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**Determinants of the Decision to Volunteer in Sports and Allocate Time
to Volunteering**

Angenommene Habilitationsschrift zur Erlangung der Lehrbefähigung für das Fach Sportwissenschaft
unter besonderer Berücksichtigung von Sportmanagement und Sportmarketing

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Abstract

The habilitation's purpose was to study the determinants of the decision to volunteer in sports and allocate time to volunteering. Thereby, a holistic multi-level framework for investigating sport voluntary engagement was developed in one paper. The different facets of this framework were tested in nine empirical papers. The individual volunteer who provides his/her time to an organisation was studied as well as the associations of organisational characteristics and their influence on the individual's voluntary engagement. Volunteering takes place within the national sport system framed by policies and the understanding and meaning of volunteering in the country. These areas were explored in two edited books.

The papers analysed the decision to volunteer for organised sport, time allocation to volunteering for organised sport and sport events and motivations, involvement, commitment, satisfaction and volunteer's intention for future volunteering. Econometrics with various types of regression analyses and structural equation modelling were employed as means of analysis.

Concluding, it is fruitful to study the determinants of volunteering and time allocation to volunteering integrating different hierarchical levels. Organisational determinants and the environment are essential determinants of volunteer behaviour and attitudes.

Zusammenfassung

Ziel der Habilitation ist es, die Determinanten der Entscheidung für ehrenamtliches Engagement im Sport und der Einteilung von Zeit für dieses Engagement zu analysieren. Ein Mehrebenen-Modell für ehrenamtliches Engagement wurde im Rahmen eines konzeptionellen Journalbeitrags entwickelt und in neun empirischen Journalbeiträgen wurden verschiedene Teilbereiche des Modells überprüft. Im Fokus der Studien standen die Person, die sich ehrenamtlich in einer Organisation engagiert und der Einfluss von Organisationscharakteristika auf das ehrenamtliche Engagement. Wird ehrenamtliches Engagement im Sport betrachtet, muss das Sportsystem und Richtlinien und Policies des Sports sowie die Bedeutung und das Verständnis ehrenamtlichen Engagements berücksichtigt werden, das diese Umweltfaktoren das Engagementverhalten beeinflussen können. Diese beiden Bereiche wurden in zwei Herausgeberbänden explorativ betrachtet.

Im Detail betrachten die Journalbeiträge Determinanten der Entscheidung, sich im organisierten Sport ehrenamtlich zu engagieren, Determinanten der Allokation von Zeit für das ehrenamtliche Engagement im organisierten Sport und bei Sportevents sowie die Konstrukte Motivation, Involvement, Commitment, Zufriedenheit sowie Absichtserklärungen für zukünftiges Engagement. Die Ergebnisse wurden mittels ökonomischer Verfahren und Strukturgleichungsmodellen identifiziert.

Zusammenfassend ist festzustellen, dass es wichtig ist, Determinanten des ehrenamtlichen Engagements auf unterschiedlichen Ebenen zu betrachten. Organisationscharakteristika und Umweltfaktoren sind wichtige Determinanten des ehrenamtlichen Engagements.

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1 Introduction

Volunteering can be regarded as both a form of philanthropy and altruism (Bekkers & Wiepking, 2011). The general definition of altruism implies that individuals act primarily to improve the welfare of other people (Langenscheidt-Longman, 1995). However, according to economic theory, altruism can also include egoistic acts (Haski-Leventhal, 2009). For example, whilst Kolm (2006) argues that altruism centres upon empathy, affection and sympathy, compassion and pity and justice and fairness, which are all focused on caring for others, it has also been argued that volunteering is motivated by self-interest (Unger, 1991). The reconciliation between such potentially contradictory motives rests on the idea that reciprocal gain to the individual can stem from philanthropic behaviour (Andreoni, 2006) and that *self-interest* is not synonymous with *selfishness* (Becker, 1993). These arguments are central to the welfare maximisation approach of economics. In this approach, personal welfare can be enhanced from actions aimed at increasing the welfare of others even if the recipients do not reciprocate, as this maximises the welfare of the group concerned (Becker, 1974, 1976). In this sense altruism stems from rational self-interest. The focus on altruism from economists stems from economic theory and the argument that time and income are key interrelated resources insofar as income is earned through the allocation of time to work, which cannot then be used for leisure (e.g., volunteering; Becker, 1965). Consequently, donating time has opportunity costs to the individual, which indicates the inherent trade-offs associated with altruistic behaviour.

Voluntary activity is extremely important in many countries (Hallmann & Fairley, 2018; Hallmann & Petry, 2013a). Individuals volunteer during their leisure time in a multiplicity of activities – including sports – at different ages and life-stages (Hallmann & Fairley, 2018; Lukka & Ellis Paine, 2001). Yet, volunteering is just one of many leisure choices individuals face.

