

### Abstract

1. **Research Question:** Back on My Feet (BoMF) is an American non-profit organisation designed to help homeless individuals. In helping homeless individuals, BoMF relies upon volunteers who lead early morning runs. The running component of volunteering reflects a unique volunteering context, activity-contingent volunteering (ACV) worthy of academic investigation. The current research develops a measurement tool to assess (ACV) among BoMF volunteers, and then uses this tool to explain two important volunteer outcomes: volunteer satisfaction and involvement with the organisation.
2. **Research Methods:** An online questionnaire was administered to a sample of BoMF volunteers across four chapters. A total of (n=396) questionnaires were completed.
3. **Results:** Exploratory factor analysis (EFA) was conducted to reduce a list of items to a few categories to reflect the ACV experience. The EFA uncovered six factors: Learning, Helping, Activity, Philanthropy, Obligation and Esteem. Next, multiple regression analysis revealed three of the six ACV factors contribute to volunteer satisfaction, while four of the six ACV factors contribute to involvement with BoMF.
4. **Practical Implications:** Beyond presenting an initial investigation of ACV, the results introduce a number of implications for volunteer managers in this context. First, managers can tailor marketing and recruitment communication based upon the factors uncovered. Second, the mission and values of the organisation can be communicated in an effort to retain volunteers. Third, training can be implemented to educate volunteers on both the physical and philanthropic components of the experience.

**Keywords:** Volunteering, Motives, Satisfaction, Involvement, Running

## Exploring Activity-Contingent Volunteerism: A Preliminary Investigation of Back on My Feet Volunteers

### 1.0 Introduction

Giving time through volunteering represents an important civic activity in the 21<sup>st</sup> century. The International Labour Organisation (2011) reports that 140 million individuals aged 15 and older across 37 countries volunteer in a given year. Those 140 million volunteers represent the equivalent of 20.8 million full-time equivalent jobs, and collectively make a €277 billion contribution to the global economy. These individuals volunteered across a number of different types of organisations including social service organisations and sport organisations. The European Volunteer Centre (2012) has suggested that volunteer rates are increasing across the European Union, as countries have identified volunteering as an opportunity to find solutions to societal issues. Meanwhile, volunteer rates in Australia, the United States, and Canada remain high (ABS, 2008; The Bureau of Labor Statistics, 2009; Hall, Lasby, Gumulka, & Tryon, 2006).

Volunteer activity provides a variety of benefits to both individual volunteers and society. Volunteer work has been found to increase happiness, life satisfaction, mastery and physical health (Thoits & Hewitt, 2001). Furthermore, the efforts of volunteers are vital for charities focused on helping people with social and psychological disabilities (Starnes & Wymer, 1999). Likewise, volunteers are a critical resource in the operation of a wide variety of sport programs and events (Green & Chalip, 1998). However, volunteer retention remains an important challenge for non-profit sport organisations (Kim, Chelladurai, & Trail, 2007; Taylor, Darcy, Hoyle, & Cuskelly, 2006) and marketing to volunteers remains an essential organisational activity (Bussell & Forbes, 2003; Green & Chalip, 1998). Understanding the factors driving volunteers is critical to optimising recruitment and the volunteer experience contributing to the development of sustainable programs and events.

The current research develops a measurement tool to assess the factors underscoring the volunteer experience in the context of a running-based community service organisation targeting the homeless population within the United States, Back on My Feet (BoMF). This measurement tool is then used to explain two important volunteer outcomes: volunteer satisfaction and involvement with the organisation. BoMF volunteers are required to lead early morning runs, and this integration of recreation activity and volunteering is referred to as activity-contingent volunteerism.

### **1.1 Back on My Feet and Activity-Contingent Volunteerism (ACV)**

BoMF is a non-profit organisation that engages the homeless population through a structured running program. The objective of this running program is to build confidence, self-efficacy, and self-esteem among participants through running and other social engagement activities. The program requires participants attend three early morning running sessions per week. Once a participant has achieved the required attendance at the morning runs over a certain period of time, life skills and education training are implemented. To execute the running program, BoMF relies on volunteers across all locations who lead the early morning runs. Leading the early morning runs is the primary duty for BoMF volunteers. BoMF represents a unique volunteer context in that volunteers are not only helping others, but also helping through participation in physical activity.

BoMF was created in Philadelphia, Pennsylvania in 2007. At that time the organisation consisted of its founder, and a small number of homeless individuals from one shelter. BoMF is a national organisation that operates in 11 US cities and partners with select shelters and affiliated social support agencies. This includes shelter facility staff and case workers, workforce development and job readiness programs, and both public and private housing programs. As an organisation, BoMF employs over 40 full-time staff, operates in

over 50 shelters, serves over 1,300 residential members, has over 1,500 active volunteers, and operates with an annual budget of US\$6.5 million.

As noted above, running is a central aspect of volunteering for BoMF. Specifically, BoMF volunteers must lead early morning runs at 5:30am starting from different homeless shelters across the various BoMF chapters. In order to be considered an active volunteer, volunteers must run with the organisation at least once per month. Each run is between 1 and 6 miles in length, and longer optional runs are available on weekends. Volunteer opportunities in various non-profit organisations involve a degree of recreation participation, sport knowledge, or physical fitness (e.g., coaching); however BoMF is unique in that individuals must run in order to fulfil their volunteer obligations. In fact, it is an implicit contract between the individual and the organisation that the volunteer runs. The idea that volunteers must run makes volunteering for BoMF activity-contingent volunteerism (ACV).

While BoMF presents a unique volunteer context, ACV is relevant to a variety of other organisations. For example, non-profit organisations such as The Rush-Miller Foundation and Bicycling Blind provide tandem bike rides to blind/visually impaired individuals to allow them to experience riding a bike. These bike rides are “piloted” by sighted cyclists, who are volunteers engaging in ACV. In addition, a variety of recreation-based initiatives targeting disabled individuals allow volunteers to guide others through activities such as skiing, swimming, and running. Furthermore, pace-setters in marathons and triathlons, as well as unpaid umpires and referees in sport leagues may provide additional examples of individuals engaged in ACV.

The current research develops a measurement tool to assess ACV, specifically among BoMF volunteers. Cultivating an understanding of ACV represents a new direction for academic research examining volunteerism, and requires the development of a theoretically relevant and parsimonious measurement tool to examine the factors underlying ACV. In

advancing this direction and developing this tool, BoMF represents the context used to examine ACV. The purpose of this research is to develop a measurement tool to assess ACV, and then apply this scale to explain two important outcomes: volunteer satisfaction and involvement with BoMF. Examining how the factors explain these two volunteer outcomes provides initial support for the predictive ability of the measures. Meanwhile, these two outcomes are critical for volunteer retention, and can contribute to program sustainability.

## 2.0 Literature Review

Volunteering can be described as the planned helping of others by an individual (Stukas, Snyder, & Clary, 1999). Volunteering for BoMF aligns with this definition in that running with BoMF reflects the planned helping of homeless individuals. The notion that running is inherent to this helping introduces additional complexity, thus the term activity-contingent volunteerism is advanced to describe this category of volunteering. For the purposes of this research, ACV can be defined as: *planned behaviour in which an individual is helping others solely through organised participation in physical activity as a central component of the obligation*. ACV integrates volunteering, the planned helping of others; leisure and recreation, disposable non-work time devoted to pursuing an activity; and physical activity, the use of skeletal muscle for bodily movement by the individual (Casperson, Powell, & Christenson, 1985). Hence, ACV is likely to be directed by a diverse set of factors. The compulsory physical activity aspect makes ACV a distinctive context from most sport volunteering.

