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Examining Volunteer Motivation, Satisfaction
Factors; and Decision to Continue
Volunteering in Sport for Development
Programs in Haiti

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Abstract

Examining Volunteer Motivation, Satisfaction Factors; and Decision to Continue Volunteering in Sport for Development Programs in Haiti

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Many non-profit organizations must rely heavily on volunteers to carry out core services (Herman and Heimovics, 1989). Due to the importance of volunteers within the sport industry, there have been increased efforts to determine the motivation behind these acts of volunteerism. Understanding the factors that cause and sustain sport volunteerism would assist sport organizations in recruiting and retaining volunteers. Nevertheless, the majority of research has focused on volunteers with professional sporting events and organizations, and very few studies have investigated volunteer motivations behind sport-for-development initiatives. The purpose of this study is to investigate the motivation of volunteers, and to identify factors related to their decision to continue volunteering, when choosing to take part

in the SFD program developed at the Sport for Hope Center Haiti, an Olympic Center built by the IOC, that develops grassroots sport program, sport-for-development program, and support of elite sport of the different national sport federation in Haiti. This quantitative study is guided by the functional approach to volunteer motivation. Results will reveal the factors that are behind the volunteer's motivation at the Sport for Hope Center Haiti. In addition, what correlation exist between the motives and satisfaction dimensions of this volunteering experience in the decision to continue volunteering. The implications of this research approach will help future research on SFD program, the recruitment, and decision to volunteer again. Finally, recommendations will be provided for volunteer coordinators who seek to increase the number of people who volunteer and to improve their human resource management in the Sport for Development program.

Keywords: Volunteerism, Volunteer Motivation, Volunteer Satisfaction, Sport for Development, Decision to continue

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List of Acronyms

AIDS:	Acquired Immune Deficiency Syndrome
CONCACAF:	Confederation of North, Central American and Caribbean Association Football
FIFA:	La Fédération Internationale de Football Association
IHSI:	Haitian Institute of Statistics and Informatics
MYSA:	Mathare Youth Sports Association
M.E.N.J.S:	Ministry of National Education, Youth and Sport
MJSAC:	Ministry of Youth, Sport and Civic Action
NGO:	Non-Governmental Organization
NSF:	National Sports Federations
SD:	Sustainable Development
SDGs:	Sustainable Development Goals
SDP:	Sport for Development and Peace
SHCH:	Sport for Hope Center Haiti
UNICEF:	United Nations International Children's Emergency Fund
VFI:	Volunteer Function Inventory
VSI:	Volunteer Satisfaction Index

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Chapter 1. Introduction

Today the sport world is evolving in a more changing management environment; Volunteering is at the middle of all those changes and could not be dissociate to the impact and growth of the sport industry. The Professional Golf Association (PGA) conducts more than 30 tournaments utilizing more than 80,000 volunteers per year. The 2012 Summer Olympic Games utilized approximately 70,000 volunteers. At The 2018 Pyeongchang Winter Olympic, 14,000 volunteers made telling contributions to the success of these games, and for many volunteers a life's affirming experience. Sport has become one of the sector of major importance in the world economy, impacting the economic growth and development of nations. Sport has a huge transversality with different sector, and volunteering is a core basis for the operation of sport organization, (Green and Chalip, 1998, Strigas and Jackson, 2003; Hardin et al., 2007). The sport events and the global sport system impulse the economy of all nations by providing to the local market opportunities in different areas of innovation, production, sale of good and services to sport consumers, that from the same country where events are held or the visitors and tourists from other cities or countries; links to the sport events or the infrastructures, or the broadcasting of those events around the regions or the world.

Besides professional and amateur sport organizations, many humanitarian-orientated, non-governmental organizations (e.g., UNICEF) have used sport programmes to enhance the education, development and lives of children (UNICEF, 2008). These youth sport and fitness organizations often rely on volunteer labor when providing services to their clients. In the UK, 26% of all volunteers are involved in sport/ recreation programmes and events (Research Institution For Volunteering, 1998). In Korea, organization like The Korean International Volunteer group, which consists of around 10,000 members, is a perfect example of how people commit themselves to help others. In Australia, 48% of male volunteers and 21% of female volunteers are engaged in coaching, refereeing or judging in sport and physical activity organizations or events (Australian Bureau of Statistics, 2008). For the effective operation of youth sport organizations, programmes and events, contributions of volunteers are crucial. For example, the American Youth Soccer Organization (AYSO) relies on nearly 250,000 volunteers to run its youth soccer programmes annually.

Although varying in service frequency and duration, volunteers provide these programmes with needed services in various positions and levels of responsibility (AYSO, 2004). One particular area of new development of sport in this globalized world economy and multinational

sport development is the Sport for Development. Over the past decade, the field of sport-for-development (SFD) has received significant attention, as a consequence of growing political and institutional support, the number of sport-based projects aimed at contributing to positive development in these areas has been constantly increasing (Coalter, 2007;2013;Levermore & Beacom,2009 & Schulenkorf & Adair 2014). The popularity of SFD stems from its ability to capture or “hook” a large number of people, particularly those interested in sport and physical activity, volunteering, and use the momentum in and around sport as a strategic vehicle to communicate, implement, and achieve non-sport development goals. Indeed, sport-for-development (SFD) is now part of the strategic policy apparatus of several major international aid organizations and development agencies; Non-governmental organization such as the United Nations, The IOC, FIFA, UNICEF, MYSA, Play International, and Street Football World etc. SFD faces tremendous challenges in environments with limited resources and infrastructure, but there can be benefits and opportunities associated, but only if locals are engaged as facilitators in a development program (Schulenkorf, 2012).

The operation of many organizations in a variety of sectors, even those of the Sport for Development initiative rely on the contribution of volunteers,

(Cnaan & Goldberg-Glen, 1991). In the USA only, based on the statistics of the government, more than 62 million people are involving in a kind of volunteerism (Bureau of Labor, 2011). According to Cuskelly (1998), volunteers are a vital and indispensable part of the sport industry. Research suggests that sports provide unique opportunities for volunteerism (Bang, Alexandra, & Ross, 2009; Shilbury & Moore, 2006), and volunteers provide economic efficiencies for sport organizations by minimizing staff costs and contributing innovative and new ideas (Cuskelly, Auld, Harrington, & Coleman, 2004; Shin & Kleiner, 2003). While volunteer motivation research in sport has often focused on large-scale events such as the Olympics (Bang et al., 2009) and the Federation Internationale de Football Association (FIFA), World Cup (Bang & Chelladurai, 2003); it is also important to examine volunteerism with nonprofit, sport-for-development (SFD) initiatives. SFD organizations use sports in an effort to create a positive impact on society by stimulating intercultural exchange, promoting conflict resolution and peace building, assisting marginalized populations (e.g., homeless or low-income families), or even impacting public health (Lyras & Welty Peachey, 2011). One element nearly every SFD program has in common is a passionate and hard-working group of volunteers.

Determining the motives of volunteers can be beneficial for SFD organizations and SFD programs in designing targeted messages during volunteer recruitment. In addition, research suggests that nonprofit organizations such as SFD initiatives often improve their performance if they can retain their current volunteers for future endeavors (Mesch, Tschirhart, Perry, & Lee, 1998; Skoglund, 2006; DeWitt Watts & Edwards, 1983). Due to limited research on volunteer motives in large, multinational SFD programs, this study investigates the motives and satisfaction, and decision to continue volunteering, at one particular organization that develop different sport for development program, it's the case of the Sport for Hope Center Haiti, a joint project of the IOC with national and international stakeholders; that develop Sport for Development Programs and support the grassroots development of sport in pro of the National Sport Federations in Haiti.

This study aimed to examine the factors that motivates people to volunteer at the SFD program of the SHCH and what could possibly lead to their decision to continue, when they are satisfied with that volunteering experience. Sport for Hope Center Haiti is a non-profit organization, and like many other nonprofits, relies heavily on a strong volunteer base for the operation of its SFD programs. Overall, studies with a focus on motivations for volunteering in SFD programs are limited, and in Haiti no studies could

be found on sport volunteerism. A comprehensive understanding of what factors attract and retain volunteers is lacking in this area. Given the immense contribution of volunteers in the field of SFD programs, a greater understanding of volunteer motivations is imperative in order for those SFD agencies and organizations to develop effective volunteer recruitment and retention strategies. Organizations need to consider volunteer motivations when developing programs in order to provide these unpaid workers with an experience that meets their needs. By developing programs with volunteers' motivations in mind, organizations will better be able to recruit and retain volunteers within their organizations (Bruyere & Rappe, 2007).

1.1 Significance of the study

The primary objective of this research is to examine volunteer motives that lead to involvement in the SFD program of the Sport for Hope Center Haiti. The SHCH in existence since July 2014, based on the Sport for Hope project of the IOC, a sport for development program that seek to help underdeveloped countries. The SHCH develops those types of SFD program: School Sports Program, Sport and Socio-Cultural Summer Camp Program, Multisport Academy Program, School Sports Camp Program, Integration Program; these SFD program are run all the yearlong, where a significant

group of volunteers, male and female undertake different work to support the operation of those SDP activities.

The study will target a number of 100 volunteers, female and male participants, ranging in different group age, those volunteers take part in a variety of duties around the SFD program of the SHCH. Approximately 300 hundred volunteer are involved in a year round basis in the SFD program of the Center; that has its main purpose to bring together young people in an inclusive environment that promoted understanding, peace, health, development, and social change, using sport as the main vehicle to improve the quality of life of children in the communities surrounding the Center. The volunteers fulfill different duties, such as: cook, art teacher, coach, assistant coach, computer teacher, event operation etc.; there are no specific criteria's to be accepted as a volunteer, all desired volunteers are accepted depending on the Center's capability and momentum, offering a unique environment for volunteers to expand their role beyond the different SFD program.

1.2 Rationale for selecting this research question

Sport in its modern acceptance was introduced in Haiti in the 20th century, and SFD at Sport for Hope Center Haiti has played a huge impact in the surrounding poor communities near the Center. According to UNICEF, around 80% of the Haitian population lives in extreme poverty, and despite

having new infrastructures built by the IOC, human resources to manage sport activities are not accessible to every organization. And with a country of huge unemployment volunteerism could be a good way to help young people build their capacity and have experience; because it is estimated that 54 % of the Haitian population is under 18. Haiti is the poorest country in the Western Hemisphere, with a Gross Domestic Product (GDP) per capita of \$870 in 2018 and a Human Development Index ranking of 168 out of 189 countries in 2018. According to the Human Capital Index, a child born today in Haiti will be only 45% as productive when she grows up as she would be if she enjoyed full education and health. Over 6 million Haitians live below the poverty line on less than US\$2.41 per day, and more than 2.5 million fall below the extreme poverty line of US\$1.23 per day (BANK, 2019).

The political instability has hindered Haiti's economic and social development. The country has experienced rapid currency depreciation (close to 30%), high levels of inflation (close to 20%), and a contraction in GDP (projected at 0.5%) during fiscal year 2019. The fiscal deficit narrowed compared to the previous year and is projected at 2.9%. However, this was achieved through drastic cuts in capital investment and social programs. Energy subsidies continue to represent a large fiscal burden (estimated at some 3.5% of GDP), significantly undermining authorities' fiscal space for

growth and poverty reduction expenditures. Haiti remains highly vulnerable to natural hazards, mainly hurricanes, floods and earthquakes. More than 96% of the population is exposed to these natural hazards. Recovery efforts continue more than two years after Hurricane Matthew hit the country in 2016, which caused losses and damages estimated at 32% of 2015 GDP, (World Bank, 2019).

Some comments needed to be made concerning the theoretical discussion due to the fact that most of the analytical frameworks, for sport, volunteerism, volunteer motivation and retention, have been developed in Western Europe or North America. In this context, it is considered as valuable to research whether these theoretical frameworks can be applied outside their original cultural orbit. Bearing in mind that volunteerism is an important factor for SFD, studies are clearly needed to expand the knowledge of sport volunteerism, and not many research are conducted in the area of volunteer motivation and retention in SFD program. From this point of view, this thesis could contribute to fill the gap.

1.3 Research Purpose

The purpose of this study is to identify by using the VFI, the most salient factors behind the volunteer motivation of people at the SFD program of the Sport for Hope Center Haiti, and to assess the determinants of those

people satisfaction that could lead better to understand their decision to remain or not in volunteering, with that Olympic Center. This thesis work will help understand volunteer motivation and retention in SFD program at the Sport for Hope Center Haiti; and how to improve their involvement and their future commitment in those SFD programs. This thesis work will help understand sport volunteer motivation in Haiti and could help understand better the volunteering motivation in SFD program as a global phenomenon.

1.4 Research Questions

Four research questions are made for the purpose of this study.

RQ1. What are the most significant factors behind volunteer motivation at the SFD program at SHCH?

RQ2. What factors make volunteers at the SHCH more satisfied in their volunteering experience?

RQ3. Is there significant relationship between motives to volunteer and satisfaction?

RQ4. do motivation and satisfaction of the volunteers predict their decision to continue volunteering with the Center?

1.5 Hypothesis

Four research hypotheses are made for the purpose of this study.

H1. People volunteering at the SFD program of the SHCH are more motivated by the factors of Career and understanding.

H2. The volunteer at the SHCH are much more satisfied with these two dimensions: participation efficacy, group integration.

H3. There is a correlation between motivation factors and satisfaction factors for volunteers at sport for development program in Haiti.

H4. The correlation between motivation factors and satisfaction factors will predict decision to continue volunteering.

The literature review on the VFI and the modified VSI, allowed us to propose the hypothesis presented above. Some of them are directly related to the results of previous studies, and others were proposed to attempt to resolve some of the findings not revealed yet by previous studies on volunteer motivations. The vast majority of studies show that volunteers prefer to see themselves as primarily motivated by “altruistic” other-oriented motives, with these motivations obtaining the highest scores. In the case of the VFI, the Values scale is the one that obtains the highest mean scores in practically all research studies, regardless of volunteer age, gender, or volunteer setting.