1.1 Problem statement

There is an increasing number of leisure activities competing for people's attention (Akar, Clifton, & Doherty, 2011). This also relates to the timing and location of the activity enabling more flexibility to people as spatial and temporal constraints become less important (Akar et al., 2011). Sport organisations are one of many organisations offering leisure activities to people. However, they rely heavily on volunteers (Cuskelly, Hoye, & Auld, 2006). Lockstone-Binney, Holmes, Smith, and Baum (2010) highlight that leisure volunteering predominantly happens in 'formal' settings because the activity takes place in various organisations. Many organisations require volunteers to function (Cuskelly et al., 2006). In Australia for example, volunteers are often referred to as the backbone of the national sport system (Fairley & Phillips, 2018).

Thus, the volunteers are integral to the organisation. Therefore, the organisation must develop a volunteer workforce capable of responding to demand. However, non-profit sport clubs find it difficult to recruit and retain volunteers (Breuer & Feiler, 2017). Sport organisations should remain cognisant that volunteering is also a leisure choice. Consequently, there is no surprise that people think carefully about the decision how to allocate their discretionary time (Holbrook & Lehmann, 1981).

The decision to volunteer (or not volunteer) and the decision as to how much time should be allocated to volunteering should be well understood by organisations given their reliance on volunteers (Cuskelly et al., 2006). This is important for the effective provision of sport programmes and sport events. To ascertain marketplace competitiveness, sport organisations must recruit and retain volunteer talent (Hiltrop, 1999). From an organisational perspective, the factors influencing the decision to volunteer need to be uncovered. Put simply, the key question is always what makes an individual volunteer?

Research has focused predominately on individual level factors such as (1) psychological indicators like (a) motivation to volunteer for sport events (e.g., Alexander, Kim, & Kim, 2015; Bang & Ross, 2009; Bang, Won, & Kim, 2009; Giannoulakis, Wang, & Gray, 2008; Ma & Draper, 2017; Twynam, Farrell, & Johnston, 2002; VanSickle, Pierce, & Diacin, 2015) or in various roles for sport organisations (e.g., Busser & Carruthers, 2010; Kim, Zhang, & Connaughton, 2010), (b) identity (Fairley, Green, O'Brien, & Chalip, 2014; Laverie & McDonald, 2007) or (c) psychological contract (Harman & Doherty, 2014); (2) sociological indicators (Brown, Tidey, & Ferkins, 2011; Harvey, Lévesque, & Donnelly, 2007; Kristiansen, Skirstad, Parent, & Waddington, 2015); or (3) a combination of some indicators which have also included socio-demographics (Dawson & Downward, 2013; Emrich, Pitsch, Flatau, & Pierdzioch, 2014; Taylor, Panagouleas, & Nichols, 2012). Combining some indicators has merit, since it has revealed that the decision to volunteer/allocate hours to volunteering is multi-faceted.

However, until the development of a multi-level framework for investigating the engagement of sport volunteers integrating individual level factors and macro level factors (e.g., organisational characteristics; Wicker & Hallmann, 2013), no research had evaluated volunteering determinants at different levels or integrated various perspectives. Notwithstanding some studies (Schlesinger & Nagel, 2013, 2018), Wicker's (2017) call for more research on higher-level factors remains pertinent. Interestingly this call is also resonated for research on the tourism workforce (Baum, Kralj, Robinson, & Solnet, 2016) asking for studies "which are cross-cutting in recognising interdependencies across micro, meso and macro levels within our workforce research taxonomy" (p.18). They emphasise that phenomena relating to the workforce (which goes beyond volunteers) must be studied hierarchically to facilitate a genuine understanding (Baum et al., 2016). Yet, this has not yet been accomplished holistically for the volunteer workforce. In their edited book, Hallmann and Fairley (2018) conclude

that the understanding of volunteering differs based on culture which also suggests that not only individual level factors, but also macro level factors can steer volunteering.

This series of studies narrows this gap. These studies utilise the multi-level framework for volunteer engagement (Wicker & Hallmann, 2013), conducting additional analyses on the individual level and combining the individual and organisational levels for non-profit sport clubs and sport events. These studies investigate not only the determinants of volunteering, but also determinants of time allocated to volunteering and perceived costs and benefits.

1.2 Structure

Chapter 2 presents an overview about the theoretical framework as depicted in Wicker and Hallmann (2013) and outlines the contribution of this paper. Based on decision theory and the behavioural economics paradigm, the paper develops a multi-level framework for investigating the engagement of sport volunteers. The theoretical contribution is underpinned by a novel combination of micro level (i.e., individual characteristics), meso, and macro level factors (i.e., organisational characteristics) for sport volunteerism. In addition, the environmental context is introduced and the overall theoretical model is presented.

The third chapter provides an overview of all empirical papers and their relationship to the multi-level framework. These papers are then presented. The fourth chapter concludes this series of studies and provides an outlook for future studies in sport volunteerism. All papers can be found in the appendix.

