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Master's Thesis of Global Sport Management

## Would you volunteer again?

Predicting future volunteering behavioral intention  
among Egypt Handball World Championship volunteers  
using Elicitation study and the Theory of Planned  
Behavior

이집트 핸드볼 세계선수권대회 자원봉사자의 향후  
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체육교육과 글로벌스포츠매니지먼트

Mariam K. Arafa



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# Would you volunteer again?

Predicting future volunteering behavioral intention among Egypt Handball World Championship volunteers using Elicitation study and the Theory of Planned Behavior

**Advisor: LEE Chung Gun**

Submitting a master's thesis of Global Sport Management

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The Graduate School  
Department of Physical Education  
Seoul National University  
Global Sport Management Major

**Mariam K. Arafa**

Confirming the master's thesis written by

**Mariam K. Arafa**

**August 2023**

Chair	<u>Kwon, Sun-Yong</u> (Seal)
Vice Chair	<u>Lee, Yongho</u> (Seal)
Examiner	<u>Lee, Chung Gun</u> (Seal)

## **Abstract**

# **Would you volunteer again?**

**Predicting future volunteering behavioral intention  
among Egypt Handball World Championship volunteers  
using Elicitation study and the Theory of Planned  
Behavior**

**Mariam K. Arafa**

**Global Sports Management, Department of Physical  
Education**

**The Graduate School of Education**

**Seoul National University**

Volunteers play a huge role in the success of any mega-sporting events; their involvement and hard work guarantee a smoother implementation of the events. Therefore, due to the peculiarity of their role and the huge significance it has, the sustainability and longevity of their involvement should be guaranteed, by making sure that they have the proper environment and facilitators that would encourage them to volunteer in future mega-sporting events and even strengthen their intentions to be part of such exceptional events.

Therefore, it is important to find out salient factors that affect volunteering behavior among Egyptian volunteers based on a well-structured theory. *Method:* the present study conducted an elicitation study, following the tenets of the Theory of Planned Behavior, to elicit salient behavioral, normative, and control beliefs about volunteering at Mega-Sporting Events among Egyptian volunteers who volunteered at the Men's Handball World Championship.

The study identified specific factors that have an impact on future intention to volunteer at mega sporting events within the overall framework of the Theory of Planned Behavior (TPB) using a regression model (SASS packaging). *Results:* within behavioral beliefs, the category attitude didn't have any significant impact, while "other volunteers" (Normative beliefs) and "transportation and accommodation" (perceived behavioral control (PBC) did have an impact on future intention to volunteer at mega sporting events.

*Conclusion:* the results of the present study may contribute and add to the literature by providing information on key determinants and factors that affect volunteers' volunteering behavior at mega sporting events, which may play a vital role in developing suitable intervention programs or tools encouraging volunteers to get more involved and enthusiastic about mega-sporting events.

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**Keywords:** Theory of Planned Behavior (TPB), Elicitation Study, Mega-sporting Event, Volunteer Management, Volunteering Intention, Egyptian/Arab Volunteers, Volunteers' retention

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# **Chapter 1. Introduction**

## **1.1. Background**

Volunteers are key to the realization of mega-sporting events. It is not without reason that IOC presidents at the opening and closing ceremonies of the Olympic Games highlight the crucial role of volunteers. Even at the 2020 (held in 2021) Tokyo Olympic Games when spectators were largely absent due to the ongoing pandemic, athletes after the event complemented the efforts of the volunteers who for this Games' edition also had to step in as external motivators. Volunteers have become an essential and valuable human resource asset in many sectors of society (Chelladurai, 1999). In particular, at mega sporting events, such as the FIFA World Cup and the Olympic Games, organizing committees recruit large numbers of volunteers to help and provide services to all stakeholders involved in the sporting events, providing them with administrative services, medical services, technology, environment, ceremonies, and other aspects (IOC, 2021; Nichols & Ralston, 2011; Zhuang & Girginov, 2012). In numbers, the 2000 Sydney Olympic Games relied on roughly 40,000 volunteers (Cuskelly et al., 2006), while at the most recent edition of the Olympic Games in Tokyo over 110,000 volunteers were recruited by the organizing committee. Volunteers are

usually involved with the support of the management and running of the competition venues, the Olympic Village, and transportation (Yan & Chen, 2008). However, in Tokyo, the volunteers in a way also had to replace the missing spectators as the only human community outside those individuals involved in the sport. Before the Tokyo Games, the organizing committee, the International Olympic Committee (IOC), and the International Paralympic Committee (IPC) even created a volunteer team to support the athletes in isolation due to the ongoing pandemic (Olin et al., 2022).

But it is not only mega-sport events that rely to a large degree on volunteering. Even small-scale events such as city marathons may rely on as few as 50 volunteers or as many as 1,000 volunteers to ensure the success of the events (Kerwin et al., 2015). Also, the economic contribution of these volunteers is crucial and must be also considered. For example, the Sydney Olympics utilized around 45,000 volunteers who contributed an average of 100 hours each, (Lynch, 2001), or approximately 4.5 million hours. If those volunteers were paid at least the minimum wage, for example around \$10/hour, the cost of the volunteer labor would have been around \$45 million (Solberg, 2003). Of course, against the background of the above-mentioned rise in volunteer numbers, the financial impact has increased for the past editions. In an estimate in 2015, it was argued that an organizing committee

saved \$100 million a day (USA Today, 2015). And even if those numbers are not entirely accurate, it is evident that volunteers are a crucial human resource asset for the organizing committees of mega sporting events. There is also a power balance at play in this regard. Organizing committees of mega-sport events benefit more than the volunteers themselves (Finkelstein, 2008).

Therefore, it appears somewhat misleading that the media and other public commentators at times speculate about the question of whether it would be possible to hold the next Olympic Games without volunteers at all. In light of the described economic impact, but also the huge organizational benefits volunteers bring, it is difficult to imagine such a scenario. Rather, the opposite seems to be the case: volunteer numbers are rising, and an entire professional sector of volunteer management is emerging (Cho et al., 2020; Wicker, 2017). According to data from 2005, it was estimated that the overall monetary value of volunteer time in only the United States alone was around \$280 billion (Independent Sector, 2007). Hence, it is a well-established fact that the monetary value of volunteers makes a valuable contribution to sporting event organizations.

The economic impact of the volunteering sector is, however, only one aspect of the medal. It is also necessary to consider and investigate the individuals and their beliefs, motivations, and experiences from participating



in volunteer activities at sporting events. Let us be clear, volunteering at a sporting event is not an easy commitment for most people. Volunteers must often consider the consequences of leaving the responsibilities and advantages of a paid job to be able to help out at a sporting event. They have families they have to leave behind for unpaid jobs. Logistical challenges are also an issue with transportation and accommodation often not provided by the sports organizers (Hallmann & Harms, 2012) Vetitnev, Bobina, & Terwiel 2018). Therefore, volunteers often quickly lose interest and decide to quit volunteering, due to many factors and variables that might directly or indirectly affect their enthusiasm, commitment, and intention to have the same level of involvement in mega sporting events (Holmes & Smith, 2009). In numbers, the typical membership in a volunteer association lasts around one year and a half, and about 35% of those who sign up leave before that time. (Davila de León, 2008). Therefore, it seems necessary that research focuses on volunteer behaviors, beliefs, and future intentions about volunteering. This is not only important for the volunteers themselves, but even more so for event organizers due to their dependence on the volunteers (as outlined above). Only with concrete information on volunteers' experiences and motivations, can organizing committees and sports associations develop and establish feasible and successful volunteer

recruitment and retention strategies, especially for countries that host many mega sporting events. It appears that high turnovers and volunteers' intention and willingness to continue providing unpaid services at sporting events are some of the most significant issues that local organizing committees and scholars interested in this topic must deal with. As identified by (Baum and Lockstone, 2007), "Without the personal investment of the volunteers, mega events could simply not have been arranged" (p. 30).

## **1.2 Problem Statement**

Having established the overall significance of the volunteering sector and the need to consider volunteers' motivation and behavior, this thesis turns to a specific regional context. The country of Egypt has a long history in sports and physical activity with some authors arguing that the origins of the modern sport are to be found in the regions that today constitute modern Egypt (Decker, 1992). Disregarding those roots, Egypt has not played a major role in the modern Olympic Movement and other sports mega-events throughout the 20<sup>th</sup> and 21<sup>st</sup> centuries but is now emerging to become one of the key players in the organization of sports events. Over the past few years, Egypt, due to its noteworthy efforts in the sports industry, successfully managed to improve its ranking in the global and international sports excellence indicators. In 2019, Egypt ranked 38 out of 90 countries on the

index for Global Sporting Impact index issued by Sporcal. It ranked 95th among 205 countries in the International Sports Index issued by Live Football Tickets. In response to such rising levels within the international sports sector, Egypt has been prosperous in capturing the attention of the globe and winning the trust of regional and international sports federations. One of the main reasons was that the country has witnessed major developments and a significant in its renovated and well-established public infrastructure which has been constructed according to international standards and specifications (Karem et al., 2021).

In 2019, Egypt hosted 61 official sports events, continental as well as international, in which more than 100,000 participants from 94 countries participated. The most distinguished and outstanding of these was the African Nations Cup (AFCON). In fact, Egypt organized this event for both the men's teams and the U23 teams, which gained Egypt's popularity and international recognition in terms of its capability of hosting international tournaments of great prominence and international significance (Al-Shuweikh, 2021). This was followed in 2021 when Egypt hosted the Men's Handball World Championship. This was the first time that an IHF World Championship was to be played under the new 32-team system, aiming to provide an opportunity for more nations to gain experience on the biggest International Handball

stage. Of course, as the first host of the largest handball tournament ever, this came with particular challenges.

And of course, with Egypt's recent notable and increasingly growing experience in hosting sporting events on different scales, it is not surprising that the country also relies to a large extent on volunteers' knowledge, skills, and experiences in running sporting events which it hosts regularly. Volunteers were, and still are, key contributors and stakeholders in the success of many events in Egypt. For The Egyptian Ministry of Youth and Sports, keeping and maintaining its key stakeholders, including volunteers, is of utmost importance, especially with the country's progressive plan of hosting more mega sporting events in the future, including bidding for the 2036 Olympic games (Al-Shuweikh, 2021).

For example, the Handball World Championships in Egypt in 2021 could have not made it without dedicated volunteers who supported the local organizing committee. 500 volunteers, mostly students, signed up for the tournament to assist in the areas of media, hospitality, protocol, marketing, ticketing, logistics, spectator assistance, and medical services (Anwar, 2019). Thus, just like in other countries, the need for volunteers is inevitable for local organizing committees in Egypt. Therefore, salient beliefs, those that first come to mind when asking respondents open-ended questions (Ajzen &

Fishbein, 2006), that affect volunteers' intention to engage in the same behavior in the future is of utmost necessity also in Egypt. Coming up with the major salient beliefs, that represent the major cognitive determinants of volunteering in MSE, will certainly play an important role in developing efficient and potential intervention programs, policies, and training that aim to promote volunteers' engagement in future mega sporting events in Egypt. However, with a lack of research focusing on sports events in Egypt in general and on volunteering at sports events in particular, it appears that such research is timely and necessary. Moreover, it will also assist countries in similar settings, that is countries which not regularly host mega sports events but are motivated to become more important players in the future (Hidalgo & Moreno, 2009). An investigation into volunteering at the most recent sporting event, the 2021 Handball World Championships with its international scope and number of volunteers, represents a perfect setting for this research to be conducted and executed.

## **1.2. Significance of the Study**

This study's findings are expected to apply to a range of stakeholders within the sporting industry. Obviously, with event organizers relying largely on volunteers, as outlined above, they are the prime target group to be informed through this research. However, sports organizations, sports clubs,

the sport-for-all community, volunteer associations, and other stakeholders in sports are equally addressed.

