

A Comparison of Motivations of American and Japanese Volunteers in Ladies Professional Golf Association Tournaments

Keunsu Han, Ph. D.

Assistant Professor, Department of Kinesiology, Leisure, & Sport Science
East Tennessee State University
P.O. Box 70654, Johnson City, TN 37614, USA
Tel. 423-439-4382 * FAX 423-439-5383 *E-mail: hank@etsu.edu

Sheila Nguyen, M.Ed., A.T.C.

Lecturer, School of Management and Marketing
Faculty of Business and Law, Deakin University
70 Elgar Road, Office: 1b.5.210
Burwood VIC 3125, Australia
Tel. +613-92517179 * FAX +613-92517083 *E-mail: sheilan@deakin.edu.au

Abstract

This exploratory study examined and compared primary motives influencing American and Japanese volunteers of the Ladies Professional Golf Association (LPGA). Data were collected from 281 volunteers who participated in LPGA tournament events in America and Japan. Japanese volunteers were found to be more involved in volunteer service due to "Social/Leisure" and "Material" reasons, while American volunteers were found to be associated with "Egoistic" and "Purposive" motivations. There was no significant difference in the "External Influences" factor. The study contributes to personnel and administration research and provides insight on the ways in which the LPGA event volunteers are managed in America and Japan.

Key Words:

volunteers, motivation, culture, professional golf

Introduction

Within the last 20 years, the sport industry has seen a great movement towards globalization. This has affected every aspect of the sport industry, including volunteer resource management. The effort of volunteers is key to the success of various sport events, especially in this new and ever-changing sport business environment (Green & Chalip, 2004; Tsigilis, Koustelios, Grammatikopoulos, & Theodorakis, 2006). The Ladies Professional Golf Association (LPGA) is no exception, particularly with its audience and event participants representing international constituents as evidence of this

changing environment and business scope. For these reasons, it is vital that the LPGA consider diversity in not only its audience and athletes, but also within its business core (e.g., knowledge and service workers) and embrace ways to improve its management of their most valuable resources for sport service delivery, volunteers.

Volunteers and volunteer resource management have been recognized as serving important roles in sports (Fairley, Kellett, & Green, 2007; Strigas & Jackson, 2003). In fact, volunteers have emerged as a critical component of sport service delivery (Green & Chalip, 1998) and are recognized

as playing important roles in the overall success of various major sporting events (Riemer, Thomas, & Visio, 2007; Williams, Dossa, & Tompkins, 1995). According to Chelladurai (2006), the economic value of sport volunteers' contributions exceeds \$50 billion (USD), which is reflected in the ever-increasing demand of many sport organizations for volunteers. Without volunteers, many sport organizations would have difficulty surviving as they play such an integral role in the delivery of their events (Kim, Chelladurai, & Trail, 2007). Thus, it is critical to understand the motivations of sport volunteers due to this growing need of sport organizations, the obvious importance of volunteers, and the evidently diverse volunteer demographics due to globalization of the sport business (Hardin, Koo, King, & Zdroik, 2007).

More specifically, it is critical for administrators and marketers of sport events to better understand volunteer motivation so as to develop better strategies to attract them to participate and ultimately return to volunteer at future events (Han, 2008; Jackson & Strigas, 2004). In American sports, volunteers have been commonly utilized as a source for economic advantage as well as to promote civic duty and responsibility. In contrast, sport events in Japan have less commonly depended on volunteers, but are seeking to adopt the American model because of the many benefits anecdotally found in volunteer participation. As seen, there are opportunities for volunteer motivation research to be practically implemented.

Therefore, the purpose of this study was: 1) to explore international LPGA volunteer demographics, and 2) to compare primary motives that influence American and Japanese LPGA volunteers' decision to participate. The study will contribute to sport personnel and management research

and provide insight on improving management of LPGA tournament events in America and Japan.