The second scale with the highest mean scores is Understanding. In contrast, the Social and Protective scales usually obtain the lowest scores (Caldarella et al., 2010; Dávila & Díaz-Morales, 2009; Fletcher & Major, 2004; Hsieh, 2000; Jansen, 2010; Konrath, Fuhrel-Forbis, Lou, & Brown, 2012). So the previous literature supports what we Hypothesized, by saying that Value scale of the VFI will be the scale with the highest mean scores, regardless of the age group, gender or volunteer setting. The Understanding scale will be the scale with the second highest mean scores, and the Social and Protective scales will be the scales with the lowest mean scores. Research studies examining the relationship between volunteer motivations and age; and agree in finding that as volunteer age increased, the importance of career motivation decreased (Caldarella et al., 2010; Clary & Snyder, 1991; Francis & Jones, 2012; Hsieh, 2000). Therefore, based on the hypothesis that we formulated: Mean scores on the Career scale in samples of older volunteers will be significantly lower than the scores of samples of younger volunteers. Regarding the variable gender, the studies appear to show the order of motivations assessed by the VFI is the same in men and women (Fletcher & Major, 2004).

This study sought to identify the primary motivations that drive volunteers to undertake such endeavors in the Sport for Development

program at the Sport for Hope Center Haiti. Other factors of this study included: (a) behaviors, (b) level of satisfaction with the volunteering experience at Sport for Development Program at the Sport for Hope Center Haiti, (c) respondents' desire to volunteer again in the SFD program with the Center, and (d) how both motivational factors and overall satisfaction factors relate to volunteers' decision to continue volunteering with the Center. This line of inquiry drew on Clary and Snyder's (1999) research that explored the role of motivation in the processes of volunteerism, especially decisions about initially becoming a volunteer and factors of retention. Clary, Ridge, Stukas, Snyder, Copeland, Haugen, and Miene (1998) believes that it may be productive to inquire about the motivations that prompt individuals to seek out volunteer opportunities, to commit themselves to help, and to sustain their involvement in volunteerism over an extended period.

Clary et al. (1996, 1998) reported that each of the six functions is served by volunteering and suggested that there could be important differences in motivation depending on demographic variables, volunteer cause or activity, as well as the length or stage of one's volunteer experience. However, the results of their national survey of volunteer behavior indicated that the most important volunteer functions in the overall sample were values, enhancement, social, and understanding (Clary et al. 1996). Clary et al. (1998)

suggested that there is much practical value in identifying the specific functions served by volunteering, rather than treating volunteer motivations as a unitary phenomenon. They also examined the effects of matching functions sought through volunteering with the actual benefits received by the volunteers. The results of their multiple studies suggested that: (a) persuasive messages to encourage volunteerism matching an individual's own motivation functions were most effective, (b) volunteers who received benefits from their volunteer activities that matched the motivational functions important to them were most satisfied, and (c) volunteers who received functionally specific benefits from their volunteer activities were more likely to continue volunteering.

1.6 Statement of the study problem

This thesis is oriented on identifying of the factors that cause sport volunteerism at the Sport for Hope Center Haiti, and the volunteerism decision to continue in those programs. A case study of the sole Olympic Center in Haiti that develop a variety of SFD programs; by using the factors of the Volunteer Function Inventory (VFI), and dimensions of the Volunteer Satisfaction Index (VSI). The factors of the VFI are: Values, Understanding, Social, Career, Enhancement and Protective. The factors of the VSI are;

organizational support, participation efficacy, empowerment, and group integration. Many factors need to be invoked in order to understand the appropriate relationship between volunteer motivations, satisfaction and what lead people to continue their volunteering experience and its impact on Sport for Development program in the Haitian context, because no other studies were done before on sport volunteerism.

The SHCH is an Olympic Center built by the IOC with the participation of different national and international stake holders; functioning since 15 of July 2014, and which SFD program had touched till now approximately 60 thousands children, (SHCH,2018). The SHCH was built as a result of the “ Sport for Hope Program” of the IOC, an initiative that aims to build sport infrastructures in underdeveloped countries, where the youth could practice sport and receive education in line with the Olympic values. During the inauguration of the first Center built in the framework of this program in Zambia, Africa, the former president of the IOC, Jacques Rogge, declared; "With the Olympic Centers of the Sport for Hope project, athletes, youth and members of disadvantaged communities in developing countries will have the same opportunities as their peers in developed countries, to practice sport and to learn about Olympic values. ", (IOC, 2010). The Sport for Hope Center Haiti (SHCH), is a non-profit organization where profit-

making is not the focus, but it is managing by a paid staff recruited and paid by the Foundation for Sport for Hope an entity created to fund the operation and to look for revenues to sustain the activities of the Center.

The staff of the center relies hugely on the work of volunteer who dedicate their time to help the operation. Moreover, research on Sport for development volunteer motivations can create a better measure of motivations affecting individuals' satisfaction with the volunteer experience and intention to volunteer in future sport for development activities (Yeung, 2004). Clary, Ridge, Stukas, Snyder, Copeland, Haugen, and Miene (1998) believe that it may be productive to inquire about the motivations that prompt individuals to seek out volunteer opportunities, to commit themselves to helping, and to sustain their involvement in volunteerism over an extended period. Apart from benefits to the individual, such as enhanced self-esteem, or professional development, it is argued that volunteering within sport organizations increases social capital by providing opportunities for social interaction, civic engagement, social cohesion and networking (Coleman, 1990; Putnam, 2000). Moreover, it can be argued that non-profit sports organizations have an important economic function, as they provide low-cost services to members of the community compared to the services provided by the other two sectors (Wolsey & Abrams, 2001). The UK sports structure is

heavily reliant on the voluntary sector which largely takes places within sports clubs with the support of sport governing bodies (Gratton & Taylor, 2000; Nichols, 2001).

1.7 Definition of Terminologies

Volunteerism, Motivation, Satisfaction, Sport for Development,

Volunteerism: Pro-social behavior, done by one's free will, without substantial tangible rewards (e.g., salary) (Measham & Barnett, 2008); "Volunteering is about choice, so the most basic tenet of any volunteering definition is that it is done of one's own free will" (Bushway et al., 2011, p. 190).

Motivation: Internal factors that stem from a desire to achieve particular outcomes or benefits (Iso-Ahola, 1999; Lee, Scott, & Moore, 2002; Manfredro, Driver, & Tarrant 1996). In this study, motivation measurements were derived from a tool measuring six categories of motivations (Ryan, Kaplan, & Grese, 2001) utilized in many other volunteer studies.

Satisfaction: satisfaction is defined as the positive perceptions or feelings, which an individual form, elicits, or gains as a result of engaging in activities and choices. It is the degree to which one is presently content or pleased with his/her general experiences and situations. This positive feeling of

contentment results from the satisfaction of felt or unfelt needs of the individual. (Beard & Ragheb, 1980, p. 22). In this study, a satisfaction-assessment instrument used by Clary and Snyder (1999), was integrated to address volunteering in SFD programs motivations used in studies by Ryan, Kaplan, and Grese (2001) and Bruyere & Rappe (2007).

Sport for development: Are sport programmes where sport is used, to Tackle poverty and social exclusion, - Promote gender equity, health, peace - Promote the social inclusion of marginalized people e.g. ethnic minorities, people with disabilities, refugees etc., (Giulianotti,2011).

Chapter 2. Literature review

2.1 Volunteerism Literature

This section present literature review on volunteerism, volunteer motivation, volunteer retention, and Sport for Development. Fouche (2002) recognizes that a literature review is the contributing factors that provide the reader with a clearer understanding of the nature and meaning of the problem defined by the research aim. The Majority of scholars have asked what Volunteerism is all about. The answer to this question brings close hints to the definition provided by different organization. According to Volunteering Australia (2005: no page cited in Cuskelly et al., 2006, p.5) volunteering is defined as “an activity which takes place through not for profit organizations or projects and is undertaken: to be of benefit to the community and the volunteer; of the volunteer’s own free will and without coercion; for no financial payment; and in designated volunteer positions only”. In contrast, Volunteering England defines volunteering as, “Any activity that involves spending time, unpaid, doing something that aims to benefit the environment or someone (individuals or groups) other than, or in addition to, close relatives”.

The definition of volunteerism is so broad such that many field of study, organizations and scholars defined it differently and this represent a

great challenge because each of those field of study never agree on a unique definition of volunteerism. Then no universal consensus about the meaning of volunteering exist yet. Culturally the terminology has different connotation depending on the context and the person defining it. Many people doing volunteer work when surveyed sometimes don't consider oneself as volunteer, and many organizations don't consider some people also as volunteer while they are doing voluntary work. For example, many other people don't consider people that enlist voluntarily with the army or consent to be a subject in a medical study as a volunteer; nevertheless, the term volunteer originated in the military and in the scientific sector where people used to voluntarily accept research to be conducted on them or voluntarily going to fight for a cause. As of early as of the 1750s, the term was applied to civilians mobilized for military service in time of emergency. At the time military volunteers were neither drafted nor paid for the services. Today however, soldiers are paid professional and are not considered volunteers. According to French dictionaries: «Volunteering is a wide range of activities, including traditional forms of mutual aid and self-help, service delivery and other forms of civic participation, undertaken voluntarily for the benefit of the General public». Munday (1984), cited in Parker (1992, p. 2), defined a volunteer as being “a person who voluntarily provides an unpaid direct service for one or more

persons to whom the volunteer is not related”. Consequently, the concept of volunteering differs and is subject to social, cultural and religious interpretations and perspectives (Moragas et al., 2000). Cuskelly et al (2006) elaborates on such an idea by stating that “although the word volunteer may seem to have a common shared meaning, there is not universal agreement about the meaning of the term” (Cuskelly et al., 2006, p.4). Even though there is little universal consensus on how the concept is defined (Cuskelly, Hoyer, & Auld, 2006), the term incorporates some common elements such as the non-obliged commitment of the individuals to reach specific goals and to offer their services to others, based on their enthusiasm, skills, dedication, free will, the lack of monetary rewards, by expecting to receive no financial remuneration other than expenses (Hedley & Davis Smith, 1992; Cordingley, 2000; Zappala & Burrell, 2001). Several theories have been developed, exploring different areas of human motivation and psychological needs and motives behind volunteering. For this study we will focus on, the Motivational Theory, the Volunteering theory, the Functional Theory.

2.2 Sport for Development at the Sport for Hope Center Haiti

The Sport for Hope Center Haiti is a SDP initiative of the IOC, a joint project between the IOC, its Olympic, international, local stakeholders, and

local governments. In establishing the Sport for Hope project in developing countries, the programme aims to provide young people and local communities with positive sports and development opportunities; offer state-of-the-art training facilities to the National Federations and the athletes of the country; and spread the Olympic values of excellence, friendship and respect. In addition, the Sport for Hope serve as platforms for social development and innovative cooperation to contribute to a better and more peaceful world through sport,(IOC,2014).Beyond its sporting mission to help the development of the national sport federation the SHCH offers a wide scope of activities and services to the youth from the surrounding communities , to foster the SDP vision of the Olympic Movement by providing to the beneficiaries: Values-based Olympic education, life skills development activities, sociocultural education, social inclusion , gender equality, youth development, conflict resolution, peace building ,sustainable development, health education and services, community activities held at the center, nutritional aid by providing them with food for the different program they are participating to,(IOC,2014).

2.3 Understanding Volunteerism

Volunteerism is defined as “any activity which involves spending time, unpaid, doing something that aims to benefit individuals and groups, other than or in addition to, close relatives, or the benefit of the environment” (Davis Smith, 1998, pp. 13-14). As theoretical grounding for the present study, the functional approach to volunteer motivation was adopted (Clary & Snyder, 1999; Clary, Snyder, & Ridge, 1992; Clary et al., 1998; Stukas, Worth, Clary, & Snyder, 2009), as considerable research uses this functionalist approach to evaluate initial motives to volunteer (Clary et al., 1998) and volunteer retention (Clary & Snyder, 1999; Finkelstein, 2008).

Clary and Snyder (1991) initially determined volunteer functions by investigating functional theory literature including Smith, Bruner, and White (1956), and Katz (1960). In an effort to build on the previous literature on volunteer motivation and evaluate the main factors that lead to volunteering, Clary et al. (1998) noted that volunteers take part in similar activities to gratify diverse, and often multiple, motives. Subsequently, they proposed six motivational factors of volunteerism: (a) values: volunteering based on morals or principles, values, which address the need of volunteers to actively express their concern for those in need; (b) understanding: utilizing volunteer

opportunities to gain skills or acquire knowledge (new knowledge and skills, not necessarily used in one's career), which expresses the desire of volunteers to gain knowledge; (c) self-enhancement: volunteering to feel good about oneself and enhance psychological development or personal growth, which indicates the desire of volunteers to experience satisfactions related to personal growth and self-esteem; (d) career: volunteering to acquire experience to assist in job attainment or build on existing work related skills, which involves opportunities for volunteers to engage in voluntary work and gain the experience and the insight required for employment in a particular profession in the future; (e) social: building relationships or meeting new people through volunteering, which satisfies volunteers need to participate in volunteer activities that are viewed favorably by significant others, close friends, or the community, or even to spend valuable time with family members and friends; and (f) protective: using volunteerism as a way to cope with stress or attempt to diminish emotions such as guilt or conflict, which expresses the need of people involved in voluntary work to alleviate personal negative feelings that are associated with the functioning of the ego.

