



VOLUNTEER MOTIVATIONS AND DETERMINANTS OF SUCCESS IN DIG PINK
EVENTS

by

Shannon Mueller
A Project
Submitted to the
Graduate Faculty
of
George Mason University
in Partial Fulfillment of
The Requirements for the Degree
of
Master of Science
Sport and Recreation Studies

Committee:

_____ Chair

_____ Academic Program Coordinator

_____ Academic Program Coordinator

_____ Dean, College of Education and Human
Development

Date: _____ Spring Semester 2013
George Mason University
Fairfax, VA

Volunteer Motivations and Determinants of Success in Dig Pink Events

A project submitted in partial fulfillment of the requirements for the degree of Master of Science at George Mason University

by

Shannon Mueller
Bachelor of Science
James Madison University, 2011

Director: Robert Baker, Associate Professor
School of Recreation, Health, and Tourism

Spring Semester 2013
George Mason University
Fairfax, VA

Copyright: Shannon Mueller
All Rights Reserved

DEDICATION

This is dedicated to The Side-Out Foundation and the work they do to end breast cancer. Thank you for making this year both enjoyable and rewarding! I hope that this work offers both a starting place for global expansion as well as a guide for improving volunteer relationships.

ACKNOWLEDGEMENTS

The author would like to thank her family and friends, the George Mason University faculty and staff, The Side-Out Foundation, and especially her committee members, Dr. Robert Baker, Dr. Pierre Rodgers, and Mr. Craig Esherick.

TABLE OF CONTENTS

	Page
List of Tables	viii
List of Abbreviations	ix
Abstract.....	x
Chapter One - Introduction	1
Introduction	1
The Side-Out Foundation.....	2
Problem Statement	4
Purpose Statement.....	5
Research Questions	7
<i>Question #1</i>	7
<i>Question #2</i>	7
<i>Question #3</i>	7
<i>Question #4</i>	7
<i>Question #5</i>	8
Justification	8
Conclusion.....	9
Chapter Two – Literature Review.....	10
Introduction.....	10
Recruiting and Retaining Volunteers	10
Volunteer Motivation	12
<i>International Volunteering Behavior</i>	13
<i>Youth Volunteer Motivations</i>	14
<i>Sport Volunteer Motivations</i>	15
<i>Cause Related Motivation</i>	17
<i>Socially Related Motivation</i>	18
Conclusion.....	18

Chapter Three - Methodology.....	20
Introduction.....	20
Procedure.....	20
Subjects.....	22
Setting.....	22
Instrument.....	22
Modifications to the VMI.....	23
Informed Consent.....	24
Conclusion.....	24
Chapter Four - Results	25
Introduction.....	25
Survey Sample.....	26
<i>Hypothesis #1</i>	27
<i>Hypothesis #2</i>	30
<i>Hypothesis #3</i>	33
<i>Hypothesis #4</i>	36
<i>Hypothesis #5</i>	39
Additional Results.....	39
<i>Other Factors Influencing/Not Influencing Motivation</i>	39
<i>Side-Out Specific Responses</i>	40
<i>European Market</i>	41
Conclusion.....	43
Chapter Five – Discussion, Conclusion, and Recommendations	44
Introduction.....	44
Key Findings	44
Limitations	47
Discussion	48
Conclusions	48
Recommendations	49
Appendix A – Athlete Questionnaire.....	51
Appendix B – Coach questionnaire	56
References.....	62

LIST OF TABLES

Table	Page
Table 1 – School Representation	26
Table 2 – Job Frequencies.....	27
Table 3 – Group Statistics - Questions 6 & 32	28
Table 4 – Independent Samples Test – Questions 6 & 32	28
Table 5 – Group Statistics - Questions 7 & 32	28
Table 6 – Independent Samples Test – Questions 7 & 32	29
Table 7 – Mean Social and Cause Scores	31
Table 8 – Group Statistics – Type & Question 32	31
Table 9 – Independent Samples Test – Type & 32.....	32
Table 10 – Group Statistics – Type & Question 6.....	33
Table 11 – Independent Samples Test – Type & Question 6	33
Table 12 – Group Statistics – Type & Question 7	34
Table 13 – Independent Samples Test – Type & Question 7	34
Table 14 – Social and Cause Mean in Relation to Question 6.....	35
Table 15 – Social and Cause Mean in Relation to Question 7.....	36
Table 16 – Group Statistics – Questions 9 & 32.....	37
Table 17 – Independent Samples Test – Questions 9 & 32	37
Table 18 – Group Statistics – Questions 11 & 32.....	38
Table 19 – Independent Samples Test – Questions 11 & 32	38
Table 20 – Question 4 Results	40
Table 21 – Question 12 Results	40
Table 22 – Question 13 Results	41
Table 23 – Question 14 Results	41
Table 24 – Question 31 Results	42
Table 25 – Question 31 Results	42

LIST OF ABBREVIATIONS

The Side-Out Foundation..... The SOF
Dig Pink Event..... DPE
Non-Profit OrganizationNPO
Side-Out S-O
Volunteer Motivations Inventory..... VMI
Department of DefenseDoD
Volunteer Functions Inventory VFI

ABSTRACT

VOLUNTEER MOTIVATIONS AND DETERMINANTS OF SUCCESS IN DIG PINK EVENTS

Shannon Mueller, M.S.

George Mason University, 2013

Project Director: Dr. Robert Baker

This study investigates how participants of The Side-Out Foundation's Dig Pink events are motivated and the impact their motivation type has on their individual and team success. Dig Pink events raise funds and awareness for breast cancer research through the sport of volleyball. Players and coaches from two Department of Defense high school volleyball teams participated in the study by completing a modified version of the Volunteer Motivation Inventory (VMI) (Esmond & Dunlap, 2004). Those with a strong connection to breast cancer were more likely to be more cause and socially motivated than those without a personal connection.

CHAPTER ONE - INTRODUCTION

Introduction

Volunteers are vital to the existence of many non-profit organizations (NPOs). NPOs often rely on volunteers for labor and fundraising. Consequently, retention is an important priority (J. Garner & L. Garner, 2011). Volunteers aid organizations by providing needed services for those without a voice. By helping non-profit organizations, volunteers are instrumental in the development of organizations that in turn, benefit society (J. Garner & L. Garner, 2011). Volunteers provide organizational and economic efficiency, bring innovation to organizations by contributing new and fresh ideas and minimize costs involved with free labor (Shin & Kleiner, 2003; Marisafin & Mohamadinejad, 2011).

NPOs face a number of challenges when trying to recruit and retain volunteers. According to Trachtenberg (2006, p. 2) “while many nonprofits depend upon the valuable work that volunteers do, the turnover of volunteers constitutes an ongoing organizational challenge.” The high volunteer turnover rate forces NPOs to maintain their recruitment efforts year-round. If more volunteers are retained, the NPO is able to focus more of its resources on the organization’s mission. Currently, NPOs are experiencing difficulties in recruiting new volunteers. This severely hampers their ability to fulfill their missions (Allison, Okun, & Dutridge, 2002; Burns, Reid, Toncar, Anderson, & Wells, 2008).

The Side-Out Foundation

While numerous NPOs work toward putting an end to breast cancer, The Side-Out Foundation is somewhat unique in that it unites the volleyball community to help fight the disease. The Side-Out Foundation's (SOF) primary mission is to make a difference in the lives of people who have been affected by breast cancer. Through clinical trials, compassionate support services and education, Side-Out (S-O) has made an identifiable difference in the lives of breast cancer patients (J. Matthews, personal communication, 2012).

Rick and Bryant Dunetz established S-O in 2004 in honor of Gloria Dunetz who was, at the time, fighting Stage 4 breast cancer. The foundation unites volleyball players, coaches and parents in the fight against breast cancer (J. Matthews, personal communication, 2012). USA Volleyball, the Volleyball Hall of Fame, and the American Volleyball Coaches Association support the organization. The SOF is a support and advocacy organization and has a Board of Directors and Advisors that includes former professional beach volleyball players, marketing professionals, and coaches.

In 2008, S-O initiated its largest fundraising platform, Dig Pink. Since then, S-O has raised over \$6,000,000 for its cause and reached millions of participants (J. Matthews, personal communication, 2012). The SOF raises funds primarily through donations and relies on volunteers to host and participate in Dig Pink events. Dig Pink events (DPE) take place throughout the high school, middle school, and college volleyball seasons and consist of a team designating a match or tournament as a breast cancer awareness match. Many teams hold fundraisers prior to and during the match.

The majority of S-O funding has gone to two clinical trials that are both focused on a severely underfunded part of breast cancer research, Stage 4. Breast cancer is categorized as Stage 4 once it has metastasized and spread beyond the breast. This is the most advanced stage and there is no cure (American Cancer Society, 2012). These clinical trials are primarily funded through the funds raised by DPE participants. DPE funds also cover the majority of administrative costs recognized by The SOF. Without DPE participants, S-O would not be a sustainable organization and would not be able to continue its valuable breast cancer research and advocacy (J. Matthews, personal communication, 2012).

Side-Out is one of many organizations that work with youth athletes as volunteers to reach their goal. As this particular kind of philanthropy expands, the competition for volunteers among agencies grows. Not only does The SOF face competition for volunteers from other organizations such as the Kay Yow Cancer Fund, it also faces competition from larger organizations that have just begun to realize the potential from the previously untapped volunteer pool of youth athletes. Susan G. Komen's Dig for the Cure campaign is a popular fundraising initiative for many high schools and colleges.

NPOs are increasingly using sport events as a means to generate funds and raise awareness because of the opportunity to engage in two meaningful activities simultaneously (Wood, Snelgrove, & Danylchuk, 2010). With a limited number of matches in a season, the competition among organizations to win over each school becomes intense. The SOF is competing against long established organizations with a

wide reach and millions of dollars at their disposal. Therefore, the need to better understand DPE participants as well as potential participants' motives is essential.

As an intern at S-O, the researcher has a unique perspective on what the organization does with the funds raised and just how vital participants are to the future of the organization. The organization is looking to expand into Europe and Asia and to create lasting, mutually beneficial relationships with volunteers.

