



## Motivation and purpose

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## Theoretical, R̄and operational framework of the research

The research undertaken in this thesis was achieved under the aegis of the National University of Physical Education and Sports in Bucharest, within the Doctoral School. The thesis was structured in three parts.

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### The theoretical background

The concept of volunteering encompasses the act of an individual devoting their own time, energy, knowledge, and abilities for the purpose of benefiting other individuals, groups, or causes (Cnaan, Wadsworth, 1996). According to Chelladurai (2006), voluntarism is a distinct form of pro-social activity that commonly occurs inside an organizational setting. In addition to preceding elucidations, Cuskelly (2006) has provided a definition of volunteering action as labor performed without any monetary compensation.

However, in contrast to Cuskelly's (2006) definition of volunteering, several other researchers have identified various additional reasons why individuals engage in volunteer activities. These reasons include financial gains, commitment to organizations or countries, rewards, interpersonal relations, career orientation, and social factors (Dulin, 2012; Cutler, 2015; Nichols, 2017; Salas, 2008; Schlesinger, 2018).

### Conclusions

In addition to the internal factors pertaining to self-regulation within the voluntary sector and the enhancement of volunteer work quality, significant problems arise from broader societal shifts, including demographic and climatic transformations, shifts in values, and evolving lifestyles.

Based on the aforementioned facts, it is evident that the matter of addressing the phenomenon of volunteerism in sports within our nation holds significant significance. The synchronization of volunteer activities in the field of sports in Romania with the prevailing trends in European Union nations, whereby volunteers significantly contribute to the economic functioning of sports clubs and organizations, is imperative.

## **Part II of the thesis**

### *The purpose of the research*

The primary objective of the present study is to investigate the attributes of volunteer motivation and the determinants contributing to volunteer satisfaction. This will be accomplished by employing the Bang and Challadurai's volunteer motivation scale and the Kuhn and Guzley's volunteer satisfaction index. In order to fulfil the objective, questionnaires were disseminated to a sample of sport participants selected at random, via an online survey platform. The survey was designed to assess individuals' perceptions of motivation for engaging in sport volunteering and their experiences with volunteer programmes, with a particular emphasis on how these factors relate to their overall satisfaction.

### **The objectives of preliminary research**

- The primary aims of the preliminary research were:

Objective 1: Develop and validate a theoretical framework to examine the factors influencing volunteer motivation and satisfaction.

Objective 2: Conduct a segmentation analysis of volunteers based on their levels of motivation and satisfaction.

### **Research questions of preliminary research**

- Q1: Is there a correlation between motivational factors and satisfaction factors in sports volunteering?
- Q2: Does each motivational factor and satisfaction factor have a relationship with overall satisfaction?

### **Subjects, place and duration of preliminary research**

The research was carried out in by means of a questionnaire that was addressed to the participants of 5 different sports events organized in Bucharest or other major cities between 2017 and 2018. The data collection interface was made through the Daedalus Online Data Collection application.

### **Preliminary research conclusions**

The preliminary research that aimed to investigate the characteristics of the motivation of volunteers involved in the organization/conduct of sports events and the factors that contribute to their satisfaction, highlights the following aspects:

- motivational factors, such as interpersonal contacts, career guidance, personal development and love for sport, have a strong impact in supporting the activity of volunteers in the field of sport;
- in terms of satisfaction, group integration, empowerment and organization/community support have the greatest impact on volunteers.

The statistical analysis of the data provided by the respondents highlights:

- positive, direct correlation between Career Orientation and Organizational Support (Pearson correlation index of 0.27 at a significance threshold of  $p < 0.05$ ) in the sense that those who obtained a high score on Career Orientation obtained a score great also in the case of Organizational Support;
- negative, inverse correlation between Personal Development and Love for Sport ( $r = 0.208$  at a significance threshold of  $p < 0.05$ ), in the sense that those who obtained a high score on the Personal Development questions obtained a low score on the Love for Sports, and vice versa;

The obtained scores confirm the first research question according to which there is a correlation between motivational factors and satisfaction factors in sports volunteering. The results obtained using the Pearson Correlation between Motivation, Satisfaction and Overall Satisfaction show us that there are no statistically significant correlations, which disproves the second research question that each motivational and satisfaction factor has a relationship with the overall satisfaction of the volunteers.