Several studies used the functionalist approach to determine initial motives of volunteers (Stukas et al., 2009). One recent study of college student volunteers found that all six dimensions of the functional approach

were important motivational factors with values and understanding having greatest significance (Gage & Thapa, 2012). Another study involved senior adults who volunteered at health care facilities and noted that all six motivational functions appeared to drive motivation to volunteer (Okun, Barr, & Herzog, 1998). Each of these six functions emerges within volunteers in varying degrees due to one's age, location, activity, and previous life experiences (Clary et al., 1998; Clary, Snyder, & Stukas, 1996). It is also important to note that not all volunteer experiences present opportunities to satisfy each motivational factor (Clary et al., 1996). Beyond initial motivations to volunteer, the functionalist approach suggests that volunteer retention occurs when one or more motives are satisfied (Clary & Snyder, 1999). Considering the need to retain and not simply recruit volunteers, identifying the relationship between initial motivations and retention is vitally important (Cuskelly, 2004; Gage & Thapa, 2012). Studies show that volunteers remain involved as long as their service continues to fulfill their motives or needs (Clary & Snyder, 1999; Finkelstein, 2008). If volunteers sense a continued alignment between their goals and values and those of the organization, or if they have developed social support through friendships and networks derived through volunteering, the likelihood of remaining a volunteer increases (Locke, Ellis, & Davis-Smith, 2003). As Stukas et al. ((p.

24), 2009,) report, “the satisfaction of multiple important motivations in volunteering is linearly related to positive outcome”. Finally, retention often occurs for reasons beyond satisfying altruistic motivations and can be driven by other benefits such as social gains or career advancement (Gage & Thapa, 2012; Ryan, Kaplan, & Grese, 2001).

2.3 Understanding Motivation

Motivational inquiry is basically concerned with understanding the processes that initiate, direct, and sustain individuals’ volunteer action, which answers the questions “why do people volunteer?” and “what sustains voluntary helping?” (Clary et al., 1998). A substantial body of research suggests that personal motives play an important role in volunteerism (Bang and Chelladurai, 2009; Bang and Ross, 2009; Clary et al., 1998; Omoto and Snyder, 2002; Penner, 2002). Given that volunteer activity does not involve monetary rewards, motivation is an indispensable factor to consider when trying to understand why individuals volunteer and what sustains this type of behavior. Luthans (2002) states that the term motivation originally comes from the Latin word of ‘movere’ which translates to the phrase ‘to move’. A further study was conducted by Mullins (2007) which states that motivation is why people behave in a specific way and why those actions take preference

to others. Energize, direct and regulate are the three psychological constructs that Tenenbaum and Eklund (2007) define motivation being broken down into.

Research undertaken by Brooks (2008) states that motivation is an individual's need to perform and is an invaluable characteristic associated to a person. These individuals are seen to be well-motivated, high achievers within the workplace and hold the energy and enthusiasm to progress. Similarly, Aamodt (2010) explains that motivation has an impact on the productivity and performance of an individual within the work place and leisure activities. Understanding the motivation behind a person's intention is important if the best of that person is required. Since the 1900's several psychologists have taken part in research to what lies behind the concept of motivation. However, Mullins (2007, pp. 250) portrays motivation as "the degree to which the individual wants and chooses to engage in certain specified behaviors". The motivation of an individual is explained by Dolnicar and Randle (2007) as the degree of effort they put into performing throughout the duration of an activity and the satisfaction that is felt as an outcome whereas Luthans et al (1995) portrays motivation as the process of understanding between an individual's relationship needs, drives and incentives. However, Vroom (1964) and Roberts (2001) point out that the

definitions of motivation do not specify what motivation is, only what is involved deeming them to be too vague.

As social exchange theory (Thibaut and Kelley, 1959) proposes, individuals who believe that their needs and goals will be fulfilled through volunteering are more likely to engage in the service than those who have no such a belief. For example, individuals may volunteer to satisfy personal needs, such as doing something worthwhile, having social interactions, and developing their personal career. As they decide to volunteer for an organization, they may try to exchange their time and effort for their personal needs in the organization in which they share at least its core values, bringing with them the initial commitment. In this regard, there are various motives that may be associated with organizational commitment. To maintain a viable volunteer base, one of the most important issues facing non-profit sector programs and services is to know what specifically motivates individuals to participate (Munro, 2001). Hyejin et al. (2010), focus on the four motivational functions of the VFI, because these functions are most relevant in the context of non-profit sport organizations. With regard to the values function, as the initial entry into volunteering in recreation and sport settings is altruistic (Chelladurai, 2006), values are considered as the original reason for volunteering at non-profit sport organizations. Supporting this values

function, Cuskelly et al.'s (1998) longitudinal study examined four perceived benefits of volunteering (i.e. altruism, learning, recognition, and relaxation). They found that altruism was the most significant and enduring predictor of organizational commitment in sport organizations.

2.4 Sport Volunteer Motivation

Volunteers play a crucial role in the success of many sport organizations and events (Cuskelly, 1998; Green & Chalip, 1998; Shilbury & Moore, 2006). Research has examined the value of volunteers within community sport (Silverberg, Marshall, & Ellis, 2001) and within large, international events such as the Olympics or FIFA World Cup (Bang & Chelladurai, 2003; Bang et al., 2009). Regardless of venue, one factor found to be unique to sport volunteer motivation versus other volunteer opportunities is one's "love of sport" (Bang & Ross, 2009). For example, in a study of marathon volunteers, reasons for volunteering were mainly driven by the sport itself and not just the opportunity to help others (Bang & Ross, 2009). At a professional golf event, love of golf was the primary motivator of volunteers (B. Coyne & Coyne, 2001), love of tennis attracted volunteers to a U.S. Open Series event (Pauline & Pauline, 2009), and Bang and Chelladurai (2003) observed "love of sport" motivating volunteers for the

2002 FIFA World Cup. Cuskelly (2004) also determined players and ex-players of various sports would volunteer in an attempt to stay involved with their sport.

Getz (1997) explains that fundraising managers and event organizers need to be aware of the importance of keeping volunteers motivated to aid retention. The skills and strategies in place within the organization should be able to motivate the variety of personalities found in volunteers. Holmes and Smith (2009) have determined that an understanding of the motivations behind choosing to volunteer are needed to allow future recruitment of volunteers. They determine that organizations find volunteers easier when they have a link or interest in the organization. Sargeant and Jay (2004) explain that on most occasions volunteers already hold a connection with an organization that influences them to donate their time, a personal connection could be that a friend or family member have suffered with a condition that is related to the organization. Wilson and Musick (1997) integrated factors associated with volunteering in terms of resource framework, which posits that volunteering requires individuals' resources that not only facilitate individual involvement in volunteering but enhance volunteer opportunities. These resources consist of human capital (such as education, income, and

health), cultural capital (such as values and attitudes), and social capital (such as group membership or family ties).

Byrne et al (2002) determine that the motivations of a volunteer are just as important as the employee motivations when being looked at by the managers of an organization. Managers must have the correct skills in place to motivate their staff and volunteers as every individual has a different personality, leading to different motivational factors. (Getz, 1999) A charity needs to be aware of the ever-changing wants and needs of a volunteer to ensure they keep them consistently motivated, this is something Van der Wagen and White (2014) portray as being the duty of care of the human resource managers. They explain that motivation is the most distinguishing factor when looking at the differences between a volunteer and paid staff. During a study conducted by Strigas and Jackson (2003) they provided an analysis of motivation for event volunteers through those factors: — ‘Material factor: This includes incentives where the volunteer calculates the expected utility gain, which can include material rewards (such as goods and services) or social status that carries a material value. This may be represented by complimentary items. —Purposive factor: The motives of volunteers were compatible with those of the event and the community: ‘volunteering creates a better society’. — Leisure factor: In some cases, volunteering was a leisure

choice, an escape from everyday life and an opportunity to develop new interests. —Egoistic factor: Social interaction, networking and building self-esteem were motivations where the individual sought social contact as an affective incentive. —External factor: These factors were outside the individual's immediate control and linked to family traditions or course completion requirements, (Strigas and Jackson, 2003, p.111).

Volunteers can also have an interest in expanding educational opportunities for others, and fostering civic engagement and social interaction (Forbes & Zampelli, 2012). For instance, studies focused on youth sport volunteerism reveal that volunteers are driven by a desire to create an optimal sporting experience for children (Kim, Zhang, & Connaughton, 2010). Beyond improving an organization's effectiveness, Haski-Leventhal and Cnaan (2009) propose that many social justice initiatives would not be able to exist without a reliable volunteer contingent. One volunteer motivation study found in the SFD context involved a soccer program for the homeless and determined that volunteers are motivated by values, self-enhancement, social, and understanding factors of the functionalist approach (Welty Peachey, Cohen, Borland, & Lyras, 2013). Furthermore, these volunteers were motivated due to their love of soccer. However, studies have not

examined volunteer motives and retention factors associated with SFD initiatives.

2.5 Incentives approach to volunteering

Some authors categorized volunteer motivation into three incentives: utilitarian, affective and normative. Utilitarian incentives refer to the indirect benefits derived through volunteering, such as the knowledge and skills obtained from volunteer work experience, (Knoke & Prensky, 1984). Affective incentives are defined as the interpersonal relationships gaining from positive social interactions with others, which may include but are not limited to affiliation, prestige, respect, esteem, friendship and sense of connectedness. Normative incentives focus on philanthropic and altruistic motives, which usually include goodwill, sharing and helping others. Studies of volunteer motivations in sport and recreation settings are a relatively recent phenomenon. Caldwell and Andereck (1994) directly adopted the conceptual approach developed by Knoke and Prensky (1984) and categorized volunteer motivations into three categories of incentives: purposive, solidary and material. Purposive incentives include doing something useful and contributing to society. Solidary incentives deal with social interactions and networking opportunities. Material incentives refer to those tangible benefits

provided by the organization utilizing the volunteers. Of these three categories, purposive incentives were identified as the strongest volunteer motivation; whereas material incentives were often the least important (Caldwell & Andereck, 1994).

Williams, Dossa, and Tompkins (1995) had similar research findings when studying the motivation of volunteers in a mega ski event. Supporting the community and the national team were considered most important by volunteers; whereas free tickets and souvenirs were considered least motivating. Elstad (1997) suggests that student volunteers predominantly feel encouraged by the opportunities provided within volunteering to allow them to expand personal networks, be part of an event atmosphere and the ability to experience job related aspirations. Elstad (2003) continued his research into students are carried out a survey to establish what barriers there are to ensuring organizations retain their student volunteers. He discovered that volunteers felt the organizations were poorly organized, leading to feeling overworked and undervalued. In a similar study conducted by Davies (1998) the predominant motivations uncovered were: The ability to help others, fill free time, help organizations achieve their goals, develop skills.

2.6 Functional approach to volunteering

While other researchers have studied volunteer motivation based on the incentives and benefits of volunteering, Clary and his colleagues (1996; 1998; 1999) studied volunteer motivations based on the functional approach, which is of the belief that individuals can engage in the same activity, yet with diverse psychological functions (Katz, 1960; Smith, Bruner, & White, 1956; Snyder & DeBono, 1987). Based on the perspective of functionalists, individuals volunteer for the same organization or event to satisfy different motivational functions. Clary et al. identified six functions of volunteer motivation. They include: (a) Values (i.e., humanitarianism or concern for the beneficiary of volunteering); (b) Understanding (i.e., learning knowledge and skills); (c) Social (i.e., concern about relationships with others); (d) Career-related (i.e., professional benefits, such as experiencing different career options or building career-related networks); (e) Protective (i.e., ego defense, such as reducing negative feelings of guilt, or to address personal problems); and (f) Enhancement (i.e., psychological growth and development).

Compared to other approaches adopted in volunteer motivation studies, Clary et al.'s (1998) and Clary and Snyder's (1999) applications of the functional approach offer a stronger theoretical justification, with more specifically identified dimensions of volunteer motivations; thus, it is one of the most frequently adopted concepts in recent volunteer motivation studies.

Following these concepts, Clary et al. (1998) developed the Volunteer Functions Inventory (VFI) which contained 30 items under the six factors. Based on well-conceived research procedures and rigorous statistical analyses, the VFI displayed sound measurement properties in terms of validity and reliability. The VFI is a general scale that measures volunteer motivations in various organizational settings. Since its development, the scale has been widely adopted by researchers (Allison, Okun, & Dutridge, 2002; Eley & Kirk, 2002; Gargano, Nagy, & Rowe, 2004). In an effort to enhance the applicability of the VFI scale to assess volunteer motivations in youth sport settings, Kim, Zhang, and Connaughton (2009) modified the scale to reflect the context of youth sports. After a comprehensive review of literature and a content analysis by a panel of experts, the VFI items were modified to reflect the context of youth sports. Testing of measurement properties was then conducted through two studies.

In study one, the measurement properties of the modified VFI were tested on volunteers of a nationwide youth soccer organization. Data were split randomly into two halves, which were examined through conducting exploratory and confirmatory factor analyses and examinations of construct validity and internal consistency reliability. Although the same six factors were resolved, 12 items in the original VFI scale were eliminated due to a

lack of relevance and clarity, resulting in 18 items in the modified scale. In study two, the resolved scale was revalidated through a sample of volunteers working for youth sport leagues at state and local levels. Overall, the Modified Volunteer Functions Inventory for Sport (MVFIS) displayed evidence of good validity and reliability. Volunteers typically consider the Values, Understanding and Enhancement functions as more important motives than the Career, Social and Protective functions (Allison et al., 2002). None the less, motivation functions usually differ among individuals with different backgrounds and one volunteer can certainly have multiple motivations (Clary & Snyder, 1999). The order of importance among the motivation dimensions may vary among organizations, settings and volunteer groups (Allison et al., 2002). For instance, among teenager volunteers in youth sport organizations, Understanding, Career and Values were ranked the highest volunteer functions. This finding was somewhat different from previous research findings that focused on adult volunteers (Eley & Kirk, 2002).

