</td>
</tr>
<tr>
<td>Recognition</td>
<td>5</td>
<td>3.20</td>
<td>4.40</td>
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</tr>
<tr>
<td>SelfEsteem</td>
<td>6</td>
<td>1.60</td>
<td>4.40</td>
<td>3.6105</td>
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</tr>
<tr>
<td>Social</td>
<td>7</td>
<td>2.80</td>
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<td>3.6000</td>
<td>.40000</td>
</tr>
<tr>
<td>CareerDevelopment</td>
<td>8</td>
<td>3.00</td>
<td>4.00</td>
<td>3.5263</td>
<td>.38993</td>
</tr>
<tr>
<td>Reactivity</td>
<td>9</td>
<td>2.75</td>
<td>4.25</td>
<td>3.2895</td>
<td>.39320</td>
</tr>
<tr>
<td>Protective</td>
<td>10</td>
<td>1.40</td>
<td>4.20</td>
<td>2.8737</td>
<td>.73094</td>
</tr>
</tbody>
</table>
score of the 10 domains from VMI \( (t=2.982, \ p<0.005) \). It showed that Paralympics volunteers had a higher total motivational mean score \( (M=3.4457) \) than Olympic Torch Relay volunteers \( (M=3.4457>3.2659) \). Thus, Hypothesis 1 was rejected.

Table 8

Comparison of the total mean score of the 10 domains from VMI between Olympic Torch Relay and Paralympics volunteers

<table>
<thead>
<tr>
<th>Categories</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
<th>t</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paralympics</td>
<td>56</td>
<td>3.4457</td>
<td>0.33314</td>
<td>2.982</td>
<td>0.004*</td>
</tr>
<tr>
<td>Olympic Torch Relay</td>
<td>53</td>
<td>3.2659</td>
<td>0.29360</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\( (\ *p<0.005, \ \text{two-tailed}) \)

Comparison of the Total Mean Difference of the 10 Domains from VMI between Male and Female Volunteers
The Independent Sample T Tests (as shown in Table 9) indicated that there was no significant mean difference in male and female volunteers on total mean score of the 10 domains from VMI (t = -1.724, p > 0.005). It showed that male and female have similar total motivational mean score difference (M = 3.3201 for male, M = 3.3427 for female). Thus, hypothesis 2 was accepted.

Table 9

Comparison of the total mean score of the 10 domains from VMI between male and female volunteers

<table>
<thead>
<tr>
<th>Categories</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
<th>t</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>72</td>
<td>3.3201</td>
<td>0.37120</td>
<td>-1.724</td>
<td>0.088</td>
</tr>
<tr>
<td>Female</td>
<td>37</td>
<td>3.3427</td>
<td>0.19532</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Comparison of the Total Mean Difference
of the 10 Domains from VMI between

Voluntary Experienced and Voluntary Inexperienced Volunteers

The Independent Sample T Tests (as shown in Table 10) indicated that there was significant difference in voluntary experienced and voluntary inexperienced volunteers on total mean score of the 10 domains from VMI (t=-3.732, p<0.005).

It also showed that voluntary inexperienced volunteers with a mean score of 3.5979 had a higher motivation than experienced volunteers who had mean score of 3.3077. Thus hypothesis 3 was rejected.

Table 10

Comparison of the total mean score of the 10 domains from VMI between voluntary experienced and voluntary inexperienced volunteers
## Categories

<table>
<thead>
<tr>
<th>Categories</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
<th>t</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experienced</td>
<td>90</td>
<td>3.3077</td>
<td>0.31356</td>
<td>-3.732</td>
<td>0.000*</td>
</tr>
<tr>
<td>Inexperienced</td>
<td>19</td>
<td>3.5979</td>
<td>0.27838</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(*p<0.005, two-tailed)

### Discussion of Results

The aim of this study was to investigate the motivation of volunteers participating in Paralympics and Olympic Torch Relay events in 2008. By knowing the motivation of the volunteers, it would be easier to know why they return to work for another time and what measures should be taken to retain the volunteers. As sporting industry relies very much on volunteers, this study was valuable and contributory to the benefits of this industry. To intersect the subjects into a more in-depth look on its motivation pattern, gender difference and voluntary experience difference on the two events were also investigated.
This section was divided into four parts. They were (a) Voluntary Motivational Inventory (VMI) derivation and its comparison with other studies, (b) Ranking order of the 10 VMI domains of the 6 categories, (c) Mean difference of total mean scores of the 10 VMI domains of the 3 paired categories.