Problem Statement

An Australian study found that participation trends point to a steady decline in volunteering (Cuskelly, Taylor, Hoye, & Darcy, 2006). This fact was most notable when looking at the length of a volunteer's career and the median number of hours volunteered per participant (Cuskelly et al., 2006). Volunteers are the most important group of customers for an NPO because the demand for services is great, but the supply of volunteers is scarce (Wright, Larsen, & Higgs, 1995; Karl, Peluchette, & Hall, 2008). Currently, over 2.6 million people are living with breast cancer and over 40,000 people will die this year from the disease (American Cancer Society, 2012). The ratio of those who need help from organizations like The SOF, and the amount of available volunteers, is vastly disproportionate.

Some researchers have found that the number of available volunteers has plateaued (Bussell & Forbes, 2002). Others have stated that there is a steady decline in the number of volunteers who serve for a long period of time for any particular organization (Al-Mutawa & Ali, 2012). This comes after a time when the pool of volunteers was continuously rising. During this period, the number of volunteer agencies

also rose (Bussell & Forbes, 2002). Since the cessation of volunteer growth, the competition among volunteer organizations has increased substantially.

The SOF is at a disadvantage when it comes to volunteer retention due to the participants' ages. Currently, the retention rate for volunteers aged 16 to 19 years is almost 20% lower than the retention rate for volunteers over 35 years of age (Cuskelly, 2004). Due to the high likelihood that the participant will only be with S-O for a short period of time, it is especially important that S-O knows which volunteers are likely to be the most successful.

S-O needs to better understand what their participants are looking to achieve by being a part of a DPE. In order to understand their needs, DPE participant motivations must be studied. If a connection between how a player is motivated and the likelihood of S-O retaining them as a participant is found, it would give an advantage to the organization. The inability to distinguish which volunteers will be successful limits The SOF from managing its resources effectively.

Purpose Statement

The purpose of this study is to determine if volunteer retention, the amount of resources given, and participant satisfaction are affected or determined by the type of motivation the volunteer is driven by. If the volunteer's success (success, for the purposes of this paper, involves fundraising as an individual, and/or putting a great deal of effort into the event) can be attributed to their motivation for participation, S-O will be able to target those participants who are most likely to give the most back to the organization.

This research will also investigate what impact team and player/coach dynamics have on participant success.

Previous research on volunteer motivation and retention agrees on this concept; continuous volunteer involvement comes from matching individuals' anticipations with NPOs that have similar expectations and motivations (Karr & Meijs, 2006). Fitting an organization's reward system with the participants of the organization's event will help accomplish this goal. In order for S-O to know how to reward its participants, it is important to understand why they are participating in the first place. This study will allow the foundation to better understand the participant's anticipations.

Breast cancer affects the lives of millions of people. Not only are the individuals who have the disease impacted, but their friends, families, and communities are as well. Due to the large number of people who have a connection to the disease, The SOF has been able to spread to every state in the country, to a handful of schools in Canada, and is now looking to expand further into Europe and Asia. In order to spread the mission of The SOF, it is important to explore opportunities in attracting and retaining participants in other parts of the world. This research intends to identify the motivations of DPE participants in Europe, specifically in Germany.

Knowing what motivates the participants in Germany will enable S-O to be more successful in their initial attempts to become a global organization. Understanding what is driving the participants to either be successful or unsuccessful in their fundraising initiatives, as well as understanding how they feel about the foundation as a whole, will allow S-O to mold how they market themselves in European countries.

The SOF is anticipating two outcomes from this research:

1. To better understand the market for DPE participants in European countries.
2. To understand what kind of teams/participants are most likely to be successful.

Research Questions

The five research questions listed below were developed to provide useful information for The SOF.

Question #1

How does the type of motivation a person experiences affect whether or not they would like to participate in future DPEs? In other words, what impact does volunteer motivation have on retention?

Question #2

What is the difference in volunteer behavior between participants who have a connection to breast cancer and those who do not?

Question #3

What impact does a participant's connection to breast cancer have on the amount of effort they put into an event and the way in which a participant is motivated?

Question #4

What effect does the type of motivation a participant experiences have on the amount of effort they put into the event?

Question #5

To what degree will the desire to not let a coach or teammate down motivate a participant?

Justification

Researchers have agreed that successful strategies for retaining volunteers depend upon improved recruiting and motivating strategies (Dolnicar & Randle, 2007; Ellis, 1996; Trachtenberg, 2006). S-O is already at a disadvantage due to the limited time people are likely to participate. On average a player who participates in a DPE will participate for 3 years (J. Matthews, personal communication, 2012). In order to maximize the money raised, as well as the time spent educating their community and fundraising, S-O needs to better understand what is motivating people to participate. In particular, the coaches who have final say over whether their team participates or not, and the actual players who do the majority of the fundraising.

Side-Out has been able to successfully attract volunteers in the United States but has had little success overseas. This research aims at understanding how The SOF can gain a strong foothold in Europe and/or Asia. Success in other areas of the world would expand the pool of DPE participants exponentially. As the volunteer base continues to age (Shannon, 2009), the importance of engaging youth volunteers is necessary for NPOs who are competing for volunteer's resources.

Organizations have thus far failed to use volunteer management techniques to improve motivation and satisfaction, and enhance volunteer retention (Cuskelly, 2004; Galindo-Kuhn, & Guzley, 2011; Al-Mutawa & Ali, 2012). This research intends to give

The SOF direction as to how the organization should alter their management practices to improve volunteer retention.

In order for a productive relationship between The SOF and DPE participants, volunteers must be recruited on the basis of their motivations and interests. To identify which type of player/team to recruit, it is first important to understand which is more likely to give the most back to S-O. Without participants hosting successful DPEs, the foundation will no longer be able to make a positive change in the lives of breast cancer patients.

Although there is undeniably a core group of long-serving volunteers, there are fewer new volunteers coming forward to replace the ones who have left (Smith, 1998). Due to this decline in new volunteers, S-O must conduct research which will inform them of factors which may be used to determine the likeliness of success a participant will have. If success can be attributed to factors such as how an individual is motivated, or a team's win/loss record, organizations will be able to target players and coaches with those specific qualities.

Conclusion

In the next section, the researcher will examine the recent literature on volunteer motivation, attracting volunteers, volunteer retention, and international volunteer behaviors. Specifically, two types of motivation will be addressed: cause motivation and social motivation. Chapters two, three, four and five will cover related literature, the methodology of this study, the collected data and the results of the study.

CHAPTER TWO – LITERATURE REVIEW

Introduction

The researcher intends to better understand what motivates DPE participants in Europe, and whether the type of motivation they feel is a determinant of their success. In order for this study to give the most useful information to The Side-Out Foundation, the recent literature on volunteer motivation, international volunteer behaviors, youth volunteers, and volunteers in sport was examined. This information will be discussed in this section. Esmond and Dunlap (2004, p. 6) stated “understanding the underlying motivational drives of those who volunteer has been a recurring theme preoccupying much of the literature on motivation.” Knowing volunteers’ motivations is a complex task, yet incredibly valuable. The following literature was examined to better understand what drives people to participate in volunteer activities.

Recruiting and Retaining Volunteers

Many NPOs are understaffed and overtaxed with tasks, spending much of their time fixing existing problems rather than finding solutions to avoid issues in the future (Farmer & Fedor, 1999). Instead of trying to find a way to bring teams who stopped participating in DPE back to the organization, The SOF should focus on recruiting volunteers who are more likely to stay with the organization for a longer period of time.

NPOs are challenged to find ways to generate enough donations to remain financially solvent and continue providing their services to those affected by breast

cancer (Trachtenberg, 2006). Understanding who to recruit in the first place, as well as which volunteers the organization should spend valuable resources on, will allow The SOF to use its resources in a more fiscally responsible manner.

The issue of volunteer retention is growing at an alarming rate (Ralston, Lumsdon & Downward, 2005). Volunteer retention studies have found factors such as feeling alone during volunteer work, a need for increased attention and training, not having the necessary skills, and not knowing other volunteers to be barriers for participation or reasons why a participant stopped volunteering (Ralston et. al., 2005; Skoglund, 2006; Trachtenberg, 2006). The SOF is somewhat unique in that none of these factors are an issue. The players work as a team and therefore know everyone they are working with and have no reason to feel alone. The events can also be anything the participants choose them to be, this free reign means little to no formal training or previous experience is required.

Brown (1999) found that even a volunteer who seems incredibly dedicated to the cause may be vulnerable to leaving if they are not motivated to continue participation in a meaningful way (Trachtenberg, 2006). What attracts volunteers to an NPO may not necessarily be what sustains them (Bussell & Forbes, 2002; Karl et al., 2008). Understanding that volunteer's motivations may change over time is important.

Evidence has shown that it costs at least five times more to bring in new volunteers than to work on keeping the participants who have already participated (Mitchell & Taylor, 2004). Understanding volunteer motivations will remain an important aspect of NPO's operations due to the importance placed on their efforts.

Volunteer Motivation

In order to attract and retain volunteers, it is important to S-O to know why they are willing to give up their time and money to participate in a DPE. Volunteers who are eager to participate in events are typically those who are most effective in fundraising; these people must be kept in mind when developing strategies that support motivation and retention (Trachtenberg, 2006).

Volunteers have many reasons why they give up their time to help an organization. Studies have been conducted to investigate those motivations (Cnaan & Goldberg-Glen, 1991). A study found that recognizing what a volunteer's participation has done for the organization (and in turn, the cause) can also be a motivating factor on its own (Trachtenberg, 2006).

Boezeman and Ellemers (2008) found that the NPOs would be more successful if the volunteers believed the work they were doing was important and impactful. Thinking of their work as important led to volunteers having pride in their work and respect for the organization (J. Garner & L. Garner, 2011). The stronger the commitment a volunteer has towards the organization, the more likely they are to continue volunteering (Tschirhart, Mesch, Perry, Miller, & Lee, 2001). Bouchet and Lehe (2010) found budget, marketing, volunteer recruitment and retention, and fundraising to be major concerns for sport organizations. Among these concerns volunteer retention was found to be of most importance.