It is important to note that the study can also be applied to two levels, namely the national and the international level. Even though the study participants were predominantly from Egypt, the event was international. That mainly local volunteers contribute to the running of events is nothing new in research (source). However, the Egyptian context has been very little explored, and it can be assumed that future national, continental, and international event organizers might want to know about the salient beliefs of Egyptian volunteers. One can also argue that beyond the specific Egyptian context, the study also speaks to both, the African context, and the Arab world. Both these geographical areas have been largely neglected in sport event research, and the area of volunteering is no exception. Few studies on volunteering explore specifically a group of coherent volunteers but rather include international samples. Therefore, this study provides key insights that might inspire other researchers interested in the Arab and African regions' experiences in hosting mega-sporting events but also speaks to future mega-event hosts in these contexts. Regarding the fact that many upcoming events such as the Asian Games in 2030 and 2034 will take place in the Arab region, such research can also be regarded as extremely relevant and timely.

There is also sport management and governance areas to be mentioned as significant. Considering the vital role that volunteers play at the international sporting level, the demand for more skilled, committed, and enthusiastic volunteers has increased drastically in the past few decades. Therefore, the need to reduce volunteer turnover is necessary to maintain the success of mega sporting events (Clary, 2004). This will contribute to a better and more targeted knowledge transfer, a key objective of many sports organizations at the current time (Kristiansen et al., 2021). Those aspects are key criteria in emerging sport management literature and knowledge transfer is one of the core areas of interest for sports organizations such as the IOC (Chappelet, 2022).

Finally, it is the aim of this study to also contribute to the academic discussion on volunteer engagement. As will be demonstrated in the literature review section, this area of scholarship has increased significantly in the past years in parallel with the rising economic impact of the volunteer sector. In doing so, this study will contribute specifically by eliciting specific salient beliefs that have a significant influence on active and constant engagement in volunteering behavior by examining volunteers' intentions. Similar studies have been conducted in other areas, but not for Egypt and the precise focus of this research.

There's a considerable gap in research literature when it comes to conducting extensive and well-structured elicitation studies on volunteering behavior at mega sporting events.

Hence, this study aims at filling the gap in the existing literature by investigating and uncovering key factors that affect volunteer retention which researchers have not examined before, specifically in an Arab/Egyptian context. And consequently, it can be regarded as a starting point for researchers interested in researching and eliciting volunteers' behavior in mega sporting events.

### **1.3. Research Purpose**

The present study aimed a predicting and understanding future volunteering behavioral intentions among 500 Egyptians who volunteered at Egypt 2021 Men's Handball World Championship in different event organization sectors. By conducting an elicitation study and applying the Theory of Planned Behavior, this study attempted to provide a clear direction and idea of the significant variables that affect volunteers' intention to remain committed to volunteering at future sporting events. Consequently, designing and recommending specific programs and policies that address these variables and motivate volunteers to keep engaging in future volunteering behavior at mega sporting events.



#### **1.4. Research Questions**

RQ1. What modal salient beliefs about re-volunteering will be elicited among Egyptian volunteers at Egypt 2021 World Handball Championship?

RQ2. What modal salient beliefs have a significant effect on the intention to re-volunteering among Egyptian volunteers at Egypt 2021 World Handball Championship?

RQ3. What policies and recommendations could be formulated to increase the intention to re-volunteer among Egyptian volunteers?

## **Chapter 2. Literature Review**

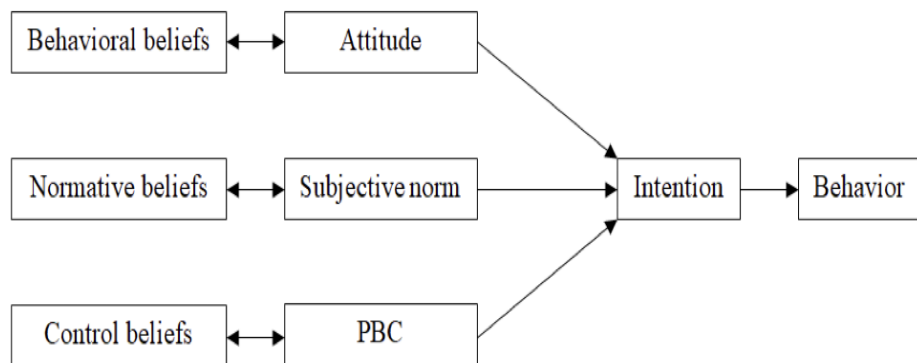
### **2.1. Theory of Planned Behavior**

The Theory of Planned Behavior (TPB) model was first proposed for predicting and describing human behavior in the early 1990s. The social psychologist Icek Ajzen (1991) defined the TPB model as an extension and advancement of the Theory of Reasoned Action (TRA) which integrated perceived behavioral control variables. According to Ajzen's TPB, attitudes and subjective norms cannot sufficiently speculate about human behavior intention; instead, it is influenced by perceived behavioral control (Ajzen, 1991; Ulker-Demirel & Ciftci, 2020). Since its introduction, the concept has been applied to a variety of study fields, for example in media studies, marketing, and psychology. Importantly, scholars in the field of sports studies, and here especially in sport management, have also applied the concept. For an early study see Cunningham & Kwon (2003); for very recent applications see Thormann & Wicker (2021) or Yim & Byon (2021).

Consequently, the TPB appears to be a suitable theoretical framework for investigating the complexity of human social behavior. It has also been acknowledged as a model that can identify the crucial elements of actual behavior. When a person has a strong propensity for doing something, the

likelihood that behavior will be engaged in is likewise high. (Ajzen, 1991)  
(Weyand, 2022).

TPB primarily defines a person's purpose to act in a certain way by their beliefs, social norms, and self-control.



**Figure 1**

*The Theory of Planned Behavior (Ajzen, 1991).*

As shown in Figure 1, the three antecedent factors of behavioral intention used to develop the TPB framework are *attitude*, *subjective norm*, and *perceived behavioral control* (Madden et al., 1992). *Attitude* describes how agreeable or unarguable an individual's behavior is. Consequently, a person's actions are reflected through either positive or negative attitudes in the receiver's behavior. *Subjective norm* describes how people respond to social pressure while determining whether to engage in a certain behavior or not. It is connected to doing something while considering the opinions or judgments of others (Lam & Hsu, 2006). Finally, *perceived behavioral*

*control* refers to the ease or sophistication with which a person carries out a behavior. In addition, it can be assumed that people will have a low intention to engage in a behavior if they feel that they have little or no control over it due to a lack of various conditions.

The relevance of these factors in influencing behavioral intentions differs depending on the context, since it is anticipated that different behaviors and circumstances will influence the relative weight given to attitude, subjective norm, and perceived behavioral control in the prediction of intention. The TPB model has been used in various studies to facilitate the understanding of human behavior for over a decade now.

Bang & Lee (2014) in their study on volunteering behavior at mega sporting events identified a strong link between intention and both subjective norms and perceived behavioral control. However, unlike other studies that proved a significant link between attitude and intention (Ajzen, 1988, 1991), their study proved an insignificant link between the two variables. Furthermore, another scholarly work identified a strong impact of attitude, subjective norm, and perceived behavioral control on volunteers' intention at five mega sporting events, the findings of this study identified colleagues, supervisors, and friends outside of sport to be significant subjective norm variables that influence volunteers' intention, while other commitments and

lack of choice about volunteer hours were identified as control beliefs that have a significant impact, either positive or negative on intention (Cuskelly, Auld, Harrington, & Coleman 2004).

As a result, it may be observed that in some applications just attitudes have a major influence on intention while in others, attitudes and perceived behavioral control are sufficient to account for intention; however, still, in other applications, all three predictors contribute independently. To forecast and comprehend people's intention to engage in diverse behaviors, a lot of researchers have started to rely on TBD. Less than a decade after the theory's first introduction and detailed discussions, many scholars in different research areas applied it (Connor & Armitage, 1998).

This study follows this scholarship and relies on the TPB to explain and predict volunteers' behavior and intention to volunteer in upcoming future mega sporting events by testing attitudes, subjective norms, and perceived behavioral control. Mega sporting events strongly depend on volunteers to deliver and execute specific tasks. Therefore, it is essential to discover salient beliefs affecting volunteering behavior among Egyptian volunteers at mega sporting events using the TPB.

## **2.2. Mega sporting events**

The global sporting calendar consists of regular structures that form the basis for the sport system. Usually, sports are organized in leagues or year-round competitions. Depending on the historical traditions in a country, those leagues can be highly privatized (usually in North America) or continue to have traditional features (Nafziger, 2008). In contrast, major sporting events are one-time or occasionally yearly sporting competitions. An event typically lasts for a short period (a weekend, a week, or even a single day) and has a bigger impact than a regularly occurring sports league. However, it is important to mention that some one-day events can also be incorporated into the leagues. The National Football League's Super Bowl, for example, is one of the largest mega-sport events (Dyreson, 2018). Major sporting events vary in size, purpose, and prominence, but since there are plenty of them and they play a vital role in community development, management, and community impact, they must be considered.

Müller (2015) has recently developed a systematization for the size and dimensions of sports events by proposing four classifiers: visitor attractiveness, mediated reach, costs, and impact on the host city or country. He concludes that not all commonly labeled "mega" sports events are correctly named in this way. However, earlier attempts to define mega-sport

events have undertaken different categorizations. One of the first definitions was made by Roche (1994), who introduced a description of mega sporting events as “short-term events with long-term consequences”.

This explanation makes it abundantly clear that the economic, as well as social, political, and cultural factors, play a role in motivating cities and nations to make bids to host events like the Olympic Games and the FIFA World Cup. In another publication, Roche (2006) further defined such sports events as “large-scale cultural (including commercial and sporting) events which have a dramatic character, mass popular appeal, and international significance”. Getz (1997, p. 6) introduced a more quantifiable aspect of that definition by pointing out that “their volume should exceed 1 million visits, their capital cost should be at least \$500 million, and their reputation should be that of a ‘must see event’”. This final aspect emphasizes the contribution that these events might make to the promotion of destinations and countries’ rebranding. Therefore, it should not come as a surprise that cities and countries are prepared to invest already double-digit millions to bid for a major sport event, even without knowing whether their bid will be successful or not (De Noij, 2012; Lee et al., 2022).

One additional aspect to highlight about research and focus of sports events is the increasing attention towards sustainability and legacy.

Historically, it is of course the sporting competition itself that has been the primary focus of sports events. However, in the last decades during which sport became heavily commercialized and professionalized, other aspects have become significant.

Today, when justifying the huge costs for the hosting of or bidding for mega-sport events, decision-makers usually rely on the fact that these mega-events are associated with long-term benefits. Legacy is the term used to describe these benefits, through urbanization, beautification of the city, country rebranding, international reputation and recognition, tourism growth, and further related benefits. As a result, their administration and significant long-lasting impacts on the host country must be also considered (Downward & Ralston, 2006; Hiller, 2006; Matheson & Baade, 2006; Sterken, 2013). Cashman (2006) argues that such impact goes beyond the economic legacy and also includes culture and other non-tangible factors. This is significant when considering the volunteer sector. Besides the spectators of events, it is mostly the volunteers who make long-lasting experiences at events. They are therewith in a position to pass on their cultural knowledge and understanding to other parts of the host community and in this way contribute to the cultural legacy of an event. In light of this, it is now necessary to turn towards the



volunteering sector to better understand the community of volunteers involved.

### **2.3. The Concept of volunteering and voluntary work**

It is difficult to obtain a concrete definition for “volunteering”, simply because individuals have different understandings of what composes voluntary work. Opinions differ as to whether something qualifies as a free or voluntary activity, even for those performing the same activity. For example, when Olympic athletes in history were considered “amateurs” since they could not earn any money through their sports – would they consider themselves volunteers (Llewellyn & Gleaves, 2016)? The fact that most surveys tend to understate the scope of volunteering may be due to people’s discomfort in defining themselves by the term volunteer and associating themselves with it. In sum, the phrase is all too frequently used as a catch-all for a variety of unpaid jobs.

Since volunteering constitutes the central concept within this thesis, it is, therefore, necessary to define it more specifically and refer to previous studies within the field. Some authors and organizations provided broad definitions of volunteering in general, such as the Independent Sector which defines volunteering as “persons offering themselves for a service without obligation to do so, willingly, and without pay” (Shure, 1991). Another

definition introduced by Adams (1985) is “those who work in some way to help others for no ’monetary reward’”.