VMI Derivation and Its Comparison with Other Studies

The main tool for this study was the VMI, which was created by Judy Esmond and Patrick Dunlop, and it was used to assess the motivation of volunteers based on theories about motivation. But, there were a number of questionnaire did by other researchers. Zweigenhart, Armstrong and Quintis (1996) used Fitch’s (1987) 20-item Community Service Involement
Survey based on a three-factor model in considering the motivations and the effectiveness of 98 hospital volunteers. Thus, three domains were focused, i.e. altruistic, egoistic and social-obligation motives for volunteering, in the questionnaire which may not effectively show the depth and quality of the research.

The VMI, proved by researches, could sufficiently reflect the motivation behavior on 10 different aspects, namely, value, career development, recognition, social interaction, reciprocity, reactivity, self-esteem, social, understanding and protective, with each around 4 questions asked in the questionnaire. The mean score could then reflect the motives of each domain well in comparison with the inventory induced by the three factor model due to narrowed coverage of motivational behavior.
Ranking order of the 10 VMI domains of the 6 categories

From Clary, Snyder & Ridge, 1992, “Values”, based on deeply held beliefs of the importance of helping other, was the most important motivation. The more people believe in the purpose of an organization, the more committed they will be to committing their time and continuing their work (Fischer & Schaffer, 1993).

In Esmond & Dunlop, 2004, another very important domain in the study was “Reciprocity”, where it related to the belief of “what goes around comes around”, implying an equal exchange. That means when the volunteer is helping others, they were actually being helped too in another form.

Esmond and Dunlop also stated that order and the importance of the motivations can vary across demographic
age groups and in relation to volunteers engaged in different types of activities in different organizations.

Take Career Development as an example. It is found that the ranking of this domain is usually of less importance in younger volunteers who were more motivated to improve their employment prospects through volunteering than older volunteers. These results were however not so much reflected in this research, however.

Interpreted by the previous section, the rank order of the motivation of the categories, Paralympics, Olympics Torch Relay, male, female, voluntary experienced and voluntary inexperienced volunteers were shown, for which some echoed with Esmond & Dunlop research, and some did not. The following section would explain the rank order.
Paralympics Volunteer Motivation Rank Order

The highest rank of motivation of the Paralympics volunteer is “Understanding” (M=3.9143). This could be explained by that Paralympics was a game that needed much effort and care when conducting the event. A lot of special preparation needed to be done and it was always important to think from the participants viewpoint, in which they might had different physical ability or mind set, to suit their needs. This is thus a way to learn from experience. Understanding described a situation where a volunteer was particularly interested in improving their understanding of themselves, or the people they were assisting and/or the organization for which they were a volunteer (Esmond & Dunlop, 2004). So, in that sense, as a high score on this scale indicated a strong desire to learn from their
volunteering experiences, student who were major in SRS and SRL (for which SRL program put much focus on special population studies) showed an enthusiasm in learning from Paralympics event.

The lowest rank is “protective” (M=2.6393). As protective described a situation where a volunteer is volunteering as a means of escaping negative feelings about themselves (Esmond & Dunlop, 2004), being the lowest rank of this category, this implies the well-being of subjects were generally not dissatisfied.

Olympic Torch Relay Volunteer Motivation Rank Order

The highest rank of motivation of the Olympic Torch Relay volunteer is “Understanding” (M=3.7434). Olympics Games have always brought people together in peace to
respect universal moral principles and promote Olympic spirit. Subjects from the Olympic Torch Relay group was from PERM, who were majoring physical education and recreation management, it reflected that student showed a strong desire to learn from their volunteering experiences by understanding themselves and the event more for helping their self-positioning. Also, students might want to face-to-face feel the passion of the torch owners on sports and understand them more.

The second highest rank from Olympic Torch Relay subjects is reciprocity. It described a situation where a volunteer enjoyed volunteering and views it as a very equal exchange. The volunteer had a strong understanding of the "higher good". Like how interpreted, when the volunteers had a relatively high expectation in learning, the expectation
in exchange should be of lower importance to them. So, it is more valuable to them that the event is meaningful in volunteering and is enjoyable. This domain was thus earned a high score. And this results echoes with Esmond & Dunlop, 2004, research.