Organizational commitment has been linked to volunteers feeling as though they have a voice (Kassing, 2000; J. Garner & L. Garner, 2011). NPO sustainability is dependent on the goodness of fit between participant's motivations, and the

organization's way of rewarding volunteers for their efforts (Karr & Meijs, 2003). The SOF currently offers both tangible and intangible rewards. Tangible awards include trophies, plaques, certificates, and scholarships. Intangible rewards given to participants include public recognition, titles, and the lasting impact S-O's research has on the breast cancer community. Knowing what motivates participants will allow S-O to tailor the awards to best match individual participants' needs.

In a study conducted by Bailey and Barron (2008), a volunteering agency was found to be successful as a result of the organization allowing student ownership and control while maintaining a fun and flexible volunteering environment. The SOF is set up in a similar manner; participants have the option of making the event anything they would like it to be and are able to fundraise in any way they choose. Allowing such creativity gives the participants the flexibility many volunteers look for in an NPO.

The present study will focus on two types of motivation: cause motivation and social motivation. Cause motivation focuses on those who are motivated to participate in DPE because of The SOF's mission to end breast cancer. Those who are socially motivated participate as a result of the opportunity to interact with others and be viewed by their peers differently.

International Volunteering Behavior

When examining the international volunteer market, Haddad (2006) found that different types of NPOs were found in different countries. The study found volunteer participation to be a result of their attitudes toward governmental and individual responsibility for solving social problems (Haddad, 2006). Studies comparing civil

society have consistently ranked the United States at the top for volunteer participation in advanced democracies. Japan is at the bottom of the list while European countries occupy the middle (Haddad, 2006). The size and scope of an NPO's structure as well as the amount and type of volunteering is determined by cultural and political contexts (Curtis et al., 1992; Hodgkinson, 2003; Ruiter & De Graaf, 2006; Salamon & Anheier, 1998).

In a study comparing motivations among volunteers from different youth sport organizations and events, volunteers working at international events were found to display higher motivations than those at national and local organizations (Kim, Zhang, & Connaughton, 2010). As an organization looking into expansion, The SOF may benefit from marketing themselves heavily as a global agency.

As previously discussed, the number of NPOs operating has continued to rise. World-wide, this trend has continued and can be attributed to a number of factors including the shift of responsibility for services previously provided by government agencies to NPOs (Kingfisher, 2002; Randle & Dolnicar, 2009). Understanding the government's relationship with NPOs and the services they provide their citizens is important for organizations looking to break into other countries.

Youth Volunteer Motivations

The top volunteer activity among youth ages 16 to 19 in the United States is fundraising (Shannon, 2009). Youth also get involved in volunteering for the 'feel-good' feeling they get as a result (Locke & Rowe, 2006; Shannon, 2009), as well as a concern over social issues, for mutual support, and to have fun (Smith, 1998; Gaskin, 1998; Roker & Eden, 2002; Shannon, 2009).

Finkelstein (2008) found that adult volunteers contribute the equivalent of 9 million full-time employees who, if not volunteering, would cost agencies an approximate \$239 million (Al-Mutawa & Ali, 2012). While youth volunteers may not be valued the same as adults, their contributions should not be diminished.

Smith (1994) found employment status to be a predictor of volunteer behavior. Youth who worked part time were found more likely to volunteer than those without a job or those who worked full time jobs. This is interesting considering many have cited a lack of time as a barrier to volunteering for youth (Smith, 1994).

Youth are an under-represented age group in volunteering (Hankinson & Rochester, 2005; Shields, 2009). This group tends to be less loyal to any one organization and is more selective about the organization they become involved with compared to other age groups (Shields, 2009). Young volunteers also expect some personal benefit from volunteering their time (Rehberg, 2005). Chappell and Prince (1997) found young adults to be more likely to volunteer as a means to benefit their own self-interests and concern for their own personal advancement. Knowing the differences between youth volunteers and adult volunteers will allow NPOs to better market their mission towards youth.

Sport Volunteer Motivations

This research is focused on finding results useful for an organization that utilizes sport. Therefore it is important to investigate the available research in this area. Bang and Chelladurai (2009) found six components of sport volunteerism while studying volunteers at the 2002 FIFA World Cup:

1. Expression of Values
2. Patriotism
3. Interpersonal Contacts
4. Personal Growth
5. Career Orientation
6. Extrinsic Rewards

For DPE participants, patriotism may relate to team or school pride, interpersonal contacts could be how a person is motivated socially, and career orientation relates to how a player is viewed by their coach (boss) and fellow players (coworkers). Extrinsic rewards for DPE would be anything tangible the participants receive as a result of participating. Common extrinsic rewards for participation include pink jerseys and equipment. When extrinsic rewards are the primary source of motivation, players lose sight of the cause.

Volunteering is a way of expressing oneself and therefore motivations should be considered unique to each individual. Each person may experience multiple kinds of motivation for any single event. This study focuses on the amount that each participant is motivated by the cause as well as the amount they are motivated socially.

Sergent and Sedlacek (1990) found that identifying specific volunteer motivations (at sporting events) will provide information on their satisfaction with the event as well as their intention to volunteer at future sporting events. Understanding DPE participants' motives may lead to S-O having the ability to predict retention trends as well as the possibility for success. Farrell, Johnston, and Twynam (1998) found that when those who

volunteer in sporting events feel satisfied and as through their motivational needs are met, then they would likely come back to volunteer in future events.

Cause Related Motivation

Many DPE volunteers have stated that they have chosen to participate in an event because they want to honor someone who has breast cancer, someone who had it in the past, or a person they knew who died as a result of the disease (J. Mathews, personal communication, 2012). Being motivated by the desire to put an end to breast cancer is what drove the founders of this organization to create it in the first place. As such, it would be ideal that each participant's motivation was as equally altruistic.

Comparable in research to Bang and Chelladurai (2009), Nalapat and Parker (2005) found volunteers to be motivated in different ways. Cause-serving motivation is based on people giving their resources to the organization in order to meet a defined goal (Farrell, Johnson & Twynam, 1998). In this study, cause-serving participants are those who are motivated more by the organization's mission to end breast cancer than any other motivating factor. However, if a participant is more motivated by the cause, they may still be hoping to receive something in exchange for their efforts.

The concept of volunteering because a family member is benefiting from the organization has been supported by studies in both the United States and the United Kingdom (Bussell & Forbes, 2002). It is possible that DPE participants are volunteering their resources in the hopes that someone they know may benefit from one of the many rewards The SOF gives to society. Knowing what drives participants to get involved will help Side-Out market to their particular interests.

Socially Related Motivation

Many volunteers, youth perhaps more than adults, are motivated by social factors. According to Karr and Meijs (2006) “social motivations respond to a volunteer’s need to behave in ways that are expected or desired by significant others, peer groups, or friends” (p. 159). Research has found that not only do volunteers act on altruistic motives; they also tend to act on egotistical motives as well (Cnaan & Goldberg-Glen, 1991). Their findings show that many NPOs see a sense of belonging, the desire for affiliation, a way of expanding a person’s social circle, and growing self-esteem as important motivators for their volunteers (Cnaan & Goldberg-Glen, 1991).

Esmond and Dunlap (2004) studied volunteer motivations as they relate to age when developing the Volunteer Motivation Inventory. This study found social needs, personal growth and recognition to be more important for younger volunteers than older, adult volunteers. Peterson (2004) found older volunteers to be motivated by social responsibility while younger volunteers enjoy the recognition gained as a result of participation (Shields, 2009).

This study combined two scales found by Dunlap and Esmond (2004) to motivate volunteers; social and social interaction. The social scale involves people volunteering as a result of how their peer group’s values (Clary, Snyder, & Ridge, 1992). The social interaction scale is where an individual volunteers because of the opportunity to interact with others and to build social networks (Esmond & Dunlap, 2004).

Conclusion

Research shows that youth between the ages of 15 and 24 have different volunteer experiences compared to adults (Drake & Smith, 2004; Gaskin, 2004; Hall et al., 2006;

Shannon, 2009). As such, there is a need for further volunteer motivation research in the area of youth athletes. Any information on philanthropic organizations that interact with youth athletes will make an identifiable difference for NPOs. There is a gap in available research; studies tend to be either sport-organization specific, or cause-organization specific. In other words, studies focus on volunteers who work with organizations such as youth sport teams or they focus on those who volunteer for NPOs like the American Cancer Society. The Side-Out Foundation is a hybrid of the two, using those involved in sports to further its non-sport related mission. While The SOF offers a number of services to volleyball players and teams, the sport does not directly benefit from participation in DPE.

The literature discussed above has shaped the methodology used in this study. The importance of understanding what volunteers are looking for out of an NPO has a clear connection to the likeliness that a participant will be committed to a particular organization and their cause. Previous studies have stressed the importance of understanding how to interact with volunteers in order to ensure they continue supporting the organization.

The available research on volunteer retention stresses the need for organizations to know what motivates their volunteers, as well as what they are looking to get out of the experience. While this need has been made clear by numerous studies, little research has been conducted which can be generalized across all NPOs working with youth athletes. This study intends to better understand this segment of volunteers so that these organizations will be able to efficiently recruit and retain volunteers.

CHAPTER THREE - METHODOLOGY

Introduction

Volunteer research shows that researchers have utilized both quantitative and qualitative research methods, choosing which method is most appropriate is decided by the research questions (Tashakkori & Teddlie, 2003; Ali-Mutawa & Ali, 2012). This study deals with both opinions as well as descriptive data, therefore a mixed-methods design was chosen. Hypotheses have been developed to test the five research questions developed for this study.

In order to answer these questions in a manner that would provide the most useful information to The Side-Out Foundation, the researcher chose to select a population of American athletes and coaches living in Germany. This allowed the researcher to study athletes in another country without encountering language or cultural barriers. The participants of this study are all either on, or the coach of, a Department of Defense (DoD) high school volleyball team.