Based upon this definition, along with the objectives of the current research, the following streams of research are reviewed. First, the factors related to traditional volunteering are reviewed as ACV reflects the planned helping of others by an individual. Second, motives for exercise and recreation participation along with factors driving charity sport event participation are reviewed as alignment exists among exercise, charity sport

events, and ACV. Specifically, these contexts require individuals to participate in physical activity, and in the case of charity sport events this involves supporting a charitable cause. In addition, a collection of motives for charity sport event participation have been advanced in the literature and applied in multiple contexts (e.g., Filo, Funk, & O'Brien, 2011). Hence, these constructs are introduced and related to the ACV experience. Introducing and applying these factors to ACV will facilitate the development of a measurement tool to assess ACV. Finally, two outcome variables are introduced and reviewed: volunteer satisfaction and involvement. These two outcome variables are examined as each is relevant to volunteer recruitment and retention.

## **2.1 The Volunteer Experience**

The act of volunteering has been investigated through a number of different academic disciplines such as: sociology (e.g., Wilson, 2000), psychology (e.g., Harris & Thoreson, 2005), and management (Haski-Leventhal & Bargal, 2008). Volunteer actions are guided by a variety of factors (Clary & Snyder, 1999). Volunteering has been examined across a diverse set of contexts including: social services (e.g., Ferrari, Loftus, & Pesek, 1999), the arts (e.g., Edwards, 2005), and sport events (e.g., Strigas & Jackson, 2003). The factors driving volunteering have been found to vary based upon organisation type, volunteer activities, volunteer history, and demographics (Clary, Snyder, & Stukas, 1996; Kim, Zhang, & Connaughton, 2010a).

Volunteer motivation has been predominantly examined from a functionalist perspective. The functional approach suggests that different volunteers can engage in the same volunteer behaviours for different reasons, in pursuit of different ends, and to serve different psychological functions (Snyder, 1993). The functional approach to volunteering suggests that volunteer motives can be classified across six broad categories (Clary, Snyder, Ridge, Miene, & Haugen, 1994). The six categories of motivation or psychological functions

that may be served by volunteering include: Values, Understanding, Enhancement, Career, Social, and Protective.

Across these broad categories, a number of specific motives have been uncovered. Clary and colleagues (1998) examined volunteer motivation among volunteers for a diverse set of organisations including public health, social services, blood services and disaster relief. This examination led to the development of the Volunteer Functions Inventory (VFI), with six motives reflecting the six functions. The motives identified within the VFI have since been applied to a wide array of volunteer contexts including community-based episodic volunteers, student volunteers, and older volunteering (see Allison, Okun, & Dutridge, 2002; Fletcher & Major, 2004; Greenslade & White, 2005 as examples). Meanwhile, the VFI has been modified (Kim, Zhang, & Connaughton, 2010b), and applied (Kim et al., 2010a) to the youth sport setting. Kim et al. (2010a,b) attempted to modify the VFI to the sport context in a way that would make the scale applicable to both general and specific settings. However, the modified items were still related to the youth sport context hence select items are not applicable to the ACV environment.

Based upon the importance of volunteers to sport events and programs, understanding the volunteer experience is relevant to leisure and sport, and a collection of factors have been revealed within these contexts. Bang and Chelladurai (2009) advanced the volunteer motivation scale for international sporting events (IVM-ISE) revealing six dimensions: expression of values, patriotism, interpersonal contacts, career orientation, personal growth, extrinsic rewards. Bang and Ross (2009) applied a modified version of the IVM-ISE to volunteers at the 2004 Twin Cities Marathon and found seven factors. Here, patriotism was replaced with community involvement, while love of sport represented an added dimension. Select items employed within this scale may be too broad for application to the ACV context. For instance, the items *I want to help out in any capacity* and *I want to do something*

*worthwhile* neglect the specific role and goal inherent to ACV. In particular, the specific charity and cause supported is not referenced explicitly within these items. In addition, items related to the role of the event in the community may not relate to BoMF as certain items address prestige within the community as a result of a successful event. This suggests the scale may not be wholly applicable to ACV.

Monga (2006) extended existing research on event volunteers advancing three broad categories of volunteer motives (material/utilitarian, solidarity/affective/social, and purposive/normative/altruistic) (e.g., Prestby, Wandersman, Florin, Rich, & Chavis, 1990). Two additional dimensions of volunteer motivation were advanced: affiliatory and egoistic. Monga's examination of five special event organisations in South Australia identified five factors: Affiliatory, Fulfilling Experience, Solidarity, Opportunity for Career Development, and Expectation of Personal Rewards.

The context of special and sport events may not necessarily correspond with ACV in the context of BoMF due to the notion of these events occurring infrequently. Furthermore, the context of special and sport events do not necessarily feature the dimension of helping others that emerges in ACV. This missing dimension provides further support for the development of a separate ACV scale. In addition, the vast array of dimensions and scales used to assess the volunteer experience suggests select factors may not be relevant to specific contexts. Meanwhile, overlap exists across the factors advanced. In developing a parsimonious scale for assessing ACV, consideration must be given to issues of relevance and overlap. Specifically, three of the factors advanced by Monga (2006): Fulfilling Experience, Solidarity, and Opportunity for Career Development, align closely with the existing literature on volunteering and each may be applicable to ACV contexts such as BoMF.

Fulfilling Experience represents the notion of giving back to communities, helping others, feeling good, and enhancing self-esteem. This factor aligns closely with the functions of values and enhancement (Clary et al., 1994), as well as community concern (Omoto & Snyder, 1995) and community involvement (Bang & Ross, 2009). With regard to BoMF, volunteers may feel that they are giving back to the community and helping others by working closely with the homeless population and building confidence, strength and self-esteem among those experiencing homelessness. Solidarity reflects societal expectations for volunteering. This factor relates to the social and protective functions (Clary et al., 1994), along with interpersonal contacts and expression of values (Bang & Chelldurai, 2009; Bang & Ross, 2009), and this factor is also relevant to BoMF as those same societal expectations to give back may be present, particularly within the urban settings in which BoMF chapters are located. Career development involves volunteering to broaden horizons, develop skills, and obtain hands on experience. This factor ties to the career and understanding functions (Clary et al., 1994) and career orientation and interpersonal contacts (networking) factors (Bang & Chelldurai, 2009; Bang & Ross, 2009), as well as understanding and personal development (Omoto & Snyder, 1995). BoMF volunteers may develop skills and gain experience relevant to their careers through interaction with BoMF staff and other volunteers.

Research on volunteering in the sport context has suggested that factors such as enthusiasm for the activity or the event distinguish volunteering for sport events from traditional volunteering (e.g., Williams, Dossa, & Tompkins, 1995). Volunteering for BoMF is activity-contingent in that volunteers are required to engage in physical activity, thus factors related to the activity (i.e., running) may be relevant. More specifically, factors related to the activity may resonate with BoMF volunteers. Meanwhile, an examination of factors related to running aligns with a suggestion from Wicker and Hallman (2013) to account for the peculiarities of the sport context or an individual's enthusiasm for sport in

assessing a sport volunteer experience. Thus, motivation for exercise and recreation participation may also influence the decision to volunteer for BoMF.

