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Sustainable Volunteerism at a Major International Sporting Event

The Impact of Perceived Event Prestige

Seungmo Kim
Sung Il Hong
Damon P. S. Andrew

Abstract

The primary purpose of the current study was to examine the impact of perceived event prestige (PEP) on intention to continue voluntary work via volunteer commitment and satisfaction at a globally prestigious sporting event. A total of 202 volunteers at the International Association of Athletics Federations (IAAF) Championship, held in August, 2011, in Daegu, South Korea, participated in the study. The results of structural equation modeling (SEM) supported the full mediating effects of both attitudinal variables between PEP and intention to continue voluntary work. In other words, volunteers are more likely to feel satisfied with their voluntary work and develop strong commitment toward the event when they perceive high levels of event prestige. In turn, high levels of volunteer satisfaction and commitment tend to increase volunteers' intention to continue voluntary work for a future event. The results also revealed moderating effects of sport identification between PEP and both attitudinal outcomes.

Keywords: *Perceived event prestige, volunteer satisfaction, volunteer commitment, intention to continue volunteering, sport identification*

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Introduction

No matter how big or small, most sporting events heavily depend on volunteers for economic or noneconomic reasons (Chelladurai, 2006). Since sport volunteers play important roles in the successful hosting of sporting events through service provision (e.g., medical support, press operations, and event operations), experienced event organizing committees put a great deal of effort into the recruitment and retention of skilled volunteers (Green & Chalip, 1998). For mega events such as the Olympic Games, it takes several years of planning for each Olympic organizing committee to recruit and train volunteers. For example, the Sochi 2014 Winter Olympic Organizing Committee began receiving applications from volunteer candidates in early February 2012 for their mid-February hosting of the 2014 Olympic Games.

It seems not only a large quantity of visitors, but also a large number of event volunteers, are attracted to select sporting events labeled as “mega events” such as the Olympic Games. A mega sporting event can be defined as a short-term, yet large-scale event that can bring international attention and long-term consequences to the host city or country (Roche, 2000). According to Getz (1997), a mega event is readily identified as a “must-see event” and should be able to attract more than one million visitors and be accompanied by a capital cost expenditure in excess of \$500 million. Although the events often require mandatory long-term commitments from their event volunteers, the mega sporting events have been successful to attract potential volunteers. For instance, the London Organizing Committee of the Olympic Games and Paralympic Games (LOCOG) required potential volunteers to be available for at least 10 working days and 3 days of training, and, in spite of this requirement, only 70,000 of the 240,000 applicants were recruited as Game Makers, the term used to describe London 2012 Olympic volunteers (LOCOG, 2012). In fact, evidence of this phenomenon may extend to other major international sporting events that do not meet the mega event threshold definition proposed by Getz (1997). For example, the 2009 IAAF World Championship in Berlin, Germany, attracted 6,000 volunteers who worked to deliver the event to 500,000 spectators and 8 billion viewers worldwide (IAAF, 2011).

Though globally consumed sporting events may have a competitive advantage for attracting volunteers when compared to smaller events such as local or domestic events perhaps due to the high status of the events among communities, the retention of skilled volunteers is still important for successful sporting events because repeat volunteers serve as valuable human resources for mega or major sporting event organizers due to their skills and knowledge gained from prior events that can help new volunteers (Fairley, Kellett, & Green, 2007). Therefore, the primary purpose of this study was to examine the impact of volunteers’ perceived prestige associated with a major international sporting event on intentions to continue volunteering for a future possible event again via volunteer satisfaction and commitment. The 2011 Daegu IAAF World Championships was chosen

because the event, in particular, met the needs of the present study due to the significant international attention associated with the event and its host city (Roche, 2000).

Sport Volunteers

Due to the importance of securing volunteer labor for sporting events, sport managers should be aware of who volunteers from a demographical perspective and why people volunteer from a motivational perspective (Farrell, Jonshon, & Twynam, 1998). Therefore, a significant thrust of volunteer research in sport has investigated demographics (e.g., age, gender, education, and income) and motivations of volunteers (Chelladurai, 2006). These studies (Bang & Chelladurai, 2009; Farrell et al., 1998; Hardin, Koo, King, & Zdroik, 2007) have identified motivating factors at local, regional, national, or international sporting events, and these motives have been labeled as purposive, self-interest (solidary), external influences (external tradition), commitments, expression of values, patriotism, interpersonal contacts, personal growth, career orientation, extrinsic rewards, and escapism. In terms of motivations of returning volunteers, Fairley et al. (2007) asked repeat volunteers at the 2004 Athens Olympics why they were interested in volunteering for Athens after they had volunteered for the 2000 Sydney Olympics. They found four key motives: nostalgia (they had great experiences during the Sydney Olympics and desired to continue the experiences through the Athens Olympics), camaraderie and friendship (they would like to keep camaraderie relationships developed from the Sydney Olympics and experience new relationships through the Athens Olympics), Olympic connection (they would like to be part of the Olympics, the World's most prestigious sporting event), and the sharing of knowledge or expertise motive (they would like to exhibit what they had learned from the previous experience and help the Olympics).

