

Using volunteer motives and expectations as a management tool – case EuroBasket 2017

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<p>Finland is one of the four hosting countries for the European Basketball Championship in 2017. It has been already 50 years since Finland last hosted the European Championship and therefore being a significant achievement for the Finnish basketball. The Local Organizing Committee of Finland for the EuroBasket 2017, which is responsible for hosting the event, is dependent on volunteers to pull of the event. Understanding the motives and expectations of volunteers, enable sport event managers to meet their needs and manage them appropriately. The Finnish Basketball Association is also dependent on the appropriate volunteers coming back each time because of the subsequent events. By knowing how to meet the needs of volunteers, provide organizations with effective recruitment and selection, training, recognition, and retention strategies.</p> <p>The aim of this study was to find out the motives and expectations of volunteers to participate in EuroBasket 2017. The other aim was to utilize these findings in order to create a proper volunteer management approach prior to the EuroBasket 2017. The study was conducted well in advance prior to the event in order to be able to better meet the needs of the volunteers.</p> <p>A sample of 287 volunteers from the EuroBasket 2017 completed the questionnaire prior to the event. Volunteer motivation was measured by using a modified volunteer motivation factor model. Based on the literature, the author chose a five-factor sport event volunteer motivation model with 25 items. The factors were purposive, enhancement, external tradition, leisure, and patriotism. The expectations of volunteers were asked in the questionnaire concerning the volunteer management, and in general towards the EuroBasket 2017. Volunteers were also asked about how they value certain features of a leader amongst volunteers.</p> <p>The results suggest that the most important factor of volunteer motivation was patriotism. Volunteers were very motivated to be part of the unique atmosphere of the event, have new experiences, and to be part of the community. Volunteers had high expectations towards managing their tasks properly and they wanted to be able to serve the customers at a high level. Volunteers had also high expectations towards other volunteers and their teams in terms of working with like-minded people. The results suggest as well that there are certain features that volunteers highly value of a leader, such as being able to cooperate, trustworthy, responsible, honest, and possessing organizational skills. The recruitment process was the only area of measuring already the success of the Local Organizing Committee, and the results suggest that they managed well. The only thing that had room for improvement was setting the job description clearer of each functional area.</p> <p>Based on the findings, the organization should concentrate on building a team cohesion, training the team leaders thoroughly, and making sure the volunteers are well informed before and during the event. The suggestions of managing volunteers can serve as a guideline for the organization's subsequent events as well.</p>	
Keywords Volunteer management, volunteer motives, volunteer expectations, EuroBasket 2017, sport event	

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1 Introduction

Volunteering is globally seen as an indicator of civic engagement and social capital, and it is an activity that should be encouraged (Holmes & Smith 2009, 4,7). Volunteers are vital for providing substantial benefits to society and sustaining communities via numerous of activities (Cuskelly, Hoye & Auld 2006, 2). Without the activities done by volunteers, the quality of life would not be at the same level, especially in the developed countries (Cuskelly et al., 2006, 2).

The economic impact of volunteering is significant. According to the study on volunteering in the European Union, the volume of Finnish volunteer work in 1996 was estimated to be 123 million hours which is translated to 80,000 full-time equivalents. The value of volunteer work was estimated to be worth of EUR336 million and the average price of an hour of voluntary work was 15 euros in the year 2007. (National Report-Finland 2010, 21.). Besides the economic benefits, social benefits, such as increased social capital and community cohesion are strongly related to volunteering (Cuskelly et al., 2006, 3). These social benefits are even considered to be more valuable than the economic value derived from volunteering (Chelladurai, 2006, 8). Studies have suggested also that social capital and volunteering are positively related to the well-being of citizens. When the well-being of citizens is increased, this in turn will have a tangible effect on the lower levels of social and healthcare costs. (Porkka, 2009, 64.).

Sport volunteers have a significant and important role in sport system. However, typical sport volunteers need to be separated from sport event volunteers because of the differences in activity and motivation to participate. The commitment of event volunteers is also much shorter compared to general volunteering in which relationships are developed over a longer period of time (Cuskelly et al., 2006, 35). Volunteers are the lifeblood of many events to exist (Goldblatt, 2010, 141). As Cuskelly et al. (2006, 158) stated, "sport volunteers are increasingly being recognized as agents for social change by governments irrespective of their political ideologies". Sport organizations rely on a big scale on volunteers to provide services for their members and therefore sport at itself, benefits a lot from their effort (Australian Bureau of Statistics, 2011; Sport England 2016, 1). In all together, over million Finns are estimated to volunteer among sports (Huttu, 2016, 7), which clearly is the most popular sector (Yeng, 2002). Ministry of education and culture points out that approximately 15 per cent of all the Finns aged between 15 and 79 are somehow involved in sport volunteering.

While being a volunteer in a sport event, one can be involved with any of the following, essential sport event management areas, such as: volunteer management, finance and

budgeting, risk management, tournament functioning, accreditation, and marketing. These areas include various of different roles and are determined by the size, length, and type of the event. In turn, the different roles require different levels of commitment, knowledge, and skills. (Cuskelly et al., 2006, 137-138.). Volunteers tend to have high expectations towards the event of having fun and will most likely leave if this is not the case (Van der Wagen & White, 2015, 11). Therefore, sport organizations must pay attention to the issues of volunteer management or they are most likely to fail in recruiting, satisfying, retaining, and mobilizing volunteers (Hager & Brudney, 2008, 10). The way volunteers are managed, correlates to volunteer satisfaction (Cuskelly et al., 2006, 142). Considering a sport event and its management, the fact is that there is only one possibility to get it right (Van der Wagen & White, 2015, 5).

Volunteer motivation has a very important role for individuals who receive no pay, undergo training, contribute time and effort and remain in a volunteer position (Kim & Chelladurai, 2008; MacLean & Hamm, 2007). Therefore, it is very important, from the perspective of an organization, to be aware of the different ways of understanding and measuring volunteer motivation (Karreinen, Halonen, & Tennilä, 2010, 35). Once an organization understands the motives of individuals that cause them to work in a sport event, they are capable of setting up proper recruiting and training strategies.

Finland is one of the four host countries for the European Basketball Championship in 2017. It has been already 50 years since Finland last hosted the European Championship and therefore being a significant achievement for the Finnish basketball. The Finnish Basketball Association arranged the FIBA Europe Under-20 Championship in 2016 and was kind of a prerequisite to host the EuroBasket 2017. However, a sufficient data was not being able to derive from the volunteers and therefore the present study is significant. The purpose of this study was to find out the motives and expectations of volunteers, and utilize the findings in order to create a proper volunteer management approach prior to the EuroBasket 2017. Because of the revamp of international basketball calendar, the Finnish national team is going to have more games each year. Already in November 2017, Finland is going to host another important game for the World Cup qualifying, which makes the study even more important. This means, the Finnish Basketball Association is dependent on the appropriate volunteers coming back each time and therefore by meeting their needs, they are more attracted to participate for the subsequent events.

The review of literature introduces first the reader with the International Basketball Federation (FIBA), EuroBasket 2017, and the Local Organizing Committee (LOC). After that, volunteering is discussed in general, followed by volunteers in sport and sport events. One theory of motivation is not enough when trying to understand volunteer motivation.

Therefore, the theories of motivation start from work motivation and are narrowed down to volunteer motivation in sport events. The last chapter discusses about the sport volunteer management and presents two different leadership styles for volunteer management.

Hereafter, the results from the questionnaire are presented in the chapter of “results”. The subsequent chapter, “discussion”, answers the research questions based on the findings of the questionnaire and gives explanations for the findings, compares the findings in relation to other studies, and suggests a possible future research.

2 FIBA

FIBA is the International Basketball Federation and the world governing body for basketball. Regions cover Americas, Africa, Asia, Europe, and Oceania, and total 213 National Basketball Federations. FIBA organizes international competitions such as Olympic Basketball Tournament, FIBA Basketball World Cup, and 3x3 basketball. Men's Olympic Games have been played for eight decades already. The USA have dominated these decades and won the Olympic gold for 15 times out of 19. Besides the USA, there are only three nations to win the Olympic Games which are Soviet Union in 1972 and 1988, Yugoslavia in 1980, and Argentina in 2004. The last Olympic Games was held in Rio in 2016 and had 12 countries line up. The first FIBA Basketball World Cup was held in 1950 and takes place every fourth year. Unlike in Olympic Games, the USA have not been that dominating by winning only four times out of 16, and the former Yugoslavia is still ahead with five gold medals. The FIBA Basketball World Cup is a 24-team tournament and the last one took place in Spain in 2014. (FIBA, 2017; Sports Reference, 2017.). Finland was able to qualify to the tournament for the first time ever in history (McKeough, 2014). 3x3 basketball differs most from the original rules by having only three players on each team and is played on one basket. The first time it took place internationally at the 2010 Youth Olympic Games and was a success. 3x3 basketball is divided into open tournaments from grassroots level, to the FIBA 3x3 World Tour, and FIBA 3x3 World Cup for national teams. (FIBA, 2017.)

FIBA Europe is the owner of EuroBasket and the decision-maker. FIBA Europe is responsible for developing the basketball in Europe and consists of all the national basketball federations of basketball, totaling 50 members. National federations select the executive body, the board of FIBA Europe which consists of 25 individuals. FIBA Europe conducts competitions for men and women, and for boys and girls. (FIBA, 2017.)

2.1 EuroBasket 2017

The EuroBasket 2017 is the 40th European Basketball Championship, governed by the FIBA Europe. The European Championship has a long history starting from 1935. The tournament takes place every second year and the last one was held in 2015. Spain has won three out of the last four tournaments and being the defending champion in EuroBasket 2017.

The EuroBasket 2017 will be hosted in two phases: the group phase and the final phase. The group phase will be hosted in Finland, Turkey, Romania, and Israel, and the final phase will be hosted in Turkey. Each host will have six teams in the group phase from

which four teams will qualify to the final phase. Thus, from 24 countries, 16 will advance to the final phase, which is a single-elimination tournament. Within the host countries, all the teams will play against each other within one week period of time. In Finland, the timing for EuroBasket 2017 will be on 31st of August 2017 till 6th of September 2017, and the final phase will be over by the 17th of September 2017. (EuroBasket 2017, 3, 6; FIBA 2017.)

2.2 Local Organizing Committee (LOC)

Each host has their own Local Organizing Committee (LOC) which is responsible for providing all the necessary services to all the participants of the event under the standards and expectations of a major sporting event. Obviously, this is done under FIBA Europe's regulation and control. In order to run the event successfully and simultaneously in all the four hosting countries, there will be an ongoing, close cooperation and communication between LOCs and the FIBA Europe.

The structure is the same in all the sports championships. There is a LOC which is responsible to arrange an event together with the International Federation of a particular sport. As an example, the LOC of FIS Nordic Ski Championships held in Lahti 2017, was responsible of the event together with International Ski Federation (FIS), and for Olympic Games the National Olympic Committee (NOC) forms an organizing committee and communicates and receives the instructions from the International Olympic Committee (IOC). (FIS, 2017; IOC, 2017.)

FIBA stresses the importance of each host to make sure that all the stakeholders of the event will have the highest possible services and products, and make everyone enjoy the event. Another important point that FIBA comment on is the volunteers that will be regarded as one of the legacies of the event. Each LOC will be responsible for recruiting and training their own volunteers. (EuroBasket 2017, 3, 6; FIBA 2017.)

The structure of the LOC in Finland (Figure 1), covers all the coordinators and managers under the organizing committee chairman and the LOC general secretary. The LOC is working in close cooperation with the Haaga-Helia University of Applied Sciences and all the coordinators are volunteers as well and students from Haaga-Helia. The main purpose of the coordinators is to assist managers, which are paid employees, in their daily tasks related to the EuroBasket 2017. All the paid employees are working also for the Finnish Basketball Association. (Karlsson 17 March 2017.)

LOC EUROBASKET 2017

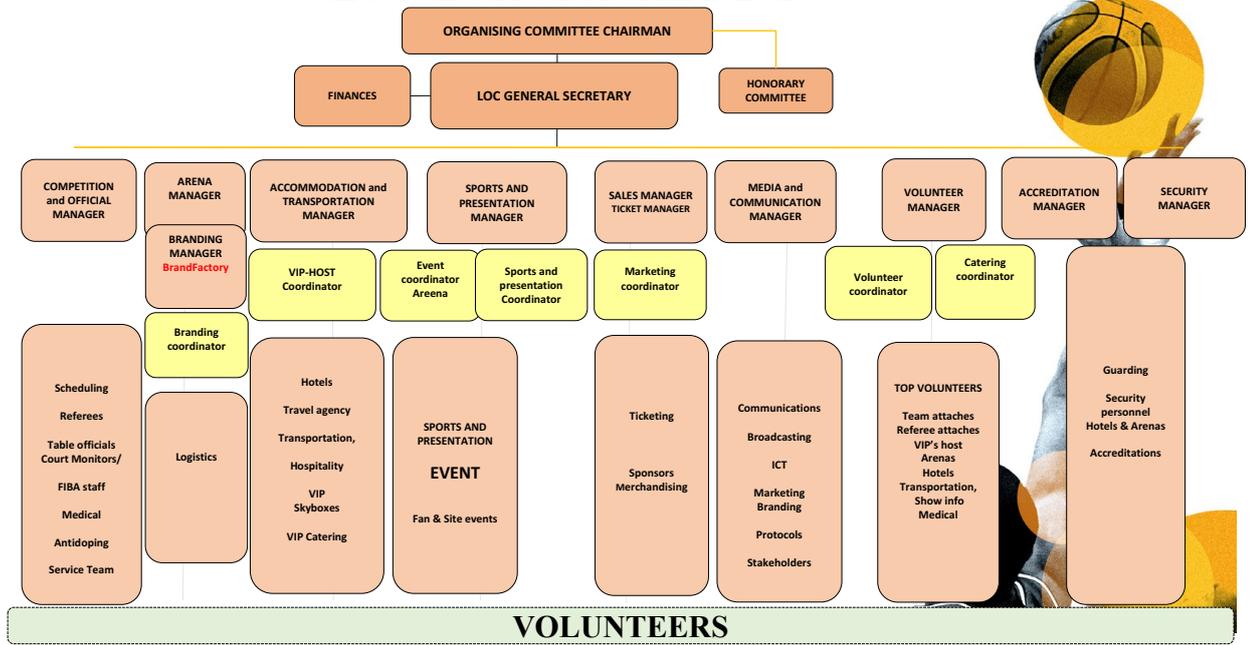


Figure 1. Local Organizing Committee of Finland in EuroBasket 2017 (Karlsson 17 March 2017)

3 Volunteering

In order to be able to understand volunteers and the work, it is necessary to define it. First of all, “the volunteer comes from the Latin word for one who is willing, i.e. someone who is prepared to help of his or her own accord, with no thought of getting any material reward for their labour and their assistance” (International Olympic Committee, 2014a). There are clear differences between paid employees and volunteers. Because of altruistic reasons, volunteers do not want any monetary compensation for the money would be taken from the funds available to meet the needs of the organization (Phillips, 2010, 68). Volunteering is globally seen as an indicator of civic engagement and social capital, and it is an activity that should be encouraged (Holmes & Smith 2009, 4,7). Volunteering has also a ripple effect; it has an inspiring effect on others and therefore advances the transformations required for the Sustainable Development Goals (SDGs) to take root in communities (United Nations Volunteers, 2017). Volunteers are vital for providing substantial benefits to society and sustaining communities via numerous of activities (Cuskelly, Hoye & Auld 2006, 2) and importantly, it also provides significant benefits to the volunteers themselves (Volunteering Australia, 2017). A research was done by the Corporation for National and Community Service (2007) of the health benefits of volunteering and they found that there is a strong relationship between volunteering and personal health. Without the activities done by volunteers, the quality of life would not be at the same level, especially in the developed countries (Cuskelly, Hoye & Auld 2006, 2).

Volunteering should by no means be exploitative, or be used to replace paid employment (Volunteering Australia, 2017). However, the term ‘volunteer’ or ‘volunteering’ is not understood that well in all over the world and in some societies, people are forced to volunteer which causes the term to have many negative connotations. Some volunteers cannot even tell whether they are volunteering or not for in some societies the culture expects people to provide assistance and help others. (International Labour Office 2012, 11.)

3.1 Defining volunteering

According to the study on volunteering in the European Union (National report-Finland, 2010, 3), “there is no legal definition of volunteering”, even though many researchers and international organizations around the world have given definitions of it (International Labour Office 2012, 11). While considering the role of volunteering and its effect on the society, there is still a lot we do not know yet (Oppenheimer, 2012, 8). Many similarities are found in the definitions such as volunteer work is undertaken without pay for the benefit of the community, environment, and persons other than close relatives or people in the same household. However, definitions differ in whether they include the term volunteer, or direct

help to activity or individual done for or through a nonprofit or other organization, whether a purpose or motivation is assigned to the activity, and who will be the beneficiary, a person or a cause. (International Labour Office 2012, 11-12.). Some of these examples are listed here. Many experts assembled by the International Labour Office (2012, 13) proposed a definition for volunteer work with a direct help to activity through an organization as well to individuals, “unpaid non-compulsory work; that is time individuals give without pay to activities performed either through an organization or directly for others outside their own household.” Sport England (2016, 4-5) includes the term volunteer in their definition and the help directed to individuals, “a pure definition of a volunteer would be at one end of these scales, with a high degree of free choice, no remuneration, within a formal structure and a high degree of altruism benefiting people other than oneself.” National Council for Voluntary Organisations (2017) has the benefit of environment in their definition, “someone spending time, unpaid, doing something that aims to benefit the environment or someone who they're not closely related to. Volunteering must be a choice freely made by each individual.” Volunteering Australia (2017) re-asses the definition every year and decided to define volunteering in a way it is succinct and easy to read, “volunteering is time willingly given for the common good and without financial gain”.

Besides organized activities, it is normal to call non-organized civic activities as well volunteering (National Report-Finland 2010, 3). Volunteers can be categorized by defining them as informal and formal. Informal meaning unpaid work done for family, friends or neighbors and not through a group, club or organization, and formal including volunteering one's time and skills to organizations or programmes. (Beech, Kaiser & Kaspar 2014, 87; Institute for Volunteering Research 2007, 11). In the present study, the focus is on formal volunteering done through the organization. Volunteers might be involved only for a short period of time, such as event volunteers, or for a longer period of time, such as volunteer committee member, and the required skills can vary a lot between them. This is also one reason why recruitment and training are very important and need to be taken care of. (Beech, Kaiser & Kaspar 2014, 87). Volunteers can be categorized also as regular and occasional volunteers; regular meaning as carrying out formal volunteering activities at least once a month during the last 12 months, and occasional meaning those respondents that have participated in formal volunteering activities within the past 12 months less than once a month (Institute for Volunteering Research 2007, 11).

3.2 Volunteering in Finland

Organized volunteering in Finland started already in the 1840s amongst women when those from upper classes decided to help less fortunate. Until this day, volunteer activities have been an essential part of the Finnish nation and the society to create a strong sense of national identity. (National Report-Finland 2010, 1.)

When Finnish people are asked about volunteering, the image is very positive and versatile. The initial conception is some organization from which the most common is the Finnish Red Cross. Usually, volunteering is perceived as work undertaken without pay, helping others, and philanthropy in general. (Yeng, 2002.)

There has been many studies of the participation rate of volunteering in Finland and it seems that the rate has not changed much in the 2000s. Based on the studies, it is very common to take part in volunteering in Finland. Almost 40% of over 10 years of age participated in volunteering within the preceding 12 months. Usually volunteering is done through an organization and based on the studies, 75-80% of the Finns belong to an organization during their lifetime. (Valtiovarainministeriö, 2015, 14.). The most popular sectors are sports and exercise, culture, and the activities related to children. Within all these sectors, approximately 350,000 people are volunteering. Especially, the amount of time used for volunteering is significant on an international scale. Finnish people use approximately 18 hours during four weeks. The study suggests that total number of hours used in volunteering in 2010 was 146,393 man-years and in 2015 it was 167,890. However, the results suggest as well that within these five years, volunteering has evolved in a way that less people are volunteering in 2015 but those who are volunteering are contributing more hours. There has been also a change in participation rate among genders; in 2010 men were dominating whereas being reversed in 2015. (Taloustutkimus Oy, 2015.)

European Commission (2010, 7, 56) compared national volunteering in the European Union and found that approximately 92 to 94 million adults took part in volunteer activities. The study also found that approximately 22 per cent to 23 per cent of over 15 years engaged in volunteering. The study shows that there are significant differences between the countries in the activity level of volunteering. Based on the activity level of volunteering, all the Member States were categorized in one of the following: very high, high, medium high, relatively low, or low. Finland was ranked in the high –category. However, these studies should be considered with caution for the use of different methods, target groups, and sample sizes of the national surveys.

It is essential to understand the characteristics of volunteers (Guskelly et al. 2006, 23). There are some differences between demographic variables among volunteers in Finland. Men are more likely to volunteer in activities related to sport, rescue work, and armed forces, whereas women tend to volunteer among children and young people, and in the social and health sectors. However, there were no significant differences between men and women in the activity level of volunteering. In addition to gender differences, age differences exist as well. Older people are more likely related to activities of religious, local and community, and social and health sectors, whereas young people are more involved with environmental protection, nature, animals, human rights, and children. Again, there is no big differences between young and older people in participation rates. However, the data suggest that adults are most active in the sport sector, and the participation rates among older people are increasingly growing. (National Report-Finland 2010, 4, 6.).

According to the research of volunteering in Finland, the most active volunteering occurs in west Finland and the least in the south. In addition, the lowest levels of participation were in the biggest cities. The study suggests also that most likely volunteers in Finland are motivated by the concern of others, more specifically, in the bigger cities the motivation is based on the will to help, whereas in rural areas volunteering is seen as a civic duty. Other motives were doing something useful and a need for a regular activity. The motives emphasized by women were willingness to help, desire to learn something new, and form new interpersonal relationship, whereas men emphasized being part of the community, the feeling of civic engagement, and doing something useful. There is a lot of potential in young people and students and they are the most interested in volunteering as well. The most common reason why people did not volunteer, was the lack of time. However, half of the Finnish people stated that they would like to volunteer, only if someone asks them. (Yeng, 2002.).