## **2.2 Exercise and Recreation Participation Motivation**

An array of different factors has been identified as drivers of sport and physical activity participation. Within this area of research, the Exercise Motivations Inventory (EMI-2) (e.g., Markland & Ingledew, 1997) represents an established means to measure individuals' reasons for participating in physical activity. The EMI-2 advances 14 specific motives with 51 items used to assess each factor. The EMI-2 has been validated and refined through the application to large populations of both males and females. The EMI-2 has since been applied to a variety of research contexts evaluating sport and exercise participation (e.g., Funk, Jordan, Ridinger, & Kaplanidou, 2011; Ingledew, Markland, & Ferguson, 2009; Kilpatrick, Hebert, & Bartholomew, 2005; Maltby & Day, 2001).

Despite the collection of research contexts to which the EMI-2 has been applied, the scales advanced within this measurement tool were deemed not suitable for the current research for two reasons. First, the sheer length of the scale does not make it conducive to conducting research among volunteers. Second, Funk et al. (2011) identified problems with the psychometric properties of select EMI-2 constructs across both samples within their study, suggesting issues with these measures in the running context. Third, the motives and items advanced within this measurement tool neglect the helping others aspect of ACV in the context of BoMF. That is, factors related to participating in the activity and supporting a charity may be more applicable and relevant. Charity sport events represent a similar context wherein an individual helps others through organised participation in physical activity. In the research investigating charity sport event participation (e.g., Filo, Funk, & O'Brien, 2008, 2011) a variety of factors have been identified and examined.

With regard to the recreation component of charity sport events, the four dimensions advanced by Beard and Ragheb (1983) have been adapted and applied: intellectual, social, escape, and physical (Filo et al., 2008, 2011). These dimensions seem to capture many of the EMI-2 constructs at a more abstract level which speaks to parsimony. Each of these four dimensions has also been previously highlighted in the existing literature on recreation, and each factor relates to volunteering for BoMF.

Intellectual motivation ties to the motives of learning (Mannell & Iso-Ahola, 1987), as well as knowledge seeking (Zhang & Lam, 1999) and relates to the fact that volunteering for BoMF can provide an opportunity for volunteers to educate themselves about the organisation, its constituents, and running. The social motive relates to socialisation, enhancement of human relationships, and external socialisation (Crompton, 1979; Crompton & McKay, 1997; Mannell & Iso-Ahola, 1987; Zhang & Lam, 1999). In the context of BoMF, volunteering provides an opportunity to meet new people and socialise. The escape motive has been found to be a strong motivating factor from a variety of leisure perspectives (e.g., Crompton, 1979; Iso-Ahola, 1982; Mannell & Iso-Ahola, 1987), and volunteering for BoMF can provide a break from the individual's everyday routine. Finally, the physical motive aligns with sense of competency/mastery (Mannell & Iso-Ahola, 1987) and exploration/evaluation of self (Crompton, 1979). This motive is embodied in the physical activity inherent to volunteering for BoMF; in this case, running.

These motives have been uncovered qualitatively (Filo, Funk, & O'Brien, 2008), and examined quantitatively in the charity sport event context (Filo et al., 2011). Meanwhile, these dimensions can be applied to the volunteer context. Strigas and Jackson (2003) adapted the items encompassing these four motives in evaluating material, purposive, leisure, egoistic, and external motivational factors for sport volunteering.

An additional component of charity sport events that relates to ACV is the charitable aspect. Similar to BoMF volunteers, charity sport event participants are supporting a charitable cause through the completion of physical activity (e.g., running, cycling, swimming). The factors underlying charitable giving uncovered in charity sport event research may be relevant to BoMF volunteers as volunteering through running may represent a proxy for supporting the charity through event participation. Filo et al., (2008, 2011) identified the factors of self-esteem, need to help others, and desire to improve the charity as contributing to charity sport event participation. These factors may also complement the attitudes and beliefs related to the volunteer experience for BoMF volunteers. Furthermore, the items representing each of these factors allow for explicit reference to the charity and cause inherent to ACV. This addresses the concerns regarding the breadth of items advanced within the IVM-ISE highlighted above. Overall, the recreation motives and factors underlying charitable giving related to charity sport event participation may be particularly aligned with volunteering for an organisation such as BoMF since volunteers are required to participate in early morning runs in order to fulfil their obligations.

Given this variety in factors related to ACV, a large number of constructs can be applied. Recent research has revealed that volunteer motives are unrelated to satisfaction, while indicating that understanding volunteer motives and satisfaction is inadequate for effective volunteer recruitment, retention, and management (Warner, Newland, & Green, 2011). Accordingly, the term factors is utilised to allow for a broader perspective on the volunteer experience encompassing motives, attitudes and beliefs. However, to be relevant to both academics and practitioners, an emphasis should be placed on parsimony in evaluating the factors (e.g., Funk, Filo, Beaton, & Pritchard, 2009). To develop a theoretically sound and parsimonious scale to assess the multi-dimensional nature of ACV, the current research advances the following research question.

*Research Question:* What factors can be ascribed to ACV in the context of volunteering for Back on My Feet?

Developing an understanding of the factors relevant to ACV can assist BoMF management. In the context of volunteer management, volunteer satisfaction and involvement with the organisation can represent critical outcomes for BoMF. Each of these constructs is introduced next in the following sections.

### **2.3 Volunteer Satisfaction**

Volunteer satisfaction has been examined across a number of sport contexts including: sport executive committees (Doherty & Carron, 2003) and sport events (Costa, Chalip, Green, & Simes, 2006; Farrell, Johnston, & Twynam, 1998). Similar to how job satisfaction is critical to employers, volunteer satisfaction is imperative for non-profit and social service organisations as highly satisfied volunteers give more time to the organisation for which they are volunteering (Finkelstein, 2008). Coming to an understanding of ACV may lead to more satisfied volunteers as organisations can comprehend the volunteer experience, then strive towards optimising this experience through leveraging these factors. The current research examines the factors underlying ACV and satisfaction as an initial investigation within this volunteer context to better understand volunteer attitudes and beliefs and satisfaction with the experience overall.

Satisfaction can be defined as an individual's judgement that a product, service, or experience is providing a sufficient level of consumption-related fulfilment (Oliver, 1997). This judgment comprises an individual's expectations (Olshavsky & Kumar, 2001). Developing an understanding of the attitudes and beliefs related to the ACV experience, and their relationship with satisfaction, can assist organisations in understanding volunteers and the impact of these factors on satisfaction.

Volunteer satisfaction is believed to reflect an individual's satisfaction with components of the volunteer job including variety and rewards (Costa et al., 2006). As the current research examined volunteers with the sole task of leading morning runs, variety was not included in the assessment of satisfaction. In the context of BoMF, volunteer satisfaction can be defined as: *an individual's summary judgment of the rewards derived from the experience of volunteering for BoMF*. Based upon this definition, the items advanced by Costa and colleagues are used as a proxy for satisfaction reflecting some of the different components of the volunteer experience that can lead to satisfaction. ACV factors may represent a critical component of volunteers' summary judgment of the experience of volunteering. Accordingly, the following hypothesis is advanced:

*Hypothesis 1: ACV factors will predict volunteer satisfaction in the context of BoMF.*

Volunteer satisfaction represents a significant predictor of intention to remain volunteering (Galindo-Kuhn & Guzley, 2001). Involvement with BoMF may represent a concept that encompasses increased satisfaction and intention to continue volunteering. Involvement is the extent to which an individual is dedicated to an activity or product (Kyle & Chick, 2002).