This thesis, however, will follow parts of the definition by Smith (1982), who introduced a more limited definition which is

“an individual engaging in behavior that is not bio-socially determined (e.g., eating, sleeping), nor economically necessitated (e.g., paid work, housework, home repair), nor socio-politically compelled (e.g., paying one's taxes, clothing oneself before appearing in public), but rather that is essentially (primarily) motivated by the expectation of psychic benefits of some kind as a result of activities that have a market value greater than any remuneration received for such activities.”

This thesis follows this conceptual framework and five essential components or aspects of volunteering (Smith, 1999). These aspects include reward, the question of free will, the type of benefit gained from volunteering, the organizational context, and the degree of commitment of volunteers. In the following, those five aspects which are central to this thesis will be outlined in more detail.

### 2.3.1. Rewards

Noble (1991), while describing the many components of volunteering, highlighted that volunteering is a voluntary activity that is carried out with no expectation of financial gains. A volunteer is defined by the Australian Bureau of Statistics as “someone who willingly gives unpaid help, in the form

of time, service, or skills, through an organization or group” (2001, p. 44). The offering of minor gifts or the reimbursement of expenses, whether fully or partially, did not disqualify recipients from being regarded as volunteers. This definitional distinction between paid employees and volunteers is made possible by the absence of financial gain and the reimbursement of expenses (to a value less than the job provided).

### 2.3.2. Free Will

The second essential component of volunteering is the question of free will (Noble, 1991). One of the leading research questions that come out of the study of volunteering is whether people are willing to volunteer their time to a cause or organization without being forced to do so and considering the meager rewards that may be received. Peer pressure and social obligations have been proven to impact free will and motivation to volunteer (Babchuk & Booth, 1969; Freeman, 1997).

### 2.3.3. The Nature of the Benefits Received

The type of benefit, according to volunteers, derived from the action in question is another factor in defining volunteering. In this part of the conceptual framework, Smith (1999) stipulates that there must be a beneficiary to the activity in addition to (or different from) the volunteer to distinguish between volunteering and pure leisure. It may be ambiguous how

a beneficiary is defined in certain circumstances. According to Darvill and Munday (1984), (cited in Parker, 1992, p. 2), a volunteer is, for instance, “a person who voluntarily provides an unpaid direct service for one or more persons to whom the volunteer is not related.” In other words, a person who is supporting a family member in a private affair, cannot be considered a volunteer.

Several parallels between volunteering and leisure have been noted in the academic literature. Building on a notion put forth by Stebbins (1982), Parker (1992) described volunteering as a category of “serious leisure,” with traits including the urge to stick with it, the propensity to make a profession out of it, long-lasting rewards, a distinct culture, and participant identification. Henderson (1984) listed a few characteristics that may be found in both volunteer and leisure activities, such as a participant’s free choice and diverse sought-after advantages and suggested that motivation might serve as a connecting factor to explain the connection between leisure and volunteerism.

Stebbins (1996, p. 216) pointed out that “serious leisure volunteering is career volunteering”. Compared to its parallel, casual leisure volunteering, which Stebbins introduced” is momentary; it requires little skill or knowledge but is nonetheless satisfying, perhaps even enjoyable” (1996, p. 219). Although the temporal element of casual leisure may be most appropriate in

connection to volunteering at major events, the definition itself does not fit well with the level of expertise that is frequently needed or obtained as a result of this type of participation.

This opportunity requires "serious forethought, effort, and often talent or knowledge, but is for all that neither serious leisure nor designed to evolve into such," the author continues (Stebbins, 2004, p. 7). An example of project-based leisure is particularly volunteering at sporting events.

#### 2.3.4. Organizational setting

Following the nature of the received benefits, the organizational setting describes the setting in which volunteering takes place. These situations can be broadly defined and can include both formal (organized) and informal (one-on-one) volunteer work. Wilson and Musick (1997) made a distinction between formal volunteering, which is often done within organizations and contributes to the greater good. They described informal volunteerism as "helping," pointing out that these activities (such as helping friends, neighbors, and family members) were more personal and haphazard.

### 2.3.5. The level of Commitment

The degree of commitment that can be used to describe volunteer activity is the last component of the conceptual framework (Smith, 1999). According to definitions like the one used by Du Boulay (1996), a volunteer is someone who regularly donates their time and effort (p.5). Such a definition might be viewed as being too limited to include one-time volunteer actions (such as volunteering at special events), which is problematic from the standpoint of this discussion, the proper definition would include those episodic volunteers as well, such as those who prefer to have short term volunteering opportunities and experiences, such as mega sporting events, rather than traditional long-term ones.

### **2.3. Episodic vs Continuing Volunteers**

Event volunteering has been referred to as an episodic form of volunteering due to the temporal nature of events (Baum & Lockstone, 2007; Harrison, 1995; Holmes & Smith, 2012). Regular event management firms have a pulsing workforce since their numbers increase during events and decrease after they are over (Muskat & Deery, 2017; Muskat & Mair, 2020; Hanlon & Jago, 2004) and it is often volunteers who make up the largest portion of the workforce during MSEs. In addition, Large-scale events necessitate a sizable workforce for a brief period, which frequently requires

rapid hiring in close timely proximity to the event, a heavy workload during the event, and sudden termination of the volunteer job once the event is finished. Mega-events have thus been suggested to be “impermanent attractions” that rely on irregular rather than ongoing volunteers (Holmes & Smith, 2012). Therefore, it’s worth mentioning that episode-based volunteers should be recruited, supervised, and retained differently than ongoing volunteers (MacDuff, 1995).

A more flexible relationship with the organization where the activity is taking place is made possible by episodic volunteering (Dunn, Chambers, & Hyde, 2015; MacDuff, 1991). In other words, episodic volunteering gives people the chance to donate their time and services to quick and convenient activities or events rather than long-term or continuous ones.

Furthermore, some people disagree with the distinction between episodic and continuous volunteers. For instance, Cnaan & Amroffell (1994) argued that the distinction between episodic and long-term volunteering is artificial since, in their perspective, there is no such thing as episodic and long-term volunteering. They specifically observed those who participate in one-time volunteer activities at one end of the continuum and people who consistently give their all to charitable causes at the other end. The dichotomous distinction, according to Cnaan & Handy (2005), is highly

arbitrary and challenging to apply because so many people fall somewhere in between. Additionally, objections to the use of the term "episodic" point out that it does not denote a time commitment in terms of the number of hours of voluntary work for the organization (Cnaan & Handy, 2005). These classification problems do not add much to our understanding of volunteers who fall into both categories.

#### **2.4 Volunteers' Motivation**

In general, there are significant differences in people's attitudes, beliefs, values, and personalities, which also influence their motivation for engaging in an activity (Chelladurai, 2006). Being motivated to accomplish something has been adopted in a variety of circumstances, including the workplace, education, devotion to events, and as is the case here, volunteer activity.

Volunteer motivation is the desire of people to look for volunteer opportunities, commit to doing voluntary work, and maintain their commitment to volunteering for a long time (Clary et al., 1998; Pearce, 1983). Khoo and Engelhorn (2011) portrayed a five-factor model of volunteer motivation, which includes family traditions, commitments, external traditions, and solidarity. Clary et al. (1998) and Lai et al. (2013) pointed out six different reasons that push people to volunteer: values (which refers to



someone's desire to express some humanitarian and altruistic concerns for others, while understanding refers to acquiring some additional skills or exercising already existing ones to avoid leaving them unused. Also, the social aspect is very significant which refers to the need to network and strengthen social relationships.

In addition, from a career perspective, the need to acquire skills related to one's career is also an important reason why people volunteer. Also, protection, to address personal issues and self-perception questions, and finally, self-enhancement and the need to grow and develop psychologically. Warner et al. (2011) suggests the following five dimensions of volunteer motivation, and they are presented in the following since this study adopts those dimensions.

#### 2.3.6. Altruism

Altruism is defined as "behavior that promotes the welfare of others without conscious regard for one's self-interests" (Hoffman, 1981, p. 124). Different from other volunteer motivations, altruism puts the needs of others first. Volunteers who are driven by altruism sacrifice the same benefits for the sake of someone else (Unger, 1991). Altruism, according to Khoo and Engelhorn (2011), is essential for volunteer motivation. Additionally, via

volunteer activities, a person may discover the satisfaction of giving to others, which may inspire them to engage in more service.

#### 2.3.7. Patriotism

Patriotism is “critical awareness of and loyalty towards the in-group” (Mummendey et al., 2001, p. 160). Nationalism and patriotism are similar in concept and perception to one another. Individuals see themselves as part of the nation and the nation as part of their identity; in other words, the country and the self are united into one psychological being. As per Lai et al. (2013), the stronger the national identity (e.g., Patriotism), the greater the motivation to volunteer at mega sports events and the willingness to do a meaningful service for the nation. Significantly, the patriotism dimension only applies to international events or national championships, but not to local events since patriotic sentiments are largely absent at the latter.

#### 2.3.8. Extrinsic Motivation

Extrinsic motivation is defined as acts or behaviors that enable the achievement of certain goals in addition to the intrinsic satisfaction of the action. (Chantal et al., 1995; Deci and Ryan, 2000). According to Warner et al. (2011), extrinsic motivation can be viewed as a tangible reward like money or social acknowledgment and networking. For example, volunteers might be

motivated by a variety of extrinsic factors in the tourism industry, such as family engagement, free admission, and free meals (Anderson and Shaw, 1999). Extrinsic motivation in MSEs has broader social extrinsic values such as civic pride (e.g., someone's satisfaction with his/her achievements or other's achievements) (Gallarza et al, 2013).

#### 2.3.9. Intrinsic Motivation

Intrinsic or internal motivation is the act of engaging in an activity for the fulfillment or delight that this activity brings (Finkelstein, 2009). Volunteering is intrinsically related to the need for having fun, developing and practicing one's interests, and satisfying life expectations and curiosities. (Gallarza et al., 2013; Sin, 2009). In addition, intrinsic motivation has a positive relationship with volunteers' self-perception and their pro-social personality which push them into doing the activity itself and maintain the same level of volunteering in the future. Warner et al. (2011, p. 339) report that intrinsic motivations—such as the satisfaction of completing difficult tasks and the thrill of new experiences—are key drivers of motivation for various volunteer types, such as sport continuous and episodic; non-sport continuous and episodic volunteers.

Event organizers usually stress the importance of intrinsically rewarding motives, such as the challenging nature of the tasks, the excitement

that comes along with the experience, and social interactions with other fellow volunteers and event participants (Cuskelly et al., 2004).

#### 2.4. Volunteers' Attitudes

Attitude is defined as “an affective or evaluative response to beliefs” (Bagozzi, 1981, p. 325). Individual attitude is essentially bi-dimensional, depending on both utilitarian and hedonistic values, according to Batra and Ahtola (1991). Volunteering attitudes might vary depending on one's attitude toward life (Wilson, 2000). For instance, Pearce (1978) claims that because people wish to do "good," volunteers, in general, have positive attitudes and inclinations toward volunteering. Volunteers are more satisfied with their jobs, are less likely to abandon their jobs, and are more deserving of recognition than equivalent employees who get paid for their services since their voluntary work is purely driven by their free will and their intrinsic instincts to do good. In addition, one's salient beliefs about a specific action and how rewarding it affects the attitude toward that behavior in the future. Hence, volunteers' attitudes toward volunteering at MSEs act as a mediator between satisfaction and future intention to engage in the same behavior.

## **2.5. MSEs Volunteers' Experiences and Future Intentions**

According to Elstad (1996), participating in the 1994 Lillehammer Winter Olympics helped a sample of student volunteers strengthen their social skills, broaden their understanding of society, and develop job-specific abilities. In addition, the chance to expand one's network by making friends and meeting new people, according to her, was the most satisfying component for the volunteers, who also expressed great joy in the "celebratory atmosphere." Furthermore, the most often mentioned drawbacks of volunteering for the individuals were having too little or too much to accomplish, having out-of-pocket expenses for food and transportation, and inadequate organization of volunteers.

Most of the volunteers in Farrell et al.'s (1998) sample who worked at the 1996 Canadian Women's Curling Championships were quite pleased with their entire experience. Significant predictors of that overall contentment included interaction with other fellow volunteers from different paths of life and being recognized and appreciated for their work.