## **Part III of the thesis**

### *Purpose of basic research*

The purpose of the research was to identify ideal candidates for a volunteer role at UEFA EURO 2020.

### **Research hypotheses**

- Research Hypothesis 1 – The development of a coherent strategy for the recruitment of volunteers in sport ensures a sufficient number of candidates.
- Research Hypothesis 2 – Using a well-structured interview guide facilitates the identification of suitable candidates for this type of event.

### **Subjects, place and duration of research**

The present research is based on the preliminary research.

A total of 260 individuals, out of the 870 volunteers involved in the UEFA EURO 2020 event, were included in this study.

Following the end of the tournament, each volunteer was promptly sent with a hyperlink granting them access to the post-event questionnaire via their designated email address.

### **Research results**

The UEFA EURO 2020 is a significant mega event that occurred throughout 12 European nations, one of which being Romania. The organization of an event of this size has not previously occurred inside our country. Consequently, I am motivated to formulate a comprehensive plan aimed at securing an adequate number of volunteers for this occasion.

Despite falling short of the intended objective of enrolling 3000 individuals on the platform, we successfully occupied all 909 available positions. This technique was advantageous due to the comprehensive support received by UEFA, encompassing both logistical and financial assistance. Consequently, there arises an issue regarding individuals' attitudes towards volunteering.

Regrettably, the UEFA EURO 2020 event was rescheduled to 2021 as a consequence of the SARS-2 COVID epidemic. This delay prompted a number of volunteers who had already committed to participate to reassess their choices.

- **Conclusions drawn from the research**

Beyond the internal aspects, related to self-regulation of the voluntary sector and increasing the quality of work with volunteers, the big challenges come from large-scale social developments, namely demographic and climatic changes and value changes.

The main challenges of this type include:

- the need for credibility of organizations, credibility to be built on transparency and responsibility;
- the collection of comparable and constant statistical data, allowing the evaluation of the economic value of the work of volunteers to support the argument of the contribution of volunteering to the well-being of society and the need for a financial investment to support the development of volunteering;
- increasing the quality of the volunteering experience and ensuring the inclusive nature of volunteering, against the backdrop of demographic changes and the population's value orientations;
- finding the balance between the expectations of the volunteers and the needs of the organizers of the volunteering activities and of the beneficiaries of these activities;
- the creation of functional mechanisms for managing the demand and supply of volunteers and facilitating the mobility of volunteers in the European space and outside it;
- the positioning of volunteering as an area of public policies that requires an environment favorable to development, with the preservation of the essential characteristics that define volunteering, namely the non-obligatory character, the non-remuneration of the activity and the public benefit of the volunteering activity.

The identification of these factors and their correlation formed the basis of the development of the volunteer recruitment strategy for a performance football event: the European Football Championship UEFA EURO 2020.

The dropout rate of less than 2% of the total of 909 volunteers accepted for this event is proof that a coherent strategy and in line with people's needs can ensure the success of organizing a sports event.

In the post-event questionnaire, 99.2% of the volunteers answered that they would participate as volunteers in a similar event in the future, which was confirmed in 2023 when Romania organized in Bucharest and Cluj the European Under-21 (U21) Football Championship, and in level of the city of Bucharest, 63% of the volunteers present were volunteers at the event previously hosted in 2021.

In conclusion, I can state that the hypothesis according to which the development of a coherent strategy for recruiting volunteers in sports ensures a sufficient number of candidates, was confirmed, with 2079 candidates for 909 positions at the end.

The second hypothesis, according to which the use of a well-structured interview guide facilitates the identification of suitable candidates for this type of event, is confirmed, with the dropout rate among volunteers during the event being below 2%.