Procedure

The researcher determined DoD schools to be most ideal for this study due to a number of factors. S-O is looking to expand. Before doing this S-O, would like to know what motivates the volunteers in that area. As discussed in Chapter 2, volunteer behaviors differ from country to country. The choice to use schools that are geographically in another country, yet politically still part of the United States, was due to how The SOF's

donation system is set up. In order to accept donations from other countries, the organization would have to pay fees and set up bank accounts for international currencies. This was not something the organization wanted to do prior to understanding the volunteer population of that area. Another reason for selecting DoD schools is the ease of communication. As the first study of its kind, the researcher wanted to be sure that comments and responses made by participants were correctly understood and related and that language was not a barrier.

After making the decision to work with DoD schools, an email was sent to all DoD high schools in Europe and Asia that have school volleyball teams asking if they would be willing to both host an event and participate in a research study. The emails were sent to the school principal, the athletic director, and the school volleyball coach. Four of the thirty-three schools emailed responded saying that they would like to hold a DPE and be a part of the research study. Each of the four schools are located in Germany. The coaches who chose to have their teams participate were then sent a package containing adult consent forms, parental/guardian consent forms, assent forms, questionnaires for both the coach and each member of the team, as well as directions explaining how to hand out the forms to each player and parent as well as how to complete the questionnaire themselves. The coaches were responsible for administering the questionnaires, collecting the data and returning them to the researcher.

Only two of the four schools that were sent questionnaires returned completed questionnaires back to the researcher. The data from these two schools was analyzed

using SPSS software. All four of the schools held DPE's, however it is unclear why two schools did not send completed questionnaires to the researcher.

Subjects

The subjects of this study are coaches and players on DoD high school volleyball teams in Europe. The two participating schools have been given code names, School A and School B, in order to protect the identity of the minors participating in this study.

Setting

The setting for this study is the DoD high school where the participating team attended or worked. The questionnaires were administered within a month of the DPE.

Instrument

The Volunteer Motivations Inventory (VMI) was developed in 2004 by Esmond and Dunlap after testing, reviewing, and revising the inventory a number of times. A modified version of this instrument will be utilized in this study. The initial VMI (McEwin & Jacobsen-D'Arcy, 1992) and the Volunteer Functions Inventory (VFI) (Clary, Snyder, & Ridge, 1992) were revised to make the VMI more appropriate for studying a volunteer's motivations across various populations (Bailey & Baron, 2008). The VMI used by the researcher consisted of between thirty and thirty-three Likert scale questions as well as open-ended questions.

The VMI was developed to measure ten subscales; values, career development, personal growth, recognition, self-esteem, social interaction, reactivity, government, religion, and reciprocity. Dunlap and Esmond (2004) found few significant differences

between demographic groups in terms of motivation. Due to this finding, little demographic information was collected from the participants.

Motivation has been found to be a major construct in volunteer research (Esmond & Dunlap, 2004; Bruyere & Rappe, 2007; Al-Mutawa & Ali, 2012). The information provided by the VMI has more attributes related to an NPO's management practices when compared to other instruments, and therefore is expected to have wider acceptance and lead to more reliable results (Al-Mutawa & Ali, 2012).

Modifications to the VMI

The VMI has been modified and shortened so that the results will be more specific to those working with youth athletes as volunteers. Questions were also added for the benefit of The SOF. These questions will aid S-O in tailoring its procedures for dealing with participants. In order to better understand both groups of people who commonly participate in DPE, two versions of the questionnaire were created; one for athletes, and one for coaches.

The reason behind altering several questions on Esmond and Dunlap's (2004) version of the VMI was to make the questions more appropriate for youth participants. Also, volunteering as a result of the organization's cause was not included in the instruments' scales. Questions regarding employment and religion were removed from the inventory. In order to accurately measure how the participants are motivated by The SOF's mission, questions were altered. These questions aim to better understand the participant's relationship with breast cancer, how much time they put into the DPE, how much money they raised as an individual, whether or not they intend to participate in the

future, and what their opinion of The Side-Out Foundation is. These changes were necessary so that the results can more accurately inform S-O on how it should update its participant relations practices. The questionnaire containing the modified VMI questions as well as those added by the researcher are located in the appendix.

Informed Consent

Informed consent was obtained through a consent form for the adult coaches and both an assent and parental consent form for the minors. The parental consent form, adult consent form, and minor assent forms were attached to the athlete questionnaires. Only those questionnaires with completed consent and assent forms were sent to the researcher for analysis. Contact information for the researcher as well as information regarding the intent of this study was included in the consent forms. The procedures for data collection, as well as the consent forms used, were approved by George Mason University's Human Subjects Research Board and found to have no potential risks or benefits to the participants.

Conclusion

This study was designed to best answer the research questions listed in Chapter 1. Descriptive statistics were used to analyze and interpret the data obtained by the researcher. The results of the data analysis are shown in tables as well as discussed in the following chapter.

CHAPTER FOUR - RESULTS

Introduction

The results of this study are based on qualitative and quantitative data gathered through the administration of a questionnaire. This study was limited due to poor response rates. The generalizability of this study would have been enhanced had a larger number of participants chosen to participate. Regardless of a small response rate, valuable information was gained as a result of this study. This information will help S-O better understand what is motivating DPE participants and will allow the organization to enhance the strategies for attraction, as well as for retention of the already existing volunteer base.

This section will both show the results in a table format and explain what these findings mean. Chapter 5 will go into more detail about the results and the implications they may have on The SOF and other similar organizations. The researcher's goal was to answer five research questions: (1) How does the type of motivation a person experiences effect whether or not they would like to participate in future DPE? (2) What is the difference in volunteer behavior between participants who have a connection to breast cancer and those who do not? (3) What impact does a participant's connection to breast cancer have on the amount of effort they put into an event and the way in which a participant is motivated? (4) What effect does the type of motivation a participant experiences have on the amount of effort they put into the event? (5) To what degree will

the desire to not let a coach or teammate down motivate a participant? These research questions led to five hypotheses:

H₁: If the participant has a connection to the disease through a friend or relative, then they will be more likely to report putting a great deal of effort into fundraising.

H₂: If a participant is motivated by the cause more than social factors, then they will be more likely to report putting a great deal of effort into fundraising.

H₃: Those who report having a connection to the disease will be more likely to report being more cause motivated than socially motivated.

H₄: Participants who report putting a great deal of effort into fundraising for the event are more likely to report not wanting to upset their teammates or coach as a reason for participation than those who did not put a lot of effort into the event.

H₅: Participants who are primarily cause motivated will be more likely to report a desire to participate in future DPE.

Survey Sample

The total amount of completed questionnaires returned by participating DoD schools was 24. These questionnaires were from both coaches (n=3) and athletes (n=21) from two different schools in Germany. The majority of the participants in this study were female (n=23).

Table 1: School Representation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	School A	12	50.0	50.0	50.0
	School B	12	50.0	50.0	100.0
	Total	24	100.0	100.0	

Table 2: Job Frequencies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Athlete	21	87.5	87.5	87.5
	Coach	3	12.5	12.5	100.0
	Total	24	100.0	100.0	

As illustrated in both Table 1 and Table 2, the sample size was very small in terms of both the number of schools who participated, as well as the number of coaches and players who took part.

Hypothesis #1

The researcher's first hypothesis was meant to measure what impact a player's connection to breast cancer would have on their fundraising efforts. In order to test this hypothesis, the participant's responses to questions six and seven were used as independent variables and used to group the participants. Once grouped, their responses to question thirty-two were reviewed and compared using an independent t-test.

Question 6: Someone in my immediate family has/had breast cancer.

Question 7: I knew someone who passed away from breast cancer.

Question 32: I put a great deal of effort into fundraising for this event.

Table 3: Group Statistics – Questions 6 & 32

Q6		N	Mean	Std. Deviation	Std. Error Mean
Q32	Yes	7	3.00	1.528	.577
	No	14	3.29	1.069	.286

Table 4: Independent Samples Test – Questions 6 & 32

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Q32	Equal variances assumed	.631	.437	-.501	19	.622	-.286	.570	-1.480	.908
	Equal variances not assumed			-.444	9.048	.668	-.286	.644	-1.742	1.170

Table 5: Group Statistics – Questions 7 & 32

Q7		N	Mean	Std. Deviation	Std. Error Mean
Q32	Yes	5	3.80	1.304	.583
	No	16	3.00	1.155	.289

Table 6: Independent Samples Test – Questions 7 & 32

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Q32	Equal variances assumed	.216	.648	1.315	19	.204	.800	.608	-.474	2.074
	Equal variances not assumed			1.230	6.103	.264	.800	.651	-.786	2.386

An independent samples t-test was calculated comparing the amount of effort put into the event by those who reported having someone in their immediate family who has or had breast cancer and those who did not. No significant difference was found ($t(19) = -.501, p > .05$). The mean of those with a connection ($m = 3.00, sd = 1.53$) was not significantly different from the mean of those without ($m = 3.29, sd = 1.07$). Another independent samples t-test was conducted in order to see the impact knowing someone who passed away from breast cancer has on the amount of effort a participant puts into a DPE. Again, no significant difference was found ($t(19) = 1.315, p > .05$). The mean amount of effort put into the event by those who reported knowing someone who passed away from breast cancer ($m = 3.80, sd = 1.304$) was higher than those who did not ($m = 3.00, sd = 1.155$).

As shown by Table 3, those who reported having someone in their immediate family who has or had breast cancer (n=7) were found to have a lower response to Question thirty-two (3.00) than participants who answered that they did not (3.29).

Table 5 shows the group statistics for Question 7. Those who reported knowing someone who has passed away from breast cancer (n=5) were compared to those who reported not knowing a person who has died from breast cancer (n=16). Those who have known someone who has passed away from breast cancer (3.80) were more likely to report putting a great deal of effort into fundraising than those who did not (3.00).