Review of Literature

The present study seeks to understand who is volunteering for Japanese and American LPGA tournament events and why they are involved in this capacity. It is imperative that considerations of cultural differences and motives are addressed, as a response to the advent of internationalization in sport. Therefore, the following will discuss cultural differences and motivations as the framework of the present study.

Cultural Differences

Hofstede (2001) contended that American and Japanese cultural attitudes are comparatively different. In studies of volunteerism, these cultural differences relate specifically to the country's attitude and management of volunteers (Pi, 2001). Japanese culture emphasizes volunteering as a reflection of social welfare priorities, a means of solidifying the ideals of community, and of civic duty and obligation (Cusick, 2005; Fukutake, 1989). This is somewhat contrasted with American volunteer culture, which is based on individualism manifested from its pride in a diverse society that consists of many nationalities, races, religions, and creeds (Markus & Kitayama, 1991).

Japanese culture is heavily influenced by group-oriented and hierarchical characteristics, based on mutual obligation and personal relations, while American culture emphasizes individualism and respecting its diverse peoples. The following will discuss how motives have been conceptualized, as this will relate to further discussion on how culture can influence volunteer motivation.

Volunteer Motivation

Due to the complexity and diversity of volunteer related fields of study, there is no single conceptual model that has received universal support (Winniford, Carpenter, & Grider, 1997). In fact, Serrow (1991) suggested that motivations for volunteering are “complex and variable, potentially encompassing a mixture of self-regarding and other-regarding forces” (p. 546). Previous studies of volunteer motivation have explored the multifaceted aspects of motives, including both intrinsic and extrinsic sources (Cnann & Goldberg-Glen, 1991; Schondel, Shields, & Orel, 1992). For example, Miller (1985) explored volunteers in three social service agencies and found intrinsic value for those who were engaged in volunteering. Specifically, volunteers rated the desirability of potential outcomes of their behavior as well as the likelihood that those outcomes would occur, and it was found that those whose regular employment failed to satisfy their needs for psychological growth tended to be involved in volunteering. They expected volunteer work to fulfill those needs and were satisfied with volunteering to the extent that they felt personally in control of their lives. While some volunteer research discussed intrinsic and extrinsic motivations, this study is based on the motivation factors found in Strigas (2001), as his scale was modified for the use of assessing volunteers in the sport setting. The following will discuss studies related to these five factors (i.e., Social/Leisure, Material, Egoistic, Purposive and External Influences) and will readdress the specifics of Strigas’ conceptualization of volunteer motivation factors.

Volunteer Motivation Factors

Egoism *and* altruism are two major constructs that have been explored in many studies about volunteer motivation (Batson,

1991; Fitch, 1987; Martin, 1994). Martin suggested that theories highlighting egoism focused on self-seeking as the primary motivation for volunteering, whereas theories emphasizing altruism asserted that a significant motivation for volunteering is helping others. Similarly, Fitch supported the idea that Altruism and Self-Serving motives are two major factors that explain volunteerism while Batson focused upon the ultimate goal for volunteering to distinguish between egoistically and altruistically motivated actions.

Caldwell and Andereck (1994) were among the first to conceptualize motivation to volunteer as being composed of various components. Specifically, they proposed three categories of motivations for volunteering: Purposive, Solidary, and Material factors. It was noted that Purposive motives are the desire of the volunteer to make a useful and valuable contribution to society, while Solidary motives address the desire for social interaction, group identification, and networking. Moreover, Material motives are satisfied by substantial profits, such as monetary rewards and memorabilia. It has been noted that Purposive incentives are the strongest motives, followed by Solidary and Material.

Farrell, Johnston, and Twynam (1998) examined and extrapolated the concept of volunteer motivation at the elite sport level. In their study, volunteer motives were thought to include four factors: Purposive, Solidary, External Traditions, and Commitments. The Purposive factor was listed as the most important reason to volunteer. The Purposive and Solidary factors paralleled those described by Caldwell and Andereck (1994). Two new categories that emerged from the analysis by Farrell, Johnston, and Twyman were the External Traditions dimension, which emphasized extrinsic motivations, and the

Commitments dimension, which emphasized expectations from others for volunteering. These new categories appeared to be the lowest ranking reasons in terms of importance.