2 Overview of the Context and Theoretical Model

The foundations of the holistic theoretical model (figure 1) are presented in **Wicker and Hallmann (2013)**¹. The overall model is nurtured from decision-theory following a behavioural economic approach and organisational capacity (Wicker & Hallmann, 2013). Behavioural economics research has made clear that the environment, respectively the context including the available set of alternatives and how these are presented influences decision-making (Huber, Payne, & Puto, 1982; Simonson & Tversky, 1992). The conceptual paper clearly outlines that a multi-level framework is warranted studying decision-making in volunteerism and it has been the first to marry multiple levels for sport volunteering (Wicker & Hallmann, 2013). Multiple levels are needed because in the voluntary sector, individuals (micro level) decide to volunteer or not volunteer in institutions (macro level). The institutions need the manpower provided by the volunteers for their functioning. Yet, at that time, the proposed model (Wicker & Hallmann, 2013) was not yet empirically tested.

The theoretical model is embedded in the environment, including the national sport system (Hallmann & Petry, 2013a) and the respective cultural meaning and understanding of volunteering (Hallmann & Fairley, 2018). Two edited books describe and explore these two environmental areas: (1) In 23 countries the respective sport systems are studied and differences and similarities based on a standardised and simplified overview of the sport system are detected (Hallmann & Petry, 2013a). The sport system and national sport policies frame how institutions can operate and thus how volunteers can contribute to the functioning of those institutions (Hallmann & Petry, 2013b). Although simplified, the edited book takes a comparative perspective exploring sport systems, financing of sport, sports policy and sport participation which is novel. (2) In 24 countries the cultural meaning and understanding of volunteering is explored (Hallmann & Fairley, 2018). While two patterns of the understanding of volunteering emerged (strong links to religion/indigenous cultures and philosophies vs. strong links to the idea of 'civil society'), shifts of how volunteering is understood were also perceived (Hallmann, Fairley, & Herold, 2018). Events and occurrences in countries can also influence and shape how volunteering is embedded in society (Hallmann, Fairley, et al., 2018). The understanding of volunteering therefore also frames how institutions recruit volunteers. The collection of countries in the edited book provides for the first time an overview how volunteering is perceived in various countries around the globe helping practitioners to understand cultural nuances and backgrounds of the volunteer workforce.

The multi-level framework (for details cf. Wicker & Hallmann, 2013) is depicted in Figure 1. The micro level consists of individual characteristics which can be categorised into different areas such as

¹ cf. Appendix 1

economic indicators, demographics, psychographic indicators and sociological indicators. The macro level refers to institutional characteristics (Wicker & Hallmann, 2013). Since volunteering takes generally place in non-profit sport clubs and at sport events within destinations, characteristics of these institutions (plus the destination) were studied. These micro and macro level determinants are assumed to influence the voluntary engagement of the individual (Wicker & Hallmann, 2013) in terms of behaviour, satisfaction and intentions. The decision-making process is framed by the sport system and the cultural meaning and understanding of volunteering.

Wicker and Hallmann (2013) were the first to conceptually outline a multi-level framework to volunteer engagement. Yet, studying hierarchical levels is common in other areas of the social sciences, conceptually (Erez & Gati, 2004; Oh, Labianca, & Chung, 2006; Payne, Moore, Griffis, & Autry, 2011) and empirically (Ball et al., 2007; Erlinghagen, 2007; Hallmann, Wicker, Breuer, & Schüttoff, 2011; Khattab, 2005; Lübke & Erlinghagen, 2014; Paxton, 2007; van Oorschot & Chung, 2015; Wicker, Hallmann, & Breuer, 2013).

The key components of the multi-level framework key are investigated by the series of studies. The proposed multi-level framework is complex and therefore not all variables of the theoretical model have been tested simultaneously. For instance, when macro level variables were included, either institutional characteristics of events or non-profit sport clubs were included. Although the overall theoretical underpinning is nurtured from behavioural decision theory as outlined in Wicker and Hallmann (2013), the micro level studies were framed by theories from psychology or sociology.