3.3 Economic impact of volunteering

The economic impact of volunteering is significant. According to the study on volunteering in the European Union, the volume of Finnish volunteer work in 1996 was estimated to be 123 million hours which is translated to 80,000 full-time equivalents. The value of volunteer work was estimated to be worth of EUR336 million and the average price of an hour of voluntary work was 15 euros in the year 2007. (National Report-Finland 2010, 21.). Cuskelly et al. (2006, 2) listed some examples from other countries and their economic value of the voluntary sector. In United Kingdom in 1995, the estimated value of volunteer time was GB£41 billion. In Australia in 2000, the estimated hours contributed was 704 million being worth of AUD\$24-31 billion. In Canada in 2000, hours contributed totaled 1,05

billion and was worth of CAN\$17 billion. In United States of America in 2000, the estimated value of volunteer time was the highest, totaling US\$239 billion.

However, the beneficial work of volunteers is not done without costs. All the activities and processes require the money spent even though monetary compensation among volunteers does not exist. The most common reasons for rising costs are the recruitment, training, managing, and rewarding processes. Usually, only the direct costs are reimbursed for volunteers by the organization. (Laasanen, 2011, 9.). However, in the long term they pay for itself. It is worth to remember that the time spent volunteering for the same organization is positively related to the costs. It is obvious that volunteering contributes financially to the society in a big scale, but the way of calculating the economic value of volunteer work creates challenges. Therefore, organizations should systematically collect information about variables that are easy to monitor, such as the number of volunteers, volunteer tasks, the hours contributed by volunteers, the number of volunteer management team and the hours spent, and the reimbursed of expenses. The value of volunteer work can be calculated once the previous variables are clear. As an example, the value of volunteers is the number of hours contributed by the volunteers multiplied with the worker's average hourly salary. (Vapaaehtoistoiminnan verkosto, 2017.).

3.4 Social benefits of volunteering

Even though the data available of volunteering presents a significant impact on the economic value, it does not tell the beneficial outcomes from the efforts. Researchers have found significant social benefits such as increased social capital and community cohesion. (Cuskelly et al., 2006, 3.). These social benefits are even considered to be more valuable than the economic value derived from volunteering (Chelladurai, 2006, 8). Social capital is seen as the core of community development (Cuskelly et al., 2006, 9). As Rochester, Ellis, and Howlett (2016, 172) suggest, some of the best ways to measure social capital is by the membership of voluntary organizations and volunteering.

Within the communities, the social capital is strengthened by the sense of belonging, good communication, reciprocity, social skills, versatile cooperation networks, and equality (Harju, 2003, 63). A strong sense of belonging is derived from the daily interactions between the citizens and it encourages people to work for the common good. Trust is an essential part of building social capital whereas an effective way to gain trust is by volunteering. (Porkka, 2009, 64.). As an example, a study suggested volunteers being more trustful compared to non-volunteers (Rochester et al., 2016, 172).

A strong social capital is seen as the foundation for an active community and enjoyable life of citizens. Studies have suggested also that social capital and volunteering are positively related to the well-being of citizens. When the well-being of citizens is increased, this in turn will have a tangible effect on the lower levels of social and healthcare costs. (Porkka, 2009, 64.). It seems that with the help of strong social capital, networks are created, developed, and nurtured, and the communities are more adaptable and ready to respond to adversity. Other benefits are increased social interaction and satisfaction within the community, lower crime rates and school absenteeism, and vitality of the neighborhood. (Cuskelly et al., 2006, 3, 9.)

There are some ways to measure the values derived from volunteering besides economic impact. Some examples include providing organizations with a formula that demonstrate the return on investment, and an approach of identifying all the stakeholders affected by volunteering and in which ways they are affected. However, in order to totally solve problems related to developing better monitoring, evaluation, and impact-assessment processes within the organizations, these tools are not enough. (Rochester et al., 2016, 174-175.)

3.5 Volunteers in sport

Sport volunteers have a significant and important role in sport system. As Cuskelly et al. (2006, 158) stated, "sport volunteers are increasingly being recognized as agents for social change by governments irrespective of their political ideologies". Volunteering and sport need to be understood as separate forms of leisure and both being freely to take part in (Sport England 2016, 3). Sport organizations rely on a big scale on volunteers to provide services for their members and therefore sport at itself benefits a lot from their effort (Australian Bureau of Statistics, 2011; Sport England 2016, 1). Ministry of education and culture points out that approximately 15 per cent of all the Finns aged between 15 and 79 are somehow involved in sport volunteering. In all together, over million Finns are estimated to volunteer among sports. (Huttu, 2016, 7.).

Numerous nations are dependent on sport volunteers and volunteer sport organizations (VSOs) for their sport systems. In many countries sport volunteers comprise the largest share of volunteers and therefore being very important arena (Australian Football League Community, 2017). The atmosphere among sport volunteers is seen as positive, relaxed and friendly. There have been some studies proving that young people usually have the first experience in volunteering in sport and can act as a nursery for volunteers. It is very hard to separate sport volunteer involvement by the type of organization but it is not nec-

essary because VSOs are dominating. VSOs are defined as: “nonprofit organizations formally constituted to provide members with opportunities to participate in organized sport and physical activities within particular team or individual sports.” (Guskelly et al. 2006,14,17-18, 27)

In formal volunteering, sports clubs are the most important context associated with sport. However, if we think outside of formal sports clubs, sports volunteering takes place as well in schools, disability organizations, university clubs and major events. (Institute for volunteering research, 2006, 56). Each type of volunteering has characteristic motivations, different kind of activities, and roles (Sport England 2016, 3). Sport volunteers are usually defined by roles, frequency of involvement, and whether the activity is done within formal organizations such as clubs, projects, programmes and events. Depending on a sport, volunteers usually undergo training and develop great amount of knowledge and specific skills to a particular sport. Some of them might even become long-term volunteers and therefore being very important for VSOs. The volunteers who are only willing to help with one-off tasks and not being able to commit to longer-term roles or positions, are seen as short-term volunteers. (Guskelly et al. 2006, 26.). Short-term volunteering is typical amongst event volunteers (Güntert, Neufeind & Wehner, 2015, 689).

When researching sport volunteers, the focus is either on understanding volunteer involvement in sport organizations and events, or the management of volunteers in sport and event settings. From the individual perspective, the focus is on the characteristics of volunteers and their motivation, satisfaction and commitment intension to continue volunteering. Sport volunteer management research is interested in these topics but the focus is on understanding volunteer recruitment, performance and retention because they are key elements in building the capacity and capability of sport organizations and events to enable effective service delivery. (Hoye & Parent 2017, 446.). Diversity is always present in VSOs and sport volunteering. Therefore, in order to maximize the effectiveness and efficiency of working with sport volunteers, the characteristics of volunteers, the organizations in which they participate, and the nature and the degree of their involvement need to be understood well. (Guskelly et al. 2006, 27.)

3.5.1 Characteristics of sport volunteers

In order to manage sport volunteers better, it is essential to understand their characteristics as well (Guskelly et al., 2006, 23). As mentioned earlier, the study of volunteering in Finland (National Report-Finland 2010, 4) suggests that male adults are most likely to be involved in sport volunteering. The findings of Guskelly et al. (2006, 24) seemed to support this statement and suggest that there are some strong similarities between Australia,

Canada, and England in the characteristics of sport volunteers. Some of the findings showed that sport volunteers are more likely to be males, in paid employment and drawn from the 35 years and over age group. Australian Bureau of Statistics, (2010) found five years later that the participation among males had slightly dropped but still dominated over females. They also found that couples with children aged under 15 years were more likely to volunteer for sport and physical recreation organizations than persons of all other family types, and sport volunteers were more active in participating physical recreation and sport activities compared to volunteers for other organizations. Sport volunteers were also much more likely to attend a sporting event. Major sporting events such as Olympic Games, have slightly different numbers considering the age groups. The active volunteers in Olympic Games fall under two categories: young people and students, and over 50 years old (Oliver, 2014).

3.6 Volunteers in sport events

Before describing volunteers in sport events, it is good to define an event. Van der Wagen and White (2015, 5) define the event as, “a complex social endeavor characterized by sophisticated planning with a fixed deadline, often involving numerous stakeholders”. Theodoraki (2011, 177) describes events as unique, non-repetitive, and specific, and reminds that it is essential to understand these characteristics of events in order to understand the involved risks and opportunities. Most events are socially positive happenings and therefore attract people to participate in them (Kim & Bang, 2012, 167-168). Van Der Wagen and White (2010, 3) suggest that events meet the following criteria: can be the highlight of one’s life, usually expensive to organize, over in a short period of time, requires meticulous preparation, high risk involved such as financial and safety, and usually a lot at stake for those people involved with the event. Each event is unique and can be seen as a temporal phenomenon (Getz, 2005, 16). Beech, Kaiser and Kaspar (2014, 3) state that, “at the simplest level, an event is simply something which happens”.

The most common areas of studies related to events fall under sports, cultural, and business. (Beech et al., 2014, 11). Sport event can be classified in a various of ways from which the size is usually the most common. Event can be classified as well in terms of the organizer’s motivation, the event characteristics, being public or private, or being motivated with the profit or non-profit. The size of an event can be categorized as mega event, major event, hallmark event, or minor event. Mega event is the largest event and comprises examples such as Olympic Games, Superbowl, and World cup FIFA. These events usually target the international markets and have a significant impact on increased tourism, economic, and global media coverage. Mega events are expensive to organize but they have a significant impact on legacies. (Van Der Wagen & White, 2010, 7.)

Major events have a significant impact on local attention and still being a significant generator of tourism revenue for the host region. A close cooperation and support between various government agencies takes place when a major event is hosted. Some of the good examples of major events include Chinese New Year festival lasting three week, or the World Youth Day organized by the catholic church. Many of the hallmark events fall under this category as well and there is no clear criteria for the classification. The way events are classified, usually depends on the author. (Van Der Wagen & White, 2010, 8-9; Masterman, 2009, 11-13.)

The main idea of the Hallmark events is to increase the attraction of a particular region or tourist destination. These types of events are economically important and attract a lot of commercial media. Through their annual events and significant attractiveness, the host city or the venue has a competitive advantage in market positioning and over time the destination and event will be linked inextricably. Some of the examples of hallmark events include the Wimbledon tennis tournament and the Rio Carnival. (Van Der Wagen & White, 2010, 8; Getz, 2005, 16-17.)

Usually the events fall under the category of minor events. There are a lot of different minor events that are one-off events or held annually. These events can be related to culture, history, sport, and many other community and social happenings. Minor events tend to attract only the locals and have a small participation rate. Despite of their smaller scale, many benefits occur in these events such as pride within the community, and increasing the social capital. (Masterman, 2009, 11-13; Van Der Wagen & White, 2010, 10; Bowdin, Allen, O'Toole, Harris & McDonnel, 2011, 19.)

Beech et al. (2014, 82) state that, "event of all sizes need volunteers". Goldblatt (2010, 141) adds that they are the lifeblood of many events to exist. If people are interested, have some extra time, and are able to share a skill, anyone can be an event volunteer (The Centre for Volunteering, 2017). Even though anyone can be a sport event volunteer, they still are different from typical volunteers because of the differences in activity and motivation to participate. The commitment of event volunteers is also much shorter compared to general volunteering in which relationships are developed over a longer period of time. (Cuskelly, 2006, 35.). Therefore, event volunteers are described as episodic volunteers as well, meaning volunteers providing services short in duration or regularly for short period of times. This type of volunteering has gained popularity among volunteers (Güntert et al., 2015, 689). This is also the reason, why event organizations require a large workforce for a short period of time. There need to be a prompt recruitment before the event as well as dismissal after the event. (Holmes & Smith 2009, 32.).

Mega events are very popular and the volunteer involvement is massive (Cuskelly et al., 2006, 136). As an example, the Beijing Olympic Games 2008 had 1,125,799 applicants but only 100,000 were selected, and the London Olympic Games 2012 recruited 70,000 and received 240,000 volunteer applications (Van der Wagen & White, 2015, 4). The need and involvement of volunteers in mega events has changed significantly over the years, starting, “from the 2,191 volunteers at the Helsinki Olympic Games in 1952” (International Olympic Committee, 2014b) to the 100,000 at the Beijing Olympic Games in 2008 (Van der Wagen & White, 2015, 4).

While being a volunteer in a sport event, one can be involved with any of the following, essential sport event management areas, such as: volunteer management, finance and budgeting, risk management, tournament functioning, accreditation, and marketing. These areas include various of different roles and are determined by the size, length, and type of the event. In turn, the different roles require different levels of commitment, knowledge, and skills. (Cuskelly et al., 2006, 137-138.)

4 Motivation

Hoy and Miskel (1982, 137) define motivation as, “the complex forces, drives, needs, tension states, or other mechanisms that start and maintain voluntary activity toward the achievement of personal goals”. More recent definitions can be seen as, “the effective stimulant that causes individuals to take action or to achieve different levels of productivity in pursuit of a goal” (Carrell, Jennings & Heavrin, 1997, 19), or encouraging “individuals to pursue collective objectives by satisfying needs and meeting expectations with meaningful work and valued rewards” (Kreitner 1998, 15).

4.1 Theories of motivation

There are plenty of different motivation theories and authors have focused them into human behavior in general and behavior within organizations. Organizational behavior is divided into content theories of motivation and process theories of motivation. Content theories of motivation are interested in the factors that motivate an individual in the workplace. Some of the best known content theories are Maslow’s hierarchy of needs theory and Herzberg’s motivation-hygiene theory. In turn, process theories of motivation concentrate on how an individual’s behavior is chosen over others. The two famous theories include Vroom’s expectancy theory and Adam’s inequity theory. People are different and therefore possess different levels of motivation. People with different personalities might be motivated by various of different ways as well as value things differently. In order to manage these complexities of human motivation, managers need to have an understanding of these theories. (Chelladurai, 2006, 100.). However, motivation is not the same as those behaviors of the individual even though it might have an effect on the observable behaviors. Motivation can be seen as a psychological state of an individual worker and it cannot be observed directly of behavior. Conclusions must be drawn of one’s behavior, what could be the motive behind the behavior. Obviously, people with the same level of motivation, do not behave in the same way, which causes a problem for studying and understanding motivation. (Saal & Knight, 1995, 245-246.)

4.1.1 Maslow’s need hierarchy theory

Maslow’s (1943) need hierarchy theory classifies five needs that are ranked from the most basic level of needs to the highest. The theory suggest that the basic needs are the most important and people concentrate on meeting them first and when these needs are satisfied, they are able to move up in the scale to the next level of needs. These five categories are physiological, safety and security, love and social needs, esteem needs, and self-actualization. Physiological needs include basic needs of a

human being, such as eating, and sleeping. Safety and security needs involves avoiding all the dangerous situations and being able to manage and predict everyday life. Next, people are motivated by the friendship, interaction relationship, and the sense of belonging. After that people are motivated by esteem needs, such as recognition, achievement, status, and respect. Finally, the highest level is self-actualization and once these all previous needs are met, individuals should try to realize what they can be potentially. (Chelladurai, 2006, 108-109.). As Maslow (1943, 382) stated, “to become everything one is capable of becoming”. The idea of this theory is that once a level of need is satisfied, it is not going to be a motivational factor anymore. Beech et al. (2014, 84) suggest that this theory is not easy to adapt into practice. First of all, people have different state of physical and psychological comfort and secondly, individuals have differences which the theory does not explain. As an example, some individuals might be motivated more on the achievement and recognition from others than interaction relationship and therefore makes it hard to follow this theory which claims that individuals are only motivated by the next level of needs. This theory was not originally developed to understand organizations, whereas Herzberg’s motivation-hygiene theory, later called two-factor theory, was developed based on the study of workplace.

4.1.2 Motivation-hygiene theory

The motivation-hygiene theory started with a study in the workplace. The employees were asked to recall the most satisfying event and which factors led to that, and the most dissatisfying event and the causes for that. The assumption of this theory is that, “only higher-order needs affect satisfaction and lower-order needs are associated with dissatisfaction”. (Chelladurai, 2006, 110.). Chelladurai (2006, 110) adds that, “the most important finding of Herzberg’s work was that the motivators all were related to the content of the work itself, and the hygiene factors all were related to the context in which the work was carried out”. Herzberg calls hygiene factors for example as salary, quality of management, working conditions, and procedures in the workplace which satisfy an individual (Beech et al., 2014, 84), and therefore managers should eliminate dissatisfaction by improving these hygiene factors (Chelladurai, 2006, 110).

4.1.3 Expectancy theory

The Vroom’s expectancy theory is one of the most comprehensive explanations of motivation and includes three variables: expectancy, instrumentality, and valence. Expectancy

meaning the effort related to performance, instrumentality meaning the performance related to reward, and the meaning of valence is related to the attractiveness of rewards. (Wagen & White, 2010, 204.). This theory describes that people are motivated based on their perceived outcome of actions. In other words, if an individual estimates the actions to have a positive consequence on him or her personally, the motivation will be strong as well the performance. (Beech et al., 2014, 85.). In other words, the motivation of doing something equals to the perceived value of the possible outcome multiplied by the confidence of achieving the goal (Koontz, 2010, 292). Therefore, it is obvious that individual's perception plays the key role in this theory; the perception of effort leading to performance, the perception of the liability of the rewards being delivered as promised, and the perception of the rewards promised (Wagen & White, 2010, 204). Beech et al. criticize the rationality of the theory and claim that it is not practical of people thinking all the possible choices available that might motivate them the most before making any decisions. People have different kinds of restrictions and norms that oblige them to do certain kind of processes. This is why the approach for this theory is inaccurate for people are not able to consider all the available possibilities. (Beech et al., 2014, 85.).

4.1.4 Equity theory

Another essential factor in motivation is whether individuals perceive the reward system to be equal. Chelladurai (2006, 111-112) explains that Adam's theory of inequity refers to a comparison of rewards with others and if the comparison is positive an individual will gain satisfaction, whereas the comparison is negative an individual will gain dissatisfaction. The way how an individual compares the rewards is related to one's own specified standards and the input and its outcome. When an individual feels inequity he or she is trying to restore the equity most likely by an attempt to increase personal outcomes. In organizational context, this would mean requirements such as a pay rise, better working conditions, and more benefits. Obviously, the other way of gaining equity is by reducing the inequity and an example in its extremity lies in leaving the organization and going somewhere else. As Chelladurai (2006, 112) states, "organizational reward systems are considered meaningful and effective only insofar as they create a sense of equity among the members of the organization".

4.2 Volunteer motivation

Numerous researchers have shown that volunteer motivation plays an important role for individuals who receive no pay, undergo training, contribute time and effort and remain in

a volunteer position (Kim & Chelladurai, 2008; MacLean & Hamm, 2007). It is very important, from the perspective of an organization, to be aware of the different ways of understanding and measuring volunteer motivation (Karreinen et al. 2010, 35). Chelladurai adds that when an organization understands volunteer motivations, an effective management takes place. In fact, several managerial practices have been improved based on one or more theories of motivation. (Chelladurai, 2006, 100.). People are interested in different factors, so in order to attract more people to volunteer, organization needs to be able to offer activities that best meet their needs and wants. (Karreinen et al. 2010, 35.). However, it is not just the organization that needs to be aware of volunteers' motivational factors but volunteers by themselves. Porkka (2009, 97) explains that while being a volunteer, it is important to be aware of your own motivational factors so you know whether you are involved in a desired activity or not. When a volunteer finds an interesting and valuable activity, it contributes to commitment and retention of a volunteer and both parties will benefit. It is suggested that the expectations of volunteers are clear prior to the activities of volunteerism so that those can be met more easily. (Karreinen ym. 2010, 35.)

Individual and group behavior can be explained through theories of motivation. However, it is complicated to understand what motivates people to do or not to do certain things. With the help of psychology and sociology, the behavior of people in organizations can be explained. When trying to understand behavior of people, it is not advisable to rely merely on one theory. Instead, managers, need to consider the theories as explanations in a certain context. (Beech et al., 2014, 83; Sport England, 11.)

There is not a common agreement on what motivates volunteers for it is such a complex and dynamic concept and involves many theories and ideologies (Cuskelly, 2017, 450). Cuskelly et al. (2006, 156) state that, "in broad terms volunteers are motivated by a combination of altruism and self-interest, which is given expression through utilitarian, affective and normative incentives". The latter three incentives are first identified by the researchers Knoke and Prensky (1984) who were influential in the studies of volunteer motivation. Utilitarian incentives are categorized in self-interest and are described as personal benefits gained from volunteering. These incentives can be materialistic as well. Affective incentives are also categorized as self-interest and they are derived from the social benefits such as interpersonal relationships, group identification and group status. Therefore, these incentives can be described as solidary as well. Normative incentives are aligned with altruism and can be described as purposive items as well. Volunteers are motivated by the unselfish concern for others. (Cuskelly et al., 2006, 88-89.)

Other researchers developed motivation to volunteer models, such as unidimensional (Cnaan & Goldberg-Glen, 1991), based on two factors (Smith 1991; Stebbins 1996), and

multidimensional (Clary & Snyder 1999). Unidimensional model of motivation suggests that all the motives can be found in one category. Cnaan and Goldberg-Glen (1991) found in their study that all the volunteer motives formed a unidimensional scale by overlapping motives that were both altruistic and egoistic. Two-dimensional model categorizes two different volunteer motives, which are altruistic and egoistic. Altruistic motives include the concern for others, whereas egoistic motives relate to tangible rewards, such as benefits related to career. (Stebbins 1996.). Other two factors can be described as intrinsic and extrinsic motivation. Intrinsic factors are aligned with internal motives that satisfy the volunteer activity itself. Extrinsic factor is aligned with the external motives, especially for pursuit of career development. (Finkelstien, 2009.). Multidimensional model presents multiple categories of motives. As an example, Clary and Snyder (1999) identified six different factors of motivation.