The present study is based on Strigas' (2001) volunteer motivation scale that emerged as a redeveloped scale to measure volunteer motivation in sport events. Specifically, Strigas investigated primary motives to volunteer in sport and developed a reliable and valid scale to measure volunteer motivation in this setting. A set of exploratory and confirmatory factor analyses revealed the emergence of a five-factor model to explain motivation of volunteers which included: Social/Leisure, Material, Egoistic, Purposive and External Influences. The Social/Leisure factor includes motives related to the individual's needs for social interaction and interpersonal relationships, as well as motives related to the individual's need to relax, "chill out," or to pursue various leisure choices. The Material factor relates to incentives that permit sport volunteers "to carry out a rational calculus of expected utility gain" in exchange for their services; these rewards can be material goods or services (with some of them having a monetary value), or even social status that can easily be translated into a "reward" that carries a material value, while the Egoistic factor involves motives related to the individual's needs for self actualization, self-esteem, and achievement. It expresses the volunteer's need "to look after and/or take care of her/his own interest" (Schondel, Shields, & Orel, 1992, p. 65). Strigas' Purposive factor is similar to that suggested by Clark and Wilson (1961), as well as to the Value factor proposed by Clary, Snyder, Ridge, Copeland, Stukas, Haugen, and Milne (1998). This factor involves motives related to the desire of the volunteers to contribute

to the sport event and the community. Lastly, the External Influences factor assesses the extent to which volunteers are engaged in volunteering activities influenced by factors outside of their immediate control, such as family traditions and the participation of significant others.

Based on the above factors and ultimately on Strigas' conceptualization of volunteer motivation, the present study explored volunteer motivation of Japanese and American LPGA tournament volunteers. The following will discuss the methodology for collecting and analyzing the data.

Methods

Sample

The purpose of this exploratory research was to investigate the demographic as well as differences of motivations between American and Japanese volunteers of LPGA tournament events. Therefore, American and Japanese volunteers of LPGA tournament events (two events in America and two events in Japan) were used as the convenience sample. Questionnaires were distributed to volunteers who participated in LPGA events in America and Japan. The total sample size was 281 participants (59.1% male and 40.6% female; mean age of 52.5 years old).

Procedure

An LPGA executive was contacted via e-mail by the researchers and was asked for contact information of American LPGA tournament event volunteer coordinators. Similarly, an international executive (of the LPGA) was contacted via phone for information regarding Japanese LPGA tournament event volunteer coordinators. Contact information (e-mail and phone numbers) for the respective volunteer coordinators of four tournament events was

given to the researchers by the LPGA executives.

After acquiring their information, the volunteer coordinators of the respective events were contacted via e-mail, which included information and a proposal of the study. When the volunteer coordinators agreed to participate, packets of 50 (one American and two Japanese events) and 100 surveys (one American event), along with research instructions, were sent to each of them via postal mail (i.e., total 250 surveys). The packet included the proposal, directions on how to administer the surveys, the consent forms, surveys, an information sheet for volunteer coordinators, and a self-addressed stamped envelope for the return of surveys. By her own volition, one of the coordinators copied and distributed more surveys. The surveys were distributed throughout the tournament to be completed by the volunteers. A brief description of the study and the study instructions were verbally stated by a volunteer coordinator to the volunteers before the volunteers began completing the surveys. Additionally, the administrators informed the participants of the anonymity of participation and assured them that their status as volunteers would not change if they decided not to participate. Upon completion, the surveys were collected and returned to the researchers. At the completion of data collection and analysis, the volunteer coordinators were sent updated e-mails regarding the study results and were sent golf head covers and golf balls as a token of appreciation for their time and involvement.