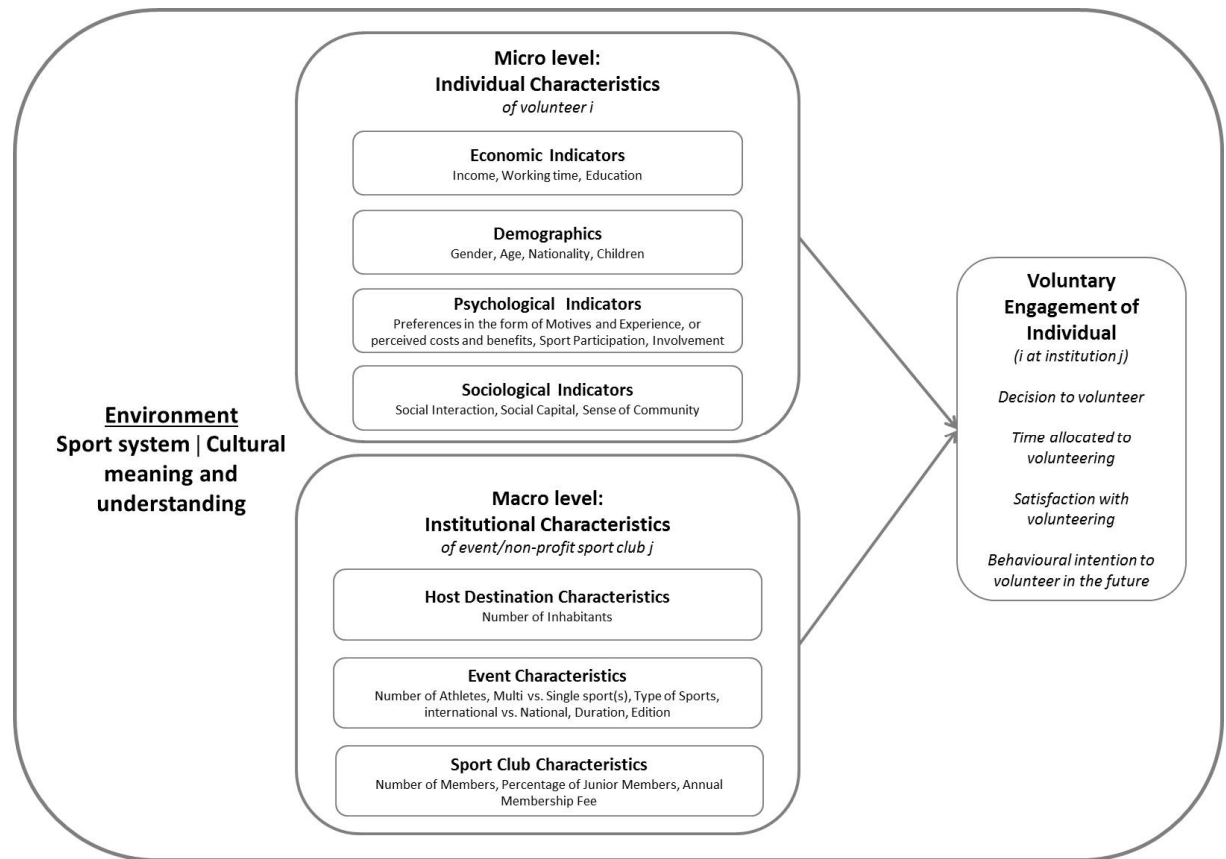


Figure 1: Theoretical model nurturing the series of articles (adapted from Wicker and Hallmann (2013) and extended)²

In total, nine papers tested the various relationships depicted in Figure 1. The papers examined sport event volunteers (Dickson, Hallmann, & Phelps, 2017; Hallmann, Downward, & Dickson, 2018; Hallmann & Harms, 2012; Hallmann & Zehrer, 2017; Hallmann, Zehrer, Fairley, & Rossi, in press), volunteers in organised sports such as non-profit sport clubs (Hallmann, 2015; Hallmann & Dickson, 2017), both event and club volunteers (Hallmann & Zehrer, 2018), and tourism volunteers (Hallmann & Zehrer, 2016). The micro level papers and will be discussed first, followed by the papers that integrate micro and macro level variables.

² Please note that the term 'Preferences' is understood in a very broad sense and include motives (Downward, Dawson, & Dejonghe, 2009) but also steer attitudes which can be formed evaluating perceived costs and benefits towards an object leading to a choice (Lichtenstein & Slovic, 2006).

3 Overview and Contribution of the Empirical Papers

3.1.1 Focus on the Micro-level³

Four papers assessed the micro level determinants of volunteer engagement (Dickson et al., 2017; Hallmann, 2015; Hallmann & Zehrer, 2016; Hallmann et al., in press). Dickson et al. (2017) focused on the sociological indicator *sense of community*. Some research has examined sense of community within sport volunteering contexts (Costa, Chalip, Green, & Simes, 2006; Kerwin, Warner, Walker, & Stevens, 2015) whereas other research has explored sense of community in non-sport volunteers. (Albanesi, Cicognani, & Zani, 2007; Ferrari, Luhrs, & Lyman, 2007; Ohmer, 2007). Volunteer commitment has been studied more frequently (Bang, 2009; Bang et al., 2009; Boezemann & Ellemers, 2007; Cuskelly, McIntyre, & Boag, 1998; MacLean & Hamm, 2007; Vecina, Chacón, Marzana, & Marta, 2013) than volunteer involvement (Peterson, 2004). One paper (Hallmann et al., in press) explored gender differences within the psychological and sociological indicators of volunteer engagement. Understanding gender differences in volunteering is important because the culture of many sport organisations is gendered (Kihl, Shaw, & Schull, 2013). Two papers (Hallmann & Zehrer, 2016, 2018) investigated the perceived costs and benefits of volunteering. In these studies, volunteering was positioned as form of preference (Lichtenstein & Slovic, 2006), relatable to psychological indicators. More specifically, Hallmann and Zehrer (2016) investigated tourism volunteers and how benefits and costs are related to satisfaction with the volunteering experience. Hallmann and Zehrer (2018) looked at these same concepts for volunteers at sport clubs and sport events. The latter also revealed different organisational types related to macro variables.