4.2.1 Altruism and egoism

Managing volunteers requires a clear understanding of altruism (Chelladurai, 2006, 16). Batson (2008, 3-5) defines altruism in three different ways: helping behavior, acting morally, and helping in order to gain internal rather than external rewards. For some people, being involved with the EuroBasket 2017, is because they want to help others. However, they get to choose in which position they would like to perform volunteering tasks, so it is based on self-orientation even though the altruistic purpose of helping others was the primary reason for volunteering. Chelladurai (2006, 17) explains this in a way that altruistic motivation and self-interest can operate simultaneously, which means that motivation can be other oriented and self-oriented at the same time. Self-orientation might even be necessary for performing other-oriented activities. Flashman and Quick (1985, 159) remind the importance of self-care saying, “keeping oneself in an optimal state of physical, mental, and spiritual well-being”, as well as the importance of not neglecting yourself, “failure to properly care of one’s basic needs”. Self-care is related to one’s ability to perform at a high level and therefore is in an optimal position to contribute the wellbeing of others. Phillips, L & Phillips, M (2010, 67) remind that it is not that easy to investigate altruism as the motivator for helping intangible groups such as the poor because the emotion of empathy is the source of altruistic behavior and typically directed toward certain individuals.

Opposite to altruism lies egoism, described as acting in order to promote one’s own welfare (Phillips, L & Phillips, M., 2010, 67). As Batson, Ahmad and Tsang (2002, 434) describe it, “the most obvious motive for acting for the common good”. Porkka (2009, 103) explains also that a common reason to take part in volunteering activities is because of egoistic motivations. Once a volunteer gets involved with the activities, he or she feels already being rewarded. Both, altruism and egoism have a lot in common by referring to a

motivational state and trying to reach the ultimate goal of that motivational state which is someone's welfare. These commonalities highlight the pivotal difference, "whose welfare is the ultimate goal. Is it another person's or one's own". (Batson, 2008, 3.)

Han (2007, 109-110) conceptualized these two motives to volunteer in his study. Han divides altruistic motives into volunteer attachment as well as organization attachment. The motives related to the volunteer attachment involves the concern for others and the will of contributing to the community, whereas the organization attachment involves incentives such as helping to make the event a success and helping the organization look good and succeed at what they do. Egoistic incentives can be divided into two subcategories: external and internal. External motives are items like free food, uniforms, and admission, whereas internal motives are gaining new experiences and contacts, being able to move forward in one's career, and feeling important and needed.

Cuskelly et al. (2006, 25) suggest that in most of the cases when people engage in volunteering, it is because of the initial altruistic reasons to help others yet still without becoming overcommitted. The motivation that keeps volunteers continuing, is most likely the intrinsic satisfaction of the activity. Motivations changed with involvement, and volunteers become much more attached to the social rewards of the organization (Institute for Volunteering Research, 2006). Altruism and egoism clearly contribute to volunteer motivation. However, they are not capable of entirely explaining the multifaceted nature of volunteer's initial or ongoing decision to contribute time to an organization. Therefore, additional theories need to be examined to explain this phenomenon. (Phillips, L & Phillips, M., 2010, 67.)

4.2.2 Intrinsic and extrinsic motivation

Other variables that are related to volunteering involve intrinsic and extrinsic motives (Finkelstein, 2011, 2). Activities that are intrinsically motivated can be described as the rewards derived from the activity itself without any tangible reward. Chelladurai (2006, 117) refers that all the theories are related somehow to intrinsic rewards which are derived from the performance of a job. The widely accepted definition of intrinsically motivated activities is following, "the activities are ends in themselves rather than means to an end". In other words, individuals engage in activities because of gaining a state of internal rewards instead of external rewards, such as money, food, or free admission. (Deci, 2012, 23-24.). However, a person is interested in either one or both types of these motives and if they are not present at the organization, the individual will most likely not join at all and vice versa (Chelladurai, 2006, 102).

Finkelstein (2009) studied intrinsic and extrinsic motivation among volunteering and found them both to play an essential role in volunteerism. The study was conducted with the 287 undergraduates in a university in southeastern United States. Functions assessed were volunteer motives, time spent to volunteering, volunteer role identity, and prosocial personality. The study found that intrinsic motivation had a positive effect on continuity of volunteering, formation of volunteer role identity, self-concept and prosocial personality, whereas extrinsic motivation was correlated with external rewards, especially in benefits related to career. The Leisure Industry Support Centre (2003, 73) supported the latter findings in their study and suggested that core volunteers of the organization are motivated by the social rewards from volunteering and enthusiasm for their sport. However, Geiser, Morris, Okun and Grano (2014) found in their study that external incentives may weaken an individual's intrinsic motivation to volunteer. They researched the relationship between intrinsic and extrinsic volunteer motivation and frequency of volunteering in American and Italian college students. They found out that students in the High Intrinsic-High Extrinsic class did not volunteer as much as compared to students in the High Intrinsic-Low Extrinsic class.

4.2.3 Volunteer Functions Inventory (VFI)

Perhaps one of the most widely structured and theoretical approach to understand the multifaceted volunteer motives is done by Clary and Snyder (Cuskelly et al., 2006, 5). Clary and his colleagues (Clary, Snyder, Ridge, Copeland, Stukas, Haugen & Miene 1998; Clary & Snyder, 1999) created the Volunteer Functions Inventory (VFI). The VFI was developed in order to produce a measurement tool that could be applied to a wide range of volunteers. They studied volunteer motivations based on the functional approach, which is related to the idea that individuals can take part in the same activity but with diverse psychological functions (Katz, 1960). In other words, people take part in the same activity but do so in order to meet different motives (Clary & Snyder, 1999). They identified and operationalized six different functions served by volunteering which were consistent with the results of previous studies of people's reasons for volunteering. The functions ascertain the underlying motivations of an individual's motivation to volunteer. The six functions include values, understanding, enhancement, career, social, protective. Values function covers an individual to volunteer to express deeply held values like humanitarianism and altruism. Understanding involves the desire to learn new skills that are often unused and to utilize the knowledge that might otherwise not be used. Enhancement function is about growing and developing psychologically with the help of volunteer activities. This function provides a means to self-development and growth. Volunteers motivated by the enhancement function engage in volunteer service to make themselves feel more important and needed. Career is about volunteer being able to gain career-related

experience and to increase job prospects through volunteering. In social function, volunteers engage as a means to strengthen social interactions and existing relationships. The last function, protective, serves as a means to reduce negative feelings associated with guilt and personal problems. The VFI consists of 30 items, five items for each of the six functions, and uses a seven-point rating scale that ranges from not at all important or not accurate to extremely important or accurate) (Clary et al., 1998, 1520; Clary & Snyder, 1999, 157).

Clary et al. (1998) conducted six different studies in order to develop and measure VFI's reliability and validity. They divided these six studies into two categories. The first category examined the structure validities of the six functions and its reliability. The second category concentrated on the validity and used the VFI to test hypotheses such as recruitment of volunteers, satisfaction with the experience of volunteering, and commitment to the role of volunteer. In the first hypothesis, participants judged that the recruitment advertisements were more effective and persuasive when the content of the advertisements matched their motivations. In the study related to volunteer satisfaction, individuals had higher satisfaction with the volunteer activities when the obtained benefits matched motivations. In the study related to predicting volunteer commitment, participants had higher commitment to volunteerism when the obtained benefits from the volunteer activities matched with their motivations. In a larger scale, the findings suggest that individuals' motivations for volunteerism were likely to be multifaceted. The motivations cannot be classified only in altruistic or egoistic because many volunteers have both kinds of reasons for volunteering. (Clary and Snyder, 1999).

The VFI has proven its usefulness through examined reliabilities and validities and has been used in a various of investigations in many different volunteer fields for measuring general volunteer motivation (Snyder, Clary & Stukas, 2000, 374). Clary et al. (1998) also concluded that the VFI is robust, easy to administer, and useful for targeting organizational questions regarding commitment and satisfaction. However, even though these analyses refer clearly to a six-factor solution, it is still unclear whether there are more or fewer factors (Snyder et al., 2000, 373).

4.3 Volunteer motivation in sport events

In most business operations, employees are permanent and therefore motivational considerations are different from the project-focused event environment. Event volunteers are motivated by the wide range of factors and therefore event managers need to utilize contemporary theories of motivation in order to understand how to best motivate them. (Van Der Wagen & White, 2010, 200-201.). Among researchers, event volunteering has grown

popularity in recent years. Especially, sport events have played a major role in the popularity of event volunteering studies. Some of the common interests include examining the event volunteer experiences and satisfaction (Farrel, Johnston & Twynam, 1998), profiles, motivations, and expectations (Farrel et al., 1998; Strigas & Jackson, 2003), and commitment (Green & Chalip, 2004; Cuskelly, Auld, Harrington & Coleman, 2004).

4.3.1 Special Event Volunteer Motivation Scale (SEVMS)

Knoke and Prensky (1984) extracted volunteer motivations into three factors of incentives: purposive, solitary and material. Purposive incentives include doing something useful and contributing to society. Solitary incentives are about having social interactions and networking opportunities. Finally, material incentives include tangible benefits from the organization to the volunteers. The most important category in determining volunteer motivation in this study were purposive incentives and the material incentives being the least important.

Farrel et al. (1998) modified Knoke and Prensky's (1984) three-factor concept and developed the Special Event Volunteer Motivation Scale (SEVMS). Special event can be defined as, "transient, and every event is a unique blending of its duration, setting, management and people" (Getz, 1997, 4), and more recently as a, "unique moment in time celebrated with ceremony and ritual to satisfy specific needs" (Goldblatt, 2010, 6). The purpose of the research (Farrel et al., 1998) was to study the attributes of volunteer motivation and satisfaction at an elite sport event competition. The study took place in Canadian Women's Curling Championship and 300 volunteers filled the survey immediately after the tournament. The four factors included in this study were empirically supported and consist of 28 items. The factors were termed purposive, solidary, external traditions, and commitments. Purposive factor included a desire to do something useful and contribute to the community and event. Solidary factor contains group identification, social interaction, and networking. External traditions factor includes family traditions and the use of free time to volunteer. The last factor, commitment, links incentives of external expectations and personal skills with commitment to volunteer.

The study found that the highest ranked reasons were related to the purposive factor and the highest ranked motivation item was, "I want to help make the event a success". Therefore, they suggested that motivation for special event volunteers was different from other. After the purposive factor in a rank order the remaining factors were solidary, external tradition, and commitment. Besides volunteer motivation, the SEVMS focused also on volunteer satisfaction and was related to three different aspects: tournament facilities, volunteer experience, and the organization of the tournament. It was clear that several determinants

were related to general volunteer satisfaction. These determinants were communication with other volunteers, daily ceremonies, recognition received, and ease of movement in the facilities. The study found also that volunteer satisfaction was dependent on certain attributes related to the event organization and competition facility. Therefore, they suggested that sport event managers which depend on volunteers to run special events, should provide a well-constructed working environment for volunteers. While making the volunteers satisfied, managing the event would be much easier and more efficient. (Farrel et al., 1998.)

SEVMS was also used to study the volunteer motivation and satisfaction at the 2002 Winter Olympic and Paralympic Games (Reeser, Berg, Rhea & Willick, 2005), and at the 2006 National Special Olympics Event (Khoo & Engelhorn, 2011). Reeser et al. (2005) found that polyclinic volunteers were motivated by a complex process which can be best described as “enlightened self-interest”, whereas Khoo and Engelhorn (2011) found that the purposive factor, being altruistic, was the most important. This way the second study supported the findings with the original study of Farrel et al (1998).

In another study Strigas and Jackson (2003) developed a 40-item survey instrument with five motivation factors to explain motivation of volunteers in marathon running events. They mainly utilized four prior volunteer motivation studies, including general volunteer motivation (Clary et al., 1998), human service volunteer motivation (Cnaan & Goldberg-Glen, 1991), leisure motivation (Beard & Ragheb, 1980), and special event (Getz, 1991). The five factors Strigas and Jackson (2003) used were named material, purposive, leisure, egoistic, and external. The study found that the reasons related to the egoistic factor were the most important. The egoistic factor involves motives related to the individual's needs for social interaction, interpersonal relationships, networking, self-esteem, self-actualization, and achievement.

Bang and Chelladurai (2009) developed a volunteer motivation scale for international sporting events (VMS-ISE). As a sample for this study, they used 2002 FIFA World Cup volunteers. After a wide investigation, they demonstrated six factors: expression of values, patriotism, interpersonal contacts, personal growth, career orientation, and extrinsic rewards. Expression of values included concern for others and the success of the event and the community. Patriotism included motivations such as pride and love to the country. Interpersonal contacts were about meeting and interacting with other people and forming relationships. Personal growth included reasons as feeling needed and important. Career orientation involved gaining career contacts and experience. Finally, extrinsic rewards included motivations of getting free admission, uniforms, food, and accommodation. The study found that patriotism was a strong motivational factor.

Güntert, Neufeind, and Wehner (2015) extended the functional approach in the context of an international sport event. They studied whether matching volunteers' motives and environmental affordances will predict favorable outcomes at the 2008 European football championship. They proposed two additional motivational factors termed good citizenship and excitement. This study shows how matching the excitement motive by volunteer jobs high in autonomy plays a crucial role in having favorable outcomes. Event volunteers are much more responsive to the extent to which they are granted autonomy. The researchers suggest that managers dealing with the same type of events should think of how to include autonomy into volunteer tasks that allows it, emphasize choice and reduce control to a minimum. Bigger events, such as mega events require many regulations with restrictions which might seem to be controlling from the volunteers point of view. However, self-determination theory can be used to communicate restrictions in an autonomy-supportive way and explain why an uninteresting activity is important for the event's success. Thus, whenever there is an interesting or exciting activity and the volunteers are motivated, the support of autonomy should play a crucial role in maintaining intrinsic motivation and fostering volunteer satisfaction (Güntert et al. 2015, 703).

An extended research was done by using VMS-ISE scale at Athens 2004 Olympic Games and the results suggest that there is another motivation of volunteering at sporting events described as love of sport. The latter factor was added in another study of volunteers of the 2004 Twin Cities Marathon in Minneapolis. The findings suggest that this factor was strong among event volunteers. They also found that the motivations among mega sporting events were similar to those of smaller special sporting events. The researchers had similar findings to the studies of Clary et al. (1999) and Farrel et al. (1998). (Bang & Chelladurai, 2009.)

After reviewing all these studies, one can notice that the volunteers involved in events have a wide range of motivation factors. However, there are still many commonalities and the most present being altruistic. However, it seems that the statement of self-orientation being necessary for performing other-oriented activities is related in these studies (Chelladurai, 2006, 17).

4.3.2 International Championships hosted in Finland

Pöyhiä (2004) researched the volunteer motives to participate in Ice Hockey World Championship 2003. A questionnaire was conducted and all together 184 respondents completed the survey by answering 32 motivational items. The results suggested that being part of the community and egoistic motives were the most important.

Itkonen, Ilmanen, Lämsä, Matilainen, and Metsäranta (2006) researched as well volunteer motives in 2005 World Championships in Athletics and approximately 2700 volunteers completed the survey. The questionnaire used in this study had 18 motivational items. The researchers found out that volunteers were motivated by the uniqueness of the event and the will to be part of the community.

Aarno-Kaisti (2013) had a similar study about volunteer motives in the 2012 European Athletics Championships. The sample consisted of 678 volunteers and the questionnaire used 37 motivational items. Results suggested that the most important motives were the genuine interest in the event, sense of community, and concern for others.

All the most important and least important motives of these previous studies are presented at the table 1.

Table 1. A comparison between the motives of Ice Hockey World Championship, World Championships in Athletics, and European Athletics Championships (Partly adapted from Aarno-Kaisti, 2013, 75)

	Ice Hockey World Championship 2003	World Championships in Athletics 2005	European Athletics Championships 2012
<i>1. most important</i>	Want to feel part of this community	A unique opportunity	A unique opportunity
<i>2. most important</i>	A unique opportunity	Want to feel part of this community	It is fun and exciting to work at the event
<i>3. most important</i>	Want to gain some practical experience	Contribute to the event	Contribute to the event and its participants
<i>1. least important</i>	People close to me are also volunteering	I wanted to continue a family tradition of volunteering	My sport club obligated me to volunteer
<i>2. least important</i>	I wanted to continue a family tradition of volunteering	People close to me are also volunteering	Gaining required credits to school/working
<i>3. least important</i>	As a volunteer, I will get to the end celebration and receive a gift	I am expected to volunteer	A lot of free time and nothing else to do

Even though the amount of motivational items used in these studies were different, many commonalities can be found. However, a direct comparability cannot be made for the studies used different scales. A 5-point Likert scale was used in the questionnaire of the Ice Hockey Championship where 1 meant “very important” and 5 meant “not important at all”. In turn, both of the Athletics Championships used a 4-point Likert scale where 1 was

the least important and 5 meant very important. Despite of the different numbers of motivational items used in the studies, it seems that similar items can be found from the most important and least important motives. The items that made it to the top three were the unique opportunity to take part and the sense of community, whereas in the three least important motives the same items such as continuing a family tradition or some other external obligation, such as people close to me are volunteering or the obligation of a club, seemed to highlight all the studies. It seems that during the decade, the motives of sport event volunteers in Finland have not changed much.

5 Volunteer management

Quoting Kreitner (1998, 5), “management is the process of working with and through others to achieve organizational objectives in a changing environment. Central to this process is the effective and efficient use of limited resources”. Safrit and Schmiesing (2011, 59) define volunteer management as, “the effective and efficient engagement of volunteers as human resources who are respected and valued for both their individual and collective contributions toward the organization’s mission and vision”.

Societies are ever changing which requires volunteer management to evolve constantly in order to meet the needs of people in communities through volunteerism (Safrit & Schmiesing 2011, 60). Organizations must pay attention to the issues of volunteer management or they are most likely to fail in recruiting, satisfying, retaining, and mobilizing volunteers (Hager & Brudney, 2008, 10). The study conducted by the United Parcel Service (1998, 14-15) found that two out of five volunteers have stopped volunteering for an organization because of poor volunteer management. The reasons included in poor management were: not making good use of volunteers’ time or their talents, volunteer tasks were not clearly defined, and volunteers were not thanked or recognized for their time and efforts.

Volunteers have different motives compared to paid employees for they work because they want to, not because of getting paid. Therefore, volunteer management need to be approached in a different way. As stated already, money is not the motive, and the contract violation, termination, or withdrawal is not the same as in a normal working environment. A volunteer is capable to decide what type of work, where, when, and how often he or she will do it. (Porkka 2009, 101.). There is no doubt of whether volunteers should be managed but how should they be managed in a way that the fundamental condition of volunteering is present. Volunteers need to be able choose when, where and how to volunteer in sports. (Cuskelly et al., 2006, 80.)

5.1 Techniques in sport volunteer management

The techniques and management theories used in sport organizations are the same as in non-sport organizations. However, there are some unique traits that need to be taken into consideration. These traits are the tasks related to human resource management (HRM), strategic management, organization structure and culture, leadership, marketing, financial management, and performance management. Challenges involved in managing sport organizations include as well, the mixture of paid staff and volunteers. (Hoye, Smith, Nicholson, Stewart, Westerbbeck, 2012, 8.)

5.1.1 Human resource management (HRM)

It is evident that volunteer management is necessary for the success of VSOs. VSOs have clearly defined and logical procedures, so it is natural to adapt the traditional HRM paradigm which include processes such as planning, recruitment, selection, orientation, training, performance management, recognition and reward of volunteers. HRM can be applied in both, VSOs and to the context of sport events. The idea of HRM is that the motives, needs and interests can be met with the strategic and operational requirements of an organization. When HRM practices are exploited well, it can have a positive effect on volunteers' motivation, satisfaction, commitment, performance and retention. In order to have these positive effects among volunteers, various of HRM procedures need to be adapted in sport events. (Cuskelly, Hoyer, Auld, 2006, 84-85, 141-142; Cuskelly, 2017, 445.). Van der Wagen and White (2015, 19) support this and state that, "with the emerging emphasis of professionalism in the event business, human resource management is a key element".

Taylor and McGraw (2011, 72-73) describe the key elements of HRM process via six-phase model (Figure 2): human resource planning, recruitment and selection, orientation and induction, performance management, training and development, and succession management and exit and separation. These elements take place in a sequential order. Human resource planning involves adjusting the people management policies and

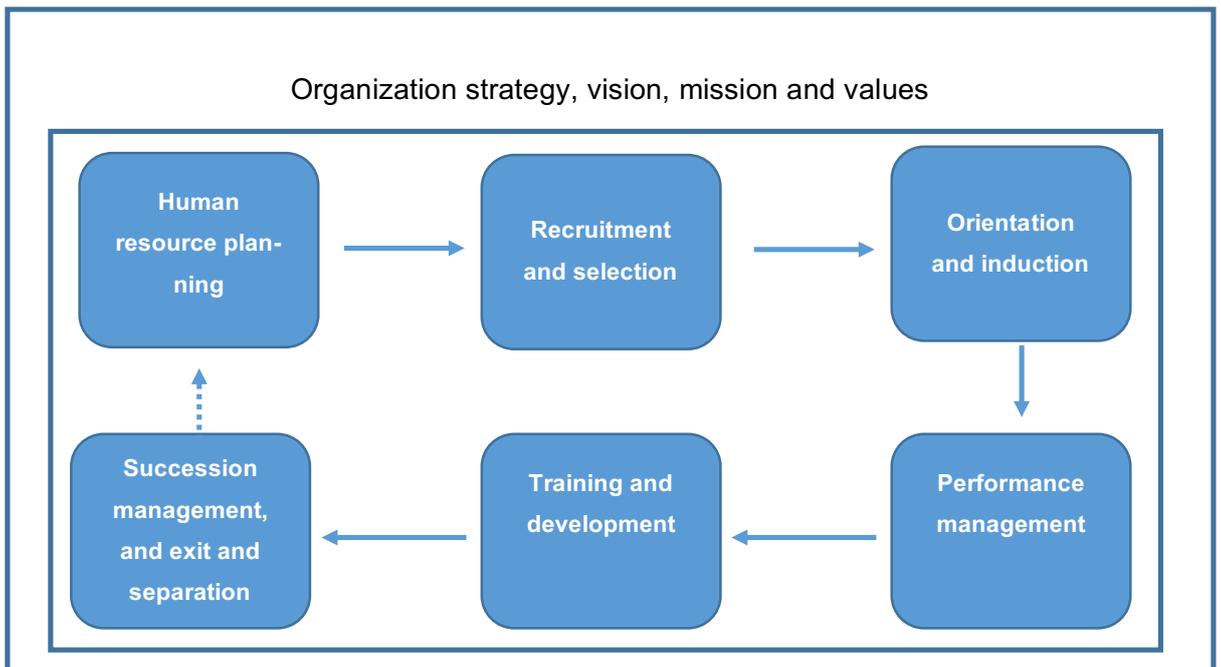


Figure 2. The human resources management model (Taylor & McGraw, 2011, 73)

processes into the strategy of an organization. Recruitment and selection is necessary for obtaining the goals of an organization. Orientation and induction include activities of getting volunteers familiar with the organization. Performance management involves volunteers receiving feedback, recognition, and future goals, based on their performance. Training and development phase strives to improve the performance and need to be adaptable based on the task, or individual. Succession management, and exit and separation is a process that stresses the importance of having skilled employees to replace those who leave the organization. If this phase is done properly, volunteers and employees who are supported to reach their potential, are likely to continue in key positions. This phase usually concentrates on the critical positions that are harder to replace.