Instrumentation

The Volunteer Motivation Survey (Strigas, 2001) was modified to reference the LPGA Tournament event. The original instrument developed by Strigas (2001) was

based on an item inventory for volunteers gathered by Cnaan and Goldberg-Glen (1991). Although Cnaan and Goldberg-Glen had developed a reliable and valid inventory of motives, it was noted by Strigas (2001) that there was a need to create an instrument that took into account the unique social and psychological motives of sport event volunteers. For this reason, Strigas developed an instrument that was composed of 7 demographic questions and 30 motivational statements, which used 5-point Likert-type scale response options.

The original instrument was created by adapting items to reflect the 5 motivation constructs: 1. Social/Leisure, 2. Material, 3. Egoistic, 4. Purposive, and 5. External Influences. As previously noted, the present instrument is a modified version of the Strigas (2001) Volunteer Motivation Survey.

Since the study involved both American and Japanese participants, the survey was translated into Japanese. Specifically, the process of back translation was implemented, using two different language experts (a professor in the Japanese language department and a Japanese language major student). The survey was translated into Japanese and translated back into English by the same individuals to uncover any meanings lost in translation. No discrepancies were found.

Data Analysis

Initial descriptive statistics were calculated in order to examine the demographic and participation patterns of the sample. Multivariate analysis of variance (MANOVA) was utilized to compare volunteer motivation of American and Japanese volunteers of LPGA tournament events on the five volunteer motivation factors.

Table 1
Calculated Cronbach's Alphas for the Questionnaire Constructs

Factors	Number of Items	Alpha Coefficient
1. Social / Leisure	9	.86
2. Material	7	.85
3. Egoistic	6	.82
4. Purposive	5	.73
5. External Influences	3	.71

Cronbach's Alphas were computed for the modified 30-item instrument and each extracted factor as measures of internal consistency, and indicators of reliability. The reliability coefficient of the 30-item instrument was .91. The reliability calculated for each extracted factor ranged from .71 to .86 (Table 1). Social/Leisure and Material factors had high reliability coefficients of .86 and .85. Reliability coefficients of Egoistic and Purposive factor were .82 and .73. External Influence factor had the lowest reliability coefficient of .71. All factors had acceptable reliability coefficients greater than or equal to .70 (Nunnally, 1978).

Results

Due to the exploratory nature of this study, the authors suggest that the findings may be inferred to no groups other than the study's convenience samples.

Demographic Characteristics

A majority of the volunteer participants in American and Japanese LPGA tournament events were married (71.1%, 89.0%, respectively), while the rest were a mix of marital status (single 18.5%, 9.7%; divorced 4.4%, .7%; widowed 4.4%, 0.7%; other 1.5%, 0.7, respectively). Similarly, 90.4% of the American sample was listed as the major ethnic group

(Caucasian/White), while the rest were composed of individuals from other ethnic groups (African American 6.7%, Hispanic .7%, Asian-American .7%, Native American .7%, and Other .7%). In the Japanese events, 98.6% of the participants were Japanese and the rest were listed as other ethnic groups (1.4%). Forty- four percent and 32% percent of American and Japanese participants, respectively, were listed at the highest income bracket (over 75,000 dollars), while it was also noted that 36% and 53% of American and Japanese participants, respectively, indicated that they were employed full-time. Moreover, it is interesting to note that retirees made up the highest percentage of American participants (51.5%) and the second highest percentage of Japanese participants.

Motivation Item Significance

Volunteers in both American and Japanese LPGA tournament events were asked to indicate to what extent each motivational factor contributed to their decision to volunteer. Both American and Japanese volunteers rated the item, "I wanted to help make the LPGA Tournament event a success," as the highest rated motivation item (Means = 4.18, 3.95). Table 2 displays an analytic list with the five highest ranking reasons (means, standard deviation).