Despite one notable exception in sports (Doherty, 2009), there is a dearth of research relating to the analysis of costs and benefits of tourism and sport volunteers and how they relate to satisfaction. However, there is some research in other areas such as community or medical organizations (Chinman & Wandersman, 1999; Morrow-Howell, Hong, & Tang, 2009; Prestby, Wandersman, Florin, Rich, & Chavis, 1990; Wandersman & Alderman, 1993). In turn, Hallmann (2015) presented variables from all four micro-level domains (i.e., demographics, economic, sociological, and psychological). Other studies have also used variables that can be classified into those four domains, though these were all published after 2010 (e.g., Dawson & Downward, 2013; Schlesinger & Nagel, 2013; Taylor et al., 2012), with one exception (Burgham & Downward, 2005).

Dickson et al. (2017) established that clarity, a combination of role clarity and goal clarity, and individualised consideration are positively associated with sense of community. In addition, the study also determined that the length of volunteer's tenure (i.e., length of working as a volunteer) and

³ All papers can be found in Appendix 2.

workgroup size are not significantly associated with a volunteer's sense of community. Sense of community is not only important for organisational utility, but it offers social interaction and an opportunity to belong to the volunteers. Social interaction has been an important motive for volunteers working at events and in organised sports (Hallmann, 2015; Hallmann & Harms, 2012). This highlights the importance of social exchange theory as there is a reciprocal relationship between the volunteer and the event organiser. Thus, event organisers need to deliver clarity about the job characteristics and provide individualised consideration.

Like sport volunteers, tourism volunteers also have a fixed beginning and end to their voluntary engagements. **Hallmann and Zehrer (2016)** investigated perceived costs and benefits and how they relate to satisfaction with volunteering. There are strong positive associations of perceived benefits relating to the self and one's career with satisfaction and costs relating to the project itself had a significant negative association with satisfaction. Thus, the findings confirm social exchange theory and it can be assumed the benefits outweighed the costs to become satisfied and therefore utility has been maximized for the volunteers. The two identified benefit dimensions relate to emotional utility (i.e., self-related benefits) and demonstrable utility (i.e., career benefits). Familial utility as third type does not play a role in this context as the volunteers are away from family/peers. The question arises whether this would be different in a sport context. This would be investigated later by Hallmann and Zehrer (2018).

Hallmann (2015) investigated the decision to volunteer and how much time was allocated to volunteering based on secondary data analysis from the German Volunteer Survey (Freiwilligensurvey). The main results revealed that the volunteer workforce is heterogeneous given that only few individual characteristics are associated with the decision to volunteer in the first place. However, males and individuals without higher education are more likely to volunteer. Volunteer managers should address persons who have volunteered before. With regard to time allocation, females allocate fewer hours to volunteering than males. Interestingly, the results also suggest that individuals who have volunteer engagements out of sports are more likely to allocate longer hours to sport volunteering. This implies that there is small number of people who serve in various roles at several organisations in different societal areas. Meeting people has been as pivotal motive for working longer hours. This implies that organised sports serve as meeting point for people.

Hallmann et al. (accepted) applied a multi-group analysis to test the relationships amongst motivation, commitment and social capital for males and females. Key results were that measurement invariance did not exist. Consequently, males and females put different emphasis on motives to volunteer, commitment and social capital accrue when volunteering at sport events. Nonetheless, the motives of growth and expression of values defined motivation best for males and

females – though with completely different coefficients. Motivations drives commitment significantly with a higher coefficient for males which could be related to the project-like structure of events which is nature short-term oriented in contrast to long-term oriented which is favoured by females according to social role theory (Eagly & Crowley, 1986). Another key finding was that social capital can be also accrued at sport events – and not only at non-profit sport clubs. Volunteer managers need to communicate differently when targeting males and females for volunteer tasks: opportunities to be protective should be communicated to males and societal values and skill development should be promoted to females.

3.1.2 Focus on the Micro and Macro level⁴

Five papers integrated macro level variables into the analyses, each estimating different models for different types of organisations. Three of these papers focused on events (Hallmann, Downward, et al., 2018; Hallmann & Harms, 2012; Hallmann & Zehrer, 2017), one on non-profit sport clubs (Hallmann & Dickson, 2017), and one compared volunteers a non-profit sport clubs and sport events (Hallmann & Zehrer, 2018).

There is still novelty in research on sport volunteering. For example, Wicker and Hallmann (2013) provided the multi-level framework for voluntary engagement. Later that same year, Schlesinger and Nagel (2013) were the first to present an empirical paper using macro level factors for sport volunteering. Two more notable studies (Balish, Rainham, & Blanchard, 2018; Schlesinger & Nagel, 2018) examining micro and macro level characteristics have since been published. Schlesinger and Nagel (2018) examined sport club characteristics whereas Balish et al. (2018) investigate the impact of community size without distinguishing between sport club and sport event volunteering. Schlesinger and Nagel (2018) looked solely at non-profit sport clubs including (1) number of divisions, settlement structure of the club and goals of the club and (2) number of members, number of divisions, community size and a range of club strategies (2018). Despite their valuable findings, they were not able to include additional variables such as membership fee or percentage of junior members or the number of volunteer roles. Thus, there is still a research gap relating to macro variables at the sport club level. Moreover, no research has yet included sport event characteristics at the macro level. This gap is filled by the following five studies (Hallmann & Dickson, 2017; Hallmann, Downward, et al., 2018; Hallmann & Harms, 2012; Hallmann & Zehrer, 2017, 2018).