Larocque et al. (2002) found that volunteers for the 2001 Francophone Games were extremely satisfied with their entire event experience. However, the volunteers were comparatively less content with the caliber and scope of the tasks they were given and were more delighted with things like the caliber

of their volunteer team and the organizers' acknowledgment of their efforts. Consequently, these derived data about volunteers' satisfaction contribute to their intention to take part in future MSEs; therefore, with the acknowledgment of these facts, some studies in the literature tried to investigate volunteers' future intentions. For instance, the work of Twynam et al. (2002 & 2003) examined the future intentions of volunteers for the 1998 World Junior Curling Tournament, it was discovered that half of them (49%) said they would be more likely to volunteer in the future as a result of their positive experience, just under half (45.5%) said they would remain as volunteers, and the remaining said they would be less likely to do so.

In a study of the 2005 Canadian Women's Open Golf Championships, MacLean, and Hamm (2007) discovered that 83.3% of volunteers in general and 97.5% of golf volunteers wanted to continue their voluntary work. However, no direct connection was found between the participants' future and their experiences within this event even though an open-ended question elicited a variety of explanations for these behavioral intentions.

Downward and Ralston (2006) conducted an explanatory study in which they looked at variables related to the post-event volunteering intentions of 2002 Commonwealth Games volunteers. One year after the event, they polled a sample of volunteers and discovered that 85% of those

people were willing to participate in other major sporting events and 68% were willing to participate in other significant events in general, while 43% became more interested in volunteering in general after being part of a Mega Sport Event.

According to Downward & Ralston (2006), personal development experiences were a reliable indicator of volunteers' propensity to participate in volunteerism generally and for future MSEs particularly. Surprisingly, there was no difference between those with prior volunteer experience and those with none in terms of their event experiences or how they affected their likelihood to volunteer in the future. Overall, the included studies show that the impact of the volunteering experience on the participating volunteers varies considerably. Certainly, the individual contexts of the sporting events, but also the experiences of the volunteers must be considered. The general satisfaction of the volunteers appears to have been very high in all studies, which indicates that volunteering is an overall positively perceived experience.

## **2.6. Volunteering Legacy**

Olympic Games bids and other major sporting events now require the submission of claims for a foreseen legacy (Gold & Gold, 2007). However, there has been little consideration of the legacy that results from the body of

volunteers, even though there has been plenty of discussions about the legacy of mega sporting events in terms of contributions to the sporting infrastructure and as a stimulus for economic development (Cashman, 2006; Gratton, et al. 2005; Mean et al., 2004; Preuss, 2004 & 2007; Smith & Fox, 2007; Vigor et al., 2004). The legacy left by the group of volunteers received much less attention in academic literature. However, in recent years studies have emerged since social legacies have become an important aspect to justify the bidding and hosting of sporting mega-events (Doherty, 2010; Doherty & Patil, 2019; Koutrou et al., 2016; Blackman et al., 2017; Kim et al., 2019; Bang et al., 2018).

When looking at the literature on potential intangible legacies programs of the Olympic games since 1988 and until London 2012, we notice that the discussion of this issue is very brief. The only exception is the 2002 Commonwealth Games which had a relatively positive impact on volunteering in mega sporting events (Poynter & Macrury, 2009; Sadd & Jones, 2009). Another exception is the 2000 Sydney Olympic Games, which had a clear and continuing volunteer legacy. And the main evidence for this legacy was the presence of a website just developed for volunteers, enabling them to network, keep in contact with each other, and get to know



more about further future events and apply for them, which keeps the virtuous cycle, legacy, of volunteering, maintained and preserved.

## **Chapter 3. Research methods**

After reviewing the literature, and gathering and conceptualizing secondary data, a method can be developed to generate primary data through an Elicitation Study based on two phases of the process, qualitative exploration followed by quantitative analysis. Using this mixed-method design helped this research realize its objectives and reach its optimum goal of exploring, understanding, and eliciting Salient Determinants that affect volunteers' volunteering behavioral intention. Consequently, the development of intervention tools for future use.

### **3.1. Research design**

This study was conducted using mixed methods<sup>1</sup> to explore and undercover the salient determinants of one Mega Sport Event volunteer's behavior. Volunteers who participated in Egypt Men's Handball World Championship were the target population of this research. This study used a mixed-method research design that is based on the theoretical tenets of the

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<sup>1</sup> A method of research known as "mixed methods" entails gathering and analyzing both quantitative and qualitative data for a single study. Researchers can examine various perspectives and discover connections between the complex layers of our multiple research issues using mixed methods research, which draws on the capabilities of quantitative as well as qualitative methods.

TPB model. The study in hand was completed in two phases: qualitative exploration to elicit volunteers' determinants of behavioral intention to volunteer at future MSEs. Elicitation study is fundamental because there is no institutionalized or regulated TPB Questionnaire that exists. In addition, time frame, circumstantial factors, and existing culture within a population bring about commonly established beliefs that are peculiar to each situation.

Phase 1 of this study consisted of 28 semi-structured interviews to elicit fundamental determinants influencing volunteers' behavioral intentions. Following phase 1, this study operationalized the salient determinants from each interview transcript and constructed a TPB questionnaire. In addition, phase 2 of this study administered the resultant TPB questionnaire to the target population.

The second phase was a quantitative evaluation, a cross-sectional survey, to assess and test the significance of each determinant that predict behavioral intention. Survey development was completed during the transition between Phases 1 and 2 of this study. Furthermore, this study adhered to TPB guidelines introduced by Ajzen (1991, 2002, 2011, 2012a, 2015, 2020) and remained consistent with the best practices of the field.

## **3.2. Participants' election process**

This study uses the list of registered volunteers from the Egevents agency which was responsible for recruiting volunteers at the Men's Handball World Championship. The two phases of this study followed two staged random sampling techniques. The first stage followed stratified random sampling, while the second stage followed simple random sampling.

### *3.2.1. Elicitation study selection process*

The elicitation phase relied on two staged random sampling techniques, 1<sup>st</sup> stage was a stratified random sampling that divided the population into four groups across the four venues, approximately 125 for each venue. Following that step, 2<sup>nd</sup> stage, Simple Random sampling to choose the 7 interviewees from each venue was used.

### *3.2.1. Quantitative study selection process*

This phase followed the same procedure as the Elicitation study, the only difference is in the 2<sup>nd</sup> stage, where 25 respondents from each venue were asked to fill out the survey.

## **3.3. Participant confidentiality**

All participants in phases 1 & 2 were volunteers. All the participants were assured that the data collected would be confidential and would pose no

risk to any of them. This study took place using Egypt Handball World Championship volunteers, and the unit of analysis was individual volunteers. This research's population of interest was 500 volunteers. Those volunteers were volunteering at 4 different locations across Egypt: Borg Al Arab Sports Halls, Cairo Stadium Sports Halls, Dr. Hassan Moustafa Sports Halls, and the new Capital Sports Halls.

They covered a wide range of committees, such as Protocol, Fan Assistant, Accommodation, Team Liaison Officers, Media Assistance, Marketing, Hospitality, Marketing, Ticketing, Logistics, and Medical Help.

This study recruited 28 interview participants during the first phase, roughly 7 volunteers for each venue across Egypt, by sending an email to each of the targeted volunteers. In the email, I asked volunteers to participate in an approximately 35-minute interview. As mentioned, there were 7 volunteers for the elicitation study from each of the Championship's venues, and each of those 7 volunteers represented a different committee. This helped capture a broad range of commonly held beliefs since contextual factors specific to each of the Championship's locations might have had different influences on volunteers.

### 3.3.1. Characteristics of Elicitation study participants

As mentioned previously, all participants in the elicitation study and the main survey are volunteers. 28 volunteers took part in the elicitation phase; 14 females, 14 males, and both female and male participants represented a wide range of ages, professional backgrounds, educational backgrounds, and volunteer backgrounds. The frequency of volunteering at MSEs ranged from one event to more than 12 events. Moreover, participants covered the four stadiums which gave more space to a broad range of experiences, expertise, and held beliefs. For example, seven volunteers volunteered at Cairo Stadium, another seven at Dr. H. Moustafa Halls, seven at Borj El-Arab Stadium, and seven at New Capital Stadium.

**Table 1**

*Elicitation study volunteers: Stadium, Number, and Gender*

Stadium	Male	Female
Cairo Stadium	3	4
Dr. H. Moustafa Halls	4	3
Borj El-Arab Stadium	4	3
New Capital Stadium	3	4
Total	14	14

At Cairo International Stadium, 7 volunteers were interviewed, 3 males and 4 females. While at Dr. Hassan Moustafa stadium, 4 males and 3

females were interviewed. In addition, Borj El-Arab stadium had the same number of volunteers from both genders as Dr. Hassan stadium. Finally, 3 males and 4 females volunteered at New Capital Stadium.

### *3.3.2. Characteristics of survey participants*

Out of 107 surveys received, only 102 surveys were usable and useful to the study. Five surveys were not used because they were used by individuals from outside the targeted population. All participants who completed the survey were volunteers who volunteered at Men's' Handball World Championship. While the total sample population was 400 volunteers. Characteristics of those who filled out the survey included 102 volunteers, with 65.4% falling the banded age range 18-25. While the participant gender included 51 females and 57 males. Over 70% of the participants received some college education or equivalent. In addition, over 70% of the participants were residents of the capital city, Cairo. Also, more than 40% of the participants have been at more than one Mega Sport Event. Lastly, most of the participants were volunteering at Cairo Stadium.

### **3.4. Data collection**

#### **3.4.1. Phase One. Elicitation Study (Qualitative Research)**

This study conducted approximately 28 semi-structured interviews to elicit salient beliefs (behavioral, normative, and control). I decided to use semi-structured interviews since it is a preferred TPB Elicitation technique as per the guidelines of Ajzen (2020). Interview participants for this study were recruited via email inviting them to the interview. The email to prospective participants included a proposed time for the interview, a brief outline explaining the purpose of this research, interview questions, and the study Consent Form. It is worthwhile to mention that using semi-structured interviews allowed for a more flexible and in-depth focus on the participants' responses, which in turn allowed for a more rigorous and concrete data collection process.

Volunteers at the Egypt Handball world championship had slightly different held beliefs about volunteering based on the locations and the committees they used to volunteer at. For example, a volunteer at Cairo Sports Hall elicited volunteering beliefs that differed from that of the volunteer at Borg Al Arab Sports Halls. Hence, the sample that was used for the elicitation part of this study was reviewed to ensure that volunteers are representative of the whole target population.



### 3.4.1.1 Elicitation study interview questions

Researchers using the TPB cannot adequately develop a reliable questionnaire without first doing an elicitation study (Ajzen, n.d.-c). This is because volunteers' beliefs are not universally held and are subject to changes based on many factors and characteristics. Therefore, this study conducted an elicitation study before jumping into phase 2 and developing the survey using the best TPB research practices.

This research elicitation study was based on 6 open-ended questions following Ajzen's (n.d.-b) and Francis et al. (2004) guidelines for developing open-ended interview questions on salient beliefs.

**Table 2**

#### *Interview Questions*

<b>TPB construct</b>	<b>Questions</b>
Behavioral beliefs	What do you believe are the advantages of Volunteering at MSEs?
	What do you believe are the disadvantages of volunteering at MSEs
Normative beliefs	Are there any individuals or groups who would approve of you volunteering at MSEs?
	Are there any individuals or groups who would disapprove of you volunteering at mega sporting events

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Control beliefs	<p>What factors or circumstances would enable you to do volunteering activities at MSEs?</p> <p>What factors or circumstances would make it difficult or impossible for you to volunteer at MSEs?</p>
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### *3.4.1.2 Interviewing procedures*

At the beginning of each interview, participants were reminded that the study was completely confidential, and voluntary and that there were wrong or right answers to the questions. Then the researcher used the elicitation questions to elicit salient beliefs from the volunteers. The researcher recorded each of the interviews and then transcribed them within 24 hours. Following Ajzen's (n.d.-a) suggestion, interview questions focused on eliciting responses specific to each of the TPB antecedent beliefs (behavioral, subjective norm, and control). In addition, following Ajzen and Francis et al. (2004), this study used open-ended questions. Consequently, targeting both positive and negative behavioral beliefs derived from participants' experiences when volunteering at Mega Sports Events.