The lowest rank is “protective” (M=2.4377). As protective described a situation where a volunteer is volunteering as a means of escaping negative feelings about themselves, being the lowest rank of this category, this implies the volunteers did the work with other purposes which could be meaningful to them. Spending time in the event is not luxurious and not very much related to escaping from something troubling them mentally.

Male Volunteer Motivation Rank Order
The highest score from the male group was “understanding” again, with mean 3.7194, followed by the “social interaction” factor. The domain “understanding” shared the same reason as explained in Paralympics and Olympic Torch Relay discussion as this factor was more influenced by their occupation being a student, that is to learn and understanding the event they were working for.

“Social interaction” domain described a situation where a volunteer particularly enjoyed the social atmosphere of volunteering. They enjoyed the opportunity to build social networks and interact with other people. The targeted population as our subject was estimated to be more outgoing as they were all from the sports related industry, which required much energy for their major studies. So, it showed a strong desire for the male population to meeting new
people and make friends through volunteering, which is understandable.

To conclude the result from male subjects, internal reasons, which meant domains that were more self-related, were of higher rank, e.g. understanding, value, recognition, self esteem, etc. But external domains like Career development, social were ranked low. From Ibrahim and Brannen research, they found that males overall seemed to be more responsive to those items which appeared to be more externally or occupationally focused. The results thus did not echo with some of the research for the male group.

Female Volunteers Motivation Rank Order
Female subjects had pretty much the similar rank order to male. The results were not identical to signify mean difference between the two.

To analyze individually for female subjects, they tend seek for excellent educational experience, and provided an opportunity to gain experience in providing a service (Ibrahim and Brannen, 1997). And these results were revealed in this study that “understanding” being the highest rank among all.

Experienced Volunteers Motivation Rank Order

Most of the volunteers were experienced volunteers in the two events (N=90). Volunteers who are experienced meant they were the ones who were coming back to work as a volunteer for the second or more time. The reason underneath
why they were there to help again was also “understanding” which was ranked the fifth. That meant volunteers came back mainly for learning more about the organization and to learn new things from experiencing the event process.

Inexperienced Volunteers Motivation Rank Order

Inexperienced volunteers had a bit different motivation from the 10 domains. The highest rank among all is the “social interaction” which implied that the volunteers were there to help with a desire to meet new people and make friends. For the first time helper in volunteering as student, exploring might weigh more than to learn from experience. Especially if the volunteering experience was pleasant that the volunteer thought they might come back for another time, the social network is by all means important
for them to join another time and that could secure them mentally having accompany next time.

Mean difference of total mean scores of the 10 VMI domains of the 3 paired categories Paralympics and Olympics Torch Relay Volunteers

From Table 8, the result showed that there were significant difference in the total mean score of the motivation of the Olympic Torch Relay and Paralympics volunteers. This result did not cope with the search did by Reeser, Berg, Rhe, et al, which they found that the motivation score for volunteers did not differ significantly by event.

Table 8
Comparison of the total mean score of the 10 domains from VMI between Olympic Torch Relay and Paralympics volunteers

<table>
<thead>
<tr>
<th>Categories</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
<th>t</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paralympics</td>
<td>56</td>
<td>3.4457</td>
<td>0.33314</td>
<td>2.982</td>
<td>0.004*</td>
</tr>
<tr>
<td>Olympic Torch Relay</td>
<td>53</td>
<td>3.2659</td>
<td>0.29360</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(*p<0.005, two-tailed)

This difference of the two studies could be explained by the occupation of the subjects. In Paralympics, having the students as the volunteers, the form of game needed more care from the volunteers. The work of the volunteer might be more than regular mega events because the need of Paralympics athletes were of different degree and extent of disability. They might need more recognition (ranked 3rd) as the work was harder and required more skills. They also need more self-esteem as they were serving a group which was usually looked down on. They should feel the need of being
respected and so should they want to emphasize this need to others to respect the persons with disabilities. And so the motivation of the volunteers should be different from that of Olympics Torch Relay and they should expect differently from what they could learn and do there regarding to the 10 domains.

Male and Female Volunteers

From Table 9, it showed there was no significant total mean score difference of the motivation of the male and female volunteers.