2.7 Sport for development / Sport for Development and Peace (SDP)

Over the past decade, the field of sport-for-development (SFD) has received significant attention from non-governmental organizations, government agencies, sport practitioners, and sport academics around the

world. The concept of sport-for-development or development through sport has had multiple definitions. Sport for Development (SDP) is when sport programs are used to improve health of people, promote gender equality, reduce crime, and Promote peace and conflict resolution. (Lyras & Welty Peachey, 2011, p. 311). Another apprehension of the concept of Sport for Development (SDP) includes programs where sports are used to tackle poverty and social exclusion, to promote the social inclusion of marginalized people e.g. ethnic minorities, people with disabilities, refugees, and people with AIDS. (Schulenkorf & Adair 2014). While the recognition of this new global movement (Kidd, 2008) wider international development field is evident, there is no consensus on the use of terminologies referring to this field (Schulenkorf and Adair, 2014). Some have referred to it as sport-in-development (Coalter, 2007; Read and Bingham, 2009), while other academic papers, including the naming of a newly established division of the UN, and choose to use the term sport for development and peace (Darnell, 2010; Gasser & Levinson, 2004; Hayhurst, Wilson & Frisby, 2011; Sugden, 2006; United Nations, 2005).

Social development through sport has a long history (Kidd, 2008) but the current incarnation of the sport-for-development movement has grown at a phenomenal rate and has included the proliferation of dedicated agencies

and bodies, the injection of significant levels of financial support, and public and private championing from highly prominent individuals and organizations (Giulianotti & Armstrong, 2014; Hartmann & Kwauk, 2011; Kay, 2009; Kidd, 2008; Schulenkorf & Adair, 2014). Indeed, in its contemporary form sport-for development has seen sport-based programs promoted as being able to address a wide range of social issues and positioned as strategic policy inclusions for governmental private sector organizations (Giulianotti, 2011; Hartmann & Kwauk, 2011; Kay, 2009; Schulenkorf & Adair, 2014). Fundamentally, sport-for-development seeks to engage people from disadvantaged communities in physical activity projects (most readily identifiable as sport) in ways that contribute to broader (but often quite specific) outcomes related to social, cultural, physical, economic and health goals (Kay, 2009; Schulenkorf & Adair, 2014; Sherry, Schulenkorf & Chalip, 2015).

The United Nations in its Sustainable Development Goals, in its Article 37, stated this, “Sport is also an important enabler of sustainable development. We recognize the growing contribution of sport to the realization of development and peace in its promotion of tolerance and respect and the contributions it makes to the empowerment of women and of young people, individuals and communities as well as to health, education and social

inclusion objectives(UN,2015). “Sport for development should not be used interchangeably as Development of Sport, they are two different things. Development of sport is defined as, “programmes designed to assist those engaged in organized sport – athletes, coaches, officials, administrators – and to strengthen the infrastructure of facilities and institutions within which organized sport takes place.” (Kidd, 2008). This definition provided by Kidd is related to all those parameters of development: Elite-level sport coaching - Public participation in sport - Sport stadiums, technologies - Public sport facilities - Sport organizations - Sport in other institutions and sectors e.g. education. On the other hand, Sport for development also known as Sport for Development and Peace (SDP), is defined as: Projects which “engage people from disadvantaged communities in physical activity projects that have an overarching aim of achieving various social, cultural, physical, economic or health-related outcomes” (Schulenkorf & Adair 2014). Various literatures, and programs use those associated names of Sport for Development: sport for change, sport for good, etc.

2.8 Sport Volunteering, community and Sport for Development

Volunteers can be viewed as a link between either communities or a sport for development initiative. It is argued that one of the positive

externalities derived from volunteering is that it contributes to social capital (Handy & Brudney, 2007; Misener & Mason, 2006). Social capital refers to the “trust and reciprocity” occurring on individuals’ relationships when working together for achieving a common goal (Bailey et al., 2003). In this regard, the role of sports and sport clubs in promoting social capital and a shared identity is commented in a number of sources (Coalter, 2007; Delaney & Keaney, 2005). For instance, Guillianotti (1999) argues that governments use sports as a tool for shaping national identities. Likewise, volunteers are often described as the targeted ‘soft infrastructure’ following the legacy plans of governments aiming to host a major sport event (Solberg & Preuss, 2007). This refers to the potential of the mobilization of human resources to other similar events and projects that the wider community would benefit from (Seippel, 2006).

One group of scholars has suggested that as an activity, community development is ‘a group of people in a locality initiating a social action process (i.e. a planned intervention) to change their economic, social, cultural or environmental situation’ (Frisby and Millar 2002). Vail (2007) believes that, fundamentally, community development involves agency – helping people improve their life conditions through a sense of shared common interests. Lawson (2005) sees community development as a concept that underpins

plans and activities for building and re-building local institutions and neighborhood structures; this being a particular priority for those living in poverty or who experience social exclusion, social isolation and either inter or intra community conflict.

Lawson (2005) points to five prominent contributions that sport, exercises and physical education programs may have on a community: (i) production and/or reinforcement of social networks; (ii) the development of collective identities; (iii) improvements to human health (Including health-enhancing environments); (iv) a heightened sense of holistic well-being; and (v) the development of human capital. He asserts that the key to achieving these community benefits lies with professionals who deliver the programs being able to empower others, who are then skilled in community building and effective collaboration. These findings are particularly relevant in terms of SFD projects in the Pacific where there is a similar focus on sport professional agents building local capacity to plan and deliver sustainable community development programs. Clearly, the focus is not solely on sport development in the form of participation, but on developing people and communities through sport.

It is in fact important to acknowledge skepticism about SFD. Some critics have argued that it is naive to assume that sport is inherently suitable

as a community development tool; these scholars caution against SFD idealism and, more seriously, a ‘sport evangelist’ view where it is assumed that sport has a ‘special’ quality or power to dramatically change lives (Coalter 2010; Gulianotti 2004). For example, they have noted that this fundamentalist faith in the transformative power of sport is associated with a belief that SFD programs can almost ‘magically’ improve the quality of individual lives and address serious problems in communities under stress (Gulianotti 2004: 28; Coakley 2011). Others have argued there is no blind faith or magic about such a process; community development needs to be driven by engagement with stakeholders, understanding the nuances of their needs, an appreciation of the complexity of program context, the provision of adequate staff, ongoing funding, and so on. For SFD programs to be effective there needs to be strategic development of policies and practices that align with needs of locals, together with plans to achieve community outcomes that have the support, skills and resources needed to provide sustainability (Vail 2007; Lawson 2005; Chalip 2006; Darnel 2012; Schulenkorf & Adair 2014).

Indeed, for sport to play an effective role in gauging and delivering positive social outcomes, there must be a tailored approach accompanied by an awareness of resources and needs, as well as a strategic program structure and appropriate means of implementation (Skinner, Zakus & Cowell 2008;

Hartmann & Kwauk 2011; Schulenkorf & Adair 2014). Poor design of programs is a common issue, as has been reported in Zambia where SFD-NGOs have duplicated efforts and competed against each other for scarce resources (Lindsey & Banda 2011). Similarly, a study of the Siyadlala and School Sport Mass Participation Program in South Africa showed that unequal power relations during program implementation accentuated gender and class divisions in that community (see Burnett, 2006). Hence, SFD programs are not inherently successful in achieving their aim of community benefits and claims about their potential contribution to social capital should be treated with caution (Schulenkorf, 2013).

According to Felicin (2016), Volunteering is a theoretically little known theme in Haiti. Yet in concrete social reality, many Haitian practices have emerged as ancestors of volunteering. In different region and communities of Haiti, these practices of working together have other names such as: makaya, wonn, kòve, eskwad, kwadi, chèn, kolonn and relate to specific realities. However, we find the same values behind these practices: to work together to carry out activities in the interest of a member of the community or the community in general. This, in a spirit of solidarity and mutual help beyond the commercial relations of production. This is what is found at the base of the fundamental values of volunteering and associative

life in Haiti, however the terminology has no legal recognition by the law still, (Felicin, 2016).

2.9 Job Satisfaction in Volunteering

The volunteerism literature makes a distinction between reasons people volunteer and reasons why people continue to volunteer (e.g., Cnaan & Goldberg-Glen, 1991; Gidron, 1983, 1985). The satisfaction aspect of the volunteer work is intrinsically link to the continuation of the commitment to volunteer. People choose to volunteer because they are, more often than not, motivated by altruistic reasons like wanting to help or contribute, the expressive orientation of doing so, (Cnaan & Goldberg-Glen, 1991). People continue to volunteer because they enjoy and find satisfaction about what they are getting from the experience; they value the rewards they are receiving and want to maintain and expand them (Gidron, 1983, 1985).

Job satisfaction has been studied extensively in the traditional paid work settings, and authors came up with different measurement like the Job Description Index (JDI) developed by Smith, Kendall, and Hulin (1969). The JDI uses five dimensions of the work experience: work, pay, promotions, supervisor, and co-workers. Hackman & Oldham, (1975); proposed another instrument that is widely used nowadays and known as the Job Diagnostic

Survey (JDS). In nontraditional paid work environment, researchers like (Spector, 1985) and (Williamson, 1996); have developed instrument that better reflect a paid work environment where pay and compensation are not considered as the keys in promoting job satisfaction. Another instrument developed to assess job satisfaction in the traditional paid setting is the Job Satisfaction Survey (JSS), which uses those scales contingent rewards, operating procedures, and communication, work, pay, promotions, supervisor, co-workers. It is considered an extension measurement of the JDI.

Volunteer Job Satisfaction is indeed different form paid work and could not be using the same dimensional measures, (Gidron, 1983, 1985). The areas applicable to paid work and volunteer work that are considered important aspect of job satisfaction (Ozminkowski, Supiano, & Campbell, 1991; Stevens, 1991), in both setting are: the work itself and relationships with supervisors and co-workers identified by Smith et al. (1969). Likewise, job-fit, autonomy, and client issues such as contact and efficacy in Williamson's (1996) measure have also been found relevant in the volunteer job satisfaction literature (e.g., Morrow-Howell, & Mui, 1989, Wharton, 1991). Roseanna Galindo-Kuhn and Ruth M. Guzle (2001) in a systematic review of 16 available articles on volunteer job satisfaction reveals that there is no consistent measurement of the concept and very little reliable

measurement. Some few instrument have been adapted from the literature on paid work satisfaction (e.g., Schaubroeck & Ganster, 1991), the majority of them were created to conduct some studies and were not intended for broader use. Ozminkowski, Supiano, and Campbell (1991) and Gidron (1983, 1985) provide the only faceted measurement instruments.

Gidron ,having developed the most extensive measure, for example identified 12 dimensions of volunteer job satisfaction: work itself, task achievement (client progress), task convenience, stress factors, family (outside support), supervisor-instrumental (information), supervisor-expressive (emotional support), professionals (staff relationships), perceived social acceptance of volunteer work, client, recognition, and other volunteers, but the majority of them have achieved unacceptable reliability, nevertheless the logic behind its measurement was conceptually well. Only four report acceptable reliability (supervisor-instrumental, $\alpha = .80$; supervisor-expressive, $\alpha = .74$; stress factors, $\alpha = .70$; other volunteers, $\alpha = .70$). No factor analysis was reported to have been done to support the 11 or 12 job factors as separate areas of volunteer job satisfaction. For him volunteer workers are led by their motivation which was either “other-oriented” or “self-oriented,” Gidron’s dimensions for satisfaction, however, were based upon “perceived rewards from volunteer work” (1983, p. 23). While rewards

certainly are a major component of job satisfaction, but it has been found other salient other factors that need to be considered.

2.10 Dimension of the Volunteer Satisfaction Index

Roseanna Galindo-Kuhn and Ruth M. Guzle (2001) developed the most accepted measurement known as the Volunteer Satisfaction Index (VSI), cause apart from that instrument, no reliable or fully representative measure of volunteer satisfaction exist. The VSI is the first and only multi-faceted measure of job satisfaction in volunteering context. The instrument proved to be of a great validity and could be applied to different cultural setting. In their study, Roseanna Galindo-Kuhn and Ruth M. Guzle (2001); analyzed 16 articles that provide a foundation for identifying aspects that should be included in a truly representative measure of volunteer job satisfaction. They came up with five dimensions of volunteer job satisfaction, which were hypothesized to relate to intent to remain as a volunteer with the organization: (communication quality, work assignment, participation efficacy, support, and integration. Among them four-dimension show sound validity: (organizational support, participation efficacy, empowerment, and group integration). For this research, I used this measurement to determine how the volunteer job satisfaction in the Haitian setting is factor to continue the

volunteering experience with the sport organizations. Research on volunteerism has found that satisfaction with the volunteer experience is predictive of commitment to the volunteer agency and volunteer retention (Clary et al., 1998; Silverberg et al., 2002/2003). Individuals are most likely to obtain satisfaction from their volunteer activities when their initial motivations to volunteer are met through their volunteer experiences (Clary et al., 1988). Some research on volunteerism also suggests that volunteer functions or motives vary by gender (Clary et al., 1996; Fletcher and Major, 2004), life stage (Backman et al., 1997; Oesterle et al., 2004; Omoto et al. 2000), length of volunteer experience (Clary et al.), and type of activity (Clary et al. 1996; Silverberg et al., 2002/2003).

2.11 Communication quality

Communication quality refers to the characteristic or nature of communication between a volunteer and the organization. In the abundant literature on volunteering, adequate information flow information clarity, recognition and feedback are the most important elements that have significance for volunteer job satisfaction, (Knoke, 1981; Wharton, 1991). Adequate information flow is about the amount of information that are given to volunteers by the organization. Knoke (1981) affirmed that the more

extensive the amount of communication within a voluntary association, the greater the level of members' commitment and the lower their detachment from the organization". Here it is about the amount of sufficient information that volunteers to adequately do their assigned work. Clarity of information is also found to be significantly correlated to satisfaction. While recruiting volunteers organizations should provide clear information to volunteers about different aspect of the organization and job assignment and the organization should also receive information about the kind of assignment, motives behind this volunteer work. A clear job description should be provided to the volunteer before any work. (Paradis & Usui, 1989; Stevens, 1991; Wharton, 1991). If the work experience of the volunteer is incongruent with the volunteer expectation, it could lead to dissatisfaction and no commitment to continue with the volunteer work, Wharton (1991). An organization should intensively provide feedback and give proper recognition to volunteers. (Cyr & Dowrick, 1991; Field & Johnson, 1993; Stevens, 1991). Recognition should not be limited to public displays in special events, thank you letters, and newsletter publication, because satisfaction is not tied to those things only, (e.g., Drucker, 1990; Pappas, 1996; Smith, Bucklin, & Associates, 1994). An organization's ability to informally communicate to the volunteer, particularly face-to-face, was of much greater importance (Stevens, 1991; Cyr

& Dowrick, 1991; Field & Johnson, 1993). Making interactions more positive with volunteers, like hallway interaction and conferences, could reinforce the volunteer's usefulness to an institution, (Stevens, 1991).