#### *3.4.1.3 Coding transcripts*

Following completing the interviews and collecting data from the respondents, the researcher compiled and sorted responses which allowed the researcher to identify commonly held beliefs among the population of interest and therefore, develop a specific questionnaire that answers the research questions. Three steps were involved in the coding process: (a) organizing and sorting responses, (b) labeling themes, and (c) reorganizing, rearranging, and keeping themes that were most frequently mentioned and answered. Consequently, the researcher listed themes from most frequently to least frequently mentioned, which means that themes expressed more than 30% were kept while others expressed less than that were removed. In addition, themes that appeared to have no impact on the behavior of interest were removed. Using a three-cycle coding approach is consistent with the TPB coding procedures used in similar elicitation studies.

#### *3.4.1.4 Elicited Beliefs Findings*

In this study, the researcher uncovered 11 different beliefs about volunteering behavior during the elicitation phase. Only three of these initial beliefs were ultimately acknowledged as salient and considered the prevailing determinants influencing volunteers volunteering behavior and intention

within the target population. Each belief fell under the behavioral, normative, or control TPB belief constructs. Table 3 provides an operational description of the elicited beliefs.

**Table 3**

*Elicited Salient Beliefs*

<b>TPB construct</b>	Elicited beliefs	Descriptions
Behavioral	Skills development	The development of interpersonal skills
	Networking	Making beneficial connections with people
	Exposure	Opening up to other cultures and backgrounds
	Career development	Career improvement and exposure to better employment opportunities
Normative	Family influence	Family members influence volunteers' decisions whether positively or negatively.
	Other volunteers' influence	----
	Friends' influence	----
Control	The professionalism of the LOC	How professional the LOC is in dealing with volunteers.
	Emotional support	Sense of appreciation and support by the LOC
	Time availability	Lack of time makes it difficult for volunteers to volunteer.
	Accommodation and transportation	

#### *3.4.1.5 Elicited Beliefs Discussion (Thematic Analysis)*

Those 11 themes expressed more than 30% of the total interviewees' responses, that's why they were kept and used for the development of the main survey.

##### ***Theme 1***

Theme one, **Behavioral Beliefs**, included four sub-themes which are going to be explained as follows:

**Skills development** was a commonly expressed advantage of volunteering at mega sporting events from the interviewee's perspectives. They believe that volunteering supported their development of diverse skills that are useful to them today, such as leadership, analytical, critical thinking, time management, and problem-solving skills. Participant 15 pointed out that:

“When I started volunteering, I was too shy and an introvert, I struggled to open up to people. After my first experience, I became more confident and ready to get out of my comfort zone, which I am so grateful for now.”

Another theme that was elicited from the interviews was **networking**, interviewees believed that having a volunteering experience at mega sporting

events gave them a bigger chance to network and to have more credible and beneficial connections with people from around the globe.

Which in turn added more value to their volunteering experience and encouraged them to volunteer more. Participant 1 noted that:

“I am very interested in people and learning from them, volunteering gave me an incredible chance to further develop this personal trait I have, and now I am looking forward to future connections and networks from around the globe. The bigger the network, the better!”

The third variable scoring more than 30% was **exposure** to other cultures and backgrounds. Volunteers expressed their satisfaction with their experiences since they got to learn more about others from different cultures and backgrounds, and they became more open, understanding, and familiar with the norms and beliefs of other individuals. Moreover, some participants expressed how volunteering lessened their judgments towards others who are different, they became more understanding and respectful of individuals' differences. Participant number 20 said:

“I was somehow an uptight person, thinking only from my perspective, and it took me some time to get used to the international environment of sports events. Step by step, I stepped out of this narrow mindset, I became more understanding and even interested in others' cultures, beliefs, and code of conduct.”

In agreement with Participant 20, participant 14 said:

“I remember my first encounter with some people from the kingdom of Bhutan when the guy told me where he is from, I was just baffled and could not recognize the country! It felt bad

back then, but now thanks to my volunteering experiences, I made friendships with so many people from different countries, I believe this is the legacy and the treasure of such experiences.”

The fourth and last variable of that theme was **career development**,

volunteers expressed how volunteering at mega sporting events paved the way for future career opportunities that they were not expecting. Some participants even expressed how these experiences inspired them to pursue a career in sports, and some of them are currently working as sports administrators in Egypt. Furthermore, some volunteers developed some competencies that gave them competitive advantages over their peers in their respective careers. Participant 11 pointed out that:

“Although I am currently an undergraduate engineering student, my volunteering experiences supported my passion and devotion to sports, I have been volunteering for too long now, to be able to pursue a career in sports once I graduate. Since I know it is an effective way of getting into the business and learning from the experts themselves”

### ***Theme 2***

While theme number two, **Normative Beliefs**, included three sub-themes which are going to be explained as follows:

The first normative belief that was elicited among the interviewees was **other volunteers**. Participants expressed how they get influenced by their fellow volunteers’ decisions on whether to volunteer or not, they feel more encouraged when they see any of their fellow volunteers volunteering as well. In addition, participants mentioned how other volunteers most of the

time push them and encourage them to volunteer, which means that they positively affect their decisions. Participant 7 said:

“During the Men’s Handball World Championship, I had some difficulties that were almost going to affect my volunteering decision. Then, thanks to my fellow volunteers who have volunteered with me at many tournaments before, I decided to apply and be part of a such wonderful event. And this was by far the best decision I have ever taken “

The second normative belief, **friends**, was among the most expressed and mentioned beliefs among the participants. Participants considered their friends’ opinions to be important when it comes to volunteering decisions and they expressed how some friends are very supportive of such decisions, while others demotivate them to an extent. Participant 4 noted that:

“My friends usually belittle my passion for volunteering at mega sporting events, they think that I waste my time when I do so. I fell victim to their discouragement multiple times before, and I ended up missing some mega sporting events opportunities, and now I regret it. I came to realize that true friends who love you, would support you in anything you do, and if this is not the case, then you should definitely look for other friends or just listen to your gut and inner voice! You’ll always be your own best friend”

The third and last normative belief was “**family influence**”. Family was highly expressed as a significant normative belief that either approves or disapproves of volunteering behavior. Some participants were supported by their family members when they considered volunteering at mega sporting events, while others faced some difficulties convincing their parents for example. Participant 6 said:



“My mom and dad are very supportive; they always encourage me to do things that I enjoy. When I had my first volunteering experience at the U19 FIBA Basketball World Cup, they were so proud of me and always listened to my stories with excitement and thrill! They are sure I am doing something very entertaining and insightful at the same time, and they are always willing to support me in fulfilling my dreams.”

### ***Theme 3***

Finally, theme two, **Perceived Behavioral Control**, included three sub-themes which are going to be explained as follows:

**The professionalism of the LOC** was highly expressed by the participants. Many participants regarded the level of professionalism of LOC as both a facilitator and an impediment to volunteering at mega sporting events. Professionalism here, according to the participants, includes day-to-day interaction with volunteers, respect, and transparency, providing a clear job description and assigned tasks, and giving space to volunteers to showcase what they're capable of doing. Participant 25 said “For me, not being provided with a clear job description was a huge turn-off at one of the tournaments. Since then, I have been avoiding that federation and any championship that it is in charge of “

Furthermore, **emotional support and appreciation** were also considered as elicited beliefs that had an impact on volunteers' behavior. Volunteers expressed how emotional support and appreciation motivate them to work hard, especially since they are giving away their time and efforts and

they do not expect anything in return. Participant 12 pointed out that” Some individuals at the LOC treat volunteers as slaves, and this is very frustrating, humiliating, and demotivating in many ways. It pushes us away and discourages us, which in turn negatively affects the management of the event”

In addition, **transportation and accommodation** were also highly considered Perceived Behavioral Control beliefs among the participants. Interviewees expressed the importance of transportation and accommodation as either an enabler or a barrier to volunteering at mega sporting events. Participant 3 said” I live in Alexandria, so for me, the provision of transportation and accommodation is a key facilitator to volunteer at mega sporting events. I always make sure that they are being provided and then act accordingly.”

Finally, **time availability** also has a significant impact on participants’ volunteering decisions. Participant 8 argued that the government should work closely with the Ministry of Youth and Sports to provide participants with opportunities to volunteer and give back to the community, he said” Egyptian government should launch some initiatives and enact some laws that would encourage and support volunteers’ willingness to give back to their communities, whether in sports or any other fields.”

### 3.4.2. Phase 2 Questionnaire Development

Following eliciting salient held beliefs, a survey was developed operationalizing Intention, Attitude, Subjective Norm, and Perceived Behavioral Control. This survey was emailed to 100 volunteers who worked at Egypt Handball World Championship.

Behavioral belief strength was measured using the elicited beliefs by asking participants to rate how likely the benefits and costs would arise from volunteering at MSEs. A 7-point Likert scale ( -3= extremely unlikely to 3= extremely likely) was utilized to examine these items. Consequently, the outcome evaluation associated with each behavioral belief strength was also tested on a 7-Point Likert scale ( -3=strongly disagree to 3= strongly agree). Following this step, the strength of each behavioral belief was multiplied by the corresponding outcome evaluation to represent one aspect of attitude toward volunteering at MSEs.

Normative belief strength was measured based on the normative beliefs that were elicited in the elicitation study. Participants were asked to rate the likelihood that groups or individuals, which are going to be precisely determined during the elicitation study, think they should volunteer at MSEs. A 7-point Likert scale (-3=Strongly disagree to 3= Strongly agree) was used to assess these items. Consequently, the motivation to comply with each of

the referents was tested as well on a 7-point Likert scale (0=Not at all 6=Very much). Then, the strength of each Normative belief was multiplied by the corresponding motivation to comply, to come up with one aspect of the subjective norm toward volunteering at MSEs.

Control belief strength was measured using the elicited control beliefs. Participants were asked to rate how likely they would be challenged by difficult and favorable situations when they volunteer at MSEs, using a 7-point Likert scale (0=Strongly disagree to 6=strongly agree). The perceived ability to deal with the situations corresponding to each control belief strength was measured using a 7-point Likert scale (-3= Strongly disagree to 3= Strongly agree). Each perceived power was then multiplied by the corresponding control belief strength to come up with the one representative aspect of perceived behavioral control over volunteering at MSEs.

Intention to volunteer at MSEs was measured using one question (such as how likely you will try to volunteer at future MSEs). The three items will be measured on a 7-point Likert scale ranging from extremely unlikely to extremely likely.

After coding and organizing salient beliefs, they were converted into item statements appropriate for a 7-point Likert scale. For example, the elicitation study identified the control belief, and professionalism of the Local

Organizing Committee at Mega Sports Events in Egypt, which indicates to volunteers' sentiments that the level of professionalism in interacting with volunteers and managing them affected their willingness and motivation to volunteer at MSEs. Therefore, I transformed that control belief, professionalism of LOC, into the following question: "At Mega Sports events, the Local organizing committee is usually professional in dealing with volunteers (Professionalism here includes day-to-day interaction with volunteers, being clear with job descriptions and tasks assigned, etc.)" with the response rate ranging from *strongly disagree* to *strongly agree*.

Moreover, after converting beliefs into item statements, I created a belief strength statement (Affirmation item) to pair with each belief statement. The purpose of such belief strength measurement is to assess the elicited belief and determine how each volunteer holds that belief. for instance, the strong belief and affirmation item of the control belief, professionalism of LOC, was "Having a professional Local Organizing Committee would make it much easier for me to volunteer at future Mega Sports Events." The process of measuring strength is essential since it helps in identifying whether a certain belief makes it more likely or unlikely to engage in the targeted behavior.

### **3.5. Data Analysis**

Interviews were conducted personally for at least 30 minutes, using the free-response format. Each interview was recorded to transcribe responses, and interviews took place using the virtual meeting platform, Zoom. The interview protocol was outlined following Ajzen's (n.d.-b) and Francis et al. (2004) recommendations for conducting an elicitation study to develop a TPB questionnaire.