Hallmann and Zehrer (2017) focussed their attention on the psychological concept of involvement. Volunteer commitment is studied more frequently (Bang, 2009; Bang et al., 2009; Boezemann & Ellemers, 2007; Cuskelly et al., 1998; MacLean & Hamm, 2007; Vecina et al., 2013) than

⁴ All papers can be found in Appendix 3.

volunteer involvement (Peterson, 2004). The interplay of event involvement and community involvement was investigated among volunteers at both a one-off annual event. The results suggest that community involvement and event involvement are associated with future behavioural intentions for one-off events. However, for annual events, there was only a significant association of event involvement with future intentions. No effect was identified for community involvement. This is surprising because many volunteers at one-off events do not live in the community and therefore have fewer bonds and less community involvement. It is possible that volunteering experience is elevating, enabling volunteers to feel very much welcome at the hosting destination leading to a strong community involvement and positive future intentions. Thus, based on macro level variables relating to the type of event, differences for event and community involvement were identified.

Hallmann and Harms (2012) focused on psychological indicators, namely volunteer motivation for sport events, how motivation is related to future voluntary engagement and whether there are motivational differences based on the type of sport. Data were collected at a handball event and an equestrian event using the Volunteer Motivations Scale for International Sporting Events (Bang, Alexandris, & Ross, 2008; Bang & Chelladurai, 2003, 2009). The extrinsic motive was removed because it was not significant. The motives *Expression of Values* and *Personal Growth* were the strongest factors for motivation for both handball and equestrian volunteers. Using multi-group analysis in structural equation modelling, a first for sport event volunteering research, evidence was found that volunteer motives generally differ between sports. Yet, this might be also related to the different socio-demographic profile of the volunteers or the novelty of the handball event (being the second edition) in contrast to the equestrian event (being the seventy-fifth edition). Thus, these variables should be controlled for in future research, an issue addressed by Hallmann, Downward, et al. (2018).

Drawing on the study investigating the perceived costs and benefits of tourism volunteers (Hallmann & Zehrer, 2016), **Hallmann and Zehrer (2018)** assessed whether the perceived costs and benefits of non-profit sport club volunteers and sport event volunteers. Identical benefit factors to Hallmann and Zehrer (2016) relating to personal development (the self) and the career were derived. Satisfaction was driven by career benefits, but not by personal development benefits and influenced by two cost items (being sceptical about the usefulness of the work and undue personal expenses). This differs slightly from the research on tourism volunteers (Hallmann & Zehrer, 2016) where benefits relating to the self were also significantly associated with satisfaction. However, there are no differences between sport event and non-profit sport club volunteers regarding satisfaction. However, personal development benefits were significantly and positively associated with intention to continue volunteering at a sport club. Different cost items were also evident. Summing up, volunteer engagement is likely to vary between organisational settings.

Hallmann and Dickson (2017) investigated the relationship of individual and club characteristics on the decision to volunteer and how much time was allocated to volunteering. One feature of this study is the inclusion of different volunteer roles which was a recommendation made by Wicker (2017). Another feature was the dependent variable, time allocated to volunteering. The key results were that individual and club characteristic explain the decision to volunteer and how much time a volunteer contributes. Not surprisingly, working hours had a negative relationship with the decision to volunteer whereas there is a positive relationship of previous volunteering and the decision to volunteer. The number of sport club members was negatively associated with the decision to volunteer. This might relate to the available number of roles that need to be filled (which might not increase in direct proportion to the members). It is also possible that smaller clubs facilitate a stronger sense of belonging which might foster volunteering stronger. Two individual level characteristics (i.e., age and the volunteer roles) and two club characteristics significantly impacted time allocation. Volunteers serving on the board/committee and those in 'other roles' (i.e., not on the board and not serving in operations) volunteered more hours than those serving in operations. Thus, the role of the volunteer takes is related to his/her time allocated to the engagement. Those clubs who have a high share of junior members are more likely to generate longer volunteer hours. This could be due to the altruistic motive of serving children. In addition, higher membership fees were negatively related to time allocated to volunteering. This might be related to the assumption that high fees are related by the members to the capacity to employ professional staff. Yet, it is unclear from this research, how motivation taps into the decision to volunteer and allocate time to volunteering. This was the focus of the paper by Hallmann and Harms (2012).