## **2.4 Involvement**

Involvement has emerged as an important construct in the leisure and recreation contexts (Havitz & Dimanche, 1990). Involvement with a recreation activity reflects an individual's perceptions of the extent to which he or she is engaged in the activity (Beaton, Funk, & Alexandris, 2009). In the context of sport and recreation, involvement can be defined as an individual's evaluation of his or her participation in an activity as an integral aspect of their life that provides hedonic and symbolic value (Beaton, Funk, Ridinger, & Jordan, 2011).

Involvement has been conceptualised as a unidimensional concept, as well as a multidimensional construct that comprises differing facets. The unidimensional approach was first advanced by Zaichowsky (1985), based on the notion that level of involvement varied by person, product and situation. A multidimensional perspective was later provided by Laurent and Kapfer (1993) who conceptualised consumer involvement as consisting of the following facets: importance, risk (which consists of two facets: risk probability and risk importance), sign, and hedonic value of the product. Within leisure and recreation, support exists for a three facet approach to involvement: Attraction, Centrality, and Sign. Attraction reflects enjoyment, interest and importance derived from an activity. Centrality represents importance of the activity to the individual. Meanwhile, Sign aligns with the symbolic value provided by the activity (Havitz & Dimanche, 1997). Beaton and colleagues (2009) renamed the Attraction facet as Pleasure, and applied Pleasure, Centrality, and Sign to the context of physically active leisure. These same three facets of involvement have also been used specifically in the running context to conceptualise and empirically examine sport involvement (Beaton et al., 2011).

The current research utilises a nomological approach to involvement as the three facets are combined to assess a single dimension of involvement with BoMF (Havitz & Mannell, 2005). Involvement with BoMF can be defined as: *a volunteer's evaluation of his or her engagement with BoMF as a central aspect of their lives providing both hedonic and symbolic value*. Involvement with the organisation among volunteers is relevant to BoMF management because of involvement's relationship with behavioural intention (Cha, Cichy, & Kim, 2011), commitment and loyalty (Iwasaki & Havitz, 2004). In addition, attitudes and beliefs including motives have been revealed as antecedents of involvement (Kyle, Absher, Hammitt, & Cavin, 2006). Consequently, ACV factors may impact involvement with BoMF. This proposition informs the second hypothesis:

*Hypothesis 2: ACV factors will contribute to involvement with BoMF.*

This research represents investigation of ACV in the context of BoMF. Specifically, the current research achieves the following. First, a measurement tool to assess the multi-dimensional nature of ACV is developed. Second, this tool is utilised to measure ACV to explain two important volunteer outcomes: volunteer satisfaction and involvement with the organisations. This second objective addresses the validity of the ACV measurement tool through the explanation of these two outcome variables. To address these research objectives, quantitative data were collected from BoMF volunteers. The method employed to collect this data is described next.

### **3.0 Method**

#### **3.1 Sample**

A questionnaire was completed online by a sample of BoMF volunteers (n = 396) in March 2010. From a practical perspective, BoMF wanted to gain understanding of why individuals volunteered with the organisation. This intention was communicated to potential respondents prior to data collection. All active volunteers from four BoMF chapters were selected as the population for the study. The final sample was comprised of volunteers from Philadelphia (33%), Washington DC (12%), Baltimore (39%), and Boston (16%). The sample of volunteers was 67% female, 89% of respondents were white, with half of the sample between the ages of 25-34. Sixty-nine percent of the sample was single, while 91% had obtained at least a college degree. The sample characteristics align with the demographic profile of volunteers across all chapters. According to BoMF management, volunteers are predominantly female, single, white, and educated. With regard to volunteer behaviours, 64% had a been volunteering with BoMF for six months or less and 51% of the sample participated in BoMF running activities 1-2 days per week while 26% participated 3-4 days per week.

An e-mail including a link to the online questionnaire was submitted to 700 active volunteers by a BoMF representative. The questionnaire was made available for 14 days with a reminder message sent to all volunteers eight days after the initial e-mail request. The questionnaire took approximately 15 minutes to complete. A total of 396 completed questionnaires were deemed usable for a response rate of 56.5%. An online questionnaire was considered suitable for data collection as communication between BoMF staff and volunteers frequently occurred online via e-mail. All usable, completed questionnaires were then transferred to the Statistical Package for the Social Sciences (SPSS) 14.0 for analysis.

### 3.2 Questionnaire

Participants were administered an online questionnaire that included: a) 17 Likert scale items to measure volunteer attitudes and beliefs (Monga, 2006); b) 12 Likert scale items to measure recreation motives (Beard & Ragheb, 1983); c) nine Likert scale items to measure charity sport event participation factors (adapted from Filo et al., 2010, 2011); d) five Likert scale items to measure volunteer satisfaction (Costa et al., 2006); and e) nine items to assess involvement with BoMF (Beaton et al., 2009). All items were assessed using five-point scales anchored with [1] *strongly disagree* to [5] *strongly agree*. A battery of demographic questions including age, gender, education, marital status, race and household income was also included. A complete list of the items used to address each construct can be found in Table 1.

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### 3.4 Data Analysis

Data were analysed in three stages. First, an exploratory factor analysis was conducted to develop a list of ACV factors that account for the integration of volunteer attitudes and beliefs, recreation motives and charity sport event participation factors.

Exploratory factor analysis was conducted as an existing scale for assessing ACV did not exist. Thus, the application of these factors was deemed exploratory in nature. The factor analysis was conducted in four phases: a) evaluation of the data, b) principal components analysis, c) alpha factoring, and d) interpretation of factors (e.g., Perry, Vance, & Helms, 2009).

Second, descriptive statistics including correlations, means, standard deviations and Cronbach alphas for the ACV factors, satisfaction, and involvement were calculated. Next, multiple linear regression (MLR) was employed to examine the relationships among ACV factors, satisfaction, and involvement. The multiple regression analyses addressed both hypotheses. The results of the exploratory factor analysis, descriptive statistics, and multiple regression are detailed next.

## **4.0 Results**

### **4.1 Exploratory Factor Analysis**

An exploratory factor analysis was conducted using only subjects who completed all items to determine the relationships among the observed variables. The Kaiser-Meyer-Olkin (KMO) and Bartlett's test of sphericity were run as diagnostics. These tests indicated that the data were appropriate to analyse. The Bartlett's test of sphericity was significant  $\chi^2(595) = 7045.08, p < .01$ . Likewise, the KMO measure of sampling adequacy was .91. Based on these two indices, it was determined that factor analysis was appropriate (Hutcheson & Sofroniou, 1999).

Components were identified based on the Kaiser rule (i.e., eigenvalues  $> 1.00$ ) and scree tests (Cattell, 1966). The principal components analysis yielded seven components, accounting for 61.6% of the total variance. The scree test indicated that the eigenvalues began to steadily drop at the seventh factor, as each factor from there accounted for less than 3% of the variance.