Table 2
List of Five Highest Ranking Reasons to Volunteer

American Volunteers	N	M	SD
1. I wanted to help make the LPGA Tournament event a success	130	4.18	1.000
2. It is fun and exciting to volunteer for a sport event like this LPGA Tournament event	130	4.03	1.041
3. Volunteering for this LPGA golf tournament enables the organizational committee to provide more services for less money	130	3.95	1.077
4. Volunteering in the LPGA Tournament event is worthy of my efforts and attention	130	3.94	1.010
5. I wanted to put something back in my community	130	3.92	.940
Japanese Volunteers			
1. I wanted to help make the LPGA Tournament event a success	144	3.95	.963
2. It is fun and exciting to volunteer for a sport event like this LPGA Tournament event	144	3.78	.964
2. I wanted to experience the feeling of being absorbed by what I do	144	3.78	.838
4. Volunteering for this LPGA golf tournament enables the organizational committee to provide more services for less money	144	3.67	1.170
5. I wanted to improve my skills and abilities through my volunteer assignments	144	3.64	.913

Motivations of American and Japanese Volunteers

In comparing motivations of American and Japanese LPGA volunteers (Table 3), the Japanese volunteers in this study were more involved with volunteer service due to Social/Leisure (F= 42.90) and Material (F= 24.37) reasons. However, American volunteers were found to be associated with Egoistic (F=18.44) and Purposive (F= 8.71) motivations. There was no difference in the External Influences factor (F= 2.92).

Discussion and Implications

The present exploratory study was conducted to assess demographic differences and/or similarities and to compare motivation to volunteer at LPGA tournament events among Japanese and American volunteers. As it is widely known, volunteers are critical assets for economic and non-economic aspects of tournament management. With internationalization of the sport, understanding the broad and diverse spectrum of volunteers and what will motivate them to be involved will be critical to ensure financial stability in event management.

Table 3
MANOVA Results of Volunteer Motivation

Factors	American (n=130)	Japanese (n=144)	F
	Mean (SD)	Mean (SD)	
1. Social/Leisure	2.86 (.81)	3.46 (.71)	42.90
2. Material	2.06 (.80)	2.54 (.82)	24.37
3. Egoistic	3.93 (.75)	3.57 (.69)	18.44
4. Purposive	3.37 (.80)	3.10 (.80)	8.71
5. External Influences	2.68 (.96)	2.49 (.93)	2.92

The demographic findings are more meaningful when related to the differences in motives. It was indicated that Japanese and American volunteers were motivated by different sets of factors (Social/Leisure and Material; Egoistic and Purposive, respectively).

Keeping in mind that while these differences exist, they may be due in part to national/cultural differences and/or other demographic differences (e.g., generational cultures, etc.). For this reason, sport administrators, especially volunteer resource coordinators, should develop marketing strategies based on the composition (e.g., age, culture, etc.) of the target volunteer base and also highlight those motivation factors that resonate best with them.

For Japanese volunteers, management should consider providing opportunities that might help their future business or career aspirations, as this might address the need for Material motivation. For example, opportunities should be provided for the volunteer to gain practical experiences and to encourage the development of a network. While these are non-monetary examples, they may still motivate young Japanese volunteers to see volunteering as a valuable experience.

Moreover, as were found to be related to the Social/Leisure motivation factor, their experience should include more opportunities for social interaction and interpersonal relations (e.g., work teams, social events, etc.). To attract and retain volunteers, volunteer administrators or managers may develop marketing strategies emphasizing Social/Leisure and Material motives as a means of attracting volunteers, and of highlighting those particular aspects while internally marketing to retain such volunteers.

For American volunteers, Egoistic and Purposive volunteer motivation factors were found most salient. Thus, it is recommended that these volunteers are attracted to messages that embody community pride and self-development opportunities. American volunteers seek to better their communities and are engaged in volunteering to gain and improve a skill set. Therefore, management should consider these in their reward and development systems (e.g., public recognition, advanced training system).