The ultimate purpose of HRM is to guarantee an effective and satisfied workforce. Regardless of the context or size of any sport organization, proper HRM processes are essential and necessary for managing people. HRM processes help to minimize the challenges involved in managing volunteers. Therefore, an effective and systematic HRM paradigm should be the management tool for all the kinds of sport organizations. (Hoye et al., 2012, 8, 136.)

Two overriding concerns for sport volunteers and VSOs are the increasing complexity of volunteer work and pressures of insufficient numbers of people willing to volunteer. Notwithstanding of all the benefits, Cuskelly et al. claims that HRM approach which dominates many VSOs is not that reliable from the perspective of satisfying or retaining sport volunteers. Therefore, the traditional HRM paradigm adapted from the paid work organizations need to cover the involvement and motivation of sport volunteer. (Cuskelly et al., 2006, 147, 155.).

5.1.2 Programme management and membership management

Meijs and Karr presents two different management approaches for managing volunteers: programme management and membership management. Programme management is similar to the dominant HRM approach and voluntary management programs (VMPs) developed by government agencies. It focuses on tasks to be done before recruiting volunteers to do these tasks while the needs and interests of volunteers' are secondary. Volunteers can carry out these tasks without fear of committing unlimited amounts of time. Usually this type of management approach is less personable than membership management and the risk of volunteer turnover is high. It is made easy for volunteers to entry or leave the organization. Therefore, organizations using this type of management approach rely heavily on recruiting new volunteers. Membership management is opposite to programme

management and focuses more on people instead of tasks. It is socially oriented approach and the members' expectations are matched with the tasks. In contrast to programme management, in membership management people are satisfied, they know each other well and the turnover rates are low. However, this type of management process is not able to adapt well on internal or external changes and therefore the risk of stagnation or extinction is higher. (Cuskelly, Hoyer, Auld, 2006, 82-84).

5.1.3 The four factors

The challenge is to find a balance between strategic intensions, volunteers' interests, government initiatives and other external factors. Another challenge is to adapt to the required environment so that the way organizations serve the communities and nations, is relevant. Cuskelly et al. suggest four factors to better manage these challenges and to increase volunteer recruitment and retention levels. The four factors include attraction, involvement, motivation and support. (Cuskelly et al., 2006, 155.)

The attraction factor clarifies that sport volunteers are not attracted of a task that needs to be done for they are more relationship rather than task-oriented (Cuskelly et al., 2006, 155). However, Doherty and Carron explored cohesion in volunteer sport executive committees and found that task cohesion and social cohesion predicted volunteer satisfaction and effectiveness. In addition, task cohesion increased the intention to stay and volunteer, and was stronger than social cohesion but becomes more important after social cohesion has developed. (Doherty & Carron 2003.). If a potential volunteer is aware of a volunteer position, it does not mean that he or she is attracted to take that position. It makes it even harder to recruit the potential volunteer if he or she has some negative assumptions concerning the position. Therefore, there is a need to understand the social and cognitive processes whether or not potential volunteers are attracted of a vacant position. (Cuskelly et al., 2006, 155).

Involvement factor covers the volunteer's decision-making process of involvement, both socially as well as concerning the position (Cuskelly et al., 2006, 155). There are two groups of volunteers that are described as core and peripheral. Engelber, Skinner and Zalus (2014) describe the differences between these groups and explain that core volunteers have higher levels of commitment and involvement, make greater contributions and usually have more demanding tasks compared to peripheral volunteers. In contrast to core volunteers, peripherally involved volunteers are unlikely to create strong relationships and gain some substantial benefits. Therefore, it is easy for them to quit volunteering which places the emphasis on recruiting new individuals. (Cuskelly et al., 2006, 155.)

Motivation factor stresses the importance of knowing what were the initial motives of volunteering and what motivates them to continue volunteering. If these issues are not taken into consideration, volunteers are not likely going to continue volunteering. Volunteers have certain expectations to the sport organization and, in turn, the sport organization need to deliver these expectations. Even though volunteers did not pay too much attention to the motives that keeps them going, especially prior or after the event, there are critical decision points when volunteers are revising the reasons to volunteer. (Cuskelly et al., 2006, 156-157.)

The last, support factor explains that volunteer support practice has an association with volunteer retention. Support techniques should not lie solely in tangible recognition and reward schemes but in attracting, involving and motivating volunteers. Sport organizations can achieve this type of support by valuing volunteers and deriving momentum from their efforts and ideas. (Cuskelly et al., 2006, 157.)

5.2 Volunteer management in sport events

Theodoraki (2011, 179) lists four processes to be taken into consideration in order to manage events successfully. The first one is achieving the aims set for the event. The importance of having clearly defined goals is stressed in this process. The second measure of success is to have the least negative broader impact for all the events make an impact on their community and stakeholders. Some of the impacts include political, environmental, physical, technological, social, and economic. The third process is about the benefits to staff, event participants, and the host community. Staff can benefit by gaining experience, training, and education. Sport events can have such a positive impact on the event participants so that their possibility for future sport involvement is higher. Host community will benefit with financial gains, tourism, redevelopment, and even with the civic pride. The fourth process is related to the sustainability of the organization hosting the event and is about being economical with the spending of resources whether it is human, physical, nature, or intangible.

Event involves various of activities which help to achieve the purpose of the event and customer needs (Salem, Jones & Morgan, 2004, 19). Therefore, event managers need to pay close attention in managing the volunteers and meeting the needs of the customers at all levels. People get together for a short period of time and within that time the purpose and the aims of the event must be met. (Van der Wagen & White 2015, 5, 10). Sport events contribute significantly to the tourism and economic impacts. The expenditure of visitors is usually much higher compared to the average international visitor. No wonder that the competitive nature is dominant in event procurement. (Van der Wagen & White

2015, 9). Considering the biggest difference between the management of an event and the management of an ongoing business organization lies in the fact that, “the event is generally intangible, untested and there is only one chance to get it right” (Van der Wagen & White, 2015, 5). It is easy to relate to this statement when considering a similar example such as wedding. Wedding affects to many people and needs to run without major mistakes.

Both, sport event organizations and VSOs rely heavily on volunteers to sustain their operations. However, they need to be separated from each other because of the different nature of volunteer experience and relationships. Sport event organizations exist primarily to organize sport events and VSO's exist to manage the tasks of a separate membership engaged in regular sporting activity. There are a plenty of different roles involved in sport events which often require specialist skills and knowledge, and the timelines for recruiting, selecting and training volunteers is much more intense compared to VSO's. There are also differences between sport event and VSO volunteers in motivation, commitment and satisfaction. Consequently, management of sport event volunteers need to be managed in a different way compared to VSO volunteers in ongoing roles. (Cuskelly, Hoye, Auld, 2006, 35, 136, 141.)

Van der Wagen (2006, in Kim & Bang, 2012, 168) points out that managing big international or mega event volunteers can be a big challenge for people coming from different backgrounds and are placed in various of job positions. Therefore, it might be useful for the management team, which starts working several months or even years before the event, to utilize different types of training in management.

In order to maximize the performance and achieve the aims of the services, a careful planning of strategic human resource must be made (Van der Wagen & White, 2015, 13). The way volunteers are managed, correlates to volunteer satisfaction (Cuskelly et al., 2006, 142). Volunteers tend to have high expectations toward the event of having fun and will most likely leave if this is not the case (Van der Wagen & White, 2015, 11). Satisfaction among volunteers can be enhanced through positive experiences in the event, especially in the areas of operations and facilities. Usually managers have a control over these areas so they should pay close attention to the aspects of the volunteer experiences that impact directly on satisfaction and retention. (Farrel et al., 1998, 298).

5.2.1 Recruitment and retention of sport event volunteers

Recruiting the right people in the right positions with the level of high motivation, determines the success of most sport events (Cuskelly et al., 2006, 142). As Hager & Brudney

(2008, 20) state, "Recruiting volunteers is an expensive and time-consuming job". Therefore, hiring mistakes must be controlled by using systematic and consistent approach to identify and hire right people. When people are at the right positions, they are more likely to experience self-esteem which in turn, can lead to a more competent and motivated workforce. (Prien, Goodstein, L., Goodstein, J & Gamble, 2009, 1.). In addition, induction of volunteers into the roles plays an important role. It is typical that in sport events the induction process is performed in group basis and some of the recommendations are using inductions manuals, presentations, and venue tours. (Cuskelly et al., 2006, 142-143.)

Just like any other sport organization, managers in sport event organizations are utilizing the motivations of volunteers in the recruitment process. However, there are differences in motivations between the short-term and long-term volunteers which need to be taken into consideration. Short-term or episodic volunteers are common at international sporting events and the motives may be different because of the short duration of commitment and the prestige status of the event. It is essential to meet the volunteers' motives, develop strategies to satisfy volunteers' expectations and needs for most sporting events rely highly on volunteers. In most cases, because of the high prestige and status of the sport event, people might volunteer immediately once the vacant positions are out. Therefore, effective marketing strategies for recruitment processes could be highly beneficial. (Kim & Bang, 2012, 166-167.).

Because of the unique opportunity to be involved with the event, recruitment process places a big challenge for big international and mega sporting events, such as Olympic Games. Screening and selecting the right volunteers is hard for in most of the events there are more applicants than the positions available. As an example, The Beijing Olympic Games 2008 had 1,125,799 applicants but only 100,000 were selected and the London Olympic Games 2012 recruited 70,000 and received 240,000 volunteer applications (Van der Wagen & White, 2015, 4). What makes it even more demanding is that volunteer applicants are not limited merely within the region or country but to all around the world. Kim and Bang stresses the importance of describing clearly all the tasks required in different positions and this need to be done prior to any recruitment process. Examples stated by Kim and Bang (2012, 168) of describing positions involve, "the purpose and responsibilities of the position, job qualifications, a designated supervisor and worksite, a time frame for all activities of the job, and a description of job benefits". (Kim & Bang, 2012, 167-168.). In addition, Getz (2005, 222) suggested a three-stage process for recruiting: identification of all the tasks involved in creating the event, definition of all the required people to run the tasks, and registering all the required skills and experiences to run the tasks successfully.

After viewing the literature, it is obvious that the recruitment process plays a major role in sport event volunteer management. However, Cuskelly et al. (2006, 19) mentioned that sport organizations that have subsequent events are dependent on the same volunteers coming back each time. As Hager & Brudney (2008, 19) stated, "retention is an indication of a successful volunteer program. This way an organization minimizes the financial costs resulting from recruiting and training newcomers. Usually personnel turnover is related to poor performance and instability in the workforce within the organization. (Cuskelly et al., 2006, 143.). Therefore, sport event managers should utilize different retention strategies.

Hanlon and Jago (2004) studied two major sport organizations and the best approaches used to retain volunteers. They came into a conclusion that retention processes should be recognized in all the stages, including the pre-event, during the event, and post-event. Pre-event stage includes involving volunteers to the decision-making and planning processes, implement recognition, emphasize the status of the event and if possible, make sure the timing of the event suits for the potential volunteers. During the event stage includes debriefing volunteers on issues related to their tasks and making sure volunteers are well supported. The last stage, post-event, involves gathering feedback from volunteers and maintaining regular contact with volunteers in ways such as sending birthday cards, event newsletters and informing them for subsequent events. Kim and Bang (2012, 169) remind that an ongoing communication between the organization and the volunteers must occur at all the stages.

Van Der Wagen (2006, 237) points out seven critical elements to keep volunteers satisfied and therefore influencing the volunteers' commitment: Feedback, cohesion, fairness, resources, support, information provision, and improvement. With the help of feedback, managers are able to get volunteers to the right track and encourage them. Cohesion is known to affect job satisfaction and is very important in creating the atmosphere within the teams. Volunteers want to be treated equally, so the fairness element is essential. In order to give high level services, volunteers need to be well equipped to serve customers, which in turn increases the productivity. If volunteers are not provided with the needed resources, satisfaction will be decreased. There are various of different roles in event volunteering thus, managers need to remember to support also those ones who are at distant spots and isolated from the vicinity of the event. Information provision is about an ongoing process of informing volunteers. When volunteers are well-informed, this will most likely increase team cohesion. The improvement element stresses the importance of volunteers being able to give organization valuable suggestions for improvement for they work at the client interface. Thus, event managers need to listen all the suggestions and carefully think which to utilize.

When the sense of community is created through volunteer roles instead of job itself, volunteers' predisposition to continue volunteering is very likely. Recently, a lot of effort has been put into retention for the significance of mega and major events is realized among policy-makers, researchers, and event managers. Therefore, event organizers are trying to utilize the experienced volunteers in their subsequent events. (Kim & Bang, 2012, 170.)

5.3 Leadership among sport event volunteers

Management of a sport organization involves both task management and people management. Leadership skills are essential in managing volunteers, as well as paid employees. (Harju 2004, 125, 127.). Van der Wagen & White (2010, 185) support this and recalls that the temporary nature of the event workforce has a major impact on event leadership. The labor input of volunteers, should not be taken for granted and therefore all the management processes need to be taken in all seriousness. Sport organizations need to prove to volunteers that they are worth of coming back on the subsequent events. Managing volunteers involves the skills of persuasion, invoking, encouraging, appreciating, rewarding, and recognition. (Harju 2004, 125, 127.). Managing people is an old concept and involves a variety of theories and schools of thought. However, the problem is how to adapt this information, not the lack of it. (Sydänmaanlakka, 2006, 63.). Fredmund Malik (2005, 212) stresses the importance of training and supporting the volunteers as individuals instead of abstract groups.

Due to the short-term nature of events, people management places major challenges. The majority of the event volunteers work together only for a very short period of time. Therefore, volunteers' expectations are hard to manage and there is only a little time for building skills and relationships. If volunteers are not satisfied with the things during the event, risk for drop outs increases. This is why the event leader needs to set clear guidelines, energize, contribute to efficient work, and celebrate success. The event leaders need also to come up with innovative ways to lead and motivate volunteers for they might reach job maturity within minutes or hours. (Van der Wagen & White, 2010, 185, 188.)

Short term-volunteers differ a lot from long-term volunteers. Van der Wagen and White (Table 2) have listed differences between long-term and short-term teams. The event team is also very diverse and requires from the management team to make everyone feel part of the strong organizational culture. However, because of limited time, event leader, is not able to assimilate the team into strong organizational culture but there are still some strategies to use in order to enhance the performance. (Van der Wagen & White, 2010, 190.)

Table 2. Differences between long-term and short-term teams (Van der Wagen & White, 2010, 190)

Long-term teams	Temporary teams
Commitment to organization's mission	Commitment to task
Decisions by consensus	Leader solves problems and makes decisions
Group cohesion over time	Limited relationship building
Career development within organization	No career/organization orientation
Intrinsic satisfaction	Tangible rewards
Empowerment	Limited responsibility
Lifelong learning	Limited learning
Positive performance management	Positive reference

Leadership model for temporary teams include task management and people management. The three skills that are required to successful people management are informing, leading and reinforcing. In order to keep volunteers interested and motivated, briefings, energizing strategies and celebratory activities are necessary. Informing is the first skill and provides volunteers with useful information of having briefings before and after the shifts. In most cases, event volunteers are expecting to have some fun and join in the atmosphere. Therefore, leading is about having good verbal and non-verbal communications skills and various of activities to energize the team, which can lead to a positive staff morale. Quality service is essential and the best way to demonstrate it to the team, is by being a role model. It is important that every volunteer is aware of the things expected from him or her. The jobs or some parts of the job are not always exciting but when these are combined with a positive team spirit, good leadership has occurred. Safety and service are essential for the whole event team and can be enhanced with the last skill, with a positive reinforcement of key messages. In order to celebrate success, it is good to have some recognition strategies at every stage of a project to pull of an event. (Van der Wagen & White, 2010, 188-189.)

5.3.1 Group development

Group identity can be seen as people feel being part of the group (Moonie, 2005, 87). B.W Tuckman studied already in 1965 group development and the theory is still applicable today (Van der Wagen & White, 2010, 190).

The study suggested that groups tend to go through five stages in their development and these stages involve: forming, storming, norming, performing. In 1977, Tuckman and Jensen added adjourning stage in order to define a process of a group coming to an end. Forming means the period in which the members get to know each other and form common goals and behaviors. In the beginning, there may be only a little commitment to the group and the prejudices are present. Storming might involve conflict over control and leadership between the informal leaders. If the group is stuck with this stage, the risk of losing individuals is increased for they do not feel comfortable being with other people. Norming is the stage in which all the group members know their role within the group and adopt a common set of behavioral expectations. Norms are related to shared expectations of each other within the group and has a positive effect on team building. Usually, at this stage trust is created among individuals. Performing is a productive stage and members focus on performance within the abilities of the team. Individuals feel the sense of belonging to the group which contribute to run the tasks effectively. The last stage, adjourning, includes individuals having a proper way of disbanding the group. (Moonie, 2005, 88.)

This kind of analysis is useful in the event industries where the group formation is essential. However, there is a limitation in the model because it makes group development look linear and sequential. All the teams are not going to follow this model and in most cases, new members are joining the team which can cause some disruption. (Van der Wagen & White, 2010, 191.)

5.3.2 Transformational and transactional leadership styles

The environment of organizations has changed and in order to keep up with the change, two leadership styles have emerged: transactional leadership and transformational leadership. Both theories focus on the rewards of an individual but the ways to do so are different (Bertocci, 2009, 48). These leadership styles were first introduced in 1978 by James McGregor Burns and later widely theorized in 1985 by Bernard Bass (Davies, 2011, 62).

Transactional leaders offer fulfillment of certain follower needs by external rewards and tell what and how they need to do things in order to get what they want. The rewards are offered in exchange for the individual's dedication, loyalty, and intense work. Transactional leaders give support to their followers and explain clearly how to achieve the aims of the organization and therefore able to achieve rewards. The leader then lets people to do things by their own without intervening unless they are not able to reach the goals. As an example, leaders can use rewards such as bigger bonuses or promotions and in order to achieve the rewards, one must increase the workload or lower the costs. (Bertocci, 2009, 48-49.). Transactional leadership style can be seen as providing positive atmosphere with

high performance exchanged with rewards (Pettine, 2006, 19). Performance below the level is not acceptable and will be punished. However, transactional leaders are still respecting person's self-esteem and the flexibility is paramount. The leaders of this style are adjustable concerning the goals and directions to achieve effectiveness. (Bertocci, 2009, 49.).

Transformational leaders are using internal rewards, such as self-satisfaction and being part of the team instead of external rewards. Leaders are capable of motivating and inspiring individuals to achieve even greater goals than was planned and therefore exceed the expectations. Transformational leadership style presents three personality characteristics: charisma, individual attention, and intellectual stimulation. A charismatic leader is able to increase the value, respect, and pride among the followers, and clarify the vision of the organization (Bertocci, 2009, 49). Pettine (2006, 30) adds that some leaders can utilize their inherent charisma in order to attract more potential volunteers. Individual attention is described as the leader paying attention to the meaningful tasks that grow individuals personally and professionally and therefore considering their needs. Intellectual stimulation is about leader encouraging followers to be creative and coming up different solutions to solve the issues. (Bertocci, 2009, 48-49).

In addition to three personality characteristics, ten different functions are described among transformational leaders to achieve a vision by working through others. First one covers the leader searching for opportunities to improve constantly the performance. Second function is about leader taking risks and experimenting new things. This way helps the leader challenging the status quo and reflects the followers to do the same. Subordinates are aware that the rewards of success are much greater than the punishment for failure. Third function covers the leader developing a vision, which is based on the high performance. Fourth is about the leader enlisting others in order to obtain their acceptance of the vision by communicating and emphasizing the vision well. Fifth function fosters the collaboration by the leader. Cooperation and interaction between subordinates are promoted instead of conflicts and the building of trust plays a major role. Sixth function is about the leader strengthening others. This function stresses the importance of autonomy and giving the required tools and knowledge to the followers in order to reach the goals. Seventh function is leader setting an example and being a role model according to the beliefs and behavior toward the vision. Eighth function covers the leader planning small wins. This means that the followers are motivated by short-term goals and when achieving them, the progress towards the ultimate goal is noticed. Ninth function is about the leader linking rewards to performance. In order to do this, the leader must make sure that the wanted performance is measurable. The last function, tenth, is about celebrating accomplishments in a public and visible way. (Bertocci, 2009, 49-50).

Both, transformational and transactional leadership styles are important aspects in an organization and the strengths and weaknesses from both of them must be understood in order to utilize the right type of style for the tasks at hand. Leaders from both styles rely on clear and effective communication with their subordinates. Transactional leadership style is expecting followers to have a clear understanding of the goals and performance levels as well as the penalty and reward system. Transformational leadership style is more challenging and requires a little bit more from the leaders. In addition, to be able to communicate effectively the needs and organizational goals and performance-related objectives, the transformational leader must overcome that communication level by communicating more intangible items to the followers, such as inspiration, energy, enthusiasm, and intellectual stimulation. (Pettine, 2006, 20, 24). Put it simple, transactional leadership can be seen as similar to a form of basic learning and transformational leadership can be seen as a form of preparation for ongoing discovery. (Pettine, 2006, 25.)

Susan Pettine (2006) examined in her doctoral thesis transactional and transformational leadership styles among baby boomer volunteers. She found that those volunteer administrators who were transformational leaders demonstrated greater commitment compared to the transactional leaders, in terms of having strong recruitment programs, effective plan for accessing the potential volunteers, and structured performance evaluation plans for volunteers. The study also found that the paid leaders working in union environment, were more likely to be transactional leaders and therefore more successful in a paid work in which the external rewards were dominant, while the transformational leaders were more suitable for volunteer organizations. Davies (2011, 71) supported this in his study of transformational leadership and transactional leadership in festivals, and concluded that transactional leaders were important in daily organizational tasks such as organizing the venue and securing the sponsors, whereas transformational leaders were successful in attracting volunteer participation as well as motivating community support for the event.