A principal component procedure utilising oblimin rotation with Kaiser normalisation was employed. Reduction techniques to eliminate low factor loadings and cross loadings were used to find the most appropriate model (Hair, Black, Babin, Anderson, & Tatham, 2010). First, all items that did not contain a loading of .40 or greater were excluded. Second, items that cross-loaded across two or more factors were eliminated. Third, items with factor loadings less than .6 were eliminated sequentially, one-by-one starting with the lowest loading. After rotating to a terminal solution, six factors were extracted, accounting for 67.3% of the total variance. A listing of the items not retained across each reduction technique stage is included in the Appendix. The resulting model contained 22 items that loaded on six factors.

The first factor, consisting of four items, accounted for 32.9% of unique variance. The four items assessed expanding knowledge, gaining hands on experience through volunteering, learning about oneself, and discovering new things. This factor was named Learning. The second factor included five items and accounted for 10.5% of unique variance. The five items represented helping others, compassion towards others, fulfilment through volunteering, broadening horizons, and creating a better society. This factor was named: Helping. The third factor consisted of three items and accounted for 7.4% of the variance. The three items included statements that most people in the respondent's community volunteered, society expects the respondent to volunteer, and the people most respected by society volunteer. This factor was labelled Obligation.

The fourth factor, consisting of three items, accounted for 6.5% of unique variance. The three items depicted volunteering as a means to keep in shape physically, to improve running skills and abilities, and to relieve stress and tension. This factor was named Activity. The fifth factor accounted for 5.1% of unique variance and consisted of four items related to a good feeling derived from volunteering, volunteering based upon the goals of the

organisation, supporting a quality charity, and giving back to the community. This factor was conceptualised as Philanthropy. The sixth factor accounted for 4.9% of unique variance and consisted of three items evaluating feeling needed, feeling good, and enhancing self-esteem. Thus, this factor was labelled Esteem. A listing of the items for each construct, along with the factor loadings for each item, is included in Table 2. The component matrix is included in Table 3.

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#### 4.2 Descriptive Statistics

The correlations, means, standard deviations, and Cronbach alphas for the six ACV factors, as well as Satisfaction and Involvement are reported in Table 4. These descriptives were conducted using the items uncovered across the EFA for the six ACV factors, along with the items used to measure Satisfaction and Involvement to represent each construct. The Cronbach alphas were calculated for the constructs since they used multi-item scales, and ranged from  $\alpha = .65$  to  $\alpha = .85$ , indicating the items used to measure the constructs were reliable, with the exception of Obligation ( $\alpha = .65$ ) (Nunnally & Bernstein, 1994). The mean scores ranged from 2.76 to 4.46, with Helping revealing the highest mean score, followed by Philanthropy ( $M = 4.36$ ). A one sample t-test was conducted comparing the mean score for each ACV factor to the 3.0 midpoint within the five point scale. The mean scores for Helping ( $M = 4.46$ ), Philanthropy ( $M = 4.36$ ), Activity ( $M = 3.97$ ), Learning ( $M = 3.94$ ), and Esteem ( $M = 3.45$ ) were significantly higher than the 3.0 midpoint of the scale, while Obligation ( $M = 2.76$ ) was significantly lower than the 3.0 midpoint ( $p < .05$ ).

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#### 4.3 Multiple Regression Analysis

Multiple regression analysis was conducted in two stages. First, an examination of the predictive ability of the five ACV factors to explain Volunteer Satisfaction was conducted. Second, the predictive ability of the five ACV factors on explaining Involvement was assessed. Results from the multiple regression analysis in the first stage indicate that Philanthropy, ( $b = .55$ ), Activity ( $b = .14$ ), and Esteem ( $b = .11$ ) explained 44% of the variance in Volunteer Satisfaction  $F(6, 389) = 53.60, p < .05$ . The results from the second stage of regression analysis indicate that Philanthropy ( $b = .49$ ), Learning ( $b = .16$ ), Esteem ( $b = .15$ ), and Activity ( $b = .10$ ) explained 52% of the variance in Involvement  $F(6, 389) = 73.21, p < .05$ . The results of the multiple regression analyses are summarised in Table 5 and 6. An overall discussion of the results and main findings follows.

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 Insert Table 5 and Table 6  
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## 5.0 Discussion

Overall, the results introduce three main findings. First, BoMF volunteers are driven by a combination of six factors: Philanthropy, Helping, Obligation, Esteem, Activity, and Learning which integrate volunteer attitudes and beliefs, recreation motives, and charity sport event participation factors. Second, the factors of Philanthropy, Esteem, and Activity help explain the level of volunteer satisfaction with the organisation. Third, factors related to Philanthropy, Esteem, Activity and Learning explained the level involvement with BoMF.

Collectively, these six factors reflect the ACV experience in the context of volunteering for BoMF, thus addressing the research question. These ACV factors in the context of volunteering for BoMF share similarities with constructs uncovered in existing volunteer research. Specifically, the concepts of helping others, showing compassion towards others and creating a better society encompassing Helping, along with the goal alignment, supporting a quality charity and giving back to the community underlying Philanthropy are

closely aligned with values (Clary et al., 1998; Kim et al., 2010a, 2010b) and expression of values (Bang & Chelladurai, 2009; Bang & Ross, 2009), and fulfilling experience (Monga, 2006), as well as the charity sport event participation factor of need to help others (Filo et al., 2008). Enhanced self-esteem, feeling needed and feeling good about oneself within esteem corresponds with enhancement (Clary et al., 1998; Kim et al., 2010a, 2010b), personal growth (Bang & Chelladurai, 2009; Bang & Ross, 2009), and self esteem (Filo et al., 2008). Meanwhile, expanding knowledge, learning and discovering reflected through learning is similar to understanding (Clary et al., 1998; Kim et al., 2010a, 2010b) and intellectual (Filo et al., 2008). Finally, the inclusion of the keeping in shape, improving skills and relieving stress underscoring Activity distinguishes ACV.

The presence of the Activity dimension distinguishes ACV from traditional volunteer contexts, including sport and events. While the other ACV factors demonstrate overlap with existing concepts related to a traditional volunteer or sport event experience, Activity underscores the unique nature of the ACV context, as well as the contribution of the current research. The items representing this dimension indicate that managers of volunteers within ACV should be cognisant that the opportunity to stay in shape and develop skills while providing relief from stresses are critical aspects of the volunteer experience in this context.

The research question asked what factors can be ascribed to ACV in the context of volunteering for Back on My Feet? In addressing this research question, and reviewing the ACV experience, it is also noteworthy which items and factors were not retained. Specifically, three factors, and corresponding items, were eliminated. In discussing the items and constructs that were not retained within the EFA, it is important to acknowledge that the multidimensionality uncovered could be attributed to measurement issues, and not solely the perception or relative importance of each item.

First, two items under escape were not retained: *to relax mentally* and *to avoid the hustle and bustle of daily activities*. In contrast, the item *to relieve stress and tension* was retained. Overall this suggests that ACV is not perceived as an opportunity to break from daily routine activities. This aligns with the sport event volunteering scales advanced by Bang and Chelladurai (2009) and Bang and Ross (2009), while Kim et al., (2010b) did find evidence of escape, labelled protective, among youth sport volunteers. The lack of influence of escape within ACV corresponds with Filo et al. (2008) who revealed that escape did not motivate charity sport event participants. Instead, supporting the charity was an important aspect of daily routine activities. This suggests that activity-contingent volunteers may escape within the activity, rather than through the activity. This finding can be attributed to the notion that ACV in the context of BoMF combines two domains that individuals perceive as central to their daily routine (i.e., running and supporting a charity), rather than as an escape from their routine.