2.12 Work Assignment

Another element of great importance of the work assignment is the role assigned to a volunteer which is also function to the job satisfaction of this later, (Field & Johnson, 1993; Gidron, 1983, 1985; Miller, Powell, & Seltzer, 1990; Omoto & Snyder, 1995; Stevens, 1991). For example, Miller, Powell and Seltzer (1990) found that scheduling convenience had a direct effect on turnover. Gidron (1983) concluded that "in order to be satisfied, a volunteer needs, above all, a task in which self-expression is possible—a task which gives the volunteer the opportunity to develop abilities and skills, a task which is seen as a challenge" and suggested that "this individuation of tasks requires a careful placement of the volunteer on the job, based on the special needs and talents of the volunteer" (p. 32).

2.13 Participation Efficacy

The majority of studies supported the dimension of participation efficacy as an important aspect of volunteer job satisfaction, (Black & DiNitto,

1991; Field & Johnson, 1993; Gidron, 1983, 1985; Miller, Powell, & Seltzer, 1990; Morrow-Howell & Mui, 1989; Omoto & Snyder, 1995; Ozminkowski, Supiano, & Campbell, 1991; Schaubroeck & Ganster, 1991; Wharton, 1991). Participation efficacy is related directly to a goal of social responsibility which is one of the primary motives behind voluntary work (Ellis & Noyes, 1990). Cause People engage in volunteer work because they want to help others (Cnaan & Goldberg-Glen, 1991; McSweeney & Alexander, 1996; Schram, 1985). Knowing that their participation will benefit someone other than themselves. And when people are not satisfied with their goal of really having helped others it was found as one predominant reason to quit their volunteer experience, Morrow-Howell and Mui (1989).

2.14 Organization Support

To perform their volunteer assignment volunteers educational and emotional resources. These two aspects of their performance are related directly to their job satisfaction (Cyr & Dowrick, 1991; Gidron, 1983, 1985; Ozminkowski, Supiano, & Campbell, 1991; Paradis & Usui, 1989). Volunteer who participated in training were generally much more satisfied with the volunteer experience than those who had not participated. Satisfaction can be sustain when training is offered and when emotional resources are provided,

Ozminkowski et al. (1991). Emotional support which is describe as the relationship between paid staff and volunteers is of vital importance to create a supportive environment and an increase of volunteer job satisfaction, Cyrand Dowrick (1991). According to (Ozminkowski et al., 1991; Paradis & Usui, 1989, the provision of emotionally supportive resources for volunteers helps to create a more satisfying experience.

2.15 Group Integration

The social interaction that is developed throughout the volunteering process between the volunteers with other volunteer and paid staff, is called Group Integration. These relationships, provide a social aspect of the volunteer experience that has emerged as an area significant to volunteer job satisfaction (Black & DiNitto, 1994; Cyr & Dowrick, 1991; Field & Johnson, 1993; Gidron, 1985; Ozminkowski, Supiano & Campbell, 1991; Stevens, 1991). Cyr & Dowrick, (1991), have found that leading cause of burnout was due to poor “volunteer group relationships”. Field and Johnson (1993) on their side, found that volunteers were more satisfied when they had “contact with other volunteers” and they wanted “more social events.” Stevens (1991) also reported that contact with staff and other volunteers influenced higher levels of satisfaction.

2.16 Intent to Remain as an Outcome

Job satisfaction is often discussed in terms of the outcomes it influences. One such outcome, is the intent to remain in the case of voluntary work. Roseanna Galindo-Kuhn and Ruth M. Guzley (2001), in their study for developing the Volunteer Satisfaction Index, hypothesized the five dimensions to be related to and influence a volunteer’s intent to remain with the organization. Turnover, a retention-related work variable, has been

consistently found to be an inversely related outcome of job satisfaction in the paid work environment and in volunteer work setting too, (Porter & Steers, 1973; Spector, 1997). Satisfaction was one of the factors found to be related closely to volunteering intention, motivation, behaviors, and retention. Volunteer satisfaction can be affected significantly by patriotism and intrinsic motivations (Lee et al., 2014). Volunteers have reported having greater satisfaction with their lives, and to have less psychological distress than non-volunteers (Hunter & Linn, 1981; Wheeler, Gorey, & Greenblatt, 1998). For instance, Miller, Powell and Seltzer (1990) found that a lack of satisfaction led to turnover in both unpaid and paid work situations. Particularly because of the volitional nature of volunteerism, it is logical to assume that a dissatisfied volunteer would consider leaving one organization to perhaps volunteer for another more satisfying one. Without the luxury of a longitudinal study to document actual turnover, other means of tapping turnover have emerged such as individuals' intent to remain with an organization. Intent to remain with the organization has been found to be an effective predictor of turnover (e.g., Hom, Katerberg, & Hulin, 1979; Kraut, 1975). Ewert (1989) augmented that the past experience and satisfaction of participants can influence their attitudes, behaviors, and their participation and their decision to continue volunteering. Omoto & Snyder, (1995) affirmed

that Satisfaction can be influenced by dispositional helping. Clary et al. (1998) found a positive association in older volunteers between satisfaction and intention to continue volunteering. Volunteers who had satisfaction and fulfillment from their volunteer activity were found to have received functionally relevant benefits. Those benefits included volunteers' motivational goals and the fulfillment of those goals. In addition, some motives such as values, protective and social motives could predict overall satisfaction with the service experience (Judith, Judith & Richard, 1999). The roles of volunteers, i.e. being participants, assistants, organizers, and founders, have also been found to influence the level of volunteer satisfaction in a group of secondary school students (Ling & Chui, 2018).

Chapter 3. Research Method

3.1 Research Design

Hussey and Hussey (1997) refer to methodology as the overall approach to the research processes, from the theoretical underpinning to the collection and analysis of data. This research had used a quantitative method process of analyzing the data after collecting them, to allow the assessment of volunteer characteristics, factors and demographics to be understood in a Haitian setting. This method has included an online questionnaire that have been applied to 67 volunteers, and has adopted primarily sources of data derived from; scientific journals publications, books, online data base, e-libraries, article from renowned sport journal, searched through the internet using google engine. The secondary sources of data derivate from quantitative research method, using a questionnaire, which contained 30 items under the six factors (Values, Understanding, Social, Career, Enhancement and Protective), developed by Clary et al. (1998) and known as the Volunteer Functions Inventory (VFI); and the 12 items under 4 factors (organizational support, participation efficacy, empowerment, and group integration), derived from the VSI, developed by Galindo-Kuhn and Ruth M. Guzle (2001). The 12 item of the modified VSI, were selected from the original VSI, which is an instrument that uses 39 items.

I selected the 12 items that were commonly used by different researchers that have modified the VSI before to adapt it to their own setting. This was the case of a study to validate the existing measure of The Volunteer Satisfaction Index, in the Chinese Context (VSI-C). In one of those studies, the factor structure of VSI was explored and reexamined with a sample of 1,046 secondary school students in Hong Kong, in order to ensure the scale to be psychometrically sound and applicable to diversified student populations. The Results, of the exploratory factor analysis revealed a three-factor structure that differs from the model proposed by the scale developers and the version used in a number of previous studies. A revised 19-item scale was introduced after the confirmatory factor analysis was conducted; Henry Wai Hang Ling, Wing Hong Chui, Vincent Wan Ping Lee & Joseph Wu (2019). In another study in the Chinese context, Lok Ping Wong, Wing Hong Chui, Yan Yuen Kwok (2010); using a Hong Kong-sourced sample of 261 participants, set out to validate the Volunteer Satisfaction Index (VSI) in the Chinese cultural context and to evaluate its psychometric properties; found that the exploratory factor analysis (EFA) yielded a different factor structure from that proposed by the scale developer. A 24-item VSI-C with three factors proposed by Wong et al. (2011) was used. The three factors found were, personal gain, relationship within organization and relationship with peers.

Cronbach's alpha values were high for all three subscales. Results from correlation and regression analysis also confirmed the construct and criterion-related validity of the scale. Thus, the reliability and validity of the scale were confirmed.

This thesis proposed to identify the factors that are mostly representative of the people's motivation to volunteer in the SFD program at the Sport for Hope Center Haiti; and the determinant of their satisfaction and continuing commitment to keep volunteering, using the factors of the both instruments mentioned previously; which employed a Likert rating scale. Therefore, this questionnaire was applied to volunteers that have work in the different SFD program of the Sport for Hope Center Haiti from 2014 to 2019. Those volunteers are from different age groups, the information about respondents' demographics are also presented. This paper sought to yield context-specific knowledge that is relevant to SFD program at the Sport for Hope Center Haiti. It did not seek to unravel universal truths; the uniqueness of the Sport for Development program happening in an Olympic Center setting, built by the IOC, flies in the face of generalist assumptions (Flyvbjerg 2006). This is a crucial point: planning for development outcomes varies significantly between countries and cultures in which programs are run (Schulenkorf and Adair 2014). However, other programs may be able to learn

from the experiences provided, and use suggestions and recommendations from this study in an adjusted way to suit their own needs.

3.2 Research Process

A survey packet was prepared that included the 30 items of VFI, a modified VSI, that included 12 items, a sociodemographic information part, and a part on people volunteering experience. After a covering letter explaining the purpose of the study, and invitation for research participation, and an informed consent form was addressed to the Administration of the SHCH to have their consent and collaboration on the study. Therefore, full permission and co-operation were obtained from the SHCH to apply the questionnaire. Only, online procedures were utilized to reach the participants. An invitation message containing the study information and a link to the survey were sent to them via, email, facebook, WhatsApp. Prior to answer the questionnaire, on the information piece and consent part, the researcher communicated that participation was optional and that participants were to remain anonymous.

The data collection process was initiated by contacting respondents through the email, and various social networking (Facebook, WhatsApp) where they were asked to fill in the online survey questionnaire. No face to

face interviews were conducted and the participants were asked to share with other volunteers in their contact; the link of the questionnaire to be responded. Online processes were privileged versus surveys on paper as it tends to result in higher response rates (McCabe, 2004), allows data to be treated more easily and has the advantage of lower costs (Kaplowitz, Hadlock, & Levine, 2004), and also due to the fact that the researcher was not in Haiti. The respondents were asked to answer questions about their motives for volunteer at the Sport for Hope Center Haiti, and the factors that satisfied them during their experience; and their decision to continue or not to volunteer with the Center.

3.3 Research Measure

The survey questionnaire was based on the VFI developed by Clary et al. (1998), thirty motivation items represented the six functions, including values, understanding, social, career, protective, and enhancement. A 7-point Likert response scale was used to indicate respondents' agreement with each motivation item. The VSI developed by Galindo-Kuhn and Ruth M. Guzle (2001), is an instrument consisted of 40 items and measured five dimensions of volunteer satisfaction: communication quality, organizational support, participation efficacy, work assignment, and group integration (seven items tapping the group integration and eight items tapping each of the remaining

four dimensions). For this study, only 12 questions from the VSI, have been kept in order to measure the satisfaction of the people volunteering at the Center. A number of studies have integrated the multi-dimensional model of the Volunteer Satisfaction Index into different settings and cultures (Boezeman & Ellemers 2007; Chacon et al. 2007; Netting et al., 2004; Preston and Brown 2004; Wong et al., 2010;). Minor changes to the wording of the items were made to reflect the context of the Center (sport for development program). A lead-in statement “Please indicate your level of satisfaction with the following” preceded the 12 items selected to reflect 4 dimensions of the volunteer satisfaction, which are organizational support, participation efficacy, work empowerment and group integration. Those factors are the most significant base on the result of many studies. A 7-point Likert response scale was used to indicate respondents’ agreement with each motivation and satisfaction item. Demographic data were also collected along with background information regarding other volunteer experiences and prior sport involvement.

3.4 Research Participants

An online questionnaire that was sent to approximately 300 people that have been involved in volunteering in the SFD program at the SHCH since 2014. But we have been able to collect responses from 67 people which constitute the final sample. The study has targeted the maximum of persons possible out of the 300 persons that have approximately volunteered in that Center. The study tried to survey the maximum of volunteers that are active still with the center; and those that have stopped to volunteer, to characterize on initial motivates as well as cause of continued commitment to volunteer. The strategies for survey data collection has followed Dillman's (1978) guidelines. Mailings to the administrative directors of the Sport for Hope Center Haiti, for having access to their volunteer contact etc. This has included a letter of support, a cover letter, and follow-up e-mailings distributed for the data collection. For the participants, the online survey was included, a cover message explaining the purpose of the study and the confidentiality, after when completed the survey, the participant has received a follow-up thank you message. The study has included a number of demographic questions, to help understand the demographic profile of the population, such as age, gender, educational level, marital status, income, employment status, and previous sport event volunteer experience. The

number of time and the duration committed as a volunteer etc. The researcher in an informative piece, has explained the purpose of the study and directions in order for the participant to complete the survey. Filling out the survey have taken approximately 15 minutes.

Chapter 4. Findings and Discussion

The purpose of this study was to identify the factors behind the volunteer motivation of people at the SFD program in Haiti, and to assess the determinants of those people satisfaction that could lead better to volunteerism continuation. These results and findings are presented below in different sections. We present first the findings for the (1) demographic profile, which included 6 variables (gender, age, Level of education, marital status, employment status, household income). For the volunteering experiences, a group of 6 questions were developed, and asked to the respondents, which could be find in the appendices. A section would be presented on findings related to (2) Motivation, (3) satisfaction and experience, and decision to continue volunteering or not, (4) factor analysis of motivation factors, and (7) hypothesis testing of the correlation between motivation and satisfaction factors for the decision to continue volunteer in the future.