Once researchers identified a variety of volunteer motives, the attitudinal outcomes of volunteers (especially volunteer satisfaction) have received more attention on the belief that people would continue volunteering if such behavior satisfied their motivational needs (Green & Chalip, 1998). In the context of sports, researchers (Bang & Chelladurai, 2009; Bang & Ross, 2009; Bang, Won, & Kim, 2009; Farrell et al., 1998; Pauline, 2011) studied the relationships between volunteer motivations or volunteer experiences and attitudinal outcomes (e.g., satisfaction and commitment) and behavioral outcomes (e.g., intentions to continue or turnover intention).

In terms of the studies for potential antecedents of volunteer satisfaction, Farrell et al. (1998) measured satisfaction levels for volunteer experience, facilities, and event organization and examined the relationships between three aspects of volunteer satisfaction and overall volunteer satisfaction at the 1996 Canadian Women Curling Championship. They found that, among seven experience items, the two items of "communication with other volunteers" and "recognition received

for volunteer experience” were significant predictors of volunteer experience in general. However, only two items (one concerning “daily ceremonies” in the six-item event organization subscale and the other concerning “ease of movement in the facility” in the 10-item event facilities subscale) were significant predictors of volunteer experience in general. Bang and Ross (2009) examined the influence of volunteer motivation on volunteer satisfaction at the 2004 Twin Cities Marathon. They found expression of values, career orientation, and love of sport were significant predictors of volunteer satisfaction, while community involvement, interpersonal contact, personal growth, and extrinsic reward were not among the identified seven motivational factors.

Several studies (Bang, 2009; Bang et al., 2009; Cuskelly & Boag, 2001) have been conducted on volunteer commitment in context of sports. Bang et al. (2009) examined the relationship between volunteer motivation and commitment and found interpersonal contacts, love of sport, and personal growth were significant predictors of volunteer commitment at the 2005 Life Time Fitness Triathlon. Bang (2009) examined the impact of organizational reputation on volunteer commitment and found positive impacts on commitment at the 2006 Life Time Fitness Triathlon. With respect to the outcome of volunteer commitment, Cuskelly and Boag (2001) examined volunteer administrators in sport organizations and found administrators who had high levels of commitment toward the organizations were more likely to continue their voluntary works. Pauline (2011) found volunteers with previous sport event experience showed higher working assignment satisfaction than volunteers without previous sport event experience. Further, she also found positive interactions with event staff and other volunteers and skill development were important determinants of future volunteer intentions at the Turning Stone Resort Championship, an annual event on the Professional Golf Association (PGA) tour.

Recent research (Andrew, Kim, & Kim, 2011; Kim, Chelladurai, & Trail, 2007; Park, Cho, & Jung, 2008) incorporated a vocational approach to explore additional psychological constructs, such as perceived organizational support (POS), leader-member exchange (LMX), and empowerment when examining the antecedents of volunteers’ attitudinal or behavioral outcomes. The vocational approach proposes that volunteers, by virtue of their human resource relationship to the event, may be also influenced by their actual volunteer experiences (e.g., training experiences, recognition from event organizers for their contribution, and supervisory support) much in the same manner as a paid employee. In turn, these experiences would shape volunteer attitudes as well as their ultimate decision to continue or discontinue volunteering for future events (Andrew et al., 2011). Kim et al. (2007) found empowerment mediated the relationships between person-task fit, person-organization fit, managerial treatment and intention to continue volunteering. Andrew et al. (2011), including managerial variables (POS and LMX) to predict volunteer satisfaction and future turnover intention at an LPGA tournament and

found only POS to be a significant predictor of volunteer satisfaction between them and a negative relationship between volunteer satisfaction and volunteer turnover intention.