Hallmann, Downward, and Dickson (2018) conducted a multi-level analysis to determine common effects on both levels controlling for potential heterogeneity across 25 sport events. The results suggested that both micro and macro level variables were significant predictors of hours volunteered. However, event characteristics (i.e. macro level variables) were more important. This is reflected in the R^2 at the macro level which was higher than R^2 at the micro level. More variables at the macro level were significant. Only gender was significant at the micro level in contrast to event status, duration, number of residents at the macro level. Given these results, it was suggested that integrating macro variables captured previous significant effects at the micro level. Event managers and policy makers can steer which destinations host events and what kind of event characteristics are important (e.g., long duration or short duration of the event; international or national status of the event). Whilst Hallmann (2015) investigated similar indicators for the decision to volunteer in organised sports looking at micro level variables only, this paper took an innovative approach by focussing on the time allocation decision at sport events integrating micro and macro level determinants.

The ten papers were published

- in the leading sport management and sport marketing journals (European Sport Management Quarterly, International Journal of Sport Management and Marketing, Journal of Sport Management and Sport Management Review),
- in the leading event management journals (Event Management and International Journal of Event and Festival Management (3x)), and
- in leading journals looking at the voluntary sector (Voluntary Sector Review and Voluntas).

All papers were subject to a double-blind peer-review process.

4 Conclusion and Future Studies

Across the nine empirical studies and the underlying conceptual paper, some commonalities and differences were evident. The decision to volunteer was only analysed for organised sport, as sport event volunteers that were intercepted have already made that decision. However, time allocated to volunteering was investigated for organised sport and sport events. In addition, motivations, involvement, commitment, satisfaction and volunteer's intention for future volunteering have been evaluated. The papers either used econometrics with various types of regression analyses (OLS, ordered probit, logit models, multi-level modelling) or structural equation modelling as means of analysis. Table 1 presents an overview about all empirical papers.

A common feature of the studies that integrated volunteer motivation at events (Hallmann, Downward, et al., 2018; Hallmann & Harms, 2012; Hallmann et al., in press) is the use of the Volunteer Motivations Scale for International Sporting Events (Bang et al., 2008; Bang & Chelladurai, 2003, 2009). The scale has been applied in various contexts and was further validated. However, the extrinsic motive did not prove to be significant in two studies (Hallmann & Harms, 2012; Hallmann et al., in press) and the community involvement construct (as motivational dimension) was also removed in two studies (Hallmann, Downward, et al., 2018; Hallmann et al., in press). Reasons why these constructs were excluded can be related to a large geographical area from which the volunteers stem and therefore the hosting community was not that important and extrinsic rewards were not essential.

In turn, community involvement and sense of community were also studied (Dickson et al., 2017; Hallmann & Zehrer, 2017). The results indicate that event volunteers develop community involvement which is positively related to intentions to volunteer for one-off events (Hallmann & Zehrer, 2017) and related to clarity about job characteristics and individual consideration (Dickson et al., 2017).

Table 1: Overview about the nine empirical papers: Use of variables at micro and macro levels and context

Paper	Micro level	Macro level	Dependent variable(s)	Context
Dickson et al. (2017)	Psychological indicators (leadership) (<i>Role and goal clarity (+), individualised consideration (+)</i>)	None	Sense of community	Sport events
Hallmann and Zehrer (2016)	Perceived costs and benefits (<i>e.g., personal development (+), career (+) costs (-)</i>) Economic indicators (Income, education) Demographics (age, gender, marital status)	None	Satisfaction	Tourism projects
Hallmann (2015)	Economic indicators (<i>Income (+), working time, education (-)</i>) Demographics (<i>age (inverse u-shaped), gender (-), migration background, children (-)</i>) Sociological indicators (social interaction) Psychological indicators (<i>Motivation (meeting people (+) shaping society (-), experience, engagements (+), membership (+)</i>)	None	Decision to volunteer, time allocated to volunteering	Organised sports
Hallmann et al. (accepted)	Psychological indicators (<i>Motivation (+), commitment (+)</i>)	None	Social capital	Sport events
Hallmann and Dickson (2017)	Economic indicators (<i>Income, working time (-)</i>) Demographics (<i>age (-), gender (-)</i>) Psychological indicators (<i>experience (+)</i>)	Club characteristics (<i>number of members (-), percentage of junior members (+), membership fee (-)</i>)	Decision to volunteer, time allocated to volunteering	Sport clubs

Hallman and Zehrer (2017)	Psychological indicators (<i>community contribution (+), involvement (+)</i>)	Context Type of event (one-off vs. annual events)	Intentions	Sport events
Paper	Micro level	Macro level	Dependent variable(s)	Context
Hallmann and Zehrer (2019)	Perceived costs and benefits (<i>e.g., personal development (+), sceptical about usefulness (-), undue personal expenses(-)</i>) Economic indicators (Income, education) Demographics (age, gender, children) Sociological indicators (<i>social capital (+)</i>) Psychological indicators (Experience)	Context ‘Type of volunteering’ (club vs. event)	Satisfaction; Intention to volunteer at event; Intention to volunteer at sport club	Sport clubs AND sport events
Hallmann and Harms (2012)	Psychological indicators (<i>Motives (+)</i>)	Context Two different sport events	Intention to volunteer	Sport events
Hallmann et al. (2018)	Economic indicators (Income, working time, education) Demographics (age, <i>gender (-)</i> , nationality, children) Psychological indicators (Motivation, experience, sport participation)	Destination characteristics (<i>number of inhabitants (-)</i>) Event characteristics (number of athletes, multi vs. single sport(s), <i>national vs. international (+)</i> , <i>duration (+)</i> , <i>edition</i>)	Time allocated to volunteering	Sport events

Note. Significant relationships are depicted in italics with a positive (+) or negative (-) influence. These relationships present all significant relationships, despite potential different dependent variables.