4.1 Demographics Findings

Age: 29.9 % of the volunteers are between 18-25 years old, 28.4% are between 26-30 years old, and 41.8% are between 31-36 years old; no other group age was found. Thus, although older people are less likely than middle-aged persons to volunteer, they volunteer more hours than any other age group

(Hendricks & Cutler, 2004), but volunteering in the sport sector is not common in an undeveloped country like Haiti. But here the result shows that 31-35 years old age group had the highest participation rate in the programs. Haiti is a country with a high unemployment rate, 60% of the global population in age to work is not working, (IHSI, 2014). People tend to volunteer because they are unemployed and are looking for a way to occupy their time, and be in contact with potential organization that could hire them in the future.

Sex: 80.6% are male and 14.9% are female, the 4.5 % left did not reveal their gender. So the mean score for male volunteers was higher than female volunteers in Sport for development program in Haiti. In a country like Haiti the gender inequality is really a problem, that's why a lot of activities are still the apanage of men. Sport is always seen in the society has a field for men. Reza, Asieh and Nooshin (2013) explain the characteristics of a volunteer are important to aid recruitment and retention. Burgham and Downward (2005) suggests that there is little evidence to suggest that the characteristics or demographics of an individual relates to their motivation to volunteer. On the other hand, Clary et al.; Silverberg et al. (1996); suggested that, the volunteerism functions or motives vary by gender, life stage, length of volunteer experience, and type of activity.

Marital Status: 64.3% of the volunteers are single, and 31.3% are married, 3% are either separated or divorced and 1% live in concubine.

Number of children: 52.6% don't have children, 21.1 % have one child, 13. % have 2 children, and the rest have either 3 or 4 children. 54.1 % have a member of their family in the activity, then 45.9 % are not having any member in the activities and program. Here I could say the majority of volunteers were not married and had a member family participating as beneficiary.

Level of Education: 70.1 % of the respondent have attended university, 19.4% have attended vocational school, and 3 % have attended secondary school. Consequently, the majority have high education level. Conducting a nationwide survey in the United State of America (USA), Dote et al. (2006), reported that college students were more likely to volunteer than other age groups. Evidently people who are better educated, who reside near the center and who have a family member in the program of the Center are more likely to volunteer. And their higher levels of education were consistent with the tendencies of volunteers to have higher levels of education (Bureau of Labor Statistics, USA, 2011; 2012).

Status of employment: 62.7 % are working, 33.33% a part time job, and 37.3 % are unemployed.

Monthly Household revenue: 44.8 % of them have revenues between 5000-15000 gds, which is the median revenue reported. Then 32.4% did not reveal any information, 17.9% have between 16.000-20.000 gds; 7.5% have between 21.000-30.000 gds, 1.5 % have between 31.000-45.000 gds.

Table 4.1

Descriptive Statistics of Experience Variables

	N	Minimum	Maximum	Mean	Std. Deviation
Age	67	1	4	2.84	.863
Gender	67	1	3	1.24	.525
Level. Education	67	1	4	1.99	.728
Monthly. Income	67	1	6	3.15	2.162
Marital. Status	67	2	5	3.69	.556
Number. Child	67	0	5	.91	1.464
Valid N (list wise)	67				

4.2 Volunteering Experience Findings

I used an online questionnaire, targeting approximately 300 people; and finally the sample, which constitute 67 respondents were the total number of people that did respond. This accounts for 22.33 % of the volunteers of SHCH. Volunteers fulfill a number of roles at these programs, like: Logistic helper, cleaner, cook, assistant sport coach, assistant teacher (dance, art and craft, reading, computing, board games, music). The 83.8 % of them consider possible, to volunteer again. The majority of them has responded having volunteering experience before that, and they have been doing so continuously for more than 3 years at the Center. One study indicated predominantly long-term hospice volunteers were motivated to help because they had greater satisfaction from their experiences. Time spent volunteering can be predicted by satisfaction (Finkelstein, 2008b). In the case of measuring volunteers' commitments, reflect that volunteer who commits to an organization on such long period of time and during several times are committed. The 69.1% have volunteered before with non-sport organization, while the 29.4 % left have never done this experience in non-sport entities. The 85.3 % are involved with a sport entity (national sport federation, sport club, National Olympic Committee (NOC), National Paralympic Committee (NPC), Special Olympics Haiti (SOH) meanwhile the 13.2% are not.

The 94.1% said to be motivated also to volunteer cause of their love for sport, and the rest are not moved by any love for sport, the love for sport is an important reason why, people decide to volunteer in sport for development program. The two most extensive studies of coaches volunteering were conducted by Lyle, Allison & Taylor et al. (1997), they found that Coaches' motivation is strongly linked to an enthusiasm for the sport; it is a natural progression from participation, so 'giving back to the sport' is a motivation; This could be one reason why volunteers decide to continue even though it would not match their satisfaction level. The 47.8 % revealed that they had no Family-Member as a beneficiary of the SDP program, while 52.2% responded affirmatively that their Family-Member are beneficiaries of those program; again Lyle, Allison & Taylor et al., (1997) revealed that involvement of one's own Family member is a factor which affect the decision to volunteer and to be motivated to be a volunteer. The 44.2 % of the volunteers lived in communities that are close to the Center (Bon Repos, Cite Soleil, Croix-des-Bouquets); and 11.8% did not reveal their address, and the rest of the 44.3% are disseminated in different other communities not close to the center (Delmas, Ganthier, Port-au-Prince).

Table 4.2

	N	Minimum	Maximum	Mean	Std. Deviation
Times	64	1	20	7.37	5.356
Exp. non-sport	67	0	1	.70	.461
Implication. Sport	67	0	1	.87	.344
Family. Activity	67	0	1	.52	.503
Love. Sport	67	2	3	2.96	.208
Address	67	1	17	10.64	4.929
Valid N (list wise)	64				

4.3 Measurement of Factors

The VFI was adopted to measure the motivations of volunteers at the sport for development program at The Sport for Hope Center Haiti. The VFI scale includes 30 items under six dimensions, Values, Understanding, Social, Career, Enhancement and Protective. With a proceeding statement related to the volunteer experience at The Sport for Hope Center Haiti. Each of the VFI items was phrased into a statement in a 7-point Likert scale, ranging from 1 (totally unimportant) to 7 (totally important). The items were arranged in a random order. Additionally, the Volunteer Satisfaction Index (VSI) which is a five-dimensional construct, using 39 items was used to assess the satisfaction of those volunteers. The dimensions of this instrument, developed by Roseanna Galindo-Kuhn & Ruth M. Guzley (2002), are: group integration,

communication quality, support, work assignment, and participation efficacy. For the purpose of this study we only used 4 dimensions of this instrument and 3 items by dimension, which account for 12 items that were used to find out the level of satisfaction of those volunteer and a last question to measure the commitment or intention to possibly still volunteer at the Center. A 7-point Likert scale, ranging from 1 (totally unsatisfied) to 7 (totally satisfied), was used. And for the last question, a 7-point Likert scale, ranging from 1 (totally impossible) to 7 (totally possible), to remain as a volunteer. They were asked to answer the following question: Will you continue to volunteer with this organization?

After the dimensional factors of motives and retention for the volunteer at the SFD program at Sport for Hope Center Haiti, were assessed; based on the literature review and using a questionnaire that contained the factors of the VFI and a modified VSI. I based my analysis on the regression of volunteer motivation of the VFI scale scores. After the six VFI scale scores are entered into the logistic regression model, they were considered for removal. I have been using the SPSS 18.0 statistic and conducting tests like: The chi-square value to look for its significance, additionally I have been analyzing correlation between the factors, for finding the salience of the motives for volunteering and for the continuation of the volunteering

experience in the future among the factors. Implications of the results provided a framework that could assist sport managers at the Sport for Hope Center Haiti, to design quality volunteer experiences, recruitment process, strategies and messages that enhance the overall experience, supporting volunteers' work ethic, retention for continuous program and management of the Sport for Development program. There is clear evidence that volunteer satisfaction is higher when their motives are met. This study had offered a better understanding of SFD program, for managers and organizations on the growing usage of volunteers and concerns in the sport industry.

After I computed the data, I performed: Various descriptive statistics such as frequency distributions, means, and standard deviations. I did the Principal Component Factor Analysis (CFA) on the 30 motivation items and the 12 satisfaction items, Internal consistency of scales (Cronbach's alpha) was determined for reliability of results. Pearson correlations were used to measure the relationship associated with the four hypotheses. Significance was assessed using two tailed tests at the .05 level; and finally the regression analysis was performed using each factor of motivation and satisfaction to predict the decision to continue volunteering again at the SDP programs.

4.4 Component Factor Analysis of the Motivation and Satisfaction Factors

I performed the factor analysis to test the reliability of the item for the VFI, even though it's a well-accepted instrument; but based on the fact that new wording was added in order to match the setting context, we thought it was a valid step to follow; and to see whether the factor structure proposed by Galindo-Kuhn and Guzley (2001) is applicable to the context of Haiti. The reliability statistics test revealed that, the alpha coefficient for the six items measuring the factor Protective was 0.742, suggesting that the items have relatively high internal consistency. For the Factor Motivation, the Cronbach's Alpha, which is the function of the number of test items and the average inter-correlation among the items; was 0.604 for Value factor, for Career it was 0.806, for social 0.755, for understanding 0.801, for enhancement 0.866. Then the reliability test was done also for the 3 items of each of the four factors of the modified VSI, used to assess the satisfaction. Two of the factors showed a good score and two did not show a good score. For Organizational Support, Cronbach's Alpha was 0.672, for Participation Efficacy it was 0.853, for Sense of Empowerment it gave 0.583, and lastly for Group Integration we obtained 0.757, note that a reliability coefficient of .70 or higher is considered "acceptable" in most social science research situations.

Table 4.3

Component factor Analysis of Motivation factors

(Reliability Statistics)

Factor	Cronbach's Alpha	N of Items
Protective	.742	6
Value	.604	4
Career	.806	5
Social	.755	5
Understanding	.801	5
Enhancement	.866	5

Table 4.4

Component factor Analysis of Satisfaction factors

(Reliability Statistics)

Factor	Cronbach's Alpha	N of Items
Organ- Support	.672	3

Part- Efficacy	.853	3
Sense- Empowerment	.583	3
Group-Integration	.757	3

4.5 The Factor Analysis Extraction

The principal component, revealed a good result in term of correlation of the items of protective factor. The items are: Q7, Q9, Q11, Q20, Q24, Q3; the determinant was 0.204 which is satisfactory, greater than 0. 00001.The KMO was greater than 0.05, consequently obtaining 0.696 and a significance less than 0.0001, with two variables above the Eigenvalues of 1, with a cumulative percentage explaining 63.5 % of the variance. The items of Value factor Q8, Q16 ,Q19 , Q22 showed a KMO equal to 0.686,the significance was less than 0.0001,the Eigenvalue explained by the only one item that was extracted was 75.78%.The determinant was 0.450 an accepted value greater than 0.00001.The items of Career factor Q1, Q10, Q15 , Q21, Q28, with a satisfactory determinant 0.189.The KMO was greater than 0.5, giving 0.760 and with a significance less than 0.0001,with only 1 variables above the Eigenvalues of 1,with a cumulative percentage that explained 71.7 % of the variance. For the Social factor the result showed a KMO equal to 0.777, the significance was less than 0.0001, the Eigenvalue explained by the only

one component that was extracted was 69.9%. The determinant was 0.281 an accepted value greater than 0.00001.

The items related to the Understanding factor are: Q12, Q14, Q18, Q25, Q30; the determinant was 0.204 which is satisfactory, thus it was greater than 0.00001. For the KMO it was greater than 0.5, because we obtained a value of 0.696 and with a significance less than 0.0001, with two variables above the Eigenvalues of 1, with a cumulative percentage that explained 63.5 % of the variance. The items related to the Enhancement factor are: Q5, Q13, Q26, Q27, Q29; the determinant was 0.072 which is satisfactory, because it was greater than 0.00001. For the KMO it was greater than 0.5, with a value of 0.850 and with a significance less than 0.0001, with two variables above the Eigenvalues of 1, with a cumulative percentage that explained 80.56 % of the variance. Even though not many factor have reached the Eigenvalue of 1 when we did the extraction analysis, but overall, the factors still reflect the reliability of the instrument to assess the motivation, because I had good score for the determinant of the factors, the significance level of their association and the explained variance percentage. For the satisfaction items no Factor Analysis Extraction was done, I stand only on the Reliability statistics shown above that already provided good insight about the fit of those factors.

Table 4.5

Factor Analysis, variable extraction

	Determinant	Eigenvalues	KMO	Sig
Protective	0.204	63.5	0.696	0.000
Value	0.450	75.7	0.686	0.000
Career	0.189	71.7	0.760	0.000
Social	0.281	69.6	0.777	0.000
Understanding	0.104	77.11	0.705	0.000
Enhancement	0.072	80.56	0.850	0.000

4.6 Mean Scores of Motivation and Satisfaction

All the six factors of the VFI and the 4 factors of the modified VSI have shown high score in term of mean of the responses provided. But the mean score for the Understanding factor and the Enhancement factor were the highest. All the factors for the VFI and the modified VSI, had a mean rated above 5 meaning, important for them. So as the central value of the responses of this discrete set of items for assessing the motives, really told us about, how high all the motivation factors are significant in the people volunteering at the Center. Table 4.1 is a mean distribution of the factors.