Hypothesis #2

The researcher's second hypothesis was designed to study the differences in the amount of effort put into fundraising between participants who are more socially motivated, and participants who are more cause motivated. In order to determine whether a participant was more cause or more socially motivated, their responses to specific questions were studied. Questions 1, 2, 9, 18, 20, and 21 were focused on the level of social/ego motivation a participant experienced. Questions 3, 5, 15, 16, and 28 focused on cause motivation. Participant's mean scores were calculated for both the cause and the socially motivated questions. Once this was complete, those who were more socially motivated (n=2) were compared to those who were more cause motivated (n=22) in terms of the level of effort they reported putting into fundraising for the event.

Table 7: Mean Social and Cause Scores

Number	Social Mean	Cause Mean
1	3.5000	4.6000
2	3.5000	5.0000
3	2.6667	3.6000
4	3.8000	4.4000
5	4.1667	4.4000
6	3.5000	3.2000
7	4.0000	4.2000
8	4.0000	3.6000
9	3.5000	3.8000
10	3.0000	3.6000
11	4.3333	4.4000
12	2.0000	3.6000
13	2.6667	4.2000
14	2.6667	4.0000
15	2.0000	3.8000
16	2.3333	3.2000
17	2.6667	3.8000
18	2.1667	3.0000
19	2.0000	3.4000
20	3.6667	4.4000
21	2.8333	3.4000
22	2.3333	4.2000
23	2.0000	4.2000
24	2.1667	3.4000
Total	2.9778	3.8917

Table 8: Group Statistics – Type & Question 32

Type	N	Mean	Std. Deviation	Std. Error Mean
Q32 More Socially Motivated	2	4.00	.000	.000
More Cause Motivated	19	3.11	1.243	.285

Table 9: Independent Samples Test – Type & Question 32

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Q32 Equal variances assumed	3.590	.073	.995	19	.332	.895	.899	-.987	2.776
Equal variances not assumed			3.139	18.000	.006	.895	.285	.296	1.494

An independent samples t-test was calculated to compare the amount of effort put into the event by those who were more cause motivated and those who are more socially motivated.. No significant difference was found ($t(19) = .995, p > .05$). The mean of those with a connection ($m = 4.00, sd = 0.00$) was not significantly different from the mean of those without ($m = 3.11, sd = 1.24$).

Only two participants were found to be more socially motivated than cause motivated. These individuals were more likely to report having put a great deal of effort into fundraising. The average response for Question 32 across all players was 3.19 (between Undecided and Agree) whereas the average response by those more socially motivated than cause motivated was 4.00 (Agree). Participants who were more cause motivated had a mean score of 3.11 (between Undecided and Agree). In this sample,

those who are more socially motivated had a higher mean score for effort than those who were more cause motivated.

Hypothesis #3

This hypothesis was designed to investigate whether a person's connection to breast cancer could be used as a way to determine how they would be motivated. Again, both Question 6 and 7 were used to identify individuals with a connection to breast cancer.

Table 10: Group Statistics – Type & Question 6

Q6		N	Mean	Std. Deviation	Std. Error Mean
Type	Yes	8	2.0000	.00000	.00000
	No	16	1.8750	.34157	.08539

Table 11: Independent Samples Test – Type & Question 6

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Type	Equal variances assumed	5.704	.026	1.024	22	.317	.12500	.12213	-.12827	.37827
	Equal variances not assumed			1.464	15.000	.164	.12500	.08539	-.05701	.30701

Table 12: Group Statistics – Type & Question 7

Q7		N	Mean	Std. Deviation	Std. Error Mean
Type	Yes	8	2.0000	.00000	.00000
	No	16	1.8750	.34157	.08539

Table 13: Independent Samples Test – Type & Question 7

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Type	Equal variances assumed	5.704	.026	1.024	22	.317	.12500	.12213	-.12827	.37827
	Equal variances not assumed			1.464	15.000	.164	.12500	.08539	-.05701	.30701

An independent samples t-test was calculated comparing a participant's type of motivation and those with someone in their immediate family who has or had breast cancer. A significant difference was found between the two groups ($t(15) = 1.464$, $p < .05$). The mean of those who have a family member with breast cancer ($m = 2.00$, $sd = 0.00$) is significantly different than the mean for those who do not have a family member who has or had breast cancer ($m = 1.88$, $sd = 0.34$). Identical results were found by

another independent t-test that compared type of motivation and knowing someone who has passed away from breast cancer. In other words, those with a connection to breast cancer were significantly more likely to be cause motivated than socially motivated.

Table 14 shows the average social and cause motivation scores for those who said that someone in their immediate family has/had breast cancer (n=8) and for those who reported not having a familiar connection (n=16). Cause motivation was higher for both groups; however those with a connection had higher social as well as cause motivation. Also, those without a connection had lower than average motivation for both categories.

Table 14: Social and Cause Mean in Relation to Question 6

Q6		Social Mean	Cause Mean
Yes	Mean	3.1000	4.0750
	Std. Deviation	.91322	.62278
	N	8	8
No	Mean	2.9167	3.8000
	Std. Deviation	.72776	.43818
	N	16	16
Total	Mean	2.9778	3.8917
	Std. Deviation	.77912	.51068
	N	24	24

Table 15: Social and Cause Mean in Relation to Question 7

Q7		Social Mean	Cause Mean
Yes	Mean	3.1417	4.2500
	Std. Deviation	.78493	.47509
	N	8	8
No	Mean	2.8958	3.7125
	Std. Deviation	.78852	.43799
	N	16	16
Total	Mean	2.9778	3.8917
	Std. Deviation	.77912	.51068
	N	24	24

Table 15 shows similar results among those who have known someone who has passed away as a result of the disease and those who have not. Both cause and social motivation are higher for those who have known someone who passed away from breast cancer. Those who do not have the same connection had lower than average cause and social motivation.

Hypothesis #4

Hypothesis #4 tests whether participants who reported that they participated because they did not want to let their coach or teammates down are more likely to report

putting a great deal of effort into fundraising. Questions 9, 11, and 32 were used to test this hypothesis.

Table 16: Group Statistics – Questions 9 & 32

Team – Question 9		N	Mean	Std. Deviation	Std. Error Mean
Q32	Disagree or Strongly Disagree	11	2.45	.820	.247
	Agree or Strongly Agree	9	3.89	1.054	.351

Table 17: Independent Samples Test–Questions 9 & 32

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Q32	Equal variances assumed	.365	.553	-3.426	18	.003	-1.434	.419	-2.314	-.555
	Equal variances not assumed			-3.338	14.954	.005	-1.434	.430	-2.350	-.518

An independent samples t-test was calculated to compare participants' desire to not let their team down and the amount of effort put into the event. No significant difference was found ($t(18) = -3.426, p > .05$). The mean of those who reported participating in order to not let their team down ($m = 3.89, sd = 1.054$) was not

significantly different than those who were not motivated by this factor ($m = 2.45$, $sd = .247$).

Table 18: Group Statistics – Questions 11 & 32

Coach – Question 11		N	Mean	Std. Deviation	Std. Error Mean
Q32	Disagree or Strongly Disagree	18	3.22	1.263	.298
	Agree or Strongly Disagree	3	3.00	1.000	.577

Table 19: Independent Samples Test – Questions 11 & 32

	Levene's Test for Equality of Variances	t-test for Equality of Means								
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Q32	Equal variances assumed	.899	.355	.288	19	.777	.222	.772	-1.393	1.838
	Equal variances not assumed			.342	3.178	.754	.222	.650	-1.781	2.225

An independent samples t-test was calculated to compare the amount of effort put into the event by those who were motivated by the desire to not let their coach down and those who were not. No significant difference was found ($t(19) = .228$, $p > .05$). The mean of those who agreed or strongly agreed that they participated in order to not let their

coach down ($m = 3.00$, $sd = 1.00$) was not significantly different from the mean of those who disagreed or strongly disagreed ($m = 3.22$, $sd = 1.26$).

Hypothesis #5

Hypothesis #5 was designed to investigate whether the type of motivation a person experiences is related to their desires to participate in future DPE. Every participant ($n=24$) reported that they would either yes, participate next year, they would possibly participate depending on unrelated events (where they moved to, if their next school would participate, etc.) or no, they would not participate because they are a senior and will no longer be playing volleyball. Therefore, the researcher was not able to test this hypothesis.

Additional Results

The following are additional findings that were not connected to any of the hypotheses.

Other Factors Influencing/Not Influencing Motivation

The majority of participants were motivated to participate and raise funds as a result of the following factors: the social aspect of the match, because it makes the participant feel like a good person; the opportunity to educate the community about breast cancer; a genuine concern for those with the disease; because they feel compassion for those in need; and the concern for those who have been affected by breast cancer. Factors which were not found to be motivating for the majority of participants included: having more people pay attention to their match; because people would think they were a bad person if they did not participate; and competition between players and/or other teams.

Side-Out Specific Responses

In addition to providing information regarding what motivated the participants, data was also collected regarding participants' experiences at the event and whether or not they would like to participate in the future.

Table 20: Question 4 Results

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	8.3	8.3	8.3
	Undecided	4	16.7	16.7	25.0
	Agree	12	50.0	50.0	75.0
	Strongly Agree	6	25.0	25.0	100.0
	Total	24	100.0	100.0	

The majority (n=18) of the respondents felt that being appreciated by The SOF was important to them. This fits with the growing trend that volunteers are valuable and have the ability to ask for something in return for their efforts, including appreciation.

Table 21: Question 12 Results

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Undecided	1	4.2	4.2	4.2
	Agree	13	54.2	54.2	58.3
	Strongly Agree	10	41.7	41.7	100.0
	Total	24	100.0	100.0	

Overall, the participants agreed or strongly agreed that the experience was rewarding. However, fewer (n=21) reported that they would like to participate again in the future (Table 14).

Table 22: Question 13 Results

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	8.3	8.3	8.3
	Disagree	1	4.2	4.2	12.5
	Agree	7	29.2	29.2	41.7
	Strongly Agree	14	58.3	58.3	100.0
	Total	24	100.0	100.0	

The SOF should also be aware (Table 15) that a small amount (n=4) of participants had a negative experience at their DPE. More information is needed to determine why their experience was negative and how to make changes so that future events will be positive for all involved.