As it is stated earlier, transformational leaders are able to handle effectively with social exchanges. Therefore, they would be capable of designing a marketing program to attract, retain, and motivate volunteers. (Pettine, 2006, 30.). Transformational leadership style among volunteers also enabled them to gain confidence and trust in the leaders' abilities (Davies, 2011, 71). However, the transactional leaders tend to have a strong structure of organizational knowledge which is important in sustaining a competitive advantage. This advantage can be utilized among organizations, especially when seeking to capitalize on the potential volunteer pool. (Pettine, 2006, 121.). Transactional leaders are motivating individuals also by external rewards and therefore, by knowing these motivators for volunteers, the leaders are capable of doing an appropriately designed reward system to attract

and retain volunteers (Pettine, 2006, 29). However, it must be noticed that the reward system is excluding the internal rewards.

6 The purpose of the study and research methods

The Finnish Basketball Association arranged the FIBA Europe Under-20 Championship in 2016 which was a prerequisite to host the EuroBasket 2017. The EuroBasket is in much larger scale compared to the FIBA Europe Under-20 Championship and involves more volunteers and operations to handle. Volunteers are the key for delivering the core event services and the organization would not be able to handle and sustain the scale and scope of this international event without them (Cuskelly et al., 2006, 135). Therefore, a proper volunteer management need to take place in EuroBasket 2017. It is very important to know what issues people value the most in volunteering so that the organization can better meet those needs. Based on the findings (Gina & Jeffrey Pauline, 2009), satisfaction among volunteers is higher when their motives are met.

The purpose of this study was to find out the motives and expectations of volunteers, and utilize the findings in order to create a proper volunteer management approach prior to the EuroBasket 2017 and for the upcoming events. The study was done prior to the event in order to be able to put the findings already in practice for the upcoming event.

6.1 Research questions

The aim was to find out the answers for the following questions:

What are the motivation factors of volunteers to take part in the EuroBasket 2017?

What are the expectations of volunteers considering the volunteer management in the EuroBasket 2017?

How these motives and expectations can be utilized in volunteer management at the EuroBasket 2017?

6.2 Research methods

The study was designed using the quantitative research among volunteers in EuroBasket 2017. From a review of literature, the author constructed the questionnaire (Appendix 4) of volunteer motivation and expectations. All the items of volunteer motivation and expectations used a 5-point Likert scale. The questionnaire was sent to 404 volunteers approximately five months prior to the event. The actual event takes place from 31st of August 2017 till 6th of September 2017, in Helsinki, Finland. Before sending the questionnaire to the participants, it was tested among three people: two from the Local Organizing Com-

mittee (LOC) and one outsider who was not involved with the event in anyhow. The questionnaire was modified according to the feedback. The findings and the follow-up measures of this study will be gone through at the LOC.

The author and researcher of this study works for the Finnish Basketball Association as a volunteer himself with the title of volunteer coordinator, and is responsible for the volunteer recruitment and training processes together with the volunteer manager of the Eurobasket 2017 that is held in Finland.

The volunteer recruitment process started seven months prior to the event. Before volunteers were able to apply to the event, several meetings were held considering the recruitment process and following things needed to be clear: how many volunteers are needed to run the processes successfully, how many extra volunteers are needed because of drop outs, what are the job descriptions, how many team leaders will be necessary and how many of them will be interviewed, when will the training of volunteers take place, and when will be the first get-together meeting. The application form was marketed and opened in the web page of the Finnish Basketball Association and was valid for one month. Once the application form was opened, an email was sent to the volunteers who volunteered already at the FIBA Europe Under-20 Championship in 2016, and the present as well former members of the Finnish Basketball Association in order to ask them to take part in volunteering. The EuroBasket 2017 was marketed also in social media by using the channels of Finnish Basketball Association. Many volunteers were recruited also from within the contacts of the organization. LOC works in a close cooperation with Haaga-Helia University of Applied Sciences from where 80 students applied. Other three universities were also interested in volunteering with their students and were a great back up for drop outs.

An email was sent on 16th of March 2017 to all the volunteers who applied whether or not they were selected to volunteer at the event and in which task they were selected to. In the email, the questionnaire was mentioned to be sent shortly and explained what was the cause for it. In the application form, individuals were able to choose the three favorite tasks in the ranking list. Unfortunately, all the requests could not be met and therefore five volunteers did not want to come at all. Before sending the questionnaire, two more volunteers informed that they could not participate because of personal issues.

6.3 The questionnaire

The questionnaire was sent to the volunteers via email on 20th of March 2017 by using the Webropol survey tool. Response time was given till 26th of March 2017. A reminder e-mail

was sent on 24th of March 2017 to 215 volunteers who had not responded to the questionnaire.

Applicants were able to fill whether or not they wanted to serve as a team leader for other volunteers. The estimation of the amount of needed team leaders was 30 from which 15 were already selected without interviews. For the remaining applicants, interviews were held in five days within a week for 21 applicants from which 15 were selected. The six applicants that were not selected to be a team leader, were still selected to be part of the volunteer team.

6.3.1 The Special Event Volunteer Motivation Scale (SEVMS) and volunteer expectations

Before selecting the factors to be used in volunteers' motivation, factor structures of sport event volunteers' motivation had to be identified.

SEVMS (Farrell et al. 1998), was an appropriate factor to develop the present study, since it was designed for an elite sport event. However, the author wanted to slightly modify the factors and items to fit particularly in this event, instead directly using the SEVMS.

The two volunteer motivation studies were the main references for the present study; The 28-item Special Event Volunteer Motivation Scale (Farrell et al. 1998) and the 40-item sport event volunteer motivation questionnaire (Strigas & Jackson, 2003). Other relevant studies, which did not use the factor analyses, supported the decision-making of the factors at the present study (Kemp, 2002; Green & Chalip, 2004; Karkatsoulis, Michalopoulos & Moustakatou, 2005), as well as studies that supported modified motivation factor models (Güntert, Neufeind & Wehner, 2015; Bang & Chelladurai, 2009).

Farrel et al. (1998) and Strigas and Jackson (2003) had many commonalities in their factors and items. However, some of the items were put in the different factors. Farrel et al. (1998) supported factors termed purposive, solidary, external traditions and commitments. Purposive motivations included doing something useful and contributing to the community and the event. Solidary motivations deal with social interactions, personal enhancement and learning. External traditions motivations involve family traditions and the use of free time seen as an external influence. Commitments motivations were the need of personal skills and external expectations for volunteering.

Strigas and Jackson (2003) suggested five factors termed material, purposive, leisure, egoistic and external. Material motivations permit sport volunteers to carry out a rational

calculation of expected gain in exchange for their services. Purposive factor related to the desire of the volunteers to benefit with their actions and contribute to the event and community. Leisure factor includes motives related to the individual's need for various leisure choices. Egoistic factor involves motives related to the individual's needs for social interaction, interpersonal relationships, networking, self-esteem, self-actualization, and achievement. The last factor, external, involves motivations related to factors outside volunteers' immediate control, such as family traditions and significant others.

After reviewing these factors, the author decided to select a five-factor sport event volunteer motivation model for the present study. Three of them were shared with both, Farrel et al. (1998) and Strigas and Jackson (2003). These three factors were purposive, enhancement and external tradition. Purposive is suggested by both Farrel et al. (1998) and Strigas and Jackson (2003) and they name it consistently in their studies. This factor includes motivations to do something useful, contribute to the community and event, and help for a cause. The author chose to take the enhancement factor as a name for it is used in Volunteer Function Inventory (Clary et al, 1998) as well. The factor described by Clary et al. (1998, 1518, 1520) means increasing positive affect by providing a means to self-development and growth. In other words, volunteers who are motivated by the enhancement factor, take part in volunteer service to make themselves feel needed and more important. Farrel et al. (1998) covers the enhancement factor with solidary, and Strigas and Jackson (2003) covers the enhancement factor with material and egoistic factors. Both Farrel et al. (1998) and Strigas and Jackson (2003) had the External tradition but it was named External tradition and External respectively.

The remaining two factors were Leisure and Patriotism. As mentioned earlier, the Leisure factor includes motives related to the individual's need for various leisure choices, such as excitement. The author chose to use Leisure for it was an essential factor in Strigas' and Jackson's (2003) study. Doherty (2005, 41) suggested also that volunteerism must be recognized by the organizations as a leisure activity for it is what people do in their leisure time. Doherty (2005, 41) resembles also that sport volunteering is only one activity amongst other potential ones. Green and Chalip (2004, 59) studied the volunteer commitment in the Sydney Olympic Games 2000 and found that the expected benefit of excitement played a major role in predicting commitment. Güntert et al. (2015) extended the functional approach of VFI and used excitement as one of their sport event motivation factors. Excitement is referred in their study as a desire for interesting and phenomenal experiences during the event. Güntert et al. (2015) found that excitement was an important motive for volunteering at their event.

The last factor at the present study was Patriotism. Selection of Patriotism was supported also from a theoretical perspective. Bang and Chelladurai (2009) used Patriotism as one of their motivational factors to capture the specific nature of international sporting events. The Patriotism is described in their study as a positive motivation to express one's pride in the country. Kemp (2002) examined volunteers' motives in Olympic Games and found that these events are strongly motivated by pride in their country. Karkatsoulis et al. (2005) found that national identity was the major motivational factor for the volunteers at the Athens 2004 Olympic Games. Adding Patriotism as a motivational factor may give a more comprehensive understanding of volunteer motivation at the present study for this particular event.

The items for the five factors were selected by using certain guidelines. Farrel et al. (1998) developed the SEVMS and had four factors with 28 items. Clary et al. developed the VFI with six factors and 36 items. Strigas and Jackson (2003) came up with a volunteer motivation questionnaire in a sport event with five factors and 40 items.

After reviewing the previous studies, the researcher decided to select five items for each of the five factors. An item was most likely selected if it was included in both Farrel et al. (1998) and Strigas and Jackson (2003) studies. The author did not want to have a too long survey so many items were dropped out and the selected items were proper to the context of this event.

The expectations of volunteers were divided into seven categories and had all together 46 propositions. The categories were: job description, training, management, communication, catering, benefits, and working. The categories and propositions were selected based on the issues that the organization consider as important and manageable.

7 Results

The questionnaire was answered by 287 respondents resulting in response rate of 71,0%. The majority of volunteers (n=207) were females (72%). However, there was not any significant difference of gender distribution between the population (70% female, 30% male) and the sample (72% female, 28% male). The age distribution was from 16 years till 70 years old and older, and the majority fall under the age group of 20-29 (32%). Most of the volunteers came from the Helsinki Metropolitan Area (69%) and city-specific the biggest volunteer participation rate was derived from Helsinki (45%) (Figure 3). The majority of volunteers came from a professional background (47%) and were students (41%). Volunteers were asked if they were participating as a volunteer for the first time in the international championships, and the results suggest that for over half of them this was the first time (51%). Volunteers were asked their relationship with the basketball and most of them answered that they are playing basketball in a club (26%). All together, there are 23 different functional areas of volunteers and the number of volunteers is varied among each task. The greatest need of volunteers was in the area of customer service (17%) and VIP services (10%). These results can be seen also in the appendix 1.

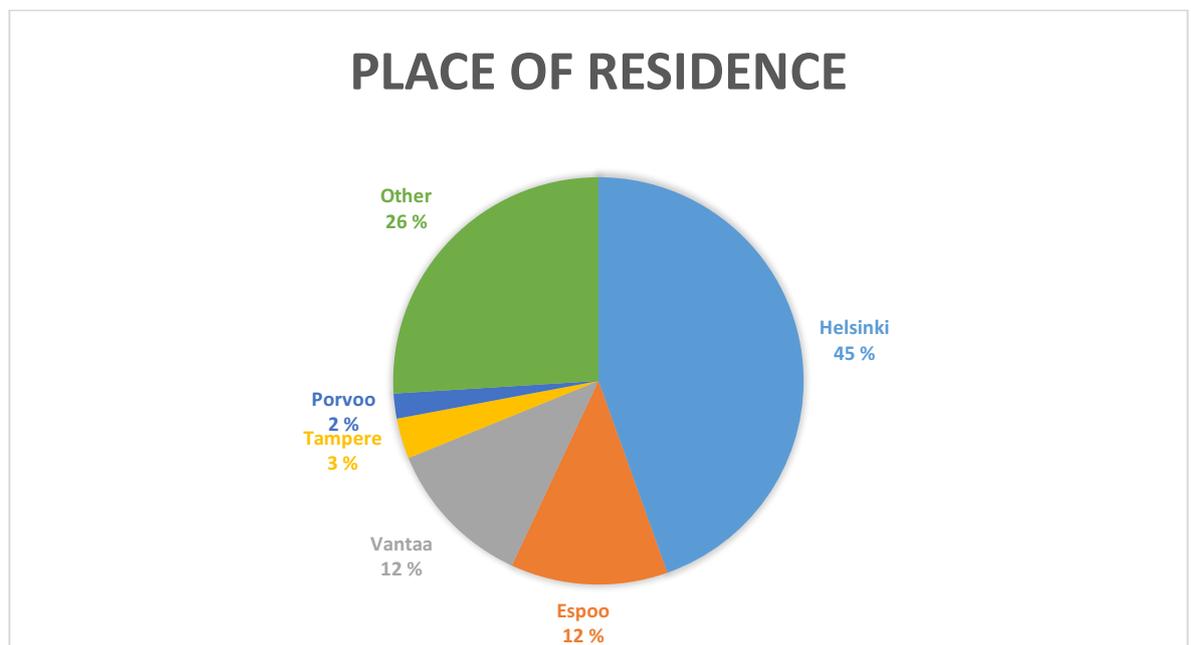


Figure 3. Volunteers' places of residence

While filling the questionnaire, volunteers were able to choose the three favorite tasks in the ranking list, and 70% of them were selected to the first choice, 18% to the second, 7% to the third, 5% got some other task beyond these three choices. Volunteers were asked how they felt the position in which they were selected to using a 5-point Likert scale where 1 meant very dissatisfied, 2 meant dissatisfied, 3 meant neither, 4 meant satisfied, 5

meant very satisfied. 72% scored 5, 18% scored 4, 7% scored 3, 2% scored 2, and 1% scored 1.

Volunteers were asked about what they think of recruiting process in general via certain propositions, and how the LOC succeeded in these propositions. Volunteers were first asked to rate the three propositions by using a 5-point Likert scale where 1 meant “not important”, 2 meant “slightly important”, 3 meant “fairly important”, 4 meant “important”, and 5 meant “very important”. The propositions were rated as very important totaling the mean value of 4,62: “a recruitment process of volunteers is started well in advance considering international Championships (M= 4,63), “job descriptions are clear” (M= 4,62), and “I get information early enough whether or not I am selected to volunteer” (M= 4,61). After answering these propositions, volunteers were asked how well the LOC succeeded in the recruitment process by using the same scale where 1 meant “strongly disagree”, 2 meant “disagree”, 3 meant “neutral”, 4 meant “agree”, and 5 meant “strongly agree”. Volunteers agreed strongly (M= 4,61) that the LOC succeeded in the recruitment process: “the recruitment process of volunteers was started well in advance considering the EuroBasket 2017 (M= 4,76), “the job descriptions were clear” (M= 4,30), and “I got information early enough whether or not I am selected to volunteer” (M= 4,77). The only proposition that the LOC performed below the expectations was “the job descriptions were clear” and two people rated this as “1” and four as “2”. However, the majority (n= 133) ranked this as “5”.

Volunteers were asked what was the primary source of information for volunteering in EuroBasket 2017 and the majority answered the webpage (26%) of the Finnish Basketball Association and the direct mail (26%). Direct Mail was send to almost all of those who volunteered at the FIBA Europe Under-20 Championship in 2016. As mentioned earlier, 41% of volunteers are students and therefore the third biggest source of information was derived via schools (15%). However, only 36% of students got the information from their school. The other, quite significant source of information was derived from a friend (13%). What was surprising, only 4% of the volunteers got the primary information via Facebook.

7.1 Volunteer motivation factors

The author used 25 items and five factors to measure volunteer motivation in EuroBasket 2017. The factors were purposive, enhancement, external tradition, leisure, and patriotism. The items of volunteer motivation used a 5-point Likert scale where 1 meant “not at all”, 2 meant “not really”, 3 meant “neutral”, 4 meant “somewhat”, and 5 meant “very much”. The purposive factor includes motives of doing something useful and contributing to the community and event, and helping for a cause. The enhancement involves motives of providing means to self-development and growth. The external tradition includes family

traditions and the use of free time to volunteer. The leisure factor involves individual's need for various leisure choices, such as excitement. The patriotism factor has a positive motivation to express their pride in the country.

The most important factor rated by volunteers was patriotism (M = 3,91) followed by purposive (M = 3,88), leisure (M = 3,43), enhancement (M = 3,37), and external traditions (M = 2,2). The most important item of purposive was, "I want to help make the event a success" (M = 4,56), enhancement, "I want to work with different people" (M = 4,16), and external traditions, "a friend / relative / significant others are involved in basketball" (M = 3,02). The highest rated item from the factor of leisure was also the most important of all the items, "I want to experience the celebratory atmosphere of the event" (M = 4,77). The most important item of patriotism was, "I am proud of my country in basketball" (M = 4,09). Even though the patriotism factor was the most important, the three highest rated items came from leisure (n = 1) and purposive (n= 2) factors. The three least rated items were all related to the factor of external tradition: "I wanted to continue a family tradition of volunteering" (M = 1,71), "I was asked by others to volunteer at this event" (M = 1,94), and "I have more free time than I used to have" (M = 2,16). All the mean scores can be seen at the table 3. Patriotism and purposive factors clearly dominated the volunteer motives while external tradition being clearly the least motivating factor.

Table 3. The volunteer motives for participating in the EuroBasket 2017

Item	Factor	Average
I am proud of my country	Patriotism	4
I want to help make the event a success	Purposive	4.56
I want to experience the celebratory atmosphere of the event	Leisure	4.77
Volunteering makes me feel important	Enhancement	3.53
Volunteering experience will look good on my resume	Enhancement	3.1
I want to work with different people	Enhancement	4.16
I am proud of my country in sports	Patriotism	4.05
I want to put something back in the community	Purposive	3.51
My friends/family/significant others are also volunteering	External tradition	2.18
I want to gain some practical experience toward paid employment	Enhancement	2.99
I have more free time than I used to have	External tradition	2.16

I can help my country to be presented well	Patriotism	3.53
I was asked by others to volunteer at this event	External tradition	1.94
Volunteering creates a better society	Purposive	3.25
I want to vary my regular activities	Leisure	3.37
A friend/relative/significant others are involved in basketball	External tradition	3.02
I want to feel part of this community	Purposive	4.28
I want an opportunity to meet the players and see the event	Leisure	3.78
I want to do something worthwhile	Purposive	3.82
I want to relieve stress and tension of everyday life	Leisure	2.26
I can make new contacts that might help my business or career	Enhancement	3.06
I am proud of my country in basketball	Patriotism	4.09
I wanted to continue a family tradition of volunteering	External tradition	1.71
I want to provide me the excitement I crave	Leisure	2.97
Volunteering helps my country to be seen as a good host	Patriotism	3.89
Total		3.36

7.1.1 Functional area as the variable between volunteer motives

The motives were also examined whether they varied between the functional areas of volunteers. The EuroBasket 2017 involved various of functional areas of volunteers and they varied a lot in their group sizes. Therefore, only those areas that had 10 or more volunteers, are taken into comparison (Table 4). The following functional areas were excluded from the comparison: accreditation (n = 8), catering (n = 8), referee attaché (n = 5), team attaché (n = 7), court manager (n = 4), access control (n = 3), statistics (n = 3), and stored service (n = 5). After excluding these eight functional areas, the rank order was the same: patriotism (M = 3,91), purposive (M = 3,89), leisure (M = 3,42), enhancement (M = 3,38), and external tradition (M = 2,25). The findings suggest many commonalities between the functional areas such as, all of them rated the patriotism (n = 10) or purposive (n = 5) factor as the most important, whereas all the areas rated external tradition as the least important factor.

The most important item was found in leisure factor “I want to experience the celebratory atmosphere of the event” (M = 4,75) and was rated by all the functional areas expect transportation, logistics, and team service who rated the item of purposive factor “I want to help make the event a success” (M = 4,56) as the most important. Off-court officials rated both of the items equally. All the functional areas rated the three items from the external tradition as the least important: “I wanted to continue a family tradition of volunteering” (M = 1,75), “I was asked by others to volunteer at this event” (M = 2,01), and “I have more free time than I used to have” (M = 2,25). The functional areas of team service, off-court officials, and VIP services indicated “I wanted to continue a family tradition of volunteering” to be clearly the least motivating item. Otherwise, there were not any significant differences between these items among the areas.

Patriotism (M = 4,54) was rated as the most motivating factor by the area of ticket sales, followed by purposive (M = 4,19) by the area of transportation, leisure (M = 3,90) by ticket sales, enhancement (M = 3,91) by games’ operations, and external tradition (M = 2,98) by ticket sales. In turn, patriotism was rated as the least motivating factor by the area of media services (M = 3,31), followed by purposive (M = 3,28), leisure (M = 2,72), and enhancement (M = 2,50) by off-court officials, and external tradition (M = 1,83) by media services. In addition, the two most motivated functional areas were ticket sales (M = 3,85) and games’ operations (M = 3,74), whereas the least two were off-court officials (M = 2,86) and media services (M = 3,11).