Table 9

Comparison of the total mean score of the 10 domains from VMI between male and female volunteers
<table>
<thead>
<tr>
<th>Categories</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
<th>t</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>72</td>
<td>3.3201</td>
<td>0.3712</td>
<td>-1.724</td>
<td>0.088</td>
</tr>
<tr>
<td>Female</td>
<td>37</td>
<td>3.3427</td>
<td>0.19532</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Having no significant total mean difference on male and female meaning the two groups had similar motivation. In study of Ibrahim and Brannen, male volunteer indicated that volunteer activity provides an economic value to the community while female appeared to be more influenced by that which is more personal and closer such as obtaining proficiencies they might not possess or which are in need of enhancement through voluntary activity, which involved educational experiences.

However, in this study, the result was not as extinguish as their study appeared to be. The explanation of this the insufficiency of mean difference in gender was
that, as stated in Ibrahim and Brannen study, the high motivational factors common to both genders centered upon altruism and personal satisfaction. If this applies to this study, “Self-esteem” and “recognition” were at a relatively higher ranking among the bunch in the two groups which could best explain the idea interpreted by Ibrahim and Brannen on altruism and personal satisfaction.

Experienced and Inexperienced Volunteers

As analyzed earlier, the motivation rank was different between experienced and inexperienced volunteers due to mainly the expectation of the event and the mentality of first entering the field of volunteering. It is reasonable to be having a significant mean difference on motivation of the two groups that they expected to get a better network in order to get accompany for volunteering next time or to
simply make new friends. But when they were no longer the first time volunteer, this characteristic will weigh a lot less in terms of mean score (Social Interaction: from $M=4.0263$ to $M=3.5306$). This change of motivation enhanced a total mean difference on the motivation of experienced and inexperienced volunteers.
This chapter had been divided into three main parts. They were summary of results, conclusions and recommendations for further study.

Summary of Results

The retention of volunteers can be improved. This can help with a lower turnover in volunteer numbers, lowering the cost and time consumed for organization. If high turnover occurs, it may deeply affect the organizational morale and can be highly disruptive to the management and administration of volunteer programs with the organization (Vineyard, 2001). And by considering this, it is important to know the motivation underneath the volunteers. Volunteers were divided into 6 categories, namely, by event: Paralympics and Olympics Torch Relay, by gender: male and female, and by experience: experienced and inexperienced. A
total of 109 subjects, aged 19 to 24, were invited for completing the questionnaire. All of the subjects were the volunteers of the event Paralympics and Olympic Torch Relay held in Hong Kong in 2008. The aim of the present study was to find out the motivational factors of volunteers from universities of Hong Kong participating in major sporting events.

Conclusion

From the statistics findings, the following results were found:

Rank order of the motivation factors of the 10 VMI domains

From the 6 categories, all of them shared "understanding" domain from the VMI as the highest motivational factor to them, except the inexperienced group
had “social interaction” as the highest. For the lowest rank, all of the categories had the same motivational factor as “protective”.

Comparison on total mean difference of the 3 paired categories

1. The hypothesis 1 was rejected since there was significant total mean difference on motivation between Paralympics and Olympic Torch Relay volunteers.

2. The hypothesis 2 was accepted since there was no significant total mean difference on motivation between male and female volunteers.

3. The hypothesis 3 was rejected since there was significant total mean difference on volunteers with experience in other
programs and those without to take part in volunteering in Paralympics and Olympic Torch Relay.

Recommendations

Based on the results, the following recommendations are made:

1. According to the result of the rank of the motivational factors, “protective” was in the lowest rank in all categories. It implied that the volunteers did not use the event as a tool to escape from negative feeling about themselves. This is a good sign for the stand point of the volunteer well-being. On the other hand, “understanding” being the most important motivational factor among 5 categories implied a high educational expectation on volunteering the events. So, organization, as a view to
retain volunteers, should consider giving everyone reasonable exposure to the events and make their participation meaningful and educational that they can actually learn something from the experience, especially when they are student volunteers.

2. There was no significant difference on motivational total mean score between male and female. So, when considering policies on retention of volunteers, gender should not be a major consideration.

3. Experienced and inexperienced volunteers had different motivation as they had different total mean score. So, policies were needed to suit these two type of volunteers to make them be comfortable working and come back next time.

References


Esmond, J. & Dunlop P. (2004). Developing the Volunteer Motivation Inventory to Assess the Underlying Motivational Drives of Volunteers in Western Australia.