Table 23: Question 14 Results

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	12	50.0	50.0	50.0
	Disagree	8	33.3	33.3	83.3
	Agree	3	12.5	12.5	95.8
	Strongly Agree	1	4.2	4.2	100.0
	Total	24	100.0	100.0	

European Market

In order to assess whether Europe would be an ideal location for S-O expansion, participants were asked questions regarding their community's willingness to help fundraise as well as whether or not their school's location made fundraising more difficult.

Table 24: Question 27 Results

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	8.3	8.3	8.3
	Disagree	9	37.5	37.5	45.8
	Undecided	8	33.3	33.3	79.2
	Agree	3	12.5	12.5	91.7
	Strongly Agree	2	8.3	8.3	100.0
	Total	24	100.0	100.0	

As shown by Table 16, participants were somewhat divided in their responses to Question 27. Many participants felt that their school's location was not an issue, however more than half (n=13) were undecided or either agreed or strongly agreed that the location of their school made it difficult to raise funds.

Table 17 indicates that the communities these schools are located in were not overly willing to support the schools' fundraising initiatives. Only thirteen participants reported their community being interested in supporting their fundraising efforts.

Table 25: Question 31 Results

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	16.7	19.0	19.0
	Undecided	4	16.7	19.0	38.1
	Agree	5	20.8	23.8	61.9
	Strongly Agree	8	33.3	38.1	100.0
	Total	21	87.5	100.0	
Missing	System	3	12.5		
Total		24	100.0		

Conclusion

The small number of participants in this study greatly limited the ability to find statistically relevant results. However, the results above will allow The SOF to better understand its constituents and will in turn positively impact the attraction and retention of participants in DPE. The following section will discuss in detail what these results will mean to The SOF as well as other similar organizations.

CHAPTER FIVE – DISCUSSION, CONCLUSION, AND RECOMMENDATIONS

Introduction

This section will focus on the key results and the implications they have on The Side-Out Foundation's operations or the operations of similar organizations. Both volunteer management and the potential of the European volunteer market will be discussed in more detail as they relate to the data analysis shown in the previous chapter as well as the researcher's suggestions. A more in-depth analysis of this study's limitations is also included in this chapter.

Key Findings

The following are the key findings gathered from the data analysis completed, as well as a discussion on what the findings mean for The SOF and other comparable organizations.

- Knowing someone who had/has breast cancer was not a determinant of success. However, knowing someone who has passed away as a result of the disease was an indicator that the participant would put a large amount of effort into fundraising.

This result shows the importance the mission of the organization has to those who have known someone who has lost their battle with breast cancer. These participants were more likely to report putting a great deal of effort into fundraising and are the volunteers who would be willing to give the most to the organization. These are the types of

volunteers agencies should work to attract and retain because their goals align with the organizations'. As indicated by the literature, a matchup between the volunteer's expectations and motivations as well as the NPO's mission will result in a more successful event and benefit the NPO. This aligns with research that has shown that if a volunteer identifies with an NPO, she/he will exhibit a higher level of commitment in their volunteer contributions (Tidwell, 2005).

- Those with a connection to breast cancer had higher cause as well as social motivation than the average participant without a connection. Results indicate that knowing if a participant knew someone who passed away from the disease rather than knowing someone who is currently fighting the disease or who is in remission (has no evidence of the disease) may accurately allow an organization to determine how much effort the participant will put into the event.

This kind of information is hard to gather. However, if gained, it would be incredibly valuable to the NPO. Those who have known someone who has died from breast cancer are more motivated to see an end to the disease than those who have yet to lose a friend or family member. This also shows that people are not strongly motivated by the cause until the disease has claimed the life of someone they know.

- The type of motivation a player/coach experienced had an impact on the amount of effort they were likely to put into the DPE.

Participants who were more socially motivated than cause motivated were more likely to report putting a great deal of effort into fundraising than those who were more

cause motivated. Due to such a small portion of the sample being more socially motivated than cause motivated, this finding cannot be generalized.

However, if these findings are accurate of a large population, this could greatly impact how an NPO markets their events. The NPO would have to ensure that those who are motivated by the social aspect of the event have their needs met. For example, The SOF would likely retain more of this type of participant by making the event more of a spectacle, getting press attention, and emphasizing their contributions to the organization in front of the participant's peers.

- The desire to not let teammates or a coach down was not indicated by a majority of participants to be a motivating factor. Also, competing against other teammates/schools, as well as the notion that not participating would make people think the participant was a bad person, were not found to be motivating factors for participants.

NPOs should not try to use these as ways to motivate participants. Instead, stressing the importance of the cause as well as the social aspects of the event, such as camaraderie, coming together for one cause, and putting the cause above competition, should be emphasized.

- Slightly more than 50% of participants felt their community was willing to support their fundraising efforts. While 46% felt the schools location did not make it especially hard to raise money, the other 54% were either undecided or felt like they were at a disadvantage as a result of their school's location in Europe.

Information on how schools in the United States feel about their community's willingness to participate needs to be gathered before this information can accurately be used to determine the likeliness of success in the European market. However, this information does show that there are participants who felt their communities were willing to help and raise funds for The SOF cause. This may be enough for S-O to decide to continue its expansion into Europe and/or Asia.

Limitations

This study was limited by a number of factors, primarily by the small sample size. Not only was there a small number of responses, there were also only two male participants. The poor response may be a result of the nature of DoD schools. The Department of Defense may be more protective over data released by its schools than the average public school in the United States. Another possible explanation may be that The SOF does not have a large presence in Europe and therefore is not yet known as a reputable organization with a dedication to helping breast cancer patients and their families.

The SOF's donation system was also a limitation. Instead of including all international schools in other areas of the world the researcher had only those that use U.S. currency.

In addition to a poor response rate and a small population, this study is the first of its kind and as such there is little research on this specific area. There is a vast amount of research on volunteer motivations as well as research on volunteers in sport. However,

there is little available on organizations that use athletes to further a cause that is not sport related.

Discussion

While results indicate that the type of motivation a person experiences is directly related to the level of effort a participant puts into an event, more research with a larger sample size needs to be conducted. Information regarding motivational factors such as, competition, team dynamics, and self-image were tested to see how important they are to the average DPE participant in Europe. This information is valuable to organizations such as The SOF and will allow them to better understand what their volunteers are looking for out of their experience participating in a DPE event. The next section will summarize the findings of this study and make suggestions for future research projects.

Chapters 1-4 have introduced the topic of this study, covered the most relevant literature in this particular field, explained the methodology used, reported the findings and the impact of these studies. The remainder of Chapter 5 will now conclude with recommendations for future studies.

Conclusions

The results of this study give insight to what DPE participants value, and should be acknowledged by The Side-Out Foundation. As the literature has stressed, understanding why volunteers are working with an organization and what they want in return for their time and efforts is vital to an NPO's retention of volunteers. According to the findings, DPE participants place an importance on being appreciated by The SOF for its efforts. In addition to identifying motivating factors, this research has also found a

connection between how a person has been affected by breast cancer and their levels of both social and cause motivation.

In addition to studying DPE participant's motivations, this study also investigated the potential for success in Europe. The findings were inconclusive as to whether or not European communities would be willing to support participant's fundraising initiatives, as well as to whether the location of the schools made it more difficult for fundraising.

As a result of this study The SOF has made more of an effort to show appreciation for all of the DPE participants' hard work and contributions. The SOF is also working on marketing campaigns that will show the participants who they are helping and the effect the research has had on the breast cancer community.

Recommendations

With NPOs offering services worth an estimated \$239 billion (Finkelstein, 2008), additional research is needed for organizations that work primarily with youth athletes for a non-sport related cause. The rapid growth of organizations in this particular field (i.e., Play 4Kay, Volley for a Cure, Dig for a Cure) have made it a necessity for NPOs to make an effort to better understand what they can do to keep their volunteers happy and working for their cause, and specifically, for their organization.

Being able to provide more in-depth research focused on American organizations and how they can expand into Europe would be pertinent information for Side-Out as well as various other NPOs. Also, this study has indicated the need for S-O to show appreciation for DPE participants and the work they put forth. In order to do this to the

fullest extent, further research on which way would be best to show appreciation would aid in volunteer retention.

Attraction and retention of volunteers remains imperative to the success of NPOs. Additional research in this area will not only benefit the organization and the volunteers, but it will also benefit those whom the organization is trying to positively affect. In this case, The Side-Out Foundation will be able to make a positive impact for those whose lives have been greatly changed because of breast cancer.

APPENDIX A – ATHLETE QUESTIONNAIRE

Volunteer Motivations and Determinants of Success Athlete Questionnaire

Directions: This survey contains a list of statements that ask you about your experiences participating in a Dig Pink event. Please circle the appropriate response you actually believe is closest to your response to each statement. There are no right or wrong answers, but please fill in only one response for each statement and please respond to all of the statements. If you need to change an answer, make an “X” through the error and then circle your true response. **Do not write your name on this survey.**

1. I participated in and fundraised for a Dig Pink event because I look forward to the social aspect of the match.

Strongly Disagree Disagree Undecided Agree Strongly Agree

2. I participated in and fundraised for a Dig Pink event because I like having more people pay attention to my team’s match.