From this research, it is suggested that volunteer program administrators and/or volunteer resource managers practice care in how they develop and implement

recruitment, retention, and, particularly, training programs. Consideration of the diverse types of volunteer motivations can assist in managing the ever-changing face of volunteers, as this study demonstrated in its exploration of American and Japanese LPGA tournament event volunteers. Practically speaking, this is especially important to Japanese LPGA tournaments (among other sports in Japan), as volunteerism has not yet reached the numbers seen in American LPGA tournament events. Based on knowledge of the motives of Japanese volunteers, opportunities for teamwork and tangible awards may address their needs. For American volunteers, communication should emphasize the positive effects of volunteering in the name of national pride and self-improvement (e.g., skills training).

While the present study examined diverse volunteer demographics and volunteer motivation factors, future research should address the specific impact and uses of the knowledge of volunteer motivation for recruitment and retention. This would include assessing non-volunteers to investigate ways to recruit those not yet interested in volunteering. Further, research on the influence of certain managerial and marketing efforts (e.g., teamwork, reward systems, training, etc.) on specific outcomes would better enhance our understanding of the real implications of putting volunteer motivation in action. Moreover, greater exploration of the motivation construct over time may provide insight on possible stages and life cycles of the construct. To support the notion that it is imperative to develop target specific management and marketing plans for tournament volunteers, the study needs to be replicated using various events, in different geographic regions of America and Japan. Further, larger and more representative populations of LPGA event

volunteers need to be examined. With this information, the LPGA can create more effective management and marketing efforts to attract and retain volunteers for future domestic and international tournament events.

References

- Batson, C. D. (1991). *The altruism question: Toward a social-psychological answer*. Hillsdale, NJ: Erlbaum.
- Caldwell, L. L., & Andereck, K. L. (1994). Motives for initiating and continuing membership in a recreation-related voluntary association. *Leisure Study, 16*, 33-44.
- Cnaan, R., & Goldberg-Glen, R.S. (1991). Measuring Motivation to volunteer in human services. *Journal of Applied Behavioral Sciences, 27*, 269-284.
- Chelladurai, P. (2006). *Human resource management in sport and recreation (2nd ed.)*. Champaign, IL: Human Kinetics.
- Clary, E., Snyder, M., Ridge, R., Copeland, J., Stukas, A. A., Haugen, J., & Milne, P. (1998). Understanding and assessing the motivations of volunteers: A functional approach. *Journal of Personality & Social Psychology 74*(6), 1516-1530.
- Clark, P. B., & Wilson, J. Q. (1961). Incentive systems: A theory of organizations. *Administrative Science Quarterly, 6*(2), 129-166.
- Cusick, B. L. (2005). Higher education: The motivation, organization, and socialization of Japan College