Table 4.6

Mean score of Motivation and Satisfaction

Factors for Volunteering

Motivation	Mean	Satisfaction	Mean
Factors	Score	Factors	Score
Protective	5.40	Organization	5.52
		support	
Values	5.81	Participation	5.79
		Efficacy	
Career	5.78	Sense of	5.40
		Empowerment	

Social	5.35	Group	5.75
		Integration	
Understanding	6.04		
Enhancement	5.89		

4.7 Volunteer Satisfaction findings

I run the multiple regression to see how satisfaction could or not predict the decision to volunteer. The Adjusted R. Square revealed a percentage of 0.2 % of the variance of the dependent variable explained by the independent variable. The value of the ANOVA was neither significant, the P value was 0.4 which is greater than 0.05; and the Unstandardized Coefficient was not significant at all. For each of the factors, those were the values: Group Integration had an Unstandardized Coefficient = .039, P= 0.593, Participation Efficacy an Unstandardized. Coefficient = .081, P=.375; Sense of Empowerment an Unstandardized. Coefficient = -.082, P=.319; Group Integration an Unstandardized. Coefficient = -.075, P=. 178. Therefore no good fit of the relationship between the dependent variable and the independent variables.

Table 4.7

Regression Analysis of Satisfaction

Model	Un. Coefficient B	Sig.
(Constant)	6.608	4.529
Organ. Support	.039	-.106
Part. Efficacy	.081	-.101
Sens. Empower	-.082	-.244
Group. Integration	-.075	-.186
Adjusted R-square	.002	
ANOVA (Sig)	.400	

I used the descriptive statistic, to know what the average of each factor was, and how spread out the variables are in term of standard deviation around the mean. The findings revealed that volunteers in SHCH, are much more moved by the motives of Understanding and Enhancement. Those two factors have a respective combined mean of 30.11 and 29.49, with minimum of 10 and 9 and the same maximum of 35. Again the Reliability statistic and the Component factor analysis revealed that Understanding had a Cronbach's Alpha = .801 and Enhancement with a Cronbach's Alpha = .866 were the highest scores. Their Eigenvalues of 77.11 and 80.56, higher than the other

factors. In sum volunteers are doing it based on the factors of Understanding and Enhancement and not because of Value and Career motive as the principal factor found in most of the studies done on the topic. Nevertheless, based on the mean value of the motive factors, I could affirm that all the factors influence greatly the motives of those people in the SDP's in that Olympic Center. The table 4.1 show how the mean of each factor are above 20.

I used the descriptive statistic to answer the second hypothesis. The findings revealed that volunteers, are much more moved by factors of Participation Efficacy and Group Integration. Those two factors have a respective mean of 17.28 and 16.58, with their respective minimum of 6 and 9 and the same maximum of 21. I used the Pearson product-moment correlations, to determine the relationship between the motivation factors and the satisfaction factors, which answer my third hypothesis. I transformed all the items related to each factor in one single component so I could easily test them in SPSS. Each factor of the satisfaction dimension was used with the 6 factors of motivation to examine the relationship between them. Participation Efficacy was strongly negatively related to Career $r(67) = -0.285^* p < 0.05$, the 5 other factors shown no significance. To conclude, only Participation Efficacy explained the variability for the career factor. Then the third hypothesis is partially supported for the fact that there is a slight correlation

between one of the factors of satisfaction with the six factors of motivation, but the relationship is really low. Notably the 12 satisfaction items, did not fit the setting at SHCH.

Table 4.8

Correlations for Participation Efficacy with Motives Factors

	PRO	VA	CA	SO	UND	EN	PAR.EF
Protective	1	1.000**	.555**	.527**	.728**	.596**	-.155
Values	1.000**	1	.555**	.527**	.728**	.596**	-.155
Career	.555**	.555**	1	.681**	.680**	.693**	-.285*
Social	.527**	.527**	.681**	1	.671**	.599**	-.183
Understanding	.728**	.728**	.680**	.671**	1	.786**	-.101
Enhancement	.596**	.596**	.693**	.599**	.786**	1	-.190
Part. Efficacy	-.155	-.155	-.285*	-.183	-.101	-.190	1

I used Pearson correlation, to assess the relationship between the six motivation factors and 12 items of satisfaction, and answer the fourth hypothesis. As I already knew that among the six factors of motivation, only the factor Career correlated with the factor of Participation Efficacy of the satisfaction dimension. Indeed, it revealed that only Participation Efficacy correlated with Career. This item stated this, “The progress that I have seen

in the clientele served by the Center”. Therefore, the hypothesis could be held a partial correlation. Summarizing that if there is no progress seen in the clientele served, they would not fulfill the career motives.

Table 4.9

Correlations between QF, Career factor and Decision to Continue

	QF	Career	Dec-continue
QF	1	-.290*	.051
Career	-.290*	1	.040
Dec-continue	.051	.040	1

Therefore, hypothesis four is fully rejected for all the factors of motivation and satisfaction and could only be applied for this unique item QF” of satisfaction factor. There is no correlation between the factors of motivation and the decision to continue volunteering, no correlation neither was observed between the satisfaction item QF and the decision to continue volunteering.

Table 4.10

Correlation between Decision to continue and factors of Satisfaction

	Dec-cont	Orgn.Supp	Part.Effic	Sens.Empow	Group.Intgr
Dec-continue	1	.040	-.008	-.098	-.188
Organ. Support	.040	1	.676**	.687**	.220
Part.Effic	-.008	.676**	1	.749**	.524**
Sens.Empow	-.098	.687**	.749**	1	.483**
Group.Integr	-.188	.220	.524**	.483**	1

Even though that the result of the Pearson product between decision to continue volunteering with the satisfaction factors were not correlated; the findings are significant elements that could help managers in sport for development program. On the whole the hypothesis that motivation factors and satisfactions factors could predict the decision to continue volunteering is rejected.

4.8 Discussion

The Component Factor Analysis of the Motivation for the VFI demonstrated that the items have relatively high internal consistency. The Understanding factor instead of the Value factor had lower variability and

lower reliability coefficient. Therefore, the results did match those obtained by Clary et al. (1998) regarding the reliability of the VFI and its factor structure were good. The reliability test in the order hand for satisfaction factors, revealed that two factors had good scores, which is the case for Group Integration and Participation Efficacy; while two other, Sense of Empowerment and Organizational Support did not have good score. At the same time, the Factor Analysis Extraction test on the items, revealed the determinant of each group of items for motivation was satisfactory, all the KMO values were greater than .05, all the significance value was less than 0.0001; and all the Eigenvalues explained more than 63 % of the variables. The component factor for satisfaction revealed that only the Participation Efficacy had one item explaining 60% of the variance and when doing the extraction test only this one item had an Eigenvalue above 1. Therefore, the reliability of the instrument is not strong to assess the satisfaction factors.

The descriptive statistics provided good information about the mean score value of the factors of motivation; and the mean score for the Understanding factor and the Enhancement factor were the highest. The volunteers, showed that the Understanding function of volunteer motivation was the highest-ranked motivation and the Enhancement function came second. These results are not totally consistent with the findings of previous

studies on general volunteer motivations. Clary et al. (1998) found that volunteers providing a broad range of services (e.g., social services, health care, physically disabled, disaster relief and blood services) considered Values and Understanding functions as the most important. Although the mean scale of the Value is usually the highest, some studies found that “selfish” or self-oriented motives are the best predictors of longevity of volunteers in organizations (Omoto & Snyder, 1995). Noted that the majority of research studies on volunteering, had been done in Developed countries, and this particular case it’s an underdeveloped country, likewise which could explain the differences.

In the majority of international Episodic event studied by the researchers, where Values and Understanding functions were likely the most important motives (Allison et al., 2002). Some other research adopting , Purposive incentives factor which is similar to the Values function (doing something useful and contributing to society); revealed that the highest-ranked volunteer motivation in recreational organizations was still purposive incentive, a sense of humanitarianism or concern for the beneficiaries (Caldwell & Andereck, 1994), the mega ski event (Williams et al., 1995) and women’s curling competition (Farrell et al., 1998). The values function involves a desire to express altruistic concern for others, be of assistance, and

support a cause that is personally important. The understanding function is served when volunteers can learn new things, gain a new perspective, and explore personal strengths. The study has confirmed the factor structure of six factors found in the study by Clary et al. (1998). Finally, volunteering serves an Enhancement function when it allows individuals to feel important, needed, and better about themselves, (Clary et al., 1998, p. 1518). Therefore, Sport for Development program could be seen by those people that volunteer as excellent tool or 'hook' for engaging young people in personal and social development, in a certain way a mean to build their communities.

The means score of VSI and the VFI were really high, above 5 on a scale of 1 to 7 and above 20 on a scale of combine score of 5 to 35. Sport for development program are not sport centered only, different other cultural, artistic and educational activities are held which could enhance the satisfaction of people taking part in those kind of program, and would provide a higher satisfaction rate than sport based program only. Then all the factors were significant for these volunteers at the SHCH. The multiple regression revealed that the satisfaction could not predict the decision to continue volunteering. So all the values of Adjusted R. Square, the ANOVA, the Unstandardized Coefficient and the significance value of the association of the independent variables of satisfaction; were not predictors of the decision

of those people to volunteer. Further research is recommended, that would use more in-depth characteristic of the variable decision to continue volunteer, to reveal what underline this choice of the volunteers.

The hypothesis testing reveal that People volunteering at the SFD program of the SHCH are more motivated by the factors Understanding and Enhancement and not Career and Understanding, as predicted. Those two factors have a respective summative mean of 30.11 and 29.49, with a respective minimum of 10 and 9 and the same maximum of 35. The Reliability statistic and the Component factor analysis as an indicator to know the differences among the variables showed that these two factors had the highest score in term of Cronbach's Alpha and Eigenvalues. For Understanding, Cronbach's Alpha was equal to .801 Enhancement Cronbach's Alpha was equal to .866; This is an unexpected finding, most of studies acknowledge Value and Understanding as most rated factors for volunteer motivation. For the hypothesis two, volunteers at the SHCH are more satisfied with, participation efficacy, group integration". Those two factors have a respective mean of 17.28 and 16.58, with their respective minimum of 6 and 9 and the same maximum of 21.

The Pearson correlations used for testing the third hypothesis, revealed that only Participation Efficacy was negatively correlated to only the

Career factor, with an “r” equal to minus two hundred eighty-five, with a significance value inferior to zero point zero five. Then the third hypothesis is partially supported for the fact that there is a slight correlation between one of the factors of satisfaction with one of the six factors of motivation, but the relationship is really low. Hence a better instrument should be used for future research with new items or more items of VSI that could better assess those satisfaction dimensions, further qualitative research on the assessment of the decision to continue volunteering are also needed.

So the hypothesis is partially hold for this particular item QF of Participation Efficacy that had a correlation with the Career factor of the VFI. Which could be interpreted that way, only when the people volunteering are satisfied with the progress that they see in the beneficiaries of the different sport for development program they are more motivated by the career value to participate at the Center’s Sport for Development program. Satisfied volunteer, will be likely motivated to volunteer for activities (Bang, 2009).

Overall, the 100% of the sample had between 18-36 years old, and this was consistent with other literature, according to Bushway et al., (2011), the percentage of adults over age 60 who do volunteering is relatively low compared to younger age groups. The 80.6 % of the volunteer are male, while 14.9%; are female. In a country like Haiti the gender inequality is really a

problem, many activities are still the apanage of men. Sport is always seen in the society has a field for men. Reza, Asieh and Nooshin (2013) explain the characteristics of a volunteer are important to aid recruitment and retention. They determine that the prime number of volunteer stem from students however there were no physiological traits that showed the demographics was established as the norm. Burgham and Downward (2005) suggests that there is little evidence to suggest that the characteristics or demographics of an individual relates to their motivation to volunteer. In contrast, as some researchers like Clary et al., (1996); Fletcher and Major, (2004), Backman et al., (1997); Clary et al.; Silverberg et al. (1996); suggested that, the volunteerism functions or motives vary by gender, life stage, length of volunteer experience, and type of activity. Therefore, using sample participants with more female, could reveal other outcome of volunteering experiences, motives and satisfaction. Later I found that 64.3% of the volunteers are single, and 52.6% don't have children and 54.1 % have a member of their family in the activity as beneficiaries. These characteristics are consistent with those reported in previous studies, where the majority of respondent were also between the ages of 18-25 years old and were also male. (Kim et al., 2007; Kim & Chelladurai, 2008).

Among the research participants there were more males, likely fathers, than females who served as volunteers, which might be because most of the volunteer positions in these organizations were on-field positions, such as coaches and referees that are traditionally male-gendered roles (Coakley, 2007; Thompson, 1990; Wiley et al., 2000). 44.8 % of the respondents have a household monthly revenue between 5000-15000 gds, which is the median household revenue reported. In 2019, 5000 gds in Haiti is equivalent to 51.42 USD, and 15.000 gds is equivalent to 154.27 USD, therefore, those households are living with 154.27 USD, per month and that represent 5.14 USD per day.

The majority of the volunteers responded having volunteering experience, before this experience at the Center; and they have been doing so continuously with the SHCH for more than 3 years. According to Ryan et al., (2001) motivations are meaningful to volunteers regardless of the duration of their volunteer program or the frequency of volunteering. Nevertheless, there are factors that sustain people commitment to volunteer. 62.7 % have a job, and 33.33% account for a part-time job, finally 37.3 % are unemployed.

The 69.1% of the volunteers have volunteered before with non-sport organization, 85.3 % are involved in activities of a sport entities. From past research, the ability of organizations to “create strategies for a meaningful

experience, the ability to make volunteers feel responsible for outcomes, and providing volunteers with positive feedback may result in increasing volunteer motivation and satisfaction” while at the same time encouraging individuals to volunteer in future events (Bang & Ross, 2009, p. 65). In addition, 83.8 % of the respondents consider possible, to volunteer again at SHCH. Vecina, Chacon, Sueiro, and Barron (2011) showed that different levels of engagement in volunteering could predict the degree of satisfaction. I deducted that level of high mean score in term of satisfaction is due to the engagement of these people towards their communities, the beneficiaries, their love of sport and to see better outcome from sport for development program. However, due to the low correlation of motivation and satisfaction factors, I need other qualitative data to have a better idea and comprehension about the characteristics of the volunteers in SDP. In a review of volunteerism research, Wilson (2012) notes that future investigations “should pay more attention to organizational context.