Prestige of Sporting Event

Perceived external prestige refers to “a belief held by members regarding how outsiders view the organization” (Carmeli & Freund, 2002, p. 51). The phenomenon that many people are attracted to volunteer in globally renowned and prestigious sporting events could be explained in part by Zajonc’s (1968) exposure-attitude hypothesis. Applied to the present context, this hypothesis proposes individuals are more likely attracted to work for familiar organizations as a result of the positive impact of heightened exposure on the organizations’ reputation and image. The literature (Gatewood, Gowan, & Lautenschlager, 1993; Turban, Lau, Ngo, & Chow, 2001) has supported positive relationships between the familiarity with an organization and its attractiveness to job applicants, and, within the sport industry, perceived organizational prestige plays a significant role in sport job attractiveness (Andrew, Todd, Greenwell, Pack, & Cannon, 2006; Todd & Andrew, 2008). The Olympic Games, as the most prestigious international sport competition, have significantly more media exposure than any other sporting event (Fairley et al., 2007). Based on the exposure-attitude hypothesis, one’s familiarity with the Olympic Games and its prominent history and tradition may positively impact the desire for involvement with the event. Therefore, mega sporting events may have an advantage at recruiting volunteers when compared to local sporting events (Kim, Kim, & Odio, 2010; Sutton, McDonald, Milne, & Cimperman, 1997).

Recently, in the field of management, there is increasing interest in the relationships between perceived external prestige and organizational outcomes (Kamasak, 2011). Based on social identity theory (Tajfel & Turner, 1986), an employee’s perception of how outsiders view their organization should influence the employee’s self-concept (Ashforth & Mael, 1989). Indeed, previous research empirically supported the relationship between perceived prestige of an organization and employees’ psychological states in the field of organizational behavior. Several studies have found positive relationships between an organization’s prestige and job satisfaction (Bergami & Bagozzi, 2000; Kamasak, 2011) and employee commitment (Hess, Rogovsky, & Dunfree, 2002; Peterson, 2004). According to those studies, when members in organizations perceive high levels of organizational prestige, they develop positive affective states toward their work, which in turn, increases their job satisfaction. However, the sport volunteer literature has failed to explore the impact of event prestige on volunteers’ psychological states and behavioral intentions. While Bang (2009) examined the impact of organizational reputation on volunteer satisfaction and commitment to a sporting event, the study was conducted at a local event, not a mega event, and concerned the reputation of a sporting event rather than the perceived prestige of the event.

Conceptual Framework

Figure 1 illustrates the conceptual framework of the current study. The framework consists of five variables: perceived event prestige (PEP), sport identification (domain involvement), volunteer satisfaction, volunteer commitment, and intentions to continue volunteering for the IAAF Championship (if possible). In this model, PEP influences intentions to continue volunteering via volunteer satisfaction and commitment, and sport identification moderates relationships between PEP and volunteer satisfaction and commitment.

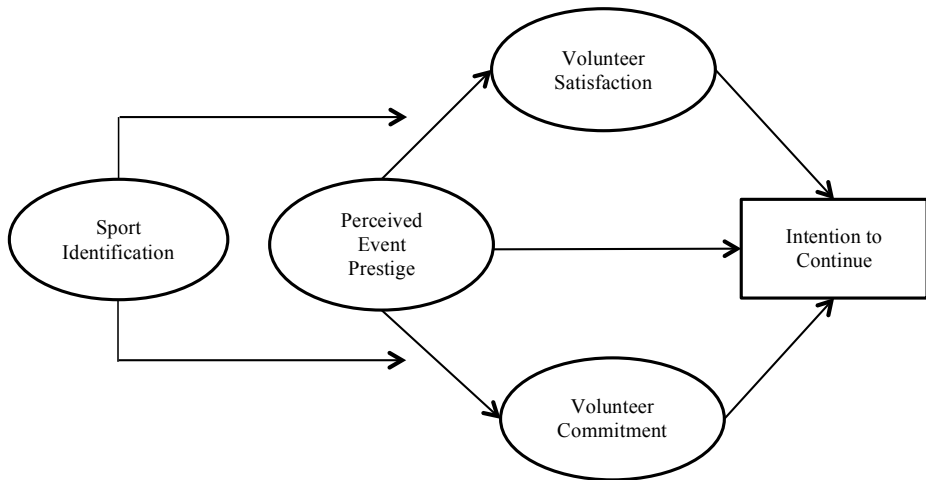


Figure 1. Proposed Model of Outcomes of Perceived Event Prestige (PEP)