Next, peer influence and social factors do not appear to influence ACV. Two peer-based items under solidarity, *it is a family tradition* and *my friends were volunteering*, and one peer-based item under self-esteem, *other people will think more highly of me if I donate time to Back on My Feet* were not retained. All three items under social, *to interact with others*, *to meet new and different people*, and *to gain a sense of belonging*, were also not retained. This is unique from traditional and sport event volunteering where factors such as interpersonal (Bang & Chelladurai, 2009; Bang & Ross, 2009), social (Kim et al., 2010a, 2010b), and solidarity (Monga, 2006) have been revealed. Meanwhile, social has resonated across the charity sport event context (Filo et al., 2008, 2010). This, along with the emergence of activity, philanthropy and esteem, suggests that ACV is a highly personal endeavour for volunteers. In the context of BoMF, this could be ascribed to the individual nature of running, along with the intrinsic motivation required to wake up for the early

morning runs. Notably, obligation, a factor reflected through items addressing societal expectations concerning volunteering, emerged as an ACV factor within the EFA conducted. The relatively low mean score indicates that respondents did not agree this factor was driving volunteering for BoMF. This provides additional evidence of the personal nature of ACV, and implies that the more an individual's volunteering is driven by obligation, the less satisfied the individual would be. However, obligation was not found to have a negative nor significant impact on either dependant variable.

Furthermore, professional development and development of the charitable organisation did not reflect ACV. Two items under career development, *opportunity to develop my skills* and *opportunity to explore career options*, as well as two items under desire to improve the charity, *volunteering for Back on My Feet allows me to enhance the prestige of the charity* and *volunteering for Back on My Feet allows me to push the organisation towards success*, were not retained. Again, this demonstrates a unique aspect of ACV as factors such as career (Kim et al., 2010a, 2010b), career orientation (Bang & Chelladurai, 2009; Bang & Ross, 2009), and career development (Monga, 2006) have been previously shown to influence volunteers. This unique aspect indicates that the activity component inherent to ACV volunteers in the context of BoMF (i.e., running) does not facilitate building career skills. Notably, this also suggests that volunteering for BoMF may not be viewed as a networking opportunity for volunteers either. Again, this suggests ACV as a highly personal volunteer context, while also underscoring that the development strived towards within ACV is not based upon the individual's career.

The presence of activity, along with the collection of items and factors not included in the ACV scale in the context of volunteering for BoMF, advance ACV as a distinct volunteer context. The factors uncovered can be applied to additional contexts to bolster the rigour employed to analyse these concepts, as well as to address generalisability.

Hypothesis 1 stated: ACV factors will contribute to volunteer satisfaction in the context of BoMF. With regard to this hypothesis, three ACV factors (Philanthropy, Esteem, Activity) contribute to Volunteer Satisfaction. These results indicate that volunteer satisfaction with BoMF increases when volunteers agree that they are influenced by: giving back to the community and supporting a quality charity; feeling needed and enhancing self esteem; and keeping in shape physically and relieving stress and tension. This contribution of Philanthropy, Esteem, and Activity to Volunteer Satisfaction provides partial support for hypothesis 1.

In addressing hypothesis 2, it was revealed that four ACV factors (Philanthropy, Esteem, Activity and Learning) contribute to Involvement with BoMF. The contribution of Philanthropy, Esteem, and Activity suggest that volunteer perceptions of their engagement with volunteering for BoMF increases when volunteers agree that they are influenced by: giving back to the community and supporting a quality charity; feeling needed and enhancing self esteem; and keeping in shape physically and relieving stress and tension; as well as learning about themselves and discovering new things. The contribution of Philanthropy, Esteem, Activity, and Learning to Involvement provides partial support for hypothesis 2. The significant impact of Activity across both outcome variables provides further evidence of the unique nature of ACV in the context of BoMF, and the relative importance of running among volunteers. Volunteer managers both within BoMF as well as within other ACV contexts can ensure that activity-based benefits are made available to volunteers in an effort to bolster satisfaction and involvement.

Notably, this exploration of ACV factors investigated benefits sought among BoMF volunteers as well as attitudes and beliefs of volunteers, rather than benefits obtained. Potentially, the more involved a volunteer is with BoMF, the more likely the volunteer is to have expectations for these benefits, or perceptions. In addition, more involved volunteers

could be more active and/or more experienced volunteers, which could impact expectations regarding factors underscoring the ACV experience. This finding could inform future research comparing volunteers based upon tenure and activity within the organisation.

These findings suggest that selected ACV factors contribute to volunteer satisfaction and involvement with BoMF. In addition, the explanatory ability of ACV factors on two outcome variables provides predictive validity for the ACV measures. The impact of Philanthropy, Activity, Esteem, and Learning on Involvement with BoMF suggest that these ACV factors contribute to the individual volunteer deriving enjoyment, pleasure, symbolic value, and importance from volunteering for the organisation (Havitz & Dimanche, 1997).

### **5.1 Implications**

The findings of the current research present implications for managers of organisations that rely upon activity-contingent volunteers, such as BoMF. Based upon these findings, external marketing communication can be tailored towards these factors to bolster volunteer recruitment. The organisation can tailor its volunteer recruitment message to emphasise the most relevant factors for specific recruitment channels. For example, if BoMF is recruiting volunteers at running events or sporting goods stores, the activity component should be emphasised.

In addition, the relatively high beta weight, and the influence of, Philanthropy indicates that volunteers may be most concerned with supporting a quality charity that aligns with their values, while giving back to the community. Accordingly, organisations can accentuate their beliefs, values and mission throughout all marketing communication directed to volunteers as beliefs, values and mission align closely with the facets of Philanthropy. In addition, vision, beliefs and values are critical factors in inspiring individuals to act on behalf of a charitable cause, and in developing loyalty towards the charity (Saxton, 1995).

Reinforcing these components of volunteering could contribute to increased loyalty towards the organisation among volunteers.

Lastly, ACV organisations must give consideration to the intrinsic orientation of volunteers. Organisations can also develop training programs for volunteers. Training has been found to be critical for long term motivation among intrinsically oriented volunteers (Waiyaki, Fearon, Morris, & McLaughlin, 2012). This training in the ACV context can involve both the recreation and social service aspects of the organisation to reinforce both Activity and Learning. In the context of BoMF, running and conditioning programs can be made available to volunteers to improve their running performance. Meanwhile, orientation programs and workshops can be conducted to introduce new volunteers to the concerns and special needs of the homeless population.

Meanwhile, mandatory controls have been found to impede the development of volunteer identity (Stukas et al., 1999). Accordingly, mandates from the organisation, such as requiring a volunteer to participate a specific number of times may be counter-productive for recruiting and retaining volunteers. For example, BoMF may want to re-consider requiring volunteers to run once per month to remain active. In addition, in communicating and providing feedback to activity-contingent volunteers, organisations should strive towards open feedback rather than unreserved praise (Finkelstein, 2009).