- Student Volunteers. Unpublished doctoral dissertation, Boston University, Boston.
- Fairley, S., Kellett, P., & Green, B.C. (2007). Volunteering abroad: Motives for travel to volunteer at the Athens Olympic games. *Journal of Sport Management, 21*(1), 41-57.
- Farrell, J. M., Johnston, M. E., & Twynam, G. D. (1998). Volunteer motivation, satisfaction, and management at an elite sporting competition. *Journal of Sport Management, 12*(4), 288-300.
- Fitch, R. T. (1987). Characteristics and motivations of college students volunteering for community service. *Journal of College Student Personnel, 28*, 424-431.
- Fukutake, T. (1989). *The Japanese social structure* (R. Dore, Trans.). Tokyo: Tokyo University Press.
- Green, B. C., & Chalip, L. (1998). Sport volunteers: Research agenda and application. *Sport Marketing Quarterly, 7*(2), 14-23.
- Green, B. C., & Chalip, L. (2004). Paths to volunteer commitment: Lessons from the Sydney Olympic Games. In R. Stebbins & M. Graham (Eds.), *Volunteering as leisure/leisure as volunteering: An international assessment* (pp. 49-67). Wallingford, UK: CABI International.
- Han, K. (2008). A preliminary analysis of the motivation to volunteer at sporting events among college students. *Journal for the Liberal Arts and Sciences, 12*(2), 40-50.
- Hardin, R., Koo, G., King, B., & Zdroik, J. (2007). Sport volunteer motivations and demographic influences at a nationwide tour event. *International Journal of Sport Management, 8*(1), 80-94.
- Hofstede, G. (2001). *Culture's consequences* (2nd ed.). Thousand Oaks, CA: Sage.
- Jackson, E. J., & Strigas, A. (2004). Assessment of motivational patterns and demographic characteristics for college student volunteers. *Journal of ICHPER.SD, 40*(4), 60-63.
- Kim, M., Chelladurai, P., & Trail, G. (2007). A model of volunteer retention in youth sport. *Journal of Sport Management, 21*(2), 151-171.
- Markus, H. R., & Kitayama, S. (1991). Culture and the self: Implications for cognition, emotion, and motivation. *Psychological Review, 98*(2), 224-253.
- Martin, M. W. (1994). *Virtuous giving: Philanthropy, voluntary service, and caring*. Bloomington, IN: Indiana University Press.
- Miller, L. E. (1985). Understanding the motivation of volunteers: An examination of personality differences and characteristics of volunteers' paid employment. *Journal of Voluntary Action Research, 14*, 112-122.

- Nunnally, J. (1978). *Psychometric theory*. New York: McGraw-Hill.
- Pi, L. L. (2001). *Factors affecting volunteerism for international sport events in Taiwan, Republic of China*. Unpublished doctoral dissertation, United States Sports Academy, Daphne.
- Riemer, B., Thomas, J., & Visio, M. (2007). Achievement goal orientations and volunteers. *International Journal of Sport Management*, 8(1), 67-79.
- Schondel, C., Shields, G., & Orel, N. (1992). Development of an instrument to measure volunteer's motivation in working with people with AIDS. *Social Work in Health Care*, 17(2), 53-70.
- Serrow, R. C. (1991). Students and volunteerism: Looking into the motives of community service participants. *American Educational Research Journal*, 28, 534-556.
- Strigas, A. (2001). *The assessment of motives and the development of a typology of motivational factors for volunteers in marathon running events*. Unpublished doctoral dissertation, Florida State University, Tallahassee.
- Strigas, A., & Jackson, E. N. (2003). Motivating volunteers to serve and succeed: Design and results of a pilot study that explores demographics and motivational factors in sport volunteerism. *International Sports Journal*, 7(1), 111-123.
- Tsigilis, N., Koustelios, A., Grammatikopoulos, V., & Theodorakis, Y. (2006). Volunteering in Olympic Games: Construct validity and predictive utility of reasoned action and planned behavior theory. *International Journal of Sport Management*, 7(1), 123-139.
- William, P., Dossa, K., & Tompkins, L. (1995). Volunteerism and special event management: A case study of Whistler's men's world cup of skiing. *Festival Management & Event Tourism*, 3, 83-95.
- Winniford, J. C., Carpenter, D. S., & Grider, C. (1997). Motivations of college student volunteers: A review. *NASPA Journal*, 34(2), 134-146.
-

About the Authors

Keunsu Han is an Assistant Professor in the Department of Kinesiology, Leisure, and Sport Sciences at East Tennessee State University (USA). He received a Ph.D. in sport management from Florida State University. His research interests focus on sport volunteerism, sociological issues in sport, and sport fan behaviors.

Sheila Nguyen is a Lecturer at the School of Management and Marketing at Deakin University (Melbourne, Australia), presently completing her doctoral degree from Florida State University. Her areas of research interest include corporate social responsibility, person-organization fit, and stakeholder management.