Mixed evidence surrounded the decision to volunteer. While Hallmann (2015) found a negative effect of human capital on the decision to volunteer, this was not confirmed by Hallmann and Dickson (2017). One study found that male gender fosters volunteering (Hallmann, 2015), whereas another did not (Hallmann & Dickson, 2017). Yet, significant differences were identified regarding the motive structure of males and females (Hallmann et al., in press). Similarly, whilst previous experience was significant in one study (Hallmann & Dickson, 2017) it was not in another (Hallmann, 2015). This is not surprising given that inconsistent findings characterise previous studies related to demographic, economic or sociological indicators and their relationship with the decision to volunteer (Burgham & Downward, 2005; Dawson & Downward, 2013; Taylor et al., 2012). Thus, context seems to matter.

Looking at time allocated to volunteering, divergent findings were also evident. While two studies suggested that males volunteered longer hours (Hallmann, 2015; Hallmann, Downward, et al., 2018), one study did not find any effect for gender (Dickson et al., 2017). Similarly, one study proposed that the motive 'shaping society' is significantly related to time allocated to volunteering (Hallmann, 2015) while another study did not confirm any significant relationship of various motives with time allocated to volunteering (Hallmann, Downward, et al., 2018).

Thus, despite several studies, no clear pattern was found and it seems that the context of the volunteer experience influences the volunteer profile. Put simply, different volunteer opportunities will attract different people for different reasons. This was further confirmed when macro level variables are included (and thus clubs or event heterogeneity is controlled for) since they seem to capture many of the micro level effects (Hallmann & Dickson, 2017; Hallmann, Downward, et al., 2018).

Across the five macro perspective studies, the results suggested that the macro level characteristics influence a volunteer's motivation, the decision to volunteer, allocating time to volunteering and future intentions to volunteer. Volunteer's motivation differed based on the type of sport/sporting event (Hallmann & Harms, 2012) and gender (Hallmann et al., in press). Event involvement was significantly associated with future intentions for one-off and annual events whereas community involvement is only significantly related to future intentions for one-off events (Hallmann & Zehrer, 2017). Interestingly, the same factors for perceived benefits were derived for tourism and sport volunteers, namely personal development and career development (Hallmann & Zehrer, 2016, 2018). Although for tourism volunteers, both benefit factors were significantly related to satisfaction, only career benefits were significantly associated with satisfaction. Different perceived costs and benefits were associated with future volunteering for sport club and sport event volunteers (Hallmann & Zehrer, 2018). When several macro variables were included in the models (Hallmann & Dickson, 2017; Hallmann, Downward, et al., 2018), these contributed significantly to explaining volunteering and/or time allocated to volunteering.

Summing up, it is constructive to study multiple hierarchical levels when investigating the decision to volunteer and allocate time to volunteering. Integrating determinants from the individual level and the macro (organisation and/or the community/place/event) level sheds new light on voluntary engagement. The results across the different studies (on non-profit clubs and events) reveal that, at the individual level, no common volunteer profile exists. Different volunteer opportunities attract different people for different reasons. This implies that the context matters. This is further supported since the results also suggest that organisational characteristics (i.e., macro level characteristics) capture previous significant individual effects (Hallmann, Downward, et al., 2018). Thus, considering all studies, macro level variables seem to matter more than individual variables. They provide the frame for the individuals' voluntary engagement and can be provided by the non-profit club manager or event manager.

Because volunteers only present one area of the overall sport workforce, future studies should look at other stakeholders within the workforce such as paid and unpaid coaches or referees. This resonates partly with Wicker's (2017) call for more research across volunteer groups, but also goes beyond it. The empirical papers and their hierarchical perspective focused only on the individual within the institution. While other studies have investigated institutional and community levels (Wicker & Breuer, 2013, 2015), future research should seek to three levels – individual, organisation, and community. Additional significant associations based on the community (environment) on voluntary engagement can be expected as the explorations of sport systems and the meaning and understanding of volunteering across the globe indicated (Hallmann & Fairley, 2018; Hallmann & Petry, 2013a).

In addition, it would be worthwhile to identify consistent patterns within the sport/volunteer workforce. As the series of papers demonstrates, different volunteer opportunities will attract different people for different reasons. Therefore, it is time to examine which type of sport club or sport event attracts which type of person within the sport/volunteer workforce. This would yield additional and interesting knowledge for sport organisations.

5 References

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6 Appendix: List of the papers and the two edited books

- Dickson, G., Hallmann, K., Phelps, S. (2017). Antecedents of a sport volunteer's sense of community. *International Journal of Sport Management and Marketing*, 17(1/2), 71-93.
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