After assembling all the responses, themes were labeled and identified. Once all transcripts were assigned theme prints, I tailored each theme's recurrence to check and calculate the frequency of each held belief. Francis et al. (2004) recommended listing the elicited commonly held beliefs from the most frequently to the least frequently mentioned.

Furthermore, any additional themes that did not legitimately appear to impact the behavior of interest were removed.

After distributing the surveys to the target population and receiving the responses from the respondents, a regression model using SASS packaging was used to uncover and specify the factors that mostly affect Egyptian volunteers' intention to Volunteer at future MSEs.

The final questionnaire was made of a total of 30 questions. All the questions used in the final questionnaire were administered using and

following Ajzen (1991) and Francis et al. (2004) best TPB practices and recommendations. Moreover, the questionnaire included four demographic questions on the characteristics of the sample population. TPB measures had 22 questions, and the intention was measured using only one question, in addition to one essay question on any additional comments, recommendations, or thoughts on volunteering at Mega sporting events. In addition to two questions measuring the frequency of volunteering at Mega sporting events.

### **3.6. Trustworthiness**

Ensuring the validity of the findings of the qualitative part of this study (i.e., Elicitation study) was done using peer debriefing, triangulation, and member checks to ensure the reliability and transferability of the data. In addition, to guarantee that the answers received from the interviewees were relevant to the study and provide the data that this study shall need, this study started the data collection with a pilot study, where the researcher interviewed 5 people and checked how the interviews will achieve the desired results. These methods supported this study to test the research procedures from an external standpoint, look at issues from distinctive angles, provide critiques to the researcher, and identify possible biases and presumptions by the researcher. Furthermore, transcription of the interviews within approximately 24 hours and contacting the interviewees to check the accuracy of the scripts

were followed in this study. While during the second phase, the validity of this research was guaranteed by adhering to ethical standards throughout the study. As part of this ethical protocol, participants read and signed the consent form, and their privacy and identities were assured to be kept protected and anonymous. In addition, Seoul National University has given the researcher approval to conduct the research.



## Chapter 4. Results

The following chapter summarizes the results of the study's quantitative analysis. It starts with descriptive statistics of the respondents and their responses, then move to the statistical analysis with their interpretation.

**Table 4**

*Study's Demographics*

	<i>N</i>	<i>Ratio(%)</i>
<b>Dependent Variables</b>		
<b>Intention (M, SD)</b>	2.07	1.07
<b>Independent Variable</b>		
<b>Sex</b>		
Female	51	(47.66)
Male	56	(52.34)
<b>Age</b>		
Below 18	1	(0.93)
18-25(21.5)	74	(69.16)
26-35(30.5)	28	(26.17)
35-45(40)	4	(3.74)
<b>Education</b>		
High school	10	(9.52)
Bachelor or equivalent	78	(74.29)
Postgraduate or equiv.	17	(16.19)
<b>Volunteering exp.</b>		
None	11	(10.28)
Yes	96	(89.72)

<b>No. of volunteering experiences</b>		
1-4	50	(49.02)
4-8	17	(16.67)
8-12	14	(13.73)
Other/more than 12	16	(15.69)
Haven't volunteered yet	5	(4.90)
<b>Num (M, SD)</b>	<b>5.48</b>	<b>(3.93)</b>

---

This table summarizes the demographics of the quantitative study as follows, the total number of survey participants was 107, with only 102 participants completing the survey. 51 females participated in the survey with 47.6%, while males had a bigger contribution in filling the survey with 56 participants (52.3%). Moreover, participants came from different age categories, including one participant below the age of 18, while the category 18-25 had the biggest contribution with 74 participants (69.1%), 28 participants between the age of 26-35, and only 3.74% between the age of 35-45. Moreover, participants had different educational backgrounds as follows, 9.5% of the volunteers are high school students, while those with bachelor's degrees or equivalent counted for the biggest percentage of participants 74.2%. Moreover, those who are enrolled in a postgraduate degree or equivalent counted for only 16.2%. Almost 90% of the survey participants had previous experiences in volunteering at mega sporting events, while only 11 participants didn't have previous experiences. Furthermore, 49.02% of the

participants volunteered at 1-4 mega sporting events, while only 17 volunteers have volunteered at more than 4 sporting events; also, those who volunteered at 8-12 mega sporting events counted for 13.73% and 15.7% volunteered at more than 12 mega sporting events.

**Table 5**

*Descriptive Statistics*

Independent variables Ratio (%)	N	
<b>Skills improvement</b> (M, SD)	6.17	(3.58)
<b>Networking</b> (M, SD)	6.50	(3.71)
<b>Exposure</b> (M, SD)	6.76	(3.19)
<b>Career development</b> (M, SD)	5.35	(3.80)
<b>Family influence</b> (M, SD)	6.09	(8.09)
<b>Friends' influence</b> (M, SD)	7.16	(7.09)
<b>Other volunteers influence</b> (M, SD)	9.14	(7.18)
<b>The professionalism of LOC</b> (M, SD)	10.10	(6.33)
<b>Emotional support and appreciation</b> (M, SD)	11.69	(5.94)
<b>Time availability</b> (M, SD)	8.68	(5.67)
<b>Transportation and accommodation</b> (M, SD)	10.39	(5.87)

M=Mean and SD=Standard Deviation

**Table 6**

*Correlation*

	Var1	Var2	Var3	Var4	Var5	Var6	Var7	Var8	Var9	Var10	Var11
Var 1	1.0000										
Var 2	0.4339	1.0000									
Var 3	0.4731	0.4804	1.0000								
Var 4	0.4578	0.2862	0.4233	1.0000							
Var 5	0.3209	0.2166	0.1760	0.3316	1.0000						
Var 6	0.1389	0.0760	0.2249	0.3151	0.6410	1.0000					
Var 7	0.2116	0.2235	0.3688	0.3150	0.4132	0.6393	1.0000				
Var 8	0.4987	0.3446	0.2996	0.3253	0.3557	0.2456	0.2841	1.0000			
Var 9	0.3768	0.3958	0.4526	0.3807	0.3915	0.2947	0.3218	0.4917	1.0000		
Var 10	0.2657	-	0.1528	0.2357	0.1126	0.0569	0.1540	0.2407	0.1109	1.0000	
	0.0069	0.0012	0.1252	0.0171	0.2621	0.5698	0.1220	0.0151	0.2669		
		0.09899	0.2	0.1	0.1	0.8	0	0.1	0.9		

Var	0.2140	0.371	0.264	0.108	0.231	0.228	0.171	0.447	0.497	0.1461	1.00
11	5	73	40	57	95	99	39	21	95	4	000
	0.0308	0.000	0.007	0.277	0.019	0.020	0.085	<.00	<.00	0.1428	
		1	2	4	0	6	0	01	01		

---

Source: Based on calculations done on the sample<sup>2</sup>

Observing the correlation matrix, it is noticed that most of the independent variables are significantly positively correlated with each other. However, all those correlations were weak or moderate strength. The only component with a high correlation with other variables was friends with the family and other volunteers' influence. The high correlation may be the result of the environment. In most cases, people with similar backgrounds and families' perceptions tend to be friends with others from the same background.

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<sup>2</sup> Variables abbreviation: Var1= skills improvement, var2= Networking, var3= Exposure, var4= Career development, var5= Family influence, var6=friends' influence, var7=other volunteers' influence, var8=Professionalism of LOC, var9 Emotional support and appreciation, var10=Time availably, and var12=Transportation and accommodation

In the case of adding all three variables, the model may suffer from multicollinearity.

Therefore, all questions regarding the influence of friends on decisions shall be excluded from further analysis.

**Table 7**

*The observations used in model building.*

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Number of observations read	107
Number of observations used	102
Number of observations with missing values	5

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Source: Calculation based on the sample

Regarding further building models, a multiple linear regression analysis is used.

In the dataset, a total of 107 individuals were surveyed but 5 of them declared they never intend to volunteer in mega sporting events. Therefore, they were further excluded from the model.

**Table 8**

*Analysis of variance for the proposed model*

Analysis of variance					
Source	DF	Sum of Squares	Mean square	F value	Pr > F
Model	10	39.52556	3.95256	4.62	<.0001
Error	91	77.84699	0.85546		
Corrected total	101	117.37255			

To check the significance of the model, the one-way analysis of variance was used. Since the p-value < significance level, the model is signed by a 99% level of confidence.

**Table 9**

The measure of performance of the model

RootMSE	0,92491	R-Square	0,3368
DependentMean	2,07843	Adj R- Sq	0,2639
Coeff Var	44.50046		

Source: Calculation based on the sample

After checking the significance of the model, the performance of the model should be observed. The variation in intention was explained by the predictors by 33.68%. Observing the square root of MSE and comparing it to

the mean, proved to be relatively small as  $0.92 < 2.07$ . This shows a low error level, which in turn indicates how good the model is.

**Table 10**

*Coefficients of the proposed regression model*

Parameter Estimates					
Variable	DF	Parameter Estimate	Standard Error	T Value	Pr > It
Interception	1	0.76571	0.27843	2.75	0,0072
Var1	1	0.02033	0.03496	0.58	0,5622
Var2	1	0.02171	0.03118	0.70	0 4882
Var3	1	-	0.03857	-0.00	0,9971
		0.00014200			
Var4	1	0,03952	0,02989	1.32	0 1894
Var5	1	-0,00641	0,01369	0,47	0,6407
Var6	1	0,02568	0,01517	1,69	0,0939
Var7	1	0,02049	0,01929	1,06	0.2908
Var8	1	0,02861	0,02123	1.35	0.1810
Var9	1	-0,03424	0,01757	1,95	0.0545
Var10	1	0,03834	0,01966	1.96	0.0542

Source: Calculation based on the sample

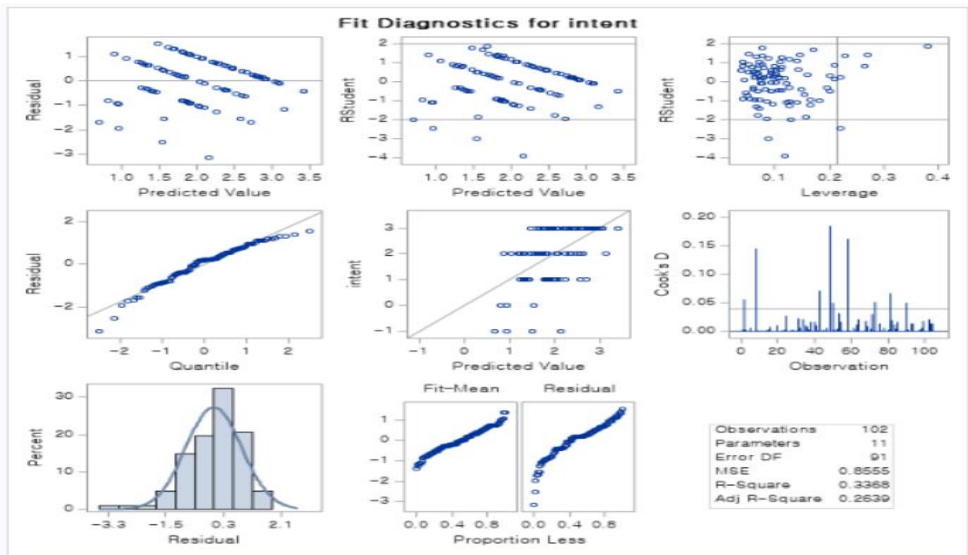
After excluding the influence of friends, the model is presented below.

$$\hat{y} = 0.76571 + 0.02Var1 + 0.02Var2 - 0.0001Var3 + 0.039Var4 \\ - 0.006Var5 + 0.026Var6 + 0.02Var7 + 0.02861Var8 \\ - 0.034Var9 + 0.03834Var10$$

Observing the significance level of each estimate, it was found that the other volunteers' influence on intention is positive and significant by a 90%



confidence level. This may be due to the social desirability factor when someone is affected by the option of those surrounding him especially if they perform the act itself and have some kind of influence over him/her. Also, the provision and availability of transportation and accommodation had a significant positive impact on the intention at a significance level of 10%. Time on the other hand had a negative significant impact on intention. Having many things to do and having less time available, makes the volunteer less likely to engage in volunteering behavior. Other than that, all of the other variables had an insignificant impact on intention.