## **5.2 Limitations**

Limitations of the current research should be acknowledged. First, volunteer willingness to complete the online questionnaire reflects a bias insofar as involvement with BoMF. In addition, all BoMF volunteers were examined uniformly. Delineation was not made based upon volunteer tenure or frequency of participation. As noted above, variance likely exists among the factors, as well as satisfaction and involvement, for volunteers who have been affiliated with BoMF for a longer time, or who lead a higher number of early

morning runs each week, compared with volunteers who are new to the organisation or only participate once or twice per month. Volunteer attitudes and behaviours have been found to vary based upon factors such as volunteer activity and volunteer history (Clary et al., 1996). The current research did not recognise these distinctions across BoMF volunteers. Future research can examine differences among different categories of volunteers within an organisation.

Similarly, variance among the factors and outcome variables may exist across the four different BoMF chapters examined. This variance may be based upon the size of the chapter, the number of active volunteers and participants within each chapter, as well as the length of time the chapter has been established. Again, distinctions were not made for volunteers across these four different chapters. While a comparison of volunteers based upon tenure, frequency of participation, or chapter does not reflect an objective of this research, the limitation is acknowledged.

Finally, the assessment of the outcome variables could be improved. With regard to volunteer satisfaction, the components of the volunteer experience referenced within the items are assumed to lead to satisfaction. A more direct measurement of volunteer satisfaction could be used. Meanwhile, the dimensions employed to assess involvement (e.g., Beaton et al., 2009) with BoMF are orthogonal, hence derived to be independent of one another. For the purposes of this research, the dimensions were aggregated to allow for overall measure of involvement, and to allow for a more concise measure. The specific dimensional nature of each involvement facet was beyond the purpose of the study. This is recognised as a limitation of the research.

### **5.3 Future Directions**

Using the current research as a starting point, a number of future studies in the context of both ACV and sport-based non-profit organisations are warranted. First, qualitative data

can be collected to further investigate the volunteer experience. Focus groups and interviews can be conducted with volunteers to explore volunteer expectations at different points of time during their tenure.

Second, additional quantitative data can be collected through the investigation of other dependant variables including: commitment to volunteering or intentions to continue volunteering. Introducing a different outcome variable would address the limitation associated with the orthogonal dimensions of involvement with BoMF. In addition, quantitative data can be collected to examine differences across volunteers based upon volunteer activity and tenure as noted above. Specific to BoMF, examining differences among volunteers across the different chapters could assist the organisation with its continued expansion.

Finally, future research can apply the ACV scale to additional volunteer contexts. This research can replicate and extend the findings of the current research, while also determining the factors most relevant to different ACV settings. A number of related organisations and roles were highlighted in section 1.1 of this manuscript, and the ACV scale could be administered to volunteers within these organisations to provide insight regarding the generalisability of these motives across contexts.

## **6.0 Conclusion**

The current research represents initial investigation of ACV. Specifically, the findings reveal that activity-contingent volunteers within BOMF are influenced by a combination of volunteer attitudes and beliefs related to the experience, recreation motives, and charity sport event participation factors deemed ACV factors: Learning, Helping, Obligation, Activity, Philanthropy, and Esteem. Three ACV factors (Philanthropy, Esteem, and Activity) were found to contribute to volunteer satisfaction. These same three factors, along with an additional construct (Learning) were found to contribute to involvement with

the organisation. The authors hope that this research serves as a starting point for the examination of the role of sport and recreation in engaging individuals in non-profit activities and social change initiatives. Developing an understanding of these relationships will assist organisations such as BoMF in attracting and retaining volunteers, while striking a balance between emphasis on the activity and social service aspects of the organisation.

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Table 1

Individual items to measure volunteer attitudes and beliefs, recreation motives, charity sport event participation factors, volunteer satisfaction, and involvement with BoMF

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**Volunteer Attitudes and Beliefs** (Adapted from Monga, 2006)

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Please indicate your agreement with each statement... (1 = Strongly Disagree; 5 = Strongly Agree)

*Fulfilling Experience*

I always volunteer as I like to help others

Volunteering creates a better society

I wanted to put something back in the community

Volunteering makes me feel good about myself

It is a fulfilling experience

It makes me feel needed

It enhances my self-esteem

*Solidarity*

It is a family tradition

My friends were volunteering

I am compassionate towards people in need

Most people in my community volunteer

The society expects me to volunteer

It is part of our society tradition or culture

*Career Development*

Opportunity to explore career options

Broadens my horizons

Opportunity to develop my skills

Gain hands on experience

**Recreation Motives** (Adapted from Beard & Ragheb, 1983)

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One of my reasons for volunteering for BoMF is...

*Intellectual*

to learn about myself

to expand my knowledge

to discover new things

*Social*

to interact with others

to meet new and different people

to gain a feeling of belonging

*Physical*

to challenge my abilities

to improve my skill and ability in doing the activity

to keep in shape physically

*Escape*

to relax mentally

to avoid the hustle and bustle of daily activities

to relieve stress and tension

**Charity Sport Event Participation Factors** (Adapted from Filo et al., 2010)

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Please indicate your agreement with each statement... (1 = Strongly Disagree; 5 = Strongly Agree)

*Self-Esteem*

Other people will think more highly of me if I donate time to Back on My Feet

I have a good feeling after volunteering with Back on My Feet

People who are most respected by society are those who volunteer for charitable organisations

*Need to Help Others*

Volunteering for Back on My Feet provides my life with a greater purpose  
I volunteer for Back on My Feet because their goals are consistent with my values  
I volunteer for Back on My Feet because I feel a need to help others

*Desire to Improve the Charity*

Volunteering for Back on My Feet allows me to support a quality charity  
Volunteering for Back on My Feet allows me to enhance the prestige of the charity  
Volunteering for Back on My Feet allows me to push the organisation towards success

**Volunteer Satisfaction** (Adapted from Costa et al., 2006)

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Please indicate your agreement with each statement...(1 = Strongly Disagree; 5 = Strongly Agree)

I am a valued member of my team  
I am greeted enthusiastically at morning runs  
I feel appreciated for the time and energy I give to BoMF  
I am greeted enthusiastically at races and BoMF events  
My feedback is sought out and appreciated by BoMF staff

**Involvement with BOMF** (Adapted from Beaton et al., 2009)

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Please indicate your agreement with each statement...(1 = Strongly Disagree; 5 = Strongly Agree)

A lot of my time is organised around volunteering for BoMF  
I volunteer with BoMF because I find it pleasurable  
When I volunteer with BoMF I can really be myself  
A lot of my life is organised around volunteering with BoMF  
You can tell a lot about a person by seeing them volunteer with BoMF  
Volunteering with BoMF gives others a glimpse of the type of person I am  
I volunteer with BoMF because I enjoy it  
BoMF has a central role in my life  
I volunteer with BoMF because I like to

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Table 2

Factor Loadings for Exploratory Factor Analysis with Oblimin Rotation of ACV Factors