Table 4. Functional area as a variable of volunteer motives

Functional area	Patriotism	Purposive	Leisure	Enhancement	External tradition
	(M)	(M)	(M)	(M)	(M)
Customer service (n= 42)	3,96	3,79	3,32	3,63	1,92
Hotel info (n= 15)	3,56	3,83	3,36	3,14	2,10
Security and safety (n= 14)	4,04	3,96	3,34	3,01	2,33
Race office (n= 11)	3,66	3,94	3,20	3,29	2,09
Transportation (n= 16)	4,27	4,19	3,44	2,74	2,41
Ticket sales (n= 10)	4,54	4,12	3,90	3,72	2,98
Logistics (n= 13)	4,08	4,00	3,29	3,51	2,34
Media services (n= 14)	3,31	3,77	3,34	3,32	1,83

Games' operations (n= 11)	4,20	4,18	3,89	3,91	2,53
Spectator services (n= 18)	3,99	3,92	3,64	3,54	2,01
Team service (n= 17)	3,99	4,07	3,67	3,73	2,21
Off-court officials (n= 10)	3,50	3,28	2,72	2,50	2,29
Communications (n= 14)	3,71	3,84	3,20	3,41	2,29
VIP services (n= 29)	3,92	3,78	3,45	3,39	2,04
Medical services (n= 10)	3,86	3,72	3,46	3,82	2,44
Total	3,91	3,89	3,42	3,38	2,25

7.2 Team leader

Every functional area has its own team leader or leaders who are responsible for the volunteers within their team. Volunteers were asked to rate the certain features of a team leader (Figure 4) by using a 5-point Likert scale where 1 meant “not important”, 2 meant “slightly important”, 3 meant “fairly important”, 4 meant “important”, and 5 meant “very important”. The mean value for all the features was 4,54. The features were ranked pretty high except the “charismatic” (M= 3,73). The most important features that the volunteers value in their team leader are “cooperation skills” (M= 4,87), followed by “trustworthy” (M= 4,82), “responsible” (M= 4,78), “honest” (M= 4,74), and “organizational skills” (M= 4,74).

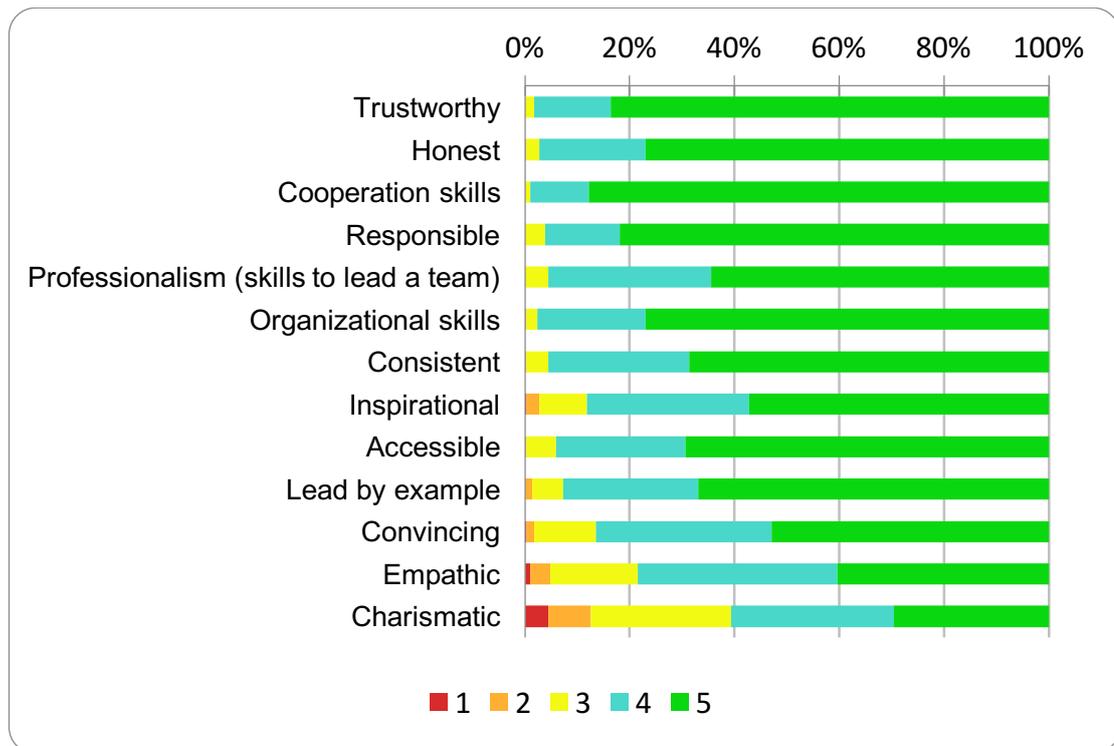


Figure 4. The rated features of a team leader

7.3 Volunteer expectations

Volunteers were asked about expectations of volunteering in EuroBasket 2017. The author used 46 propositions that were divided into seven categories: job description, training, management, communication, catering, benefits, and working. Volunteers were asked to answer what kind of expectations they have considering the EuroBasket 2017 via certain propositions (Table 4). A 5-point Likert scale was used where 1 meant “strongly disagree”, 2 meant “disagree”, 3 meant “neutral”, 4 meant “agree”, and 5 meant “strongly agree”. The propositions that volunteers rated as “4” and over can be seen in the Table 5 in a rank order.

Table 5. Volunteer expectations of EuroBasket 2017

Proposition	Average	Category
Possess the required skills to run my tasks properly	4.55	Job description
I need to know exactly who to contact if there is something to ask about volunteering or the event itself	4.53	Communication
A good team spirit motivates me to do my job well	4.43	Working
My job is meaningful	4.43	Job description
Volunteers should be provided daily with a meal	4.41	Catering
My superior should listen to me if necessary	4.36	Management
I need to gain required tools to handle my tasks properly	4.34	Job description
Team leader has a significant role in creating a team spirit	4.32	Job description
In my volunteer tasks, I should experience the feeling of success	4.31	Job description
Job description needs to be clear	4.31	Job description
My volunteer tasks are close to the skills I possess	4.31	Job description
The quality of training should be professional	4.25	Training
There should be an ongoing communication related to my volunteer duties between me and my superior	4.25	Communication
Feedback should be constructive	4.22	Management
The training material should be available online	4.21	Training

The purpose and aims of my job needs to be clarified	4.15	Management
The subject matter of training should provide me with the full capabilities to handle my tasks	4.11	Training
I know exactly what the organization expects from me	4.07	Job description
Creating a team spirit prior to the event is essential	4.00	Working

The most important propositions in a rank order were “possess the required skills to run my tasks properly” (M = 4,55), followed by “I need to know exactly who to contact if there is something to ask about volunteering or the event itself” (M = 4,53), and “a good team spirit motivates me to do my job well” (M = 4,43) and “my job is meaningful” (M = 4,43). In turn, the propositions that scored under three and were the least important propositions in a rank order included “volunteering helps me at my studies” (M = 2,63), “it is important that I have the same colleagues throughout the event” (M = 2,64), “a good performance of mine should be rewarded somehow” (M = 2.87), and “my job needs to be independent” (M = 2,9). The most important propositions of each category as well as the least important are presented in the figure 5.

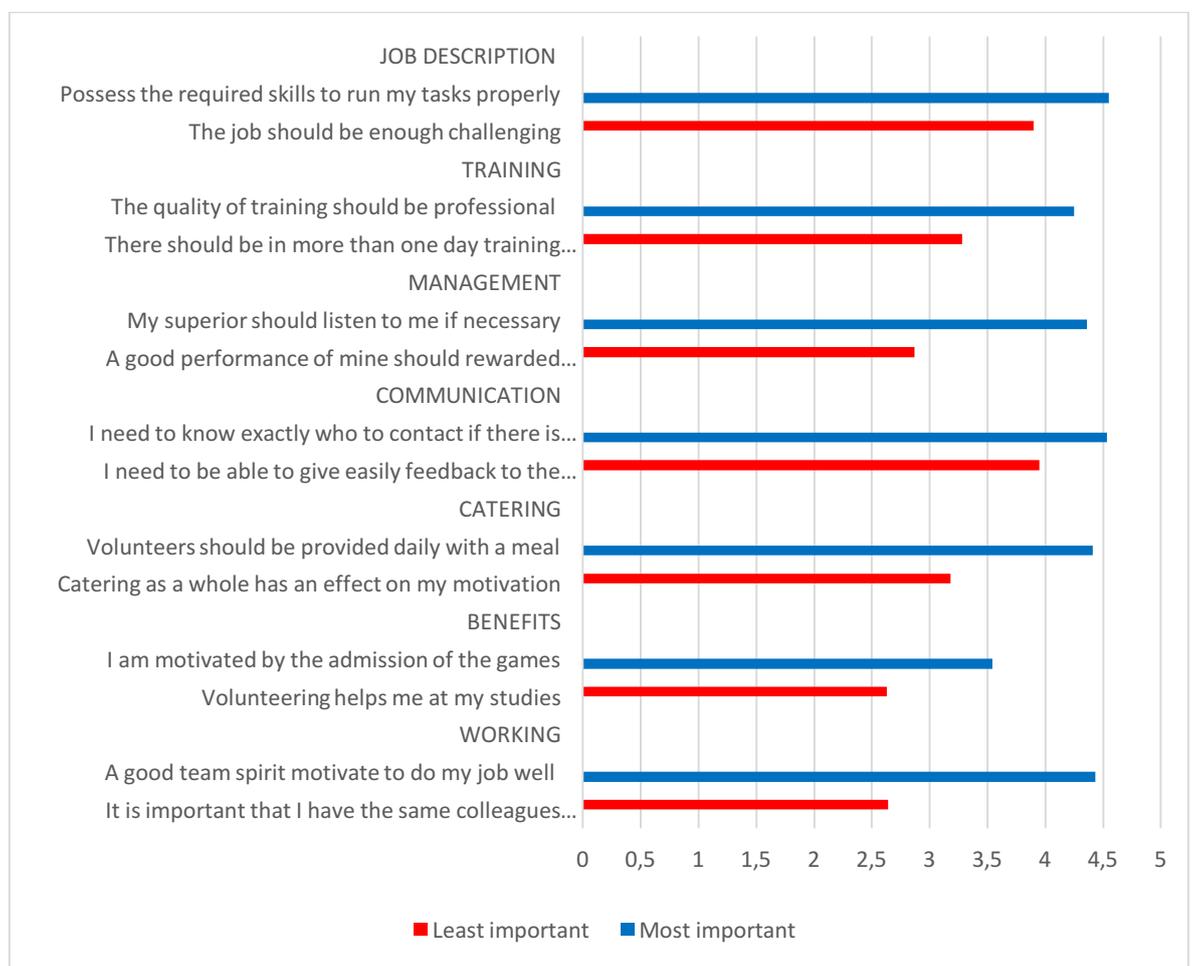


Figure 5. The most and least important propositions of each category

7.3.1 Functional area as the variable between volunteer expectations

The expectations were also examined whether they varied between the functional areas of volunteers. The same kind of comparison method was used as in comparing the motives of volunteers. Thus, only those areas that had 10 or more volunteers, are taken into comparison. After excluding the eight functional areas, the findings suggest many commonalities between the functional areas such as, most of the functional areas ranked the proposition of “possess the required skills to run my tasks properly” (53%; M= 4,58) as the most important, and “volunteering helps me at my studies” (40%; M= 2,61) and “it is important that I have the same colleagues throughout the event” (40%; M= 2,63) as the least important. The proposition of “my job needs to be independent” (20%; M = 2,93) was the third least important. Only 13% rated the proposition of “a good performance of mine should be rewarded somehow” as the least important but the mean value (2.87) was still rated lower compared to the latter proposition. The other two most important propositions were “my job is meaningful” (33%; M= 4,55) and “I need to know exactly who to contact if there is something to ask about volunteering or the event itself” (20%; 4,52). The proposition of “a good team spirit motivates me to do my job well” (13%; M = 4,39) did not make it to the top three as it made among all the volunteers.

The functional area of medical services (M= 4,15) agreed the most on the propositions whereas, the race office (M= 3,55) agreed the least. The findings suggest that the biggest difference between the functional areas was derived from the games operations’ (M= 3,55) and off-court officials (M= 1,20) in the proposition of “volunteering helps me at my studies”. The second biggest difference was found also between the same functional areas, games operations’ (M= 4,00) and off-court officials (M= 2,20), in the proposition of “volunteering helps me toward my paid employment”. The third biggest difference was between logistics (M= 3,31) and customer service (M= 1,71) in the proposition of “it is important that I have the same colleagues throughout the event”, followed by transportation (M= 3,13) and medical services (M= 4,70) in the proposition of “I need to be able to get familiar with the training manual before coming to the training session”. In turn, the smallest differences between the functional areas were derived from communications team (M= 4,21) and race office (M= 3,64) in the proposition of “goals should be set to the team I am working with”, followed by race office (M= 4,18) and medical services (M= 4,80) in the proposition of “volunteers should be provided daily with a meal”, and games operations’ (M= 3,28) and off-court officials (M= 3,20) in the proposition of “volunteers should be recognized by the sponsors of the event”.

7.3.2 Professional status as the variable between volunteer expectations

As mentioned earlier, LOC works in a close cooperation with Haaga-Helia University of Applied Sciences from where 80 students applied. All together, the sample consists of 117 (41%) students and 135 (47%) volunteers from professional background (workers), accounting together for 88% of the sample. Since the majority is covered by these two statuses, the comparison was made between them. Considering all the propositions, the expectations were quite similar (students $M= 3,89$; workers $M= 3,68$). However, the results suggest some differences as well.

By students the most important propositions were ranked as “I need to know exactly who to contact if there is something to ask about volunteering or the event itself” ($M= 4,56$), “volunteers should be provided daily with a meal” ($M= 4,51$), and “a good team spirit motivates me to do my job well” ($M= 4,50$). By workers the most important propositions were ranked as “possess the required skills to run my tasks properly” ($M= 4,64$), “my job is meaningful” ($M= 4,48$), and “I need to know exactly who to contact if there is something to ask about volunteering or the event itself” ($M= 4,42$). In turn, the three least important propositions by the students were derived from the category of “working”: “my job needs to be independent” ($M= 2,67$), “it is important that I have the same colleagues throughout the event” ($M= 2,84$), and “I need to be able to do my job the way I want to” ($M= 3,06$). Two out of three least important propositions by the workers were derived from the category of “benefits”: “volunteering helps me at my studies” ($M= 1,83$) and “volunteering helps me toward my paid employment” ($M= 2,79$). The third one was “it is important that I have the same colleagues throughout the event” ($M= 2,43$).

The results suggest that clearly the biggest difference between students and workers was found in the category of benefits. The three biggest differences are found in this category and the propositions in a rank order are “volunteering helps me at my studies” (students $M= 3,74$; workers $M= 1,83$), “volunteering helps me toward my paid employment” (students $M= 4,18$; workers $M= 2,79$), and “I am able to gain useful material from the event” (students $M= 3,85$; workers $M= 3,13$). In turn, students and workers totally agreed ($M= 3,87$) on the proposition of “the job should be enough challenging”. Other small differences were found from the propositions of “there should be an ongoing communication related to my volunteer duties between me and my superior” (students $M= 4,26$; workers $M= 4,24$), and “I need to be able to do my job without someone controlling me all the time” (students $M= 3,56$; workers $M= 3,52$).

7.4 Things to experience during the event

The last question was an open question and optional. Volunteers were asked to list three things they would like to experience during the event (Figure 6). The response rate was 81% to at least one of the three things and the number of answers totaled 673. The answers were divided into seven different categories, and are presented here in a ranking order: atmosphere (27%), sense of community (16%), new experiences (16%), feeling of success (12%), team Finland (11%), meet people (7%), and other (10%).

“Atmosphere” include answers related to the feeling derived from the event. “Sense of community” include the sense of belongingness and will to do things as a part of the team. “New experiences” covered basically all the new things volunteers want to experience during the event. Many volunteers want to succeed in their tasks in order to contribute to the event, and these are covered in the “feeling of success”. The category of “team Finland” covers all the things that are related to the Finnish basketball team, whether it is meeting the players or the success of the team. A lot of volunteers are keen to meet new people, make friends, and networking which are covered in “meet people”. “Other” covers all the rest things that could not be placed under any of these categories.

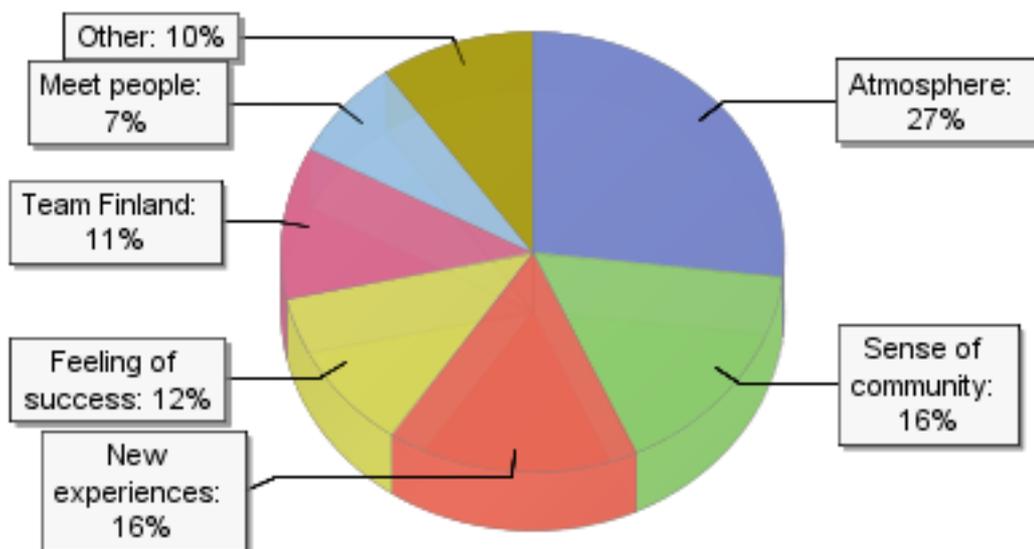


Figure 6. The three things to experience during the EuroBasket 2017

8 Discussion

The purpose of this study was to find out the motives and expectations of volunteers. The hypothesis was that volunteers are motivated the most of an unique atmosphere derived from the major international event. This hypothesis was true for the most important item was “I want to experience the celebratory atmosphere of the event”. The study suggests that volunteers are most motivated by the patriotism factor which was a little surprise for the author for he assumed that the purposive factor would be the most important. On the other hand, the fan base of basketball in Finland has grown enormously along with the success of the national team during the couple of years. Therefore, it is reasonable that volunteers show pride in their country. There are also other studies (Kemp, 2002; Karakatsoulis et al., 2005; Bang & Chelladurai, 2009) that found the pride in their country was the significant motivational factor for the volunteers at major events.

Almost equal to patriotism, volunteers were motivated to help for a cause and contribute to the community and event. These motives are involved in the purposive factor. These results are supported as well in the studies of Knoke and Prenskey (1984), Khoo and Engelhorn (2011), and Farrel et al. (1998). The second most important item and the most important of purposive factor is “I want to help make the event a success”. Farrel et al. (1998) had also this item as the most important.

When people participate volunteering, they really expect to possess the required skills to run their tasks properly. This can be seen as well in the high expectations of succeeding at their volunteer tasks. This in turn, sets high expectations for professional quality of training. Volunteers also think that the job they are doing, is meaningful. From the point of view of the LOC, this is valuable information for believing in the importance of one's work can be recognized among customers. In addition, volunteers have high expectations toward other volunteers and their teams in terms of working with like-minded people.

8.1 Volunteers' motivation

In addition to the multifaceted motives of volunteerism, it seems that volunteers are motivated by the combination of altruism and egoism, and need self-orientation in order to perform other-oriented activities. The highly ranked personal benefits involve items of “I want to experience the celebratory atmosphere of the event”, “I want to feel part of this community”, and “I want to work with different people”. Whereas, the highly ranked unselfish concern for others include “I want to help make the event a success”, and “I want to do something worthwhile”. The common goal of altruism and egoism is about trying to reach the ultimate goal of the motivational state which is someone's welfare. However, it is not

known whose welfare is the ultimate goal, is it another person's or one's own. When comparing the present study with the three other international Championships in sports, the Ice Hockey World Championship 2003, the 2005 World Championships in Athletics, and the 2012 European Athletics Championships, the motives have not changed much. It seems that the strongest motives are related to the uniqueness of the event, the will to make the event a success, and the sense of community.

Extrinsic motivation that included incentives for career development was not important. The nature of short-term volunteering is involved in event volunteering and therefore, instead of trying to motivate volunteers, the LOC should strive to meet the motives and needs of them, and satisfy their expectations. An ideal situation would be volunteers participating because of internal motivation instead of external. The LOC is dependent on the volunteers for the upcoming events and therefore it would be easier to retain internally motivated volunteers. However, individuals can take part in the same activity but with diverse motives. Therefore, it is hard to separate who are motivated internally for certain things. However, some items that were highly motivating can be affected by the LOC. Volunteers are motivated by meeting other volunteers and forming interpersonal relationships. Therefore, LOC should support and try to avoid keeping them at the same spot throughout the event. Especially those volunteers that are working at distant spots and isolated from the vicinity of the event. Volunteers want to experience the celebratory atmosphere of the event and see the Finnish team playing as well. Therefore, team leaders need to be aware that schedules are planned in a way that every volunteer has an opportunity to see the team of Finland playing.

The motives were also examined whether they varied between the functional areas of volunteers. Even though the eight functional areas were excluded from the comparison, the results were the same. This indicates that pride to the country and helping for a cause really are the most important motives, whereas family traditions and the use of free time is not motivating at all. Even though volunteers have less free time, they are still willing to take unpaid leave or use their annual holidays so they could volunteer at the EuroBasket 2017. This already is a pretty strong sign of internally motivated people.

Overall, there were not big differences in the motives between functional areas and a lot of common was found. However, some differences can be found which are listed below. It was surprising to find out that the off-court officials were more unmotivated than motivated to volunteer. The reason for this might be that the competence level for this job is very high. In order to be an off-court official, one needs to be very experienced in the required tasks and FIBA Europe has as well set certain standards for it. The results suggest as well that none of the off-court officials are volunteering at the international Championships for

the first time. Therefore, this is nothing new for them and they might have lost the glamor of the unique event already. On the contrary, ticket sales and games' operations were clearly the most motivated functional areas. This is reasonable for the majority of these groups were under 20 years old students and volunteering for the first time at the international championships. They are anxiously expecting to be part of the unique event. The study suggests also that volunteers from the functional area of games' operations were the most motivated externally compared to others by the incentives related to career development and personal growth. This is reasonable as well for almost everybody were still students.

Even though there were some differences between the functional areas, volunteers should be managed the same way. The functional areas cannot be treated or rewarded differently. Although external rewards were not that motivating, individuals still perceive the reward system to be equal. Adam's theory of inequity suggests that there will be comparison of rewards with others and if the comparison is positive an individual will gain satisfaction, whereas the comparison is negative an individual will gain dissatisfaction. What makes it even more complicated is that individuals compare the rewards in a different way. Therefore, as Chelladurai (2006, 112) stated, rewards should create the sense of equity among the volunteers of the organization.