Strongly Disagree Disagree Undecided Agree Strongly Agree

3. I participated in a Dig Pink event because I am concerned about those who have been affected by breast cancer.

Strongly Disagree Disagree Undecided Agree Strongly Agree

4. Being appreciated by The Side-Out Foundation is important to me.

Strongly Disagree Disagree Undecided Agree Strongly Agree

5. I like Dig Pink events because I have a relative or friend who has/had breast cancer.

Strongly Disagree Disagree Undecided Agree Strongly Agree

6. Someone in my immediate family has/had breast cancer.

Yes No

7. I knew someone who passed away from breast cancer.

Yes No

8. I participated in a Dig Pink event because it makes me feel like a good person.

Strongly Disagree Disagree Undecided Agree Strongly Agree

9. I participated because I didn't want to let my teammates down.

Strongly Disagree Disagree Undecided Agree Strongly Agree

10. I participated because if I didn't people would think I was a bad person.

Strongly Disagree Disagree Undecided Agree Strongly Agree

11. I participated because I didn't want to upset my coach.

Strongly Disagree Disagree Undecided Agree Strongly Agree

12. My experience participating in a Dig Pink was very rewarding.

Strongly Disagree Disagree Undecided Agree Strongly Agree

13. I would like to participate in another Dig Pink event.

Strongly Disagree Disagree Undecided Agree Strongly Agree

14. I had a negative experience participating in my school's Dig Pink event.

Strongly Disagree Disagree Undecided Agree Strongly Agree

15. I participated so that I could help educate my community about breast cancer.

Strongly Disagree Disagree Undecided Agree Strongly Agree

16. I participated because I am genuinely concerned about the cause.

Strongly Disagree Disagree Undecided Agree Strongly Agree

17. I volunteer because I feel compassion for people in need.

Strongly Disagree Disagree Undecided Agree Strongly Agree

18. I volunteer because volunteering makes me feel important.

Strongly Disagree Disagree Undecided Agree Strongly Agree

19. I volunteer because volunteering is a good escape from my own troubles.

Strongly Disagree Disagree Undecided Agree Strongly Agree

20. I enjoyed competing with my teammates to see who could raise the most money.

Strongly Disagree Disagree Undecided Agree Strongly Agree

21. My team competed against other teams to try and raise more money.

Strongly Disagree Disagree Undecided Agree Strongly Agree

22. I felt that my entire team contributed equally to our fundraising efforts.

Strongly Disagree Disagree Undecided Agree Strongly Agree

23. Only a few people tried to fundraise.

Strongly Disagree Disagree Undecided Agree Strongly Agree

24. Everyone on my team kept the cause in mind, not just the competition.

Strongly Disagree Disagree Undecided Agree Strongly Agree

25. The parents were willing to help and were glad that the team was fundraising for a cause.

Strongly Disagree Disagree Undecided Agree Strongly Agree

26. It was difficult to raise money.

Strongly Disagree Disagree Undecided Agree Strongly Agree

27. My school's location made it especially hard to raise money.

Strongly Disagree Disagree Undecided Agree Strongly Agree

28. When volunteering I work primarily with breast cancer organizations.

Strongly Disagree Disagree Undecided Agree Strongly Agree

29. I feel as though my efforts directly affect breast cancer patients.

Strongly Disagree Disagree Undecided Agree Strongly Agree

30. I feel as though I have made a difference in the lives of breast cancer patients.

Strongly Disagree Disagree Undecided Agree Strongly Agree

31. I felt as though my community was interested in supporting my fundraising efforts.

Strongly Disagree Disagree Undecided Agree Strongly Agree

32. I put a great deal of effort into fundraising for this event.

Strongly Disagree Disagree Undecided Agree Strongly Agree

33. I did not put much effort into fundraising for this event.

Strongly Disagree Disagree Undecided Agree Strongly Agree

Fill in the blank

Directions: Please fill out the following short answer questions as honestly as possible. Your comments will remain anonymous.

How much did you fundraise as an individual?

How many hours did you put into fundraising as an individual?

Do you have a job? If so, how many hours do you work a week?

What was your single biggest source of funds? (Individual donors, events, businesses, etc.)

Is this your first Dig Pink event?

Where is your school located?

Will you participate in another Dig Pink event next year? Why or why not?

Do you have any comments about the event or The Side-Out Foundation?

APPENDIX B – COACH QUESTIONNAIRE

Volunteer Motivations and Determinants of Success Coach Questionnaire

Directions: This survey contains a list of statements that ask you about your experiences participating in a Dig Pink event. Please circle the appropriate response you actually believe is closest to your response to each statement. There are no right or wrong answers, but please fill in only one response for each statement and please respond to all of the statements. If you need to change an answer, make an “X” through the error and then circle your true response. **Do not write your name on this survey.**

1. I participated in and fundraised for a Dig Pink event because I look forward to the social aspect of the match.

Strongly Disagree Disagree Undecided Agree Strongly Agree

2. I participated in and fundraised for a Dig Pink event because I like having more people pay attention to my team’s match.

Strongly Disagree Disagree Undecided Agree Strongly Agree

3. I participated in a Dig Pig event because I am concerned about those who have been affected by breast cancer.

Strongly Disagree Disagree Undecided Agree Strongly Agree

4. Being appreciated by The Side-Out Foundation is important to me.

Strongly Disagree Disagree Undecided Agree Strongly Agree

5. I like Dig Pink events because I have a relative or friend who has/had breast cancer.

Strongly Disagree Disagree Undecided Agree Strongly Agree

6. Someone in my immediate family has/had breast cancer.

Yes No

7. I knew someone who passed away from breast cancer.

Yes No

8. I participated in a Dig Pink event because it makes me feel like a good person.

Strongly Disagree Disagree Undecided Agree Strongly Agree

9. I participated because I didn't want to let my team down.

Strongly Disagree Disagree Undecided Agree Strongly Agree

10. I participated because if I didn't people would think I was a bad person.

Strongly Disagree Disagree Undecided Agree Strongly Agree

12. My experience participating in a Dig Pink was very rewarding.

Strongly Disagree Disagree Undecided Agree Strongly Agree

13. I would like to participate in another Dig Pink event.

Strongly Disagree Disagree Undecided Agree Strongly Agree

14. I had a negative experience participating in my school's Dig Pink event.

Strongly Disagree Disagree Undecided Agree Strongly Agree

15. I participated so that I could help educate my community about breast cancer.

Strongly Disagree Disagree Undecided Agree Strongly Agree

16. I participated because I am genuinely concerned about the cause.

Strongly Disagree Disagree Undecided Agree Strongly Agree

17. I volunteer because I feel compassion for people in need.

Strongly Disagree Disagree Undecided Agree Strongly Agree

18. I volunteer because volunteering makes me feel important.

Strongly Disagree Disagree Undecided Agree Strongly Agree

19. I volunteer because volunteering is a good escape from my own troubles.

Strongly Disagree Disagree Undecided Agree Strongly Agree

21. My team competed against other teams to try and raise more money.

Strongly Disagree Disagree Undecided Agree Strongly Agree

22. I felt that my entire team contributed equally to our fundraising efforts.

Strongly Disagree Disagree Undecided Agree Strongly Agree

23. Only a few people tried to fundraise.

Strongly Disagree Disagree Undecided Agree Strongly Agree

24. Everyone on my team kept the cause in mind, not just the competition.

Strongly Disagree Disagree Undecided Agree Strongly Agree

25. The parents were willing to help and were glad that the team was fundraising for a cause.

Strongly Disagree Disagree Undecided Agree Strongly Agree

26. It was difficult to raise money.

Strongly Disagree Disagree Undecided Agree Strongly Agree

27. My school's location made it especially hard to raise money.

Strongly Disagree Disagree Undecided Agree Strongly Agree

28. When volunteering I work primarily with breast cancer organizations.

Strongly Disagree Disagree Undecided Agree Strongly Agree

29. I feel as though my efforts directly affect breast cancer patients.

Strongly Disagree Disagree Undecided Agree Strongly Agree

30. I feel as though I have made a difference in the lives of breast cancer patients.

Strongly Disagree Disagree Undecided Agree Strongly Agree

31. I felt as though my community was interested in supporting my team's fundraising efforts.

Strongly Disagree Disagree Undecided Agree Strongly Agree

Fill in the blank

Directions: Please fill out the following short answer questions as honestly as possible. Your comments will remain anonymous.

How much did you fundraise as an individual?

How many hours did you spend fundraising as an individual?

How much time did you spend organizing this event?

How much did your team raise?

What was your team's record last season? -

What is your team's current record (excluding your Dig Pink match)_____

What was your single biggest source of funds? (Individual donors, events, businesses, etc.)

Is this your first Dig Pink event?

Where is your school located?

Will you participate in another Dig Pink event next year? Why or why not?

Do you have any comments about the event or The Side-Out Foundation?

REFERENCES

REFERENCES

- Al-Mutawa, O. S., & Ali, M. (2012). Impact of volunteer management practice on volunteer motivation and satisfaction to enhance volunteer retention. *World Journal of Social Sciences*, 2(6), 25-38.
- Allison, L., Okun, M. A., & Dutridge, K. S. (2002). Assessing volunteer motives: A comparison of open-ended probe and Likert rating scales. *Journal of Community and Applied Social Psychology*, 12, 243-255.
- American Cancer Society. (2012, September 4). How many women get breast cancer. Retrieved from <http://www.cancer.org/cancer/breastcancer/overviewguide/breast-cancer-overview-key-statistics>
- Bailey, S., & Barron, G. (2008). Spontaneity and risk: The challenge of student volunteerism. Retrieved from www.volunteeringaustralia.org/files/J561FAN4V8/bn08032_VA8_Sue%20Bailey.pdf
- Bang, H., & Chelladurai, P. (2009). Development and validation of the volunteer motivations scale for international sporting events (VMS-ISE). *International Journal of Sport Management and Marketing*, 6(4), 332-350.
- Bouchet, A., & Lehe, A. (2010). Volunteer coaches in youth sports: Their values, motivations & how to recruit, & retain. *YouthFirst: The Journal of Youth Sports*, 5(1), 21-24.
- Boezeman, E. J., & Ellemers, N. (2008). Pride and respect in volunteers' organizational commitment. *European Journal of Social Psychology*, 38(1), 159-172.
- Brown, E. (1999). The scope of volunteer activity and public service. *Law and Contemporary Problems*, 62(4), 17-26.
- Bruyere, B., & Rappe, S. (2007). Identifying the motivations of environmental volunteers. *Journal of Environmental Planning and Management*, 50(4), 503-516.
- Burns, D. J., Reid, J., Toncar, M., Anderson, C., & Wells, C. (2008). The effect of gender on the motivation of members of generation Y college students to volunteer. *Journal of Nonprofit & Public Sector Marketing*, 19(1), 99-118.

