



# Modelling the decision to volunteer in organised sports



Kirstin Hallmann\*

*Institute of Sport Economics and Sport Management, German Sport University Cologne, Germany*

## ARTICLE INFO

### Article history:

Received 28 November 2013

Received in revised form 12 December 2014

Accepted 16 December 2014

Available online 13 January 2015

### Keywords:

Volunteering

Time

Commitment

Sport club

Decision-making

## ABSTRACT

Using a heterodox economic approach, the purpose of this paper is twofold: to analyse the determinants of (1) volunteering in organised sports, and (2) time committed to that volunteering. By means of regression analysis of secondary data from a nation-wide volunteer survey with two waves (2004:  $n = 15,000$ ; 2009:  $n = 20,005$ ), it was established that human capital, female gender and the motive of shaping society had a negative influence on the decision to volunteer while the number of engagements in other volunteering had a positive effect. Time committed to volunteering was determined by male gender, having children, meeting people, club membership, shaping society and number of voluntary engagements. The volunteer workforce is thus very heterogeneous; however, sport club managers should recruit volunteers in particular amongst existing members.

© 2014 Sport Management Association of Australia and New Zealand. Published by Elsevier Ltd. All rights reserved.

## 1. Introduction

Voluntary engagement – understood as non-salaried services (Cnaan, Handy, & Wadsworth, 1996) – is extremely important in many countries for the provision of humanitarian/social, cultural, educational or sport services, where those services depend on individuals who volunteer in a multiplicity of activities at different ages and life-stages (Lukka & Ellis Paine, 2001). Organisations offering these services are in need of an adequate voluntary workforce. This workforce is integral to their organisation and takes care of the daily operations and strategic decisions of the organisation. Examples for sport organisations are non-profit sport clubs or event organisers. Non-profit sport clubs are membership-based organisations that provide members with opportunities to take part in sport activities such as training and competitions (Cuskelly, 2004). In Germany, the sports sector has the highest voluntary engagement rates (Braun, 2011) and therefore serves here as an example through which to investigate volunteering.

Volunteering is often associated with monetary and social value. For instance, the hours of voluntary engagement have an estimated value of €420 million in Flanders, Belgium (Vos, Breesch, & Késenne, 2012), €1.6 billion in Switzerland (Lamprecht, Fischer, & Stamm, 2011), and €6.7 billion in Germany (Breuer & Wicker, 2011). This indicates the scale of the contribution to the economy of voluntary engagement in sports. Additionally, volunteers contribute to societal welfare through their work in non-profit sport clubs (Heinemann, 2005) and through organising events. This contribution is manifested in for instance integration and youth policies (Heinemann, 2005). Further, Harvey and colleagues

\* Correspondence to: Institute of Sport Economics and Sport Management, German Sport University Cologne, Am Sportpark Muengersdorf 6, Cologne 50933, Germany. Tel.: +49 221 4982 6097; fax: +49 221 4982 8144.

E-mail address: [k.hallmann@dshs-koeln.de](mailto:k.hallmann@dshs-koeln.de)

(Harvey, Lévesque, & Donnelly, 2007), referring to Putnam (1995), stated that volunteering in sports accumulates social capital for communities and strengthens democracies. Braun (2008) confirms this in particular for adolescents and points out that, through volunteering, adolescents can be socially integrated into the community. Thus, the societal value of volunteering is also high. More recently, the societal value of volunteering has again been noted: “The significance of the volunteer contribution is further emphasised through the policy focus and degree of policy attention on sport and its potential role in delivering a wide range of social goals” (Ringuet-Riot, Cuskelly, Auld, & Zakus, 2013, p. 116).

A decrease in voluntary rates was observed in the 2000s: in particular, recruiting volunteers was considered increasingly problematic (Breuer, Wicker, & von Hanau, 2012; Engelberg, Skinner, & Zakus, 2010) and therefore it seems vital to investigate the drivers of voluntary engagement to sustain the workforce of voluntary organisations. Whether or not to volunteer can be considered a form of private consumption choice. Individuals have time at their disposal which they devote to work and to leisure. Leisure opportunities are manifold and volunteering is only one of many choices. Considering both the decrease in voluntary rates and the necessity for the voluntary workforce to run a non-profit sport club, it becomes evident that it is essential to understand the drivers of volunteering and the amount of time devoted to the voluntary activity. Therefore, the following research questions emerged:

- (1) What are the determinants for the decision to volunteer in organised sports?
- (2) What factors influence the decision to commit time to voluntary engagement in organised sports?