**Figure 2**

*Model diagnostics to proposed model*

Source: Calculation based on model

Observing the figures, it was found that the variables are linear. The errors are normally distributed, and the homoscedasticity assumption is satisfied. The errors are also found to be independent terms. This combined with the absence of outliers shows that simple linear regression is an excellent proposed model for the phenomenon

## Chapter 5. Discussion

**This study aimed to identify key determinants influencing volunteers' intention to engage in future mega-sporting events.** The specific context for the study was the country of Egypt, in which several international mega-sport events have taken place in the past years. Qualitative interviews were conducted to establish a basic understanding of volunteers' main issues and provided the basis for a quantitative survey.

The study found specific factors that have an impact on future intention to volunteer at mega sporting events within the overall framework of the Theory of Planned Behavior (TPB) (Ajzen, 1991). Within the behavioral beliefs, the sole category **attitude** did not have a significant impact.

For normative beliefs, **other volunteers** did have an impact, but **family opinions** had considerably less impact. In the final variable, perceived behavioral control (PBC), **transportation, accommodation, and time** all had significant impacts. Furthermore, the study's findings confirm that the applied Theory of Planned Behavior (TPB) is a useful theoretical framework to explain volunteers' retention behavior at future mega sporting events.

In the following, the main findings in each TPB category will be discussed, including those where the findings differ from other studies.

## 5.1. Behavioral belief

For behavioral beliefs, the findings of this study indicate that **attitude** has no significant influence on volunteers' intention to take on a volunteer role at future mega-sporting events. Only **PBC** and **normative** beliefs were significant predictors of intention to volunteer among Egyptians.

This finding reflects other studies' conclusions that investigated volunteering behavior (Bang & Lee, 2014), but also stands in contrast to studies that have proven a significant link between attitude and intention (Ajzen, 1988; 1991) and weak links between subjective norm and intention (Terry & Hogg, 1996).

The data in this thesis study was collected from individuals with previous experiences as mega sporting events volunteers. This might be associated with their positive attitude toward volunteering that was already formed because of their past experiences as volunteers, while, according to them, subjective norms and PBC are determinants of future volunteering behavior. As a result, their attitude toward volunteering was higher compared to PBC and subjective norms.

## 5.2. Elicited Normative Belief- Other Volunteers

One normative belief, **other volunteers**, has a positive significant impact on the intention to volunteer at future mega sporting events among the Egyptian volunteers explored in this study. “Other volunteers” is not a frequently identified salient normative determinant in previous elicitation studies on volunteering behavior at sporting events (Ajzen, 1988; 1991) (Terry and Hogg, 1996).

It is necessary to contrast this finding with the result that the large majority of Egyptian volunteers in this study do not consider **family opinions** as important for their future decision-making about volunteering. The survey results differ in this regard from the elicitation study where family opinion was identified as a significant normative belief.

This is particularly striking for the specific Arab/Egyptian context in this investigation since the family structure is highly respected and valued in those contexts (Springborg, 2016). It is generally acknowledged that family loyalty for Egyptians takes precedence over devotion and obligations to friends, jobs, and individual personal needs. Moreover, the patriarchal family structures resemble tight-knit and are one of the major determinants of decision-making (Chara Scroope, 2017).

How then can the differences in the findings of this study be explained?

It is here where the comparison between **other volunteers** and **family opinions** becomes significant. Considering the young age and international experiences of the volunteers could be one possible argumentation.

It seems that the younger generations in Egypt, which are more exposed to the constant change of societal norms and perceptions and the increasing significance of values such as independence, self-reliance, and autonomy contribute to the attitude differences (Jyrkiäinen, 2019; Papanek, 2019). In addition, more general changes to Arab society such as Westernization and globalization are affecting the social fabric of Arab communities on many levels (Mion, 2020). For example, in most Western countries, such as Europe and the United States, independence, individualism, and self-orientation are highly regarded and parents support their children to develop and strengthen values such as assertiveness, self-expression, self-confidence, and autonomy (Kotlaja, 2020; Garcia et al, 2019).

And with the impact of cultural transmission, many Arab families, including Egyptian ones, have become more industrialized and Westernized, and their cultures have grown more individualistic and more inclined toward autonomy rather than dependence ((Chen, 2017)). Also, volunteering at mega sporting events makes a great opportunity for exposure and openness to other

countries, it is an experience that usually changes volunteers' behavior and the way they perceive differences in cultures and mindsets. All these factors combined reshaped the way Egyptian youth think and sharpened their critical skills of whether to follow the obligations of their families or not. Maslow's hierarchy of needs placed high importance on the need to form social loving forms (Hall & Nougaim1968). Moreover, forming positive social bonds is usually accompanied by positive emotions (Sternberg, 1986) and this inner emotional drive for intimacy and belongingness is universal.

Furthermore, other group members can be used as a reference or determinant of which attitudes and behaviors to practice (Deutsch & Gerard, 1955; Turner, 1991). The need to belong theory is a fundamental explanatory theory of human social needs. Roy Baumeister and Mark Leary proposed the most significant version of the need to belong theory, which put forming social groups as the most significant need that humans must fulfill.

In the case of volunteers, the sense of belonging they get from being part of a volunteering community and from getting support and motivation from other volunteers is what affects their intention to volunteer. Egyptian volunteers usually form their social groups while volunteering at mega sporting events, they positively interact with each other and make the experience more enjoyable and beneficial. Volunteers in Egypt share the

same passion for sports and usually, they do meet and plan their next volunteering experiences with each other. For example, many volunteers met for the first time at the 2017 U19 World Cup, since it was the first large-scale sporting event in Egypt for a considerable period. Thus, it provided the first volunteering experience at a mega sporting event for many volunteers, and ever since, many of those volunteers kept being engaged in volunteering activities.

Moreover, Egyptian volunteers have their own Facebook, WhatsApp, and other social media groups through which they communicate and get exposed to their peers' opinions, and hence make decisions on whether to volunteer or not. Furthermore, the geographical proximity of the volunteers leads them to exchange many views with their peers and share the same social parameters.

According to the demographics within the study sample, the majority of the survey respondents (72.3%) live in Cairo. They are often university students and therefore live in the same areas of the city, sometimes even sharing common private circles. Such commonalities lead to a sense of common belonging and cohesion that is then transported into the volunteering community (Gijn-Grosvenor & Huisman, 2020; Ahn & Davis, 2020). In this way, they can affect each other's decision-making process on future



volunteering opportunities. In addition, another factor that explains the significant influence between this normative belief and intention could be the age of the volunteers, as the majority of those who volunteer according to the study's demographics are between 18 and 25 years old (65.4%). Within this age category, youth are sometimes influenced by their friends and the need to be part of a group, to feel this sense of acceptance, validation, and belonging to a certain population. Psychologically, some young people fall victim to peer pressure at this age as well, so some volunteers might be doing this just to be part of a group, regardless of whether the behavior is appealing to him/her or not. (Hewstone, Rubin, & Willis, 2002)

### **5.3. Elicited Perceived Behavioral Control 1**

Bang & Lee (2014)) pointed out the significant link between PBC and intention; however, they have not determined any specific variables in their findings. In contrast, the findings of the study on hand identified the provision of **transportation** and **accommodation** to be a significant factor that affects the intention to volunteer at future mega sporting events.

The elicitation phase of this thesis study revealed three interesting PBC variables concerning the local organizing committees in Egypt: the professionalism of the local organizing committee, the feeling of being appreciated and emotionally supported, and the provision of transportation

and accommodation. However, the second part of the study based on the survey findings highlighted that the provision of transportation and accommodation outscored the other variables significantly. 72.5% of the respondents agreed that providing transportation and accommodation would make it much easier for them to volunteer at future mega-sports events. Importantly, this finding cannot be seen in isolation from the other two variables since the provision of such facilitators is part of the level of professionalism of the LOC and also it affects their feelings of being appreciated and supported.

Interestingly, most of the respondents are from Cairo, with 78 volunteers. In itself, this is not surprising since most of Egypt's mega sporting events usually take place in Cairo. With that being said, it is unexpected for volunteers residing in Cairo to ask for the provision of transportation and accommodation, since they live in closer proximity to the sporting venues than volunteers who would come from outside Cairo. However, this finding might be justified by several reasons. First, volunteers' responsibilities vary from one committee to another and from one position to another, for example, team liaison officers, usually spend most of their day with the teams they are associated with, due to the kind of commitment they have towards the teams. Second, the accommodation team usually spends their day, from the very

early morning, working at the hotels accommodating the teams. Third, it is important to take into consideration how gender matters in that regard, with almost half of the respondents being females, 51 respondents. While Egypt is more liberal among countries in Africa and the Middle East in terms of women's rights, Cairo is considered one of the most problematic major cities in Africa when it comes to harassment and gender-based violence (Hyun, 2019).

According to a 2020 survey by the *Arab Parmeter*, around 90% of women aged 18-29 and 44% of all Egyptian women reported being sexually harassed over 12 months (Kamel, 2022). Therefore, with all these factors combined, it is justifiable for volunteers, especially females, to ask for the provision of transportation and accommodation and to consider it as a significant determinant of their intention to volunteer at future sporting events.

It is also useful to briefly consider the results from the elicitation study in this regard. A total of 10 out of the 13 female interviewees mentioned how they consider transportation and accommodation as determinant factors of their volunteering behavior. One interviewed female volunteer said, *“During my last volunteering experience, I got harassed on my way back home late at night, and since then I have been asking about whether transportation and accommodation are provided or not and then decide*

*accordingly*”; therefore, according to them, *it is legitimate* and valid to seek this sense of safety and security. Furthermore, the demographics of this study support the significant link between the provision of transportation and accommodation and intention to volunteer, with only 28% of the total number of respondents living in other governorates, which makes it difficult for them to travel to Cairo with no accommodation nor transportation provided or at least covered by the LOC. Hence, it is important to provide transportation and accommodation, especially for those not residing in Cairo. With 65% of the total number of respondents under the age of 25, it is financially more convenient and motivating to be supported by the LOC with transportation and accommodation, since most of the Egyptian youth at these ages are either students or fresh graduates looking for jobs and are not financially stable, and in most cases, they are supported financially by their parents.

Overall, the findings regarding the PBC are in line with the findings by Johnson, Twynam & Farrell (1999), who revealed a significant link between management and volunteer satisfaction. They argued if professional management is in place to organize a sporting event, there is a stronger intention to volunteer at mega sporting events. Thus, their findings identified the importance of the provision of transportation and accommodation as a moderating variable between satisfaction, motivation, and intention.

#### 5.4. Elicited Perceived Behavioral Control 2

Finally, another PBC variable, **time availability**, appears to have a negative significant impact on the intention to volunteer at mega sporting events among Egyptian volunteers. Croiser & Warburton (2016) in their findings confirmed time availability as a key concept in relation to volunteering. The result of their study shows that those outside paid work and those without partners or children are most likely to have free spare time to volunteer or do any kind of unpaid work. Similarly, other studies have shown that time availability has proven significant for the motivation to volunteer, since many of them are willing to volunteer but find it challenging to do so, due to their inevitable commitment to other responsibilities that consume most of their time (Clary Snyder & Stukas, 1996).

Based on Maslow's hierarchy of needs, most individuals' decisions are driven by the need to sustain and improve their circumstances. Thus, securing employability and being financially stable are regarded to be fundamental human needs (McLeod, 2007). Therefore, it makes sense for volunteers to shift their focus to building their career and their future.

Although volunteering, according to many volunteers is emotionally and psychologically rewarding, it is not financially, especially in Egypt with the current challenging economic situation that requires people to do more

than one job to live a decent life and cover basic daily needs (Press, 2022). Based on the demographics of the survey findings and the interviews that were conducted with 28 volunteers of both genders, the findings of the study in hand could have resulted from the fact that men from the age of 23, once they graduate, start seeking job opportunities and finding their ways into the workspace. Therefore, time availability for them constitutes the biggest barrier or facilitator to engage in volunteering behavior in the future. In addition, many volunteers have expressed their dissatisfaction with the short notices given by the LOC in Egypt, so it is inevitable for them to miss the chance of volunteering due to the lack of time they were given to prepare and ask for work leave.