- Bussell, H., & Forbes, D. (2002). Understanding the volunteer market: The what, where, who and why of volunteering. *International Journal of Nonprofit and Voluntary Sector Marketing*, 7(3), 244-257.
- Chappell, N. L., & Prince, M. J. (1997). Reasons why Canadian seniors volunteer. *Canadian Journal on Aging/La Revue canadienne du vieillissement*, 16(02), 336-353.
- Clary, E. G., Snyder, M., & Ridge, R. (1992). Volunteers' motivations: A functional strategy for the recruitment, placement, and retention of volunteers. *Nonprofit Management and Leadership*, 2(4), 333-350.
- Cnaan, R. A., & Goldberg-Glen, R. S. (1991). Measuring motivation to volunteer in human services. *The journal of applied behavioral science*, 27(3), 269-284.
- Curtis, J. E., Grabb, E. G., & Baer, D. E. (1992). Voluntary association membership in fifteen countries: A comparative analysis. *American Sociological Review*, 57, 139-152.
- Cuskelly, G. (2004). Volunteer retention in community sport organizations'. *European Sport Management Quarterly*, 4(2), 59-76.
- Cuskelly, G., Taylor, T., Hoye, R., & Darcy, S. (2006). Volunteer management practices and volunteer retention: A human resource management approach. *Sport Management Review*, 9, 141-163.
- Dolnicar, S., & Randle, M. (2007). What motivates which volunteers? Psychographic heterogeneity among volunteers in Australia. *Voluntas: International Journal of Voluntary and Nonprofit Organisations*, 18(2), 135-155.
- Drake, K. A., & Smith, J. D. (2004). *Young people and volunteering: A map of the range and scope of current opportunities in England*. London: Institute for Volunteering Research.
- Ellis, S. J. (1996). *The volunteer recruitment (and membership development) book*. Energize, Inc., 5450 Wissahickon Avenue, Philadelphia, PA 19144.
- Esmond, J., & Dunlap, P. (2004). *Developing the volunteer motivation inventory to assess the underlying motivational drives of volunteers in Western Australia*, Perth, WA.
- Farmer, S. M., & Fedor, D. B. (1999). Volunteer participation and withdrawal. *Nonprofit Management and Leadership*, 9(4), 349-368.

- Farrell, J. M., Johnston, M. E., & Twynam, G. D. (1998). Volunteer motivation, satisfaction, and management at an elite sporting competition. *Journal of Sport Management, 12*(4), 288-300.
- Finkelstein, M. A. (2008). Volunteer satisfaction and volunteer action: A functional approach. *Social Behavior & Personality: An International Journal, 36*(1), 9-18.
- Galindo-Kuhn, R., & Guzley, R. (2001). The volunteer satisfaction index: Construct definition, measurement, development, and validation. *Journal of Social Service Research, 28*(1), 45-68.
- Garner, J. T., & Garner, L. T. (2011). Volunteering an opinion, organizational voice and volunteer retention in nonprofit organizations. *Nonprofit and Voluntary Sector Quarterly, 50*(5), 813-828.
- Gaskin, K. (1998). Vanishing volunteers: Are young people losing interest in volunteering? *Voluntary Action, 1*(1), 33-44.
- Gaskin, K. (2004). *Young people, volunteering, and civil service: A review of the literature*. London: Institute for Volunteering Research.
- Hall, M. , Lasby, D., Gumulka, G., & Tryon, C. (2006). *Caring Canadians, involved Canadians: Highlights from the 2004 National Survey of Giving, Volunteering and Participating*. Ottawa, Ontario: Statistics Canada.
- Haddad, M. A. (2006). Civic responsibility and patterns of voluntary participation around the world. *Comparative Political Studies, 39*(10), 1220-1242.
- Hankinson, P., & Rochester, C. (2005). The face and voice of volunteering: A suitable case for branding? *International Journal of Nonprofit and Voluntary Sector Marketing, 10*(2), 93-105.
- Hodgkinson, V. A. (2003). Volunteering in global perspectives. In P. Dekker & L. Halman (Eds.), *The values of volunteering: Cross-cultural perspectives* (pp. 35-54). New York, NY: Kluwe, Academic/Plenum.
- Karl, K., Peluchette, J. V, & Hall, L. M. (2008). Give them something to smile about: A marketing strategy for recruiting and retaining volunteers. *Journal of Nonprofit & Public Sector Marketing, 20*(1), 71-96.
- Karr, L., & Meijs, L. (2006). Sustaining the motivation to volunteer in organizations. *Solidarity and Prosocial Behavior, 157-172*.

- Kassing, J. W. (2000). Exploring the relationship between workplace freedom of speech, organizational identification, and employee dissent. *Communication Research Reports*, 17(4), 387-396.
- Kim, M., Zhang, J. J., & Connaughton, D. (2010). Modification of the volunteer functions inventory for application in youth sports. *Sport Management Review*, 13(1), 25-38.
- Kingfisher, C. (2002). *Western welfare in decline: Globalisation and women's poverty*. Philadelphia: University of Pennsylvania Press.
- Locke, F., & Rowe, P. (2006). *Engaging young volunteers (age 15-34) in rural Newfoundland: A research report*. Toronto, Ontario: Imagine Canada, Knowledge Development Centre.
- McEwin, M., & Jacobsen-D'Arcy, L. (2002). *Developing a scale to understand and assess the underlying motivational drives of volunteers in Western Australia: Final report*. Perth: Lotterywest & CLAN WA Inc.
- Mirsafian, H., & Mohamadinejad, A. (2011). Sport volunteerism: A study on volunteering motivations in university students. *Journal of Human Sport & Exercise*, 7, 73-84.
- Mitchell, M. A., & Taylor, S. (2004). Internal marketing: Key to successful volunteer programs. *Nonprofit World*, 13(4), 511-531.
- Nalapat, A., & Parker, A. (2005). Sport, celebrity and popular culture: Sachin Tendulkar, cricket and Indian nationalisms. *International Review for the Sociology of Sport*, 40(4), 433-446.
- Peterson, D. K. (2004). Recruitment strategies for encouraging participation in corporate volunteer programs. *Journal of Business Ethics*, 49, 371-382.
- Ralston, R., Lumsdon, L., & Downward, P. (2005). The third force in events tourism: Volunteers at the XVII Commonwealth Games. *Journal of Sustainable Tourism*, 13(5), 504-519.
- Randle, M., & Dolnicar, S. (2009). Not just any volunteers: Segmenting the market to attract the high contributors. *Journal of Nonprofit & Public Sector Marketing*, 21(3), 271-282.
- Rehberg, W. (2005). Altruistic individualists: Motivations for international volunteering among young adults in Switzerland. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 16(2), 109-122.

- Roker, D., & Eden, K. (2002). *A longitudinal study of young people's involvement in social action: The youth and social action project*. Brighton, UK: Trust for the Study of Adolescence.
- Ruiter, S., & De Graaf, N. D. (2006). National context, religiosity, and volunteering: Results from 53 countries. *American Sociological Review*, *71*(2), 191-210.
- Salamon, L. M., & Anheier, H. K. (1998). Social origins of civil society: Explaining the nonprofit sector cross-nationally. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, *9*(3), 213-248.
- Sergent, M. T., & Sedlacek, W. E. (1990). Volunteer motivations across student organizations: A test of person-environment fit theory. *Journal of College Student Development*, *31*(3), 255-261.
- Shannon, C. S. (2009). An untapped resource: Understanding volunteers aged 8 to 12. *Nonprofit and Voluntary Sector Quarterly*, *38*(5), 828-845.
- Shields, P. O. (2009). Young adult volunteers: Recruitment appeals and other marketing considerations. *Journal of Nonprofit & Public Sector Marketing*, *21*(2), 139-159.
- Shin, S., & Kleiner, B. H. (2003). How to manage unpaid volunteers in organizations. *Management Research News*, *26*, 63-71.
- Skoglund, A. G. (2006). Do not forget about your volunteers: A qualitative analysis of factors influencing volunteer turnover. *Health and Social Work*, *31*(3), 217.
- Smith, D. H. (1994). Determinants of voluntary association participation and volunteering: A literature review. *Nonprofit and Voluntary Sector Quarterly*, *23*(3), 243-263.
- Smith, J. D. (1998). The 1997 national survey of volunteering. *National Centre for Volunteering*, London.
- Tashakkori, A., & Teddlie, C. (2003). Major issues and controversies in the use of mixed methods in the social and behavioral sciences. In A. Tashakkori & C. Teddlie (Eds.), *Handbook of mixed methods in social & behavioral sciences* (pp.3-50). Thousand Oaks, CA: Sage.
- Tidwell, M. V. (2005). A social identity model of prosocial behaviors within nonprofit organizations. *Nonprofit Management and Leadership*, *15*(4), 449-467.

- Trachtenberg, J. (2006). *Sustaining volunteer motivation in the nonprofit organization: Reasons for volunteer attrition and possible solutions in the Binghamton American Heart Association* (Doctoral dissertation, Binghamton University).
- Tschirhart, M., Mesch, D. J., Perry, J. L., Miller, T. K., & Lee, G. (2001). Stipended volunteers: Their goals, experiences, satisfaction, and likelihood of future service. *Nonprofit and Voluntary Sector Quarterly*, 30(3), 422-443.
- Wood, L., Snelgrove, R., & Danylchuk, K. (2010). Segmenting volunteer fundraisers at a charity sport event. *Journal of Nonprofit & Public Sector Marketing*, 22(1), 38-54.
- Wright, N., Larsen, V., Higgs, R. (1995). Consumer satisfaction and the marketing of voluntarism: The case of Appalachian Mountain Housing. *Journal of Satisfaction, Dissatisfaction and Complaining Behavior*, 8, 188-197.

CURRICULUM VITAE

Shannon Mueller graduated from James W. Robinson Secondary School, Fairfax, Virginia, in 2007. She received her Bachelor of Science from James Madison University in 2011. While at James Madison she studied Sport and Recreation Management as well as General Business. She played on the women's club volleyball team for four years and was a member of the co-educational business fraternity, Pi Sigma Epsilon.