Chapter 5. Conclusion and Limitation

5.1 Conclusion

The present study was designed to describe the factors characterizing the essentials motives, satisfaction and their influence on the decision to continue volunteering at SFD program. On the whole, the analysis was focus on: (a) the correspondence between the rank orders of motives for volunteering with the Likert rating scales, (b) the shared variance between motives, c) the mean score of satisfaction factors, and the association between the motives and satisfaction in decision to continue volunteering.

Based on the finding of the questionnaire used, the volunteers at the Sport for Hope Center Haiti; play an important role in SDPs, and are likely to continue volunteering in the future. Volunteers are of a great help for SDPs and nonprofit sport organizations that have to deal always with lack of funding, therefore the support of volunteers provide enhancement of the quality services to the beneficiaries and saving of a lot of cost in running those programs. Volunteers provide economic efficiencies for sport organizations by minimizing staff costs and contributing innovative and new ideas (Cuskelly, Auld, Harrington, & Coleman, 2004; Shin & Kleiner, 2003). This thesis has tried to describe first the motives and satisfactions of the volunteer, and secondly established the relationship that exit between satisfaction and

motives for future decision making to continue or not volunteering services. Successful volunteer recruitment, satisfaction, and retention are tied to the ability of the volunteer experience to fulfill the volunteer's motives (Clary et al., 1999). Therefore, it is important that future studies try to better understand this phenomenon in SDPs in Haiti. Overall, the majority of the volunteer has rated highly the six factor of the VFI and the 4 factors of the modified VSI, as significant for their motivation and satisfaction. While 83.8 % of the participants are willing to continue their volunteering process with the Center. This is due to their commitment and engagement to see changes in the beneficiaries and their communities, through the SDPs. I could associate that commitment with the satisfaction that the volunteers had by participating and by the enhancement that they felt by being part of those sport for development program.

5.2 Limitations

This study has several limitations, I could not incorporate past volunteer behaviors into the analysis, and I could not assess different aspect of volunteering cause time constraint and other social and political problem that make it difficult to really interview the people and have more data; even though researchers have observed that such prior behaviors have an impact

on intentions to donate time, money, and individual resources (Chambre, 1984; Lee, Piliavin, & Call, 1999; Mutchler et al., 2003). In my view another limitation is the one item measurement of the decision to continue volunteering, Cuskelly (1995) who found that organizational commitment predicted future levels of volunteer involvement. Another limitation is the purposive sample utilizing volunteers from a single organization; this may not represent the full spectrum of SFDs volunteer commitment and satisfaction (generalizability).

5.2 Future Research

Since there have been no known studies of sport volunteering motivation in Haiti, before this one; it is important for researchers to assess a variety of organizations, and context and more specific research also need to be done on sport for development program to determine the generalizability of this study's results. Another topic to consider would be the differences in motivations and satisfaction between the different roles in the programs, this would allow researchers to see if motivations change based on the position of those volunteers in the activities. Additionally, since the decision to continue volunteering was positively highly rated, it would be interesting to have some qualitative research that could demonstrate why people are willing to continue

volunteering. Salamon and Anheier (1996) provide an extensive taxonomy of nonprofit organizations with 12 distinctive fields, therefore using that taxonomy for better categorizing the nature of the SHCH, could be logical inquiry step for a better understanding. The instrument for measuring satisfaction was based on the items of an instrument that was developed from a review of literature that is limited in quantity; the available literature which specifically relates to volunteer job satisfaction is minimal. A review of sixteen articles written between 1981 and 1995 were used to develop the Volunteer Satisfaction Index, (Roseanna Galindo-Kuhn & Ruth M. Guzley (2002). The study was limited by participants' willingness to respond to questions.

Based on conclusion, the following recommendations are made. Firstly, one of the major problems affecting the effectiveness of volunteer retention is organizational communication adequacy practically, these results can be useful for SFD programs seeking to recruit new volunteers and retain existing volunteers. While initiatives such as the Olympics may motivate volunteers due to "love of sport" and desire to watch elite athletes compete (Bang et al., 2009), this will likely not be the case for SFD programs.

Secondly, when designing volunteer recruitment strategies, SFD program and organizations may wish to emphasize among the 6 factors

((career, esteem, protective, social, understanding, and value), SFD organizations may gain more and better quality volunteers who can be retained as these motives are satisfied. There are several future research directions that would be helpful to advance an understanding of volunteer motivation and retention with nonprofit SFD initiatives. First, longitudinal studies would be fruitful to further evaluate the effectiveness of the Sport for SHCH volunteer program and other SFD initiatives in attracting and retaining volunteers, and the potential outcomes of volunteer retention or withdrawal (such as increased or decreased organizational performance). Furthermore, volunteer motivation studies could be conducted, with other SFD initiatives in Haiti; to see how motivation and retention factors may vary. In addition, future research should probe behind the often-stated values motive to uncover other salient and hidden motives, such as ego or personal pride (Bang & Ross, 2009). Finally, investigating SFD initiatives outside of the United States and Canada and European developed countries would be valuable in determining if the event setting can affect motives due to shifts in culture and context. Any and all efforts by scholars in this line of research are welcome.

Beyond research implications of this study, there are applied implications for those who work with volunteers. The Modified VSI and the VFI offer a means to gauge the overall satisfaction levels of volunteer workers,

and the factors behind the people motivation to volunteer in sport for development program in a Sport Center; which is a unique volunteering context in SDPs. Given the importance of maintaining volunteer workers and the significant role they play in society and in sport specifically, such information is critical to the sport organizations in Haiti; that rely on the contribution of volunteers to really achieve their goals and objectives. For example, future researchers may consider developing new instrument, using other items of the VSI that I did not introduce in my research, in addition to the existing four dimensions in accordance with what the different analysis have indicated about the possible correlations between certain indicators. As well, researchers may consider conducting new rounds of data collection at the Center or other SFD program in Haiti, from other sample groups, with more of these 12 satisfaction items to further confirm the validity of a new modified version of VSI. We didn't focus on the aspect of the volunteer duties or role in this SFD program for the study, which could be also addressed in future researches. Therefore, some mix-method using qualitative and quantitative aspect, could explore and reexamine different indicators on volunteerism.

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Appendices

Appendix A

Cover Letter to Sport for Hope Center Haiti

1, Gwanak-ro, Gwanak-gu, Seoul, 08826, Korea

Bony GEORGES

DTM/SNU Student

Georgesbony7733@yahoo.fr

Phone: +509 4622-2217 (Whatsapp. only)

Direct number: +82 010- 2710-4575

REQUEST FOR PERMISSION TO CONDUCT RESEARCH ON SPORT FOR HOPE CENTER HAITI

Dear

Mr. Marc Arthur/ Director, Sport For Hope Center Haiti

Mrs. Barbara Schweizer /Head of Project, Sport for Hope Center Haiti


I am asking the permission to conduct a thesis research on volunteer motivation and satisfaction as a student of Dream Together Master Program of the College of Physical Education at Seoul National University, for obtaining my Master Degree Diploma. My research title is: **"Exploring in a Sport Center setting, the volunteer motivation, satisfaction, and retention factors in Sport for Development programs, Case study of the Sport for Hope Center Haiti"**

This thesis project is being conducted under the supervision of the Adviser Professor Mr. Kim, Yu Kyoun and my tutor Mrs. Jihyeon Oh. I am hereby seeking the consent of the Center to interview people that have been volunteering since 2014 to the present with the Center.

Upon completion of the study, I undertake to provide the Center with a bound copy of the full thesis report. If you require any further information, please do not hesitate to contact me on Email, or WhatsApp: +5094622-2217 or through my direct phone: +81-010-2710-4575

Thank you for your help, time and understanding in this matter.
Sportively and sincerely,

Bony GEORGES



Appendix B

Voluntary Function Inventory at the Sport for Hope Center Haiti

Questionnaire

Items	scale
1. Volunteering can help me to get my foot in the door at a place where I would like to work	1.....7
2. My friends volunteer.	1.....7
3. I am concerned about those kids' beneficiaries of the sport program whom may be less fortunate than myself.	1.....7
4. People I'm close to want me to volunteer.	1.....7
5. Volunteering makes me feel important.	1.....7
6. People I know share an interest in community service.	1.....7
7. No matter how bad I've been feeling, volunteering helps me to forget about it.	1.....7
8. I am genuinely concerned about the beneficiaries whom I am serving at the sport programmes and competitions.	1.....7
9. By volunteering I feel less lonely.	1.....7
10. I can make new contacts that might help my business or career	1.....7
11. Doing volunteer work relieves me of some of the guilt over being more fortunate than others.	1.....7
12. I can learn more about sport programmes and competitions when I am volunteering.	1.....7
13. Volunteering increases my self-esteem.	1.....7
14. Volunteering allows me to gain a new perspective on things.	1.....7
15. Volunteering allows me to explore different career options.	1.....7
16. I feel compassion toward beneficiaries participating in sport programmes and competitions.	1.....7
17. Others with whom I am close place a high value on community service.	1.....7
18. Volunteering lets me learn things through direct "hands on" experience.	1.....7
19. I feel it is important to help others.	1.....7
20. Volunteering helps me work through my own personal problems.	1.....7
21. Volunteering will help me to succeed in my chosen profession.	1.....7

22. I can do something for others that is important to me.	1.....7
23. Volunteering is an important activity to the people I know best.	1.....7
24. Volunteering is a good escape from my own troubles.	1.....7
25. I can learn how to deal with a variety of people.	1.....7
26. Volunteering makes me feel needed.	1.....7
27. Volunteering makes me feel better about myself.	1.....7
28. Volunteering experience will look good on my resume &	1.....7
29. Volunteering is a way to make new friends.	1.....7
30. I can explore my own strengths.	1.....7

Appendix C

VOLUNTEER SATISFACTION AND DCISION TO CONTINUE

Questionnaire

No	Items	scale
QA	The amount of information I receive about what the organization is doing.	1.....7
QB	The support I receive from people in the organization.	1.....7
QC	How often the organization acknowledges the work I do.	1.....7
QD	The amount of effort I put in as equaling the amount of change I influence.	1.....7
QE	The amount of effort I put in as equaling the amount of change I influence.	1.....7
QF	The progress that I have seen in the clientele served by my organization.	1.....7
QG	The availability of getting help when I need it.	1.....7
QH	My ability to do this job as well as anyone else.	1.....7
QI	The freedom I have in deciding how to carry out my volunteer assignment.	1.....7
QJ	My relationship with paid staff and board members.	1.....7
QK	The amount of interaction I have with other volunteers in the organization.	1.....7
QL	The friendships I have made while volunteering here.	1.....7
QM	Will you continue to volunteer in the future with the Center?	1.....7

Appendix D

Section on Volunteer experience and demographic

Questionnaire

Your experience as a volunteer at the Sport for Hope Center Haiti (CSEH).

I- How many times have you volunteered at the Center?

II- Year of volunteering at the Center?

2014 2015 2016 2017 2018 2019

III- Before your experience with the Center, have you ever done volunteer work with other sport institutions? YES NO

IV- Are you involved in activities with a club, a sports federation, or a sports association?
Yes No

V- Do you volunteer because of your love for the sport?
Yes No

Demographic of the participants in the SFD programs at SHCH

I- Age

Between 18-25 years old

Between 26-30 years old

Between 31-55 years old

Between 56-65 years old

66+

II- Sex Man Woman other

III-	Status	Married	Single	Separated/divorced	
	Concubine				
IV-	How many children do you have?				
No child	1 child	2 children	3 children	4 children	5+
V-	Having children/family member in the program of the Center?			Yes	No
VI-	Your level of education				
Primary school	Secondary school	University	Vocational training		
VII-	Employment status when you were volunteering at the Center.				
No employment	Full time	Part time	Retired		
VIII-	Monthly revenue during the time of volunteering.				
Between 5.000 gds- 15.000 gds		Between 16.000 gdes-20.000 gds			
Between 21.000 gds-30.000 gds		Between 31.000 gdes-45.000 gds			
Between 46.000 gds +					
IX-	The area you were living at the time of your volunteering experience at the Center.				

Appendix E

Cover message to the respondent and Instructions

for Research Instrument

Title of research project: “Exploring volunteer motivation and satisfaction factors; and decision to continue volunteering in Sport for Development Programs.”

This survey will be conducted among people who have volunteered in Sport for Development Programs at the SHCH. The questionnaire uses a tool called the Volunteer Function Inventory (VFI) to determine the motivational factors of these people, then the Volunteer Satisfaction Index (VSI), will determine the level of satisfaction of volunteers during their experience, as well as their decision to continue their volunteering.

Your response to this survey will be confidential. Your participation is entirely voluntary, you can refuse to answer, to any question or to withdraw at any time. Be as honest as possible because your information will only be used for research purposes and will never be published or disclosed. The final work will be presented next December, for a Master degree diploma in Sport Management, at Seoul National University. For more details you can visit this link: <http://dtm.snu.ac.kr>.

NB: For each question, respondents should indicate "To what extent, the 30 possible reasons for volunteering were : (1 = totally unimportant) to (7 = totally important), as well as for the 12 reasons, explaining their satisfaction in the act of volunteering, using a scale of 7 point, ranging from 1 (totally dissatisfied) to 7 (totally satisfied).

Thank you for your valuable time and understanding to participate.

Sportively and sincerely,

Bony GEORGES

Appendix F

CONSENT FORM

Principal Investigator: Bony GEORGES (Seoul National University, College of Physical Education, "Dream Together Master Program")

1- I have read this manual and understood it.

2- I understood the risks and benefits to answer this questionnaire.

3- I voluntarily commit to participate in this study.

4- I agree that the study may collect and process information concerning me to the extent permitted by the laws in force and the regulations of the Biometrics Committees.

5- I agree to verify my personal information which is kept confidential when the researcher conducts research or manages the results, and when the public agency and the Board of Revision of the University Institutions of Seoul National University, in accordance with to the law, conduct an investigation.

6- I know that I can withdraw my participation in this study at any time and that this decision will not hurt me.

7- I agree that the data collected will be used for research purposes by the Principal Investigator and other researchers in addition to this study.