8.2 Expectations of volunteer management and recommended actions

It is clear, that certain determinants are related to general volunteer satisfaction. As mentioned earlier, volunteers set high expectations towards managing the tasks properly and want to be able to serve the customers at a high level. This is reasonable for the satisfaction among volunteers can be enhanced through positive experiences in the event, and succeeding in the volunteer tasks are a key for this. I expected the proposition of "goals should be set to my team I am working with" and "the job should be enough challenging" to be slightly more important for the desire of feeling success was rated more important. On the other hand, it is very hard to determine how an individual experiences the feeling of success; is it through challenging tasks or not challenging at all. It might be that volunteers tend to apply to certain tasks in which they feel comfortable and possess already the required skills. It seems that they want to stay at a comfort zone and not to challenge themselves that much. Even if that were the case, they still feel that the job they are going to do is meaningful which is the most important thing. Anyhow, LOC should pay attention to the quality of training sessions. Those training sessions that the LOC is going to arrange covers the sessions for all the volunteers at the same time as well for all the team leaders at the same time. Especially those sessions where everybody assemble, a careful planning to create the best possible atmosphere should take place. Enough time should

be used for networking and for each functional area working by themselves as well. The theory part should be prompt but still provide volunteers with the full capabilities to handle the tasks. A lot of emphasis should be put on the team meetings from the initiation of a team leader. These meetings should take place without LOC's presence so that a relaxed atmosphere will prevail. The meetings are a great way to increase team spirit and go through the tasks in detail. The sense of belonging is essential and must be pursued.

Volunteers value a good team spirit and set also high expectations towards team leaders for they have a significant role in creating a team spirit. Because of an episodic nature of the event, it is understandable that volunteers want to create this team cohesion prior to the event. therefore, LOC should arrange meetings where all the volunteers are together as well as where all the team members meet only. This means that LOC should give responsibility to the team leaders and instruct them to meet certain amount of times with their own teams in order to create the team spirit.

The majority of volunteers do not expect to receive rewards of their good performance which was also supported by the study of Huttu (2016). This is understandable for the nature of volunteering is about helping others and volunteers already received their reward once they signed up for volunteering. This can be seen as individuals engage in activities because of gaining a state of internal rewards instead of external rewards. It also tells that a transactional leadership style is not needed in order to have dedicated, loyal and intensively working individuals. In turn, transformational leaders who are using internal rewards instead of external rewards, are the right type for managing volunteers and was also supported by the studies of Pettine (2006) and Davies (2011). Volunteers value also the constructive feedback from their leaders. Again, a transformational leader is able to meet these needs for he or she is paying attention to the meaningful tasks that grow individuals personally and professionally. Even though volunteers do not need rewards of good performance, I strongly believe that they still want to be recognized by others or team leaders. How can one not like when someone comes and pats the volunteer on the shoulder and thanks for a good service. That is also one way for a volunteer to recognize that they have succeeded at what they do. As mentioned earlier, volunteers desire to feel the experience of success. Volunteers have also high expectations towards their job that it is meaningful and this way they really can be encouraged to do even better job and identify with the proposition. Therefore, team leaders need to contribute to efficient work and somehow celebrate success. Thus, in order to celebrate success, LOC should think of some recognition strategies at every stage of the project to pull of the event.

This study also agrees with the statement of Kim and Bang (2012, 169) that volunteers expect an ongoing communication on the LOC's side related to the volunteering duties. Therefore, a regular communication should take place in all the stages, including the pre-event, during the event, and post-event. Prior to the event, an email should be sent monthly to all the volunteers. This email should cover the relevant information related to the event. This way the LOC would prevent the information overflow, and keep the volunteers up to date. The results suggest that volunteers want to feel being part of the community. Therefore, by sending a regular email to volunteers, provided with the information that is not in the news, makes them feel this way. During the event, volunteers should be provided with the information daily. After each day, a sum up of all the necessary information and practicalities will be made. After the event, volunteers need to be recognized and persuade for the upcoming events. This kind of approach of communication at all the stages works great in retaining volunteers. Volunteers are kept up-to-date and the risk of not succeeding at their tasks is considerably smaller. When volunteers are well-informed, this will most likely increase the team cohesion as well. Volunteers expect also to know exactly who to contact if there is something to ask about volunteering or the event itself. This is important information and LOC need to make sure that everybody knows who to contact first if necessary.

Volunteers value highly that they should be provided daily with a meal. Volunteers are working in the daytime and in the evening. The hours are not fixed and some of them are working irregular times. Therefore, a daily meal should be served twice a day, in the daytime and in the evening so that everybody has the possibility to eat. I think that LOC should not restrict the serving of a meal to the working hours. As well as anyone, those who are working only couple of hours or even one hour should be provided with a meal in my opinion. After all, volunteers give more than they take. It is a minor effort for the LOC but might have a significant meaning on volunteer motivation.

As mentioned earlier, volunteers were not that anxious to receive benefits from volunteering. The highest ranked benefit was a free admission to the games and therefore, as mentioned earlier, team leaders need to arrange the working hours of their team in a way that everybody has a possibility to see at least one game. The majority of volunteers disagreed the most to the proposition of "volunteering helps me at my studies". However, this result needs to be interpreted with caution for the proposition was mandatory to answer and therefore might distort the results. From 117 students 57 (49%) strongly agreed on this proposition whereas from 135 volunteers who are working and not studying 112 (83%) strongly disagreed. It is reasonable if an individual is not studying or not going to study anymore in the future, he or she will strongly disagree on this proposition. On the other hand,

it is not known how many of the working people will study in the future and if so, how they rated this proposition. Considering the upcoming events, the proposition “volunteering helps me at my studies” should be divided into two subcategories: “I am studying or going to study in the future” and “I am not studying or going to study anymore in the future”. If a volunteer selects the first subcategory, he or she is able to rate the proposition, whereas the latter subcategory directs to the next question without the possibility of rating the proposition. Hence, those who are not studying or going to study anymore, do not rate this for it does not apply to them.

Even though autonomy was an essential factor of volunteer motivation in couple of studies (Güntert et al. 2015; Huttu, 2016) it was not seen as important in the present study. Only proposition volunteers somewhat agreed was “I need to be able to do my job without someone controlling me all the time”. Volunteers are not keen to work independently and value more being part of the group and community. Almost equal to the least important proposition was “It is important that I have the same colleagues throughout the event”. Therefore, volunteers might be open to the suggestions of switching between the functional areas during the event. This is important information for there will most likely to be situations where volunteers need to swap between tasks. I am positive that if the LOC is capable of presenting the matter in the right way, volunteers will value more the meeting of new co-workers instead of deploring the swap. Clearly, volunteers’ needs for social benefits, such as social interaction, interpersonal relationships, networking, and group identification are essential for their satisfaction and motivation which is also supported by the study of Strigas and Jackson (2003).

Volunteers have certain expectations toward the EuroBasket 2017 and, in turn, the LOC need to deliver these expectations. It really is important that these expectations of volunteers are clear prior to the activities of volunteerism so that those can be met more easily. This statement is also supported by Karreinen et al (2010, 35), and Kim and Bang (2012, 166-167).

When comparing the expectations between the functional areas, the results suggest an interesting finding. Even though, the proposition of “it is important that I have the same colleagues throughout the event” was overall rated as one of the least important propositions, people in the functional area of logistics are still expecting to have the same colleagues. The reason for this might be that they want to have the same colleagues for they do not have much intercourse with other people. They want to have a good team cohesion and therefore it is more suitable to have the same colleagues in order to form interpersonal relationships. As mentioned earlier, the off-court officials were motivated the least

compared to other functional areas. However, they have the highest expectations together with communications team in setting goals to their own team. This only tells that a professional atmosphere prevails among their team. Even though they are not that motivated of volunteering, it does not mean the unwillingness to succeed. Actually, the off-court officials are highly expecting to experience the feeling of success.

The expectations were also compared between the students and workers. Both target groups have similar high expectations and want to be able to success at what they do in a good company. Bigger differences were found from the lowest expectations. Students clearly are not expecting to have autonomy whereas workers are not expecting to have any benefits. The results suggest that students are more keen to be part of the team and feel the sense of belonging.

8.3 Desired experiences

Volunteers were asked to list three things they would like to experience during the event by using the form of an open-ended question. This question was optional. However, the majority of respondents answered to at least one of the three things they would like to experience which makes it reliable to analyze. Volunteers clearly want to experience the unique feeling of an international championship event. Volunteers also want to experience something new and feel the sense of community. Kim and Bang (2012, 167-168) suggest that most events are socially positive happenings and therefore attract people to participate in them, which is relevant in this study. It is reasonable that volunteers want so strongly to experience something new for 51% of them are volunteering at the international championships for the first time. Even though volunteers were already asked about the feeling of success, many of them still wanted to list this as one of the most important experiences. This only tells that the feeling of success is important and needs to be contributed.

8.4 Team leaders

As mentioned earlier, team leaders have an important and responsible role in Euro-Basket 2017. Volunteers expect that team leaders have an effect on creating the atmosphere within a team which in turn affect the motivation to succeed. When asking volunteers to rate the certain traits of a team leader, they valued all of them quite high except the trait of charismatic. Similar findings were also in the study of Huttu (2016). It seems that this type of trait is more suitable for paid employees. It seems that during a short period of time, volunteers want to have fun and form interpersonal relationship. Therefore, they do not see a charismatic leader as an important feature. As

a matter of fact, 13 people answered that this trait is not important at all. I expected the trait of “inspirational” to be at least in the top five but was ranked as the tenth most important out of 13 features. It seems that volunteers are already well inspired of the event and do not need anyone to inspire them. However, as Van der Wagen and White (2010, 188-189) mentioned, in most cases, event volunteers are expecting to have some fun and join in the atmosphere. Respondents also agreed that team leaders have an important role in creating a team spirit. Therefore, leading should be about having good verbal and non-verbal communications skills and various of activities to energize the team.

Volunteers want to cooperate with their leader, trust him or her, and know that the leader is able to organize and handle the tasks properly. As mentioned earlier, a transformational leadership style seems to be the right type of volunteer management. The certain traits that volunteers valued the most can be found as well in the functions among transformational leaders. These are collaboration, building of trust, and setting an example. On the other hand, transformational leadership style presents characteristics of charisma as well. Obviously, team leaders have a significant role and therefore an inspirational and pleasant atmosphere should prevail between the LOC and the leaders. This means that more meetings need to be arranged merely with the team leaders. Before the leaders meet their team members, the LOC needs to be sure that they know as much as possible of the practicalities so that their team members really can count on them from the first encounter. This is useful information for the LOC, considering the upcoming events. When team leader prospects are being interviewed in the future, the recruiters are aware of what type of team leader volunteers value the most and how they should be managed.

8.5 Volunteer recruitment

The recruitment process was challenging for many people did not fill the three favorite tasks. It raises the question whether or not a volunteer is willing to work in some other functional area besides the first choice or will they simply drop out because they did not get what they wanted. Therefore, for the upcoming events, it would be recommendable to make the selection of three favorite choices obligatory. This would ease a lot the selection process. However, the LOC managed pretty well for only five people out of 411 did not want to volunteer because they did not get the task they wanted. When volunteers were asked about how satisfied they were to be selected to the job, the results show that even more people were very satisfied compared to the number of volunteers who were selected

to the first choice. Therefore, in the application form, a detailed information of the applicant is recommendable in order to find the best tasks besides the favorite ones. However, it is worth to mention that there are still people volunteering in the EuroBasket 2017 who were very dissatisfied ($n= 2$) or dissatisfied ($n= 7$) considering the task in which they were selected to. This might affect their motivation to volunteer and in the worst case, the negativity can be seen by the customers. One bad customer experience with a volunteer can ruin the 99 good ones that are experienced earlier. However, this was the first expression they got which is normal for everybody create their own prejudices. These prejudices can change over time and the way the LOC is working with and managing volunteers is a key for that. Team leaders have an essential role as well. The jobs or some parts of the job are not always exciting but when these are combined with a positive team spirit, a good leadership has occurred.

Volunteers were asked about how they valued the certain propositions of a recruitment process and how did the LOC managed in these propositions. Overall, the LOC succeeded very well. There was only one proposition that was performed below the expectations yet still rated high: "the job descriptions were clear". For the upcoming events, the job description of each functional area could be clearer from the perspective of responsibilities and duties, and the required competencies to perform the tasks, as Prien et al (2009, 3) suggested. As a consequence, volunteer prospects would know exactly what they sign up for and the disappointments of created assumptions would be decreased. In addition, the LOC will attract and get the appropriate volunteers.

The LOC has now a clear picture of what motivates people to volunteer and what kind of expectations they have concerning the event. This knowledge should be utilized in the upcoming planned recruitment and selection strategies to attract appropriate volunteers. As Clary et al (1998, 1527) mention, people are more keen to volunteer once the message is tailored in a way that meets their needs and motives.

Volunteers answered that the primary source of the information for volunteering in EuroBasket 2017 was derived from the direct mail which was sent to those who volunteered at the FIBA Europe Under-20 Championship in 2016, and from the webpage of Finnish Basketball Association. Therefore, it seems that the LOC should create a database of appropriate volunteers who to contact for the upcoming events. However, in order to keep the highest service level possible, the information of volunteers who are not wanted to volunteer, should be available as well. Team leaders are a key to get this kind of information which need to be utilized. This is a great way to involve volunteers to the decision-making processes which Huttu (2016, 63) sees as an essential part of volunteer management process. Obviously, the LOC should concentrate on the marketing of the upcoming events in

their webpages from where the majority got the information to volunteer. In turn, Facebook and Instagram were insignificant sources of information and do not require that much marketing effort. The LOC is dependent on the same appropriate volunteers coming back each time for they will have subsequent events. In addition, this would save a lot of time, effort, and money resulting from training and recruiting newcomers.

8.6 Using different techniques for managing volunteers

It is obvious that human resource management is a key for managing volunteers. A profound planning must occur before the recruitment process. Clear job descriptions need to be made and be aware of the required competencies of each functional area. The people management processes need to be adjusted into the strategy of an organization. After that an effective recruitment and selection, orientation, performance management, and training will click on the place.

The recruitment process need to attract appropriate volunteers by having targeted recruitment messages. When going through the applications, managers should screen applications as they would do for potential paid employees. When the organization is aware of all the skills and experience they want from their volunteers, the selection process is much easier. Orientation is important to get the volunteers familiar with the organization. Volunteers want to be part of the community and therefore proper orientation may encourage them to feel more connected to the organization. The organization needs to establish high standards of performance, which can be attained by thorough communication, involving volunteers by delegating tasks, and by providing constructive feedback. In addition to the traditional paradigm adapted from the paid work organization, the needs of volunteers must be met in order to satisfy and retain them, and to make sure the performance of high standards is modelled. Volunteers want to be able to serve the customers at a high level and want to experience feeling of success so the training needs to be able to provide them with all the necessary information and skills. After the event is over, succession management takes place. Volunteers need to be thanked and recognized for their effort, and communication need to take place to make sure there will be skilled volunteers for the subsequent events as well.

If these HRM practices are done well, they can have a positive effect on volunteer's motivation, commitment, and retention. Therefore, both the organization as well the volunteers will benefit from it.

It seems that in order to better recruit and retain volunteers, some of the management model of the "four factors" (Cuskelly et al., 2006, 155) are suitable at the present study. As

mentioned earlier, volunteers are willing to be part of the community, meet like-minded people and form interpersonal relationships. Therefore, the attraction factor that suggests volunteers to be more relationship rather than task-oriented sounds reasonable. It is extremely important to know the initial motives of volunteering and what motivates them to continue volunteering for the subsequent events. If these issues are not taken into consideration, volunteers are not likely going to continue volunteering. Volunteers have certain expectations to the sport organization and, in turn, the sport organization need to deliver these expectations. After the event, a volunteer forms a strong opinion of whether or not to volunteer for the subsequent events, and if the needs of an individual are met, he or she is most likely to continue. This is exactly the importance that the motivation factor stresses. The support factor explains that volunteers should not be solely supported by tangible recognition and reward schemes but also by involving them. As the results suggest, volunteers are not interested on rewards. The LOC is able to support their volunteers by valuing them and deriving momentum from their efforts and ideas.

Meijs and Karr presented two different management approaches for managing volunteers: programme management and membership management. The management style for the volunteers in EuroBasket 2017 should be a mixture of both. As Cuskelly et al. (2006, 84) mentioned, in membership management the member's expectations are matched with the tasks, turnover rates are low, people are satisfied and they know each other well. When volunteers were applying to volunteer at the EuroBasket 2017, based on the available job descriptions, they were able to select the three favorite tasks. Therefore, their expectations are met already based on the tasks they would like to perform in the event. Now that the LOC is aware of the most important motives, and expectations concerning the management and volunteering in general at the EuroBasket 2017, they really want to meet the needs of volunteers. The results of the present study suggest as well that forming interpersonal relationships and working with different people is essential. Van der Wagen and White (2015, 11) suggest that volunteers tend to have high expectations towards the event of having fun and will most likely leave if this is not the case. Obviously, the aim is to keep volunteers satisfied and Farrel et al. (1998, 298) suggest that this can be enhanced through positive experiences in the event. The way to do this is by meeting their needs, such as making sure they are well informed and possess the required skills to serve the customers at a high level, and being able to experience the unique atmosphere of the event. In addition, volunteers need to feel being part of the team as well. When volunteers are satisfied, the turnover rate is low. This is very important for the LOC is dependent on the volunteers for the subsequent events. On the other hand, very careful planning on

tasks to be done must take place before recruiting volunteers, the commitment of volunteers is short, and the possibility to entry or leave the organization is easy. Therefore, the approach of programme management need to be utilized as well.

8.6.1 Utilizing the results prior, during, and after the event

As a conclusion, this study will be used as a management tool prior, during, and after the event. The expectations and motives of volunteers serve as a tool for managing them. The most important ones will be met by the LOC in order to meet the needs and keep them satisfied. Volunteers are already motivated internally so the LOC needs to deliver what they are expecting to keep up the good spirit.

Prior to the event, the LOC will make sure all the volunteers are well informed and capable of serving the customers at the highest level. This will be achieved through the training sessions and communication in which volunteers set high expectations. The results of the study will be utilized in the planning and organizing the training sessions and meetings. Volunteers value profound communication with them so, as mentioned, there will be regular communication prior to the event.

A training session with the team leaders has already been arranged and the main findings of this study are presented to them. Team leaders already have the essential information about what volunteers value in them, what kind of expectations they have, and what motivates them. This way, team leaders are more likely to succeed with their team members. Volunteers also set high expectations towards team leaders in creating a good team spirit. This need to be created well in advance prior to the event and once it is created, the results suggest that volunteers are motivated to do their job even better. Obviously, all the team leaders are not equally possessing the same features that the volunteers value in them so we wanted to provide them with different tools to make sure every team are celebrating the success and having fun. This is why we went through different games to increase the positive atmosphere; what are the good ways to start the meeting as well as to end the meeting. Team leaders are now provided with all the necessary information about volunteers and they have the tools to conduct successful meetings. As the results suggest, a transformational leadership style is appropriate for managing volunteers and therefore, instead of giving team leaders strict orders how to manage their teams and conduct the meetings, we give them options and provide with information which they can utilize in the appropriate way for themselves.

This study provides useful information which will be utilized during the event as well. It is necessary to make clear what the LOC expects from the volunteers. Volunteers need to

know why the job they are doing is so important, and provide them with the tools to be able to succeed at what they are doing. Once they succeed, it needs to be recognized by others. Once again, a communication during the event plays a major role to pull of the event. By the LOC, there will be a sum up of each day. Volunteers set high expectations towards knowing who to contact if they do not have the answer. Team leaders are already provided with the contact list, who to contact, which will be provided with all the volunteers as well.

The results suggest as well that the majority want to experience the unique atmosphere of the event. Obviously, the best atmosphere will be when Finland is playing. Therefore, team leaders are already aware that they must organize the working schedule in a way that everyone has an opportunity to see the Finnish team playing. Volunteers want to feel being part of the team, have new experiences, and work with different people which will be noticed in managing them as well.

After the event, volunteers are not having that high expectations to be recognized. This will be a benefit for the LOC which is going to be utilized. As mentioned earlier, the LOC is dependent on the appropriate volunteers for the upcoming events. Therefore, to make sure they are willing to take part in the future, the expectations will be exceeded. Therefore, a thanksgiving feast for all the volunteers will be arranged after the event.

The study suggests as well many useful information that will be recognized in the upcoming events. Recruiting appropriate volunteers with attractive messages will be much easier once the motives and expectations of volunteers are known. The selection of team leaders will be easier as well for it is known what volunteers value in them. Making a database of the volunteers will be suggested by the author to the LOC. This would make it possible to place the appropriate volunteers with certain skills to the right spots concerning the subsequent events without difficulty.

8.7 Validity and reliability, and researcher's self-assessment

In a quantitative research, the matter of validity and reliability helps to ease issues related to usability. If the results derived from the survey are applicable and comparable to other studies, the results are being valid. Validity relate to whether the research answers the questions that it is meant to answer. In other words, this means that the right things should be researched in the right way. If the validity is totally missing, the research process is targeted to something that should not have been researched. Reliability is related to the consistency and repeatability of the research. The research should consistently

measure what it is meant to measure. A reliable study is done in a way that by using the precondition of the original study, the results will be the same. The questions should be understandable and unambiguous. (Hiltunen, 2009; Jyväskylän yliopisto, 2017.)

The author expected to find the answers to volunteers' motives and expectations towards EuroBasket 2017, and to be able to utilize the information in managing volunteers. The author finds the research being valid for the relevant issues were examined. The author was able to present tangible suggestions from the findings and justify them based on theories and research findings. On the other hand, the suggestions derived from the results cannot be valid for they are not practiced yet. The questions of the questionnaire were designed in a way that it would be easy to understand. A test survey was done by the three people who found no ambiguity. The number of responses was high (71%) so the sample works as an accurate representation of a population and can be generalized.

Even though I chose to use motivational factors that have not been used together in the same research previously, equivalent forms still exist and the results were comparable to other studies as well similarities were found. The results derived from the present study answer to the questions that it was intended to answer.