Construct and Indicators	Factor Loading 1	Factor Loading 2	Factor Loading 3	Factor Loading 4	Factor Loading 5	Factor Loading 6
<b>Learning</b>						
1. Expand my knowledge	<b>0.78</b>	-0.06	0.02	0.05	0.13	0.13
2. I want to gain hands on experience	<b>0.70</b>	-0.01	0.12	-0.13	0.04	-0.23
3. Learn about myself	<b>0.64</b>	-0.08	-0.06	0.19	0.00	-0.21
4. Discover new things	<b>0.62</b>	-0.08	-0.03	0.21	0.21	0.04
<b>Helping</b>						
1. I like to help others	-0.09	<b>-0.86</b>	-0.08	0.02	0.01	-0.01
2. I am compassionate towards people in need	0.03	<b>-0.85</b>	0.06	-0.06	0.04	0.04
3. It is a fulfilling experience	-0.15	<b>-0.74</b>	-0.02	0.20	0.10	-0.11
4. It broadens my horizons	0.27	<b>-0.72</b>	0.04	-0.06	-0.07	0.09
5. It creates a better society	0.05	<b>-0.70</b>	0.07	0.03	0.04	-0.05
<b>Obligation</b>						
1. Most people in my community volunteer	-0.09	0.06	<b>0.82</b>	0.11	0.05	0.07
2. Society expects me to volunteer	0.10	0.05	<b>0.75</b>	-0.03	-0.08	-0.13
3. The people most respected by society are those that volunteer	-0.01	-0.18	<b>0.65</b>	-0.02	0.05	-0.07
<b>Activity</b>						
1. Keep in shape physically	-0.04	-0.08	0.02	<b>0.91</b>	-0.05	-0.03
2. Improve my skills and abilities	0.01	0.00	0.04	<b>0.82</b>	0.06	-0.06
3. Relieve stress and tension	0.17	0.00	0.05	<b>0.72</b>	0.08	-0.03
<b>Philanthropy</b>						

1. I volunteer with BoMF because their goals are consistent with my values	0.13	0.06	0.05	0.06	<b>0.72</b>	0.10
2. I have a good feeling after volunteering with BoMF	-0.07	-0.01	-0.04	0.18	<b>0.72</b>	-0.11
3. Support a quality charity	0.13	-0.06	0.14	0.04	<b>0.69</b>	0.11
4. I want to give back to the community	-0.00	-0.14	-0.08	-0.19	<b>0.69</b>	-0.20
<b>Esteem</b>						
1. It makes me feel good about myself	-0.03	-0.04	0.00	0.09	0.17	<b>-0.75</b>
2. It enhances my self esteem	0.25	0.01	0.00	0.16	-0.09	<b>-0.74</b>
3. It makes me feel needed	-0.03	-0.01	0.19	-0.03	0.01	<b>-0.72</b>

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Table 3

## Component Matrix for Exploratory Factor Analysis with Oblimin Rotation of ACV Factors

Construct and Indicators	Factor Loading 1	Factor Loading 2	Factor Loading 3	Factor Loading 4	Factor Loading 5	Factor Loading 6
<b>Learning</b>						
1. Expand my knowledge	0.61	-0.03	-0.21	-0.50	-0.24	0.07
2. I want to gain hands on experience	0.59	0.14	0.08	-0.47	-0.19	-0.13
3. Learn about myself	0.67	0.11	-0.12	-0.24	-0.27	-0.15
4. Discover new things	0.72	-0.08	-0.27	-0.32	-0.17	0.03
<b>Helping</b>						
1. I like to help others	0.52	-0.56	-0.20	0.25	-0.10	0.01
2. I am compassionate towards people in need	0.59	-0.54	0.27	0.10	-0.09	0.09
3. It is a fulfilling experience	0.66	-0.37	0.13	0.34	-0.02	0.03
4. It broadens my horizons	0.56	-0.45	0.19	-0.07	-0.24	0.09
5. It creates a better society	0.62	-0.37	0.22	0.12	-0.09	0.04
<b>Obligation</b>						
1. Most people in my community volunteer	0.30	0.42	0.36	-0.03	0.16	0.48
2. Society expects me to volunteer	0.34	0.46	0.46	-0.15	0.04	0.29
3. The people most respected by society are those that volunteer	0.45	0.22	0.42	-0.04	0.10	-0.29
<b>Activity</b>						
1. Keep in shape physically	0.56	0.29	-0.36	0.48	-0.18	0.18
2. Improve my skills and abilities	0.60	0.32	-0.36	0.37	-0.10	0.14
3. Relieve stress and tension	0.64	0.28	-0.35	0.21	-0.13	0.14
<b>Philanthropy</b>						
1. I volunteer with BoMF because their goals are consistent with	0.55	-0.10	-0.27	-0.19	0.39	0.08

	my values						
2.	I have a good feeling after volunteering with BoMF	0.62	-0.06	-0.26	0.06	0.44	-0.06
3.	Support a quality charity	0.63	-0.13	-0.18	-0.17	0.38	0.13
4.	I want to give back to the community	0.54	-0.24	-0.03	-0.10	0.44	-0.19
<b>Esteem</b>							
1.	It makes me feel good about myself	0.59	0.28	0.19	0.19	0.14	-0.43
2.	It enhances my self esteem	0.59	0.41	0.16	0.07	-0.14	-0.42
3.	It makes me feel needed	0.45	0.37	0.38	0.11	0.09	-0.34

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Table 4

Correlations, Means, Standard Deviations and Reliability Measures for ACV Factors, Satisfaction and Involvement (N=396)

<b>Construct</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>M</b>	<b>SD</b>	<b>Cronbach Alpha</b>
1. Learning	1								3.94	.64	.81
2. Helping	.45*	1							4.46	.57	.86
3. Obligation	.33*	.21*	1						2.76	.64	.65
4. Activity	.46*	.31*	.29*	1					3.96	.80	.85
5. Philanthropy	.55*	.50*	.23*	.44*	1				4.36	.50	.76
6. Esteem	.39*	.25*	.44*	.37*	.28				3.46	.85	.75
					*						
7. Satisfaction	.43*	.31*	.24*	.45*	.64	.32	1		4.16	.66	.84
					*	*					
8. Involvement	.54*	.41*	.27*	.43*	.67	.39	.67	1	3.74	.58	.87
					*	*	*				

\* Correlations are significant  $p < .05$

Table 5

Summary of multiple regression analysis for ACV factors predicting volunteer satisfaction (N = 396)

<b>Construct</b>	<b>B</b>	<b>SE B</b>	<b><math>\beta</math></b>
Philanthropy	.64	.06	.55*
Activity	.10	.03	.14*
Esteem	.08	.03	.11*
Obligation	.02	.04	.02
Learning	.04	.05	.04
Helping	-.05	.05	-.05

\*  $p < .05$

Table 6

Summary of multiple regression analysis for ACV factors contributing to involvement with BoMF (N = 396)

<b>Construct</b>	<b>B</b>	<b>SE B</b>	<b><math>\beta</math></b>
Philanthropy	.56	.05	.49*
Activity	.07	.03	.09*
Esteem	.10	.03	.15*
Obligation	.01	.04	.01
Learning	.15	.04	.16*
Helping	.02	.04	.02

\*  $p < .05$

## Appendix

### Items removed at each state of the Exploratory Factor Analysis

#### **Items Removed due to factor loading less than .4**

It is part of our society tradition or culture

Opportunity to explore career options

Other people will think more highly of me if I donate time to Back on My Feet

Volunteering for Back on My Feet allows me to enhance the prestige of the charity

Volunteering for Back on My Feet allows me to push the organisation towards success

#### **Items removed due to cross loading across two factors**

Opportunity to develop my skills

To challenge my abilities

I volunteer for Back on My Feet because I feel a need to help others

#### **Items removed due to factor loading less than .6**

It is a family tradition

My friends were volunteering

To interact with others

To meet new and different people

To gain a feeling of belonging

To relax mentally

To avoid the hustle and bustle of daily activities

Volunteering for Back on My Feet provides my life with greater purpose