### **5.5. Practical implications**

The discussion of this thesis closes with a look at the practical implications that result from the thesis' findings. Sports agencies, National Federations, and local organizing committees could apply the results of this study to further improve and develop more proper and updated volunteering management strategies or intervention tools that could motivate volunteers to engage in future mega-sporting events. With the specific focus on Egypt in this study, the findings are most relevant for the Egyptian context but can also be transferred to other Global South contexts, especially within the African

and Arab world. Since Egypt is undertaking continuous efforts in bidding for mega sporting events, including the 2036 Olympic Games, a specific focus on volunteer satisfaction and future commitment might be a worthwhile strategy to pursue.

For sports organizations, it appears important to provide volunteers with transportation and accommodation and to have a positive volunteering community that is well-organized and accessible to all the local organizing committees. In addition, the government needs to support volunteering behavior and giving back to the community, by putting some practical regulations that would enable volunteers to strike a balance between their work and their willingness to volunteer, not only in sport-related events but also in other mega events that Egypt is hosting in the future. A constant flow of information and advanced time planning will certainly contribute to more commitment and better long-term planning on the side of the volunteers.

Moreover, in line with the results of a recent study (Günter et al., 2022), it appears that volunteer satisfaction and commitment depend more on the social context than was argued in previous similar studies. There is a high identification with other volunteers in particular. The volunteers need to exchange information and make decisions based on peer opinions. Importantly, in the Arabic context, the family appears less important, which

also points to a stronger adoption of Western cultures and values. This is to be considered by sporting mega-events hosts in Egypt in the future.

Future Egyptian event hosts might want to look at some examples of successful volunteer programs, such as the FISU Volunteer Programme that was launched once again in 2021, their main aim is to provide students with behind-the-scenes practical experiences with event organizers. Volunteers at FISU are usually provided with transportation and accommodation within the host country, which makes it an attractive opportunity for many aspiring volunteers, whether from the host country or other countries (FISU,n.d). Similarly, volunteers at FIFA World Cup Qatar 2022 are provided with accommodation and transportation with most of the applications from Egypt, Algeria, Tunisia, and Morocco (Morocco World News, n.d.). This proves the significant impact these facilitators have on volunteers' motivation to volunteer and hence, their intention and final decision to engage in future volunteering behavior at a mega sporting event.

## **5.6. Conclusion**

This study used the tenets of the Theory of Planned behavior to uncover and explore salient beliefs that have a significant impact on volunteers' intention to volunteer at future mega sporting events using a case study of Men's handball World Championship volunteers. The study was



conducted in two main stages, qualitative and quantitative respectively. The study's results contribute to the literature by providing key significant information, advocating those three modal salient beliefs (i.e., "provision of transportation and accommodation", "time availability", and other volunteers") are significant cognitive determinants of volunteering behavior among Egyptian volunteers that could be used to develop effective intervention programs and policies for promoting Egyptian volunteers' volunteering behavior.

This study is not without limitations, some of the limitations include time constraints and differences since the researcher had to conduct the interviews on Zoom with Egyptian volunteers. In addition, the results of the study might not be generalizable since it only included one mega sporting event, which is Men's Handball World Championship, Egypt 2021.

Further research could also be done on other future mega sporting events covering other volunteer management-related topics.

In addition, the topic at hand is subjective in nature, since all participants have very personal views on their experiences and of what should be done and provided. However, they are the ones who are being influenced directly by the kind of rules, regulations, and provisions of the LOCs.

The main aim of this study was to understand and uncover key motivators and determinants that affect volunteers' intention to volunteer at future mega sporting events. Therefore, this exploration must be done continuously as the context might and will change, but the significant role of volunteers at mega sporting events will never change and will even grow bigger in the future.

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# Appendixes

## Appendix 1. Informed Consent Form

### Informed Consent Form

My name is Mariam Arafa, and I am a Global Sports Management master's degree candidate at Seoul National University. I am researching volunteers' future engagement and intention to volunteer at future mega sporting events. The purpose of this research is to identify factors and determinants that affect volunteers' intention and future participation at mega sporting events and to develop intervention programs and tools that would motivate and encourage volunteers to stay active and involved as volunteers at future mega sporting events.

#### Participants

Volunteers from the Egypt Men's Handball World Championship will be interviewed. All the volunteers shall be reached using electronic means since the researcher is based in a different country than the country of the volunteers and the participants. Confidentiality will be ensured, and all participants will be informed of the usage of the information collected, which is for academic purposes only.

#### Procedure

- Participants will be contacted and will confirm their participation electronically.
- Interviews will be conducted via the Zoom meetings app.
- All interviews will be recorded and transcribed.

- All interviewees might be contacted shortly after the interview for further follow-up questions or clarification.
- Participants have the right to refuse to answer any question or withdraw from the interview.

### Confidentiality

- The recorded interviews will be destroyed right after the transcription has been successfully done.
- Pseudonyms and other words protect the identity of the participants.
- The researcher might directly quote extracts from the interviews in the final study manuscript.

I understand that the transcript of my interview and this signed consent will be retained for a total of five months.

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Participant initials & signature

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Researcher name & signature

## Appendix 2. TPB Questionnaire

### *Likert Scale*

**1= Strongly disagree/ Extremely unlikely/ Not at all**

**7= Strongly agree/ extremely likely/ very much**

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<b>Demographics</b>	
Gender	Male Female
Age	Below 18 18-25 26-35 35-45 Above 45
Educational background	Educational background High school Bachelor or equivalent Postgraduate or equivalent Never attended
City	Cairo Giza Alexandria Other
Have you ever volunteered at any Mega Sport Event, including continental as well as world championships and tournaments?	Yes No No, but want to
On average, how many Mega Sports Events you've volunteered at?	1-4 4-8 8-12 Other/ more than 12 Haven't volunteered yet

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### Behavioral beliefs

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- Volunteering at future Mega Sports • 1  
Events will improve my skills • 2  
(Interpersonal skills, problem-solving, • 3  
critical thinking, time management, etc.) • 4  
• 5  
• 6  
• 7
- 

- Improving my skills is beneficial. • 1  
Strongly disagree • 2  
• 3  
• 4  
• 5  
• 6  
• 7
- 

- Volunteering at future Mega Sports • 1  
Events will help me network and make • 2  
connections • 3  
• 4  
• 5  
• 6  
• 7
- 

- Networking and making connections are • 1  
beneficial to me • 2  
• 3  
• 4  
• 5  
• 6  
• 7
- 

- Volunteering at future Mega Sports • 1  
Events will help me get exposed to other • 2  
cultures, backgrounds, communities, etc. • 3  
• 4  
• 5  
• 6  
• 7
-

Getting exposed to other cultures and backgrounds is beneficial to me	<ul style="list-style-type: none"> <li>• 1</li> <li>• 2</li> <li>• 3</li> <li>• 4</li> <li>• 5</li> <li>• 6</li> <li>• 7</li> </ul>
Volunteering at future Mega Sports Events will support my career development	<ul style="list-style-type: none"> <li>• 1</li> <li>• 2</li> <li>• 3</li> <li>• 4</li> <li>• 5</li> <li>• 6</li> <li>• 7</li> </ul>
Supporting my career development is beneficial to me Strongly disagree	<ul style="list-style-type: none"> <li>• 1</li> <li>• 2</li> <li>• 3</li> <li>• 4</li> <li>• 5</li> <li>• 6</li> <li>• 7</li> </ul>
<b>Normative beliefs</b>	
My family thinks that I should volunteer at future Mega Sports Events	<ul style="list-style-type: none"> <li>• 1</li> <li>• 2</li> <li>• 3</li> <li>• 4</li> <li>• 5</li> <li>• 6</li> <li>• 7</li> </ul>
When it comes to volunteering at future Mega Sports Events, how much do you think your family's opinion would affect your decisions?	<ul style="list-style-type: none"> <li>• 1</li> <li>• 2</li> <li>• 3</li> <li>• 4</li> <li>• 5</li> <li>• 6</li> <li>• 7</li> </ul>

My friends think that I should volunteer at future Mega Sports Events	<ul style="list-style-type: none"> <li>• 1</li> <li>• 2</li> <li>• 3</li> <li>• 4</li> <li>• 5</li> <li>• 6</li> <li>• 7</li> </ul>
When it comes to volunteering at future Mega Sports Events, how much do you think your friends' opinions would affect your decisions?	<ul style="list-style-type: none"> <li>• 1</li> <li>• 2</li> <li>• 3</li> <li>• 4</li> <li>• 5</li> <li>• 6</li> <li>• 7</li> </ul>
Other fellow volunteers think that I should volunteer at future Mega Sports Events	<ul style="list-style-type: none"> <li>• 1</li> <li>• 2</li> <li>• 3</li> <li>• 4</li> <li>• 5</li> <li>• 6</li> <li>• 7</li> </ul>
At Mega Sports events, the Local organizing committee is usually professional in dealing with volunteers. *Professionalism here includes day-to-day interaction with volunteers, being clear with job descriptions and tasks assigned, etc	<ul style="list-style-type: none"> <li>• 1</li> <li>• 2</li> <li>• 3</li> <li>• 4</li> <li>• 5</li> <li>• 6</li> <li>• 7</li> </ul>
Having a professional Local Organizing Committee would make it much easier for me to volunteer at future Mega Sports Events	<ul style="list-style-type: none"> <li>• 1</li> <li>• 2</li> <li>• 3</li> <li>• 4</li> <li>• 5</li> <li>• 6</li> <li>• 7</li> </ul>

I'm usually appreciated and emotionally supported when I volunteer at Mega Sport Events	<ul style="list-style-type: none"> <li>• 1</li> <li>• 2</li> <li>• 3</li> <li>• 4</li> <li>• 5</li> <li>• 6</li> <li>• 7</li> </ul>
Being appreciated and emotionally supported would make it much easier for me to volunteer at future Mega Sports Events	<ul style="list-style-type: none"> <li>• 1</li> <li>• 2</li> <li>• 3</li> <li>• 4</li> <li>• 5</li> <li>• 6</li> <li>• 7</li> </ul>
I expect that I will not have enough time to volunteer at future Mega Sports Events	<ul style="list-style-type: none"> <li>• 1</li> <li>• 2</li> <li>• 3</li> <li>• 4</li> <li>• 5</li> <li>• 6</li> <li>• 7</li> </ul>
Having time in the future would make it much easier for me to volunteer at future Mega Sports Events	<ul style="list-style-type: none"> <li>• 1</li> <li>• 2</li> <li>• 3</li> <li>• 4</li> <li>• 5</li> <li>• 6</li> <li>• 7</li> </ul>
The LOC usually provides transportation and accommodation at Mega Sports Events	<ul style="list-style-type: none"> <li>• 1</li> <li>• 2</li> <li>• 3</li> <li>• 4</li> <li>• 5</li> <li>• 6</li> <li>• 7</li> </ul>

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Providing transportation and	• 1
accommodation would make it much	• 2
easier for me to volunteer at future Mega	• 3
Sports Events	• 4
	• 5
	• 6
	• 7

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**Intention**

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How likely is it that you'll volunteer at	• 1
future Mega Sports Events	• 2
	• 3
	• 4
	• 5
	• 6
	• 7

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국문초록

이집트 핸드볼 세계선수권대회  
자원봉사자의 향후 자원봉사행동 의도  
예측: 도출 조사와 계획된 행동 이론을  
중심으로

Mariam K. Arafa

글로벌스포츠매니지먼트 전공

체육교육학과

서울대학교 대학원

본 연구는 이론적 배경인 계획된 행동 이론(TPB)의 전반적인 프레임워크 내에서 대규모 스포츠 행사에 자원봉사할 의향에 영향을 미치는 구체적인 요인들을 회귀 모델(SAS 패키지)을 사용하여 확인 하였습니다. 결과: 태도와 관련된 신념들은 의도에 유의한 영향을 미치지 않았으나, "다른 자원봉사자들" (사회적 규범)과 "교통 및 숙박"

(인지된 행동 제어)은 향후 대규모 스포츠 행사에 자원봉사할 의향에 영향을 미쳤습니다.

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