The researcher could not expect to do the thesis about volunteers. The researcher got the idea from the person working for Haaga-Helia University of Applied Sciences. The topic was confirmed in the mid-January 2017 and the knowledge about volunteers was mainly based on the lectures for the Master's degree in sport development and management. The process was quite demanding for the limited time and the literature about the topic is extensive and took a lot of time to get familiar with it. However, the experience was very rewarding and changed the way of thinking towards volunteers. The researcher feels that he has learned a lot from this process and is capable to work as a volunteer coordinator for the EuroBasket 2017 and for other bigger events as well. On the other hand, the researcher is very eager to see how suggestions work in practice. However, these suggestions of managing volunteers can serve as a guideline for the organization's subsequent events as well.

8.8 Further research suggestions

This research was done prior to the event and therefore the results cannot be reflected to the detected issues in practice. Therefore, it would be necessary to conduct another instrument after the event to see how well these suggestions derived from the researcher worked in practice. If the results will not match with the suggestions, there might be something wrong with the instrument. The only thing that could be measured about the success

of LOC was the recruitment process. On the other hand, the recruitment process can be evaluated by the LOC not until the post event. After the event, the LOC is capable to draw their own conclusion if the selected volunteers or team leaders were appropriate.

The majority of volunteers were first-timers in international Championships. They do not have previous experience how things are run in practice and therefore their opinions are not based on knowledge but on initial presumption. Therefore, it would be recommendable to investigate how the expectations towards volunteer management will change during and after the event compared to initial presumptions among first-timers.

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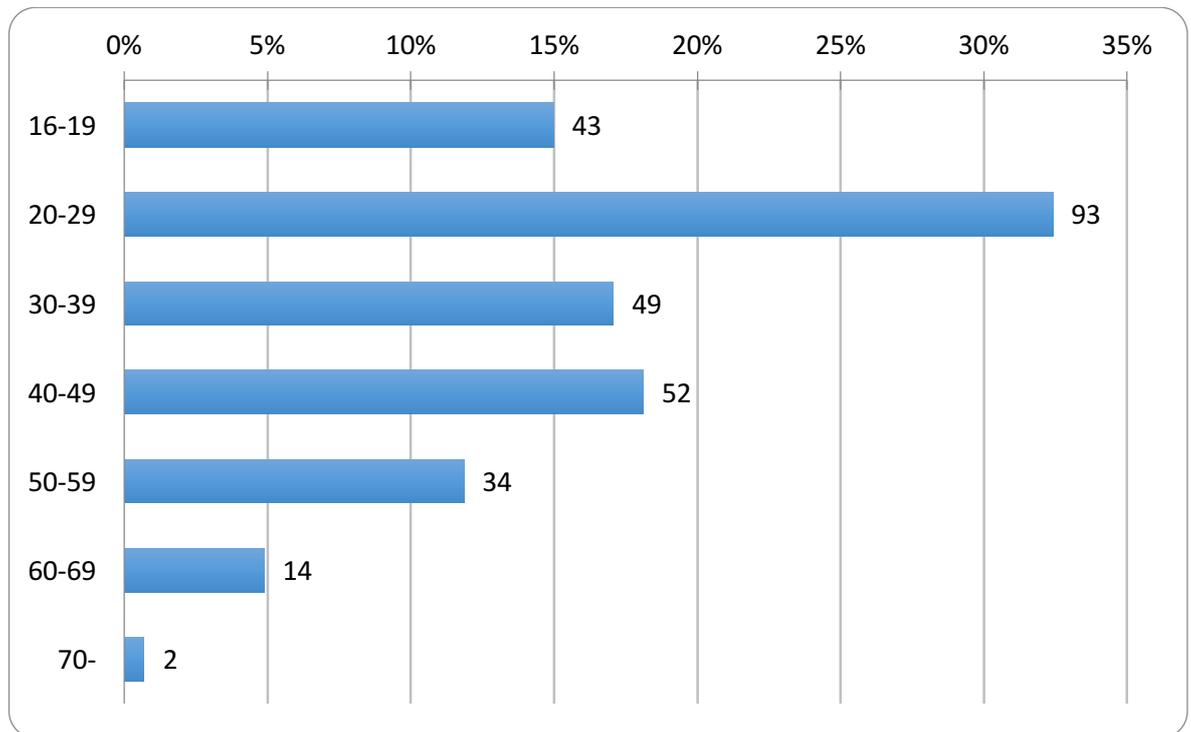
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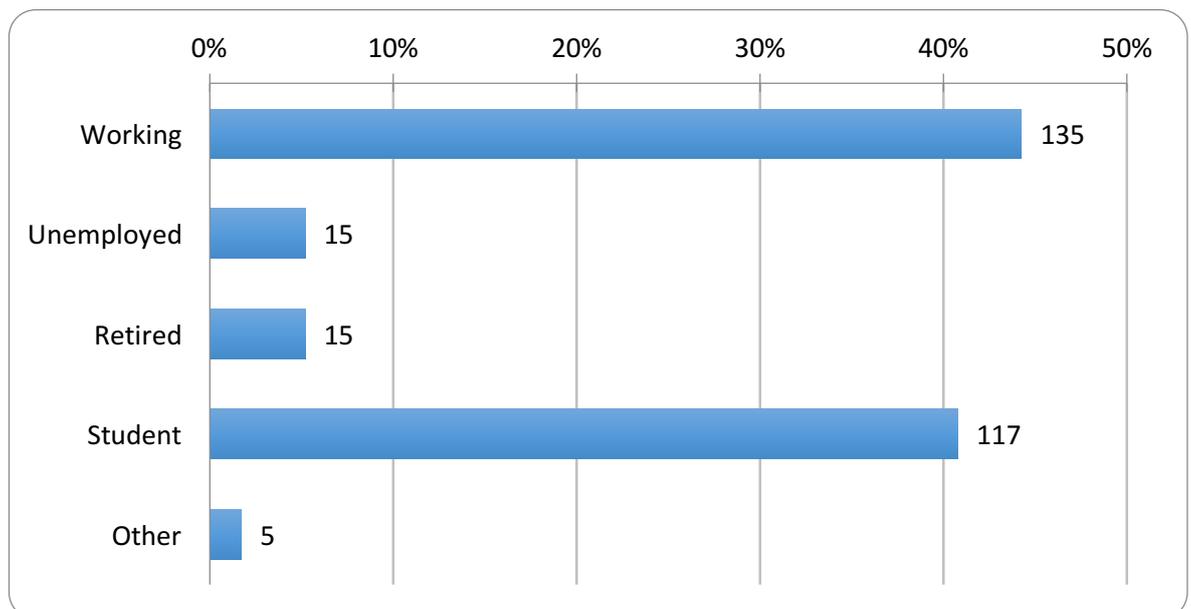
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Appendices

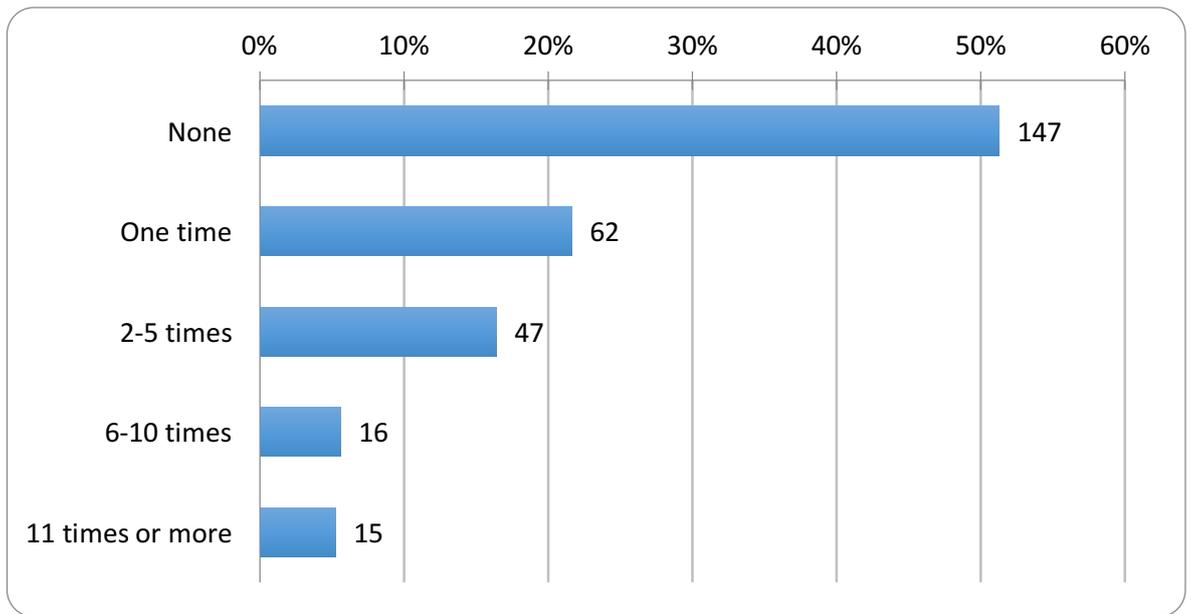
Appendix 1. Demographic figures



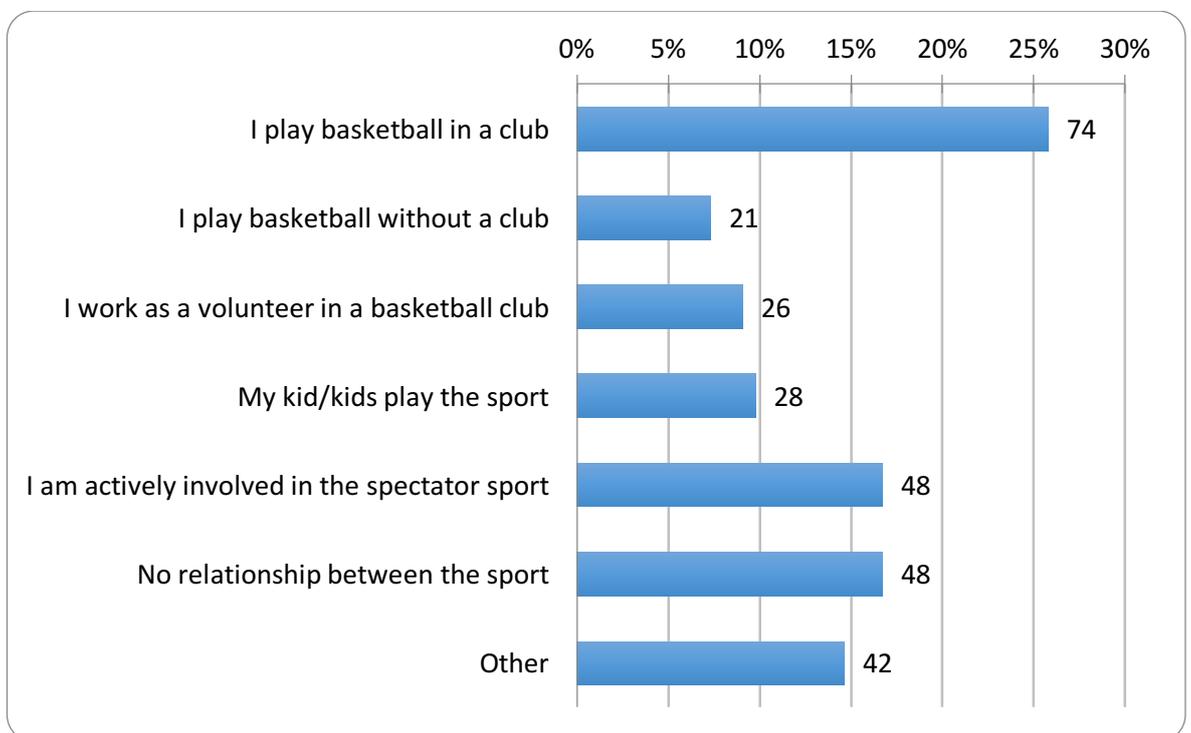
Demographic figures 1. The age distribution of respondents (n =287)



Demographic figures 2. Professional status of respondents (n =287)



Demographic figures 3. Experience of the international Championships (n= 287)



Demographic figures 4. Primary relationship to the sport (n= 287)

Appendix 2. Volunteer expectations

Proposition	Average	Category
Job description needs to be clear	4.31	Job Description
I know exactly what the organization expects from me	4.07	Job Description
Possess the required skills to run my tasks properly	4.55	Job Description
My job is meaningful	4.43	Job Description
I need to gain required tools to handle my tasks properly	4.34	Job Description
Goals should be set to the team I am working with	3.93	Job Description
My volunteer tasks are close to the skills I possess	4.31	Job Description
The job should be enough challenging	3.90	Job Description
In my volunteer tasks, I should experience the feeling of success	4.31	Job Description
The quality of training should be professional	4.25	Training
There should be in more than one day training sessions before the event	3.28	Training
The subject matter of training should provide me with the full capabilities to handle my tasks	4.11	Training
A little snack should be available at the training sessions	3.63	Training
The training material should be available online	4.21	Training
I need to be able to get familiar with the training manual before coming to the training session	3.73	Training
I have an option to choose the day of the training session that best suits to me	3.66	Training
I need to get enough feedback from my performance	3.82	Management
Feedback should be constructive	4.22	Management
My superior should listen to me if Necessary	4.36	Management
I should be motivated during the event	3.18	Management
The purpose and aims of my job needs to be clarified	4.15	Management
I need to be able to receive the guidelines of my tasks in a written form	3.30	Management
A good performance of mine should be rewarded somehow	2.87	Management
I need to gain sufficiently information about my job description	3.70	Management

After the event, all the volunteers should be recognized somehow	3.69	Management
There should be an ongoing communication related to my volunteer duties between me and my superior	4.25	Communication
I need to be able to give easily feedback to the management team of the organizing committee	3.95	Communication
I need to know exactly who to contact if there is something to ask about volunteering or the event itself	4.53	Communication
Volunteers should be provided daily with a meal	4.41	Catering
While eating, I need to be able to sit	3.46	Catering
There should be plenty of food to choose from	3.69	Catering
Volunteers should be constantly provided with a little snack	3.32	Catering
Catering as a whole has an effect on my motivation	3.18	Catering
I am able to gain useful material from the event	3.46	Benefits
I am motivated by the free admission of the games	3.54	Benefits
Volunteers should be recognized by the sponsors of the event	3.44	Benefits
Volunteering helps me at my studies	2.63	Benefits
Volunteering helps me toward my paid employment	3.32	Benefits
I need to be able to do my job without someone controlling me all the time	3.54	Working
I need to be able to do my job the way I want to	3.10	Working
My job needs to be independent	2.9	Working
It is important that I have the same colleagues throughout the event	2.64	Working
I am able to work as a part of the group	3.94	Working
A good team spirit motivates me to do my job well	4.43	Working
Team leader has a significant role in creating a team spirit	4.32	Working
Creating a team spirit prior to the event is essential	4.00	Working
Total	3.79	

Appendix 3. Cover letter for volunteers

Dear survey respondent,

This survey has been sent to everyone who is volunteering for the EuroBasket 2017. The purpose of this survey is to find out the motives for volunteering and your expectations considering the EuroBasket 2017 as well as the management of volunteers.

You receive this survey well in advance so we can react in a right way to the results, if necessary. This survey serves as a management tool so that we could meet the needs and motives of volunteers in a proper way. The survey is part of the volunteering process and we hope to receive responses from each of you. All the responses are extremely important and by responding, you are able to affect your working conditions as a volunteer in the EuroBasket 2017. Therefore, we kindly ask you to respond with a thought.

Answering to the questions will be kept confidential. The total time commitment will be about 10 minutes. We expect your response at the latest on Sunday 26.3.2016.

This survey is conducted by the volunteer coordinator as a thesis for Master's degree in the Haaga-Helia University of Applied Sciences.

You are able to respond to the survey from here: [The survey of the EuroBasket 2017](#)

Thank you so much for your help with this study!

Sincerely,

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Appendix 4. Questionnaire for volunteers

1. Age *

- 16-19
- 20-29
- 30-39
- 40-49
- 50-59
- 60-69
- 70-

2. Gender *

- Male
- female

3. Place of residence (postal code) * _____

4. Professional status *

- Working
- Unemployed
- Retired
- Student
- Other, what? _____

5. How many times have you volunteered for international championships? *

- I have not volunteered before in any international championships
- 1 time
- 2-5 times
- 6-10 times
- 11 times or more

6. What is your primary relationship with basketball? Select the best alternative *

- I play basketball in a club
- I play basketball without a club
- I work as a volunteer in a basketball club
- My kid/kids play the sport

- I am actively involved in the spectator sport
- No relationship with the sport
- Other, what? _____

7. What is your volunteer task in the EuroBasket 2017 *

- Accreditation
- Customer service
- Catering
- Referee attaché
- Hotel info
- Team attaché
- Security and safety
- Court manager
- Race office
- Transportation
- Access control
- Ticket sales
- Logistics
- Media services
- Statistics
- Games' operations
- Spectator services
- Team service
- Stored service
- Off-court officials
- Media services
- VIP services
- Medical services

8. When filling the application, you were able to select the three favorite volunteer tasks. In which of the three tasks you were selected to? *

- 1st favorite
- 2nd favorite
- 3rd favorite
- some other task
- some other task for I did not select all the three favorite choices

9. How satisfied you were in the task you were selected to? *

Choose the best alternative from the number scale of 1-5 (1= very dissatisfied, 5= very satisfied)

1 2 3 4 5

Very dissatisfied Very satisfied

10. Indicate to what extent each motive contributed to your decision to volunteer at EuroBasket 2017? *

Choose the best alternative from the number scale of 1-5 (1= not at all, 5= very much)

1 2 3 4 5

1. I am proud of my country
2. I want to help make the event a success
3. I want to experience the celebratory atmosphere of the event
4. Volunteering makes me feel important
5. Volunteering experience will look good on my resume
6. I want to work with different people
7. I am proud of my country in sports
8. I want to put something back in the community
9. My friends/family/significant others are also volunteering
10. Want to gain some practical experience toward paid employment
11. I can help my country to be presented well
12. I have more free time than I used to have
13. I was asked by others to volunteer at this event
14. Volunteering creates a better society
15. I want to vary my regular activities
16. A friend / relative / significant others are involved in basketball
17. I want to feel part of this community
18. I want an opportunity to meet the players and see the event
19. I want to do something worthwhile
20. I want to relieve stress and tension of everyday life
21. I can make new contacts that might help my business or career
22. I am proud of my country in basketball
23. I wanted to continue a family tradition of volunteering
24. I want to provide me the excitement I crave
25. Volunteering helps my country to be seen as a good host

11. Generally, how important are the following propositions concerning a volunteer recruitment process? *

Choose the best alternative from the number scale of 1-5 (1= not important, 5= very important)

1 2 3 4 5

1. A recruitment process of volunteers is started well in advance considering international championships
2. Job descriptions are clear
3. I get information early enough whether or not I am selected to volunteer

12. How did the Local Organizing Committee succeeded in the following propositions concerning the volunteer recruitment process? *

Choose the best alternative from the number scale of 1-5 (1= strongly disagree, 5= strongly agree)

1 2 3 4 5

1. The recruitment process of volunteers was started well in advance considering the EuroBasket 2017
2. The job descriptions were clear
3. I got information early enough whether or not I am selected to volunteer

13. What was your primary source of information for volunteering in EuroBasket 2017? *

- Internet, specify: _____
- Direct mail
- Sport club
- Friend
- Family member
- Relative
- School
- Other, what? _____

14. Indicate to the following propositions what are your expectations concerning your own volunteer tasks at EuroBasket 2017? *

Choose the best alternative from the number scale of 1-5 (1= strongly disagree, 5= strongly agree)

1 2 3 4 5

JOB DESCRIPTION

- Job description needs to be clear
- I know exactly what the organization expects from me
- Possess the required skills to run my tasks properly
- My job is meaningful
- I need to gain required tools to handle my tasks properly
- Goals should be set to the team I am working with
- My volunteer tasks are close to the skills I possess
- The job should be enough challenging
- In my volunteer tasks, I should experience the feeling of success

TRAINING

- The quality of training should be professional
- There should be in more than one day training sessions before the event
- The subject matter of training should provide me with the full capabilities to handle my tasks
- A little snack should be available at the training sessions
- The training material should be available online
- I need to be able to get familiar with the training manual before coming to the training session
- I have an option to choose the day of the training session that best suits to me

MANAGEMENT

- I need to get enough feedback from my performance
- Feedback should be constructive
- My superior should listen to me if necessary
- I should be motivated during the event
- The purpose and aims of my job needs to be clarified
- I need to be able to receive the guidelines of my tasks in a written form
- A good performance of mine should be rewarded somehow
- I need to gain sufficiently information about my job description

- After the event, all the volunteers should be recognized somehow

COMMUNICATION

- There should be an ongoing communication related to my volunteer duties between me and my superior
- I need to be able to give easily feedback to the management team of the organizing committee
- I need to know exactly who to contact if there is something to ask about volunteering or the event itself

CATERING

- Volunteers should be provided daily with a meal
- While eating, I need to be able to sit
- There should be plenty of food to choose from
- Volunteers should be constantly provided with a little snack
- Catering as a whole has an effect on my motivation

BENEFITS

- I am able to gain useful material from the event
- I am motivated by the free admission of the games
- Volunteers should be recognized by the sponsors of the event
- Volunteering helps me at my studies
- Volunteering helps me toward my paid employment

WORKING

- I need to be able to do my job without someone controlling me all the time
- I need to be able to do my job the way I want to
- My job needs to be independent
- It is important that I have the same colleagues throughout the event
- I am able to work as a part of the group
- A good team spirit motivates me to do my job well
- Team leader has a significant role in creating a team spirit
- Creating a team spirit prior to the event is essential

15. How important are the following features of a team leader (respond although you have been selected to be a team leader)? *

Each functional area has its own team leader or leaders. Team leader works as an immediate supervisor his or her team members and is responsible for training and preparing work schedules for them.

Choose the best alternative from the number scale of 1-5 (1= not important, 5= very important)

1 2 3 4 5

Trustworthy

Honest

Cooperation skills

Responsible

Professionalism (skills to lead a team)

Organizational skills

Consistent

Inspirational

Accessible

Lead by example

Convincing

Empathic

Charismatic

16. List three things you would like to experience during the EuroBasket 2017

1. _____
2. _____
3. _____