The importance of voluntary engagement in sports is well-documented in numerous studies (for an overview see Wicker & Hallmann, 2013), but a research deficit is evident regarding an integrated and holistic approach modelling the actual decision to volunteer. Although there is some research in this area, it is either small-scale (Burgham & Downward, 2005), atheoretical (Taylor, Panagouleas, & Nichols, 2012) or conceptual (Wicker & Hallmann, 2013). In Germany, research in this area is dominated by a focus on non-profit sport clubs (Braun, 2011; Emrich, Pitsch, Flatau, & Pierdzioch, 2012; Flatau, 2009; Flatau, Emrich, & Pierdzioch, 2012) and this is also either conceptual (Flatau, 2009), descriptive (Braun, 2011) or small-scale (Emrich et al., 2012; Flatau et al., 2012). One holistic approach is the heterodox-economic approach which not only focuses on the classical economic determinants of time and income to maximise utility, but also acknowledges that behavioural approaches and sociological indicators need to be considered at the same time (Burgham & Downward, 2005; Wicker & Hallmann, 2013). Therefore the contribution of the present research shall be to (1) simultaneously examine the effects of economic, demographic, sociological, and psychological variables on key volunteering outcomes in organised sports, and (2) validate the effects of these variables. In practical terms, the research aims to show what drives voluntary engagement so that sport clubs can focus on particular promotion strategies to recruit and retain volunteers.

Here, a brief overview of relevant literature describing determinants of volunteering is provided, followed by the theoretical underpinnings of this study. This is followed by a description of the methodology. Thereafter, the results are presented, followed by a discussion and concluding remarks.

## 2. Determinants of volunteering and time commitment to voluntary activity

Previous studies identified a range of variables that characterise those individuals who are engaged in volunteering. Fewer studies focused on the determinants of time committed to the voluntary activity. Some researchers presented models for the decision to volunteer (Burgham & Downward, 2005; Emrich et al., 2012; Flatau, 2009; Schlesinger & Nagel, 2011; Wicker & Hallmann, 2013). Previous studies proposed that different determinants need to be taken into consideration: (1) economic indicators (e.g., Burgham & Downward, 2005; Taylor et al., 2012; Wicker & Hallmann, 2013), (2) demographics (e.g., Burgham & Downward, 2005; Taylor et al., 2012; Wicker & Hallmann, 2013), (3) sociological indicators (e.g., Doherty & Carron, 2003; Schlesinger & Nagel, 2011), and (4) psychological indicators (e.g., Busser & Carruthers, 2010; Emrich et al., 2012; Kim, Zhang, & Connaughton, 2010).

Considering economic drivers of volunteering such as income, time available, and human capital, previous studies found that income had a positive effect on volunteering in general (Janoski & Wilson, 1995) and in sport in particular (Taylor et al., 2012). Moreover, high income was positively correlated with the time committed to the voluntary activity in sports (Burgham & Downward, 2005). Time in the form of full-time employment was also investigated. It was found that the typical volunteer is employed (Cuskelly, Harrington, & Stebbins, 2002; Kim, Chelladurai, & Trail, 2007), and that there is a positive correlation with volunteering (Taylor et al., 2012). Employment status was also found to have a significant impact on time commitment to volunteering, but in the negative direction, with higher commitment from retired and unemployed individuals (Taylor et al., 2012). Education, considered in the form of human capital (cf. Becker, 1976b; Janoski & Wilson, 1995), also has been found to have a positive impact on general volunteering (Janoski & Wilson, 1995; Lipford & Yandle, 2009) and on sport volunteering (Taylor et al., 2012). The typical sport volunteer has been reported as having a good education (Busser & Carruthers, 2010; Cuskelly et al., 2002; Hamm-Kerwin, Misener, & Doherty, 2009; Kim et al., 2007; Warner, Newland, & Green, 2011). Moreover, experience as a volunteer has also been researched as a determinant to volunteer. Several studies have found that most of the volunteers studied had served for a considerable amount of time (Busser & Carruthers, 2010; Engelberg, Zakus, Skinner, & Campbell, 2012), implying that experience (as the accumulation of skills to generate human capital) could be an important factor in volunteering. It was also shown that motives (see later also

Download English Version:

<https://daneshyari.com/en/article/140892>

Download Persian Version:

<https://daneshyari.com/article/140892>

[Daneshyari.com](https://daneshyari.com)