Volunteer Satisfaction

Researchers and practitioners have considered volunteer satisfaction an outcome of the volunteer's actual work experiences (Cuskelly, Taylor, Hoye, & Darcy, 2006). In fact, a large number of studies have empirically supported the notion that volunteering experiences, such as operating conditions, coworkers, nature of work, contingent rewards, group integration, empowerment, and organizational support, influence the level of volunteer satisfaction (Galindo-Kuhn & Guzley, 2001; Silverberg, Marshall, Ellis, 2001). Therefore, volunteer satisfaction can be characterized as the extent to which a volunteer enjoys his or her volunteering experience. As mentioned earlier, volunteer satisfaction has become a popular topic, along with motivations and demographics of volunteers (Andrew et al., 2011), since researchers began to consider volunteering an exchange of time and effort for intrinsic/extrinsic rewards and satisfaction via the meeting of multiple motivational factors through the associated volunteer experience (Chelladurai, 2006). In terms of the relationship between PEP and volunteer satisfaction, a positive

association between the two constructs is anticipated based on previous findings regarding organization's prestige and job satisfaction (Bergami & Bagozzi, 2000; Kamasak, 2011).

Volunteer Commitment

In the organizational behavior literature, employee commitment, employees' psychological attachment toward their organizations (Allen & Meyer, 1990) is considered as a vital attitudinal construct along with job satisfaction that could influence employees' behaviors. According to Meyer and Allen (1991), organizational commitment consists of affective commitment (employee's emotional attachment and loyalty to his or her organization), continuance commitment (employee's awareness of potential costs or drawbacks related to leaving the organization), and normative commitment (employee's feeling of moral obligation to remain with the organization). Volunteer commitment could be interpreted as the volunteers' psychological attachment toward a sport organization or event. As mentioned earlier, previous studies (Hess et al., 2002; Peterson, 2004) have already demonstrated the positive relationship between perceived external prestige and employee commitment. Fairley et al. (2007) found repeat Olympic volunteers developed strong commitment to the Olympic Games after learning more about the Olympic history and spirit through their volunteer experiences. In terms of the relationship between volunteer commitment and behavioral intention in a sport organization, organizational commitment of sport volunteers has shown to be a significant predictor of turnover intention (Cuskelly & Boag, 2001).

Intention to Continue Volunteering for Future Events

It is expected that volunteers who have high levels of volunteer satisfaction and commitment toward an event or organization are more likely to continue volunteering for future events; therefore, an event organizing committee should be able to offer benefits that volunteers seek from their volunteering (Green & Chalip, 1998). For the Olympic Games, a number of volunteers are repeat volunteers who have had great experiences from previous Olympic Games. Fairley et al. (2007) found one of the four important motives for returning volunteers at the Olympic Games was the Olympic connection. Volunteers returned to the Olympic Games because they just wanted to be part of the Olympic Games, viewed as the most prestigious sporting events in the world. Knowing more about the history and spirit of the Olympic Games through prior experience strengthened their commitment to the Olympic Games. For example, the historical importance of Greece as the birthplace of the modern Olympics would have great effect on volunteers' decision to rejoin the Athens Games because the participation would strengthen their feeling of connection with Olympics (Fairley et al., 2007).

With respect to the potential mediating roles of employees' psychological outcomes between perceived external prestige and intention to continue/discontinue, it was proposed that high levels of external prestige could influence recipients' at-

titudes toward their jobs; in turn, the attitudes would have impacts on their behaviors (Herrbach, Mignonac, & Gatignon, 2004). In support of this proposition, Kamasak (2011) found a full mediation effect of job satisfaction between perceived external prestige and intention to turnover. Based on these prior studies regarding the relationships between perceived external prestige and outcomes, the following hypotheses were proposed for the current study:

Hypothesis 1: Volunteer satisfaction will mediate the relationship between PEP and intention to continue volunteering for future events.

Hypothesis 2: Volunteer commitment will mediate the relationship between PEP and intention to continue volunteering for future events.

Sport Identification

There are some people who might be more attached to a particular sport rather than a specific group or team. According to Gwinner and Swanson (2003), domain involvement refers to an attachment to a particular genre rather than a particular group. In developing the framework of the current study, sport identification (domain involvement) was incorporated as a moderator. Previous studies found individuals with high levels of sport identification to a certain sport showed higher levels of commitment to the specific domain than people with low level of sport identification (Lascu, Giese, Toolan, Guehring, & Mercer, 1995). Accordingly, it is expected that people who show high levels of involvement with a specific sport may place more value on their participation in a highly reputed sporting event (Benett, Mousley, Kitchin, & Ali-Choudhury, 2007).

Hypothesis 3: Sport identification will moderate the relationship between PEP and volunteer satisfaction.

Hypothesis 4: Sport identification will moderate the relationship between PEP and volunteer commitment.

Method

Participants and Procedure

The population of the current study featured volunteers at the 2011 International Association of Athletics Federation (IAAF) World Championship, a major international sporting event held in Daegu, South Korea, from August 27 to September 4, 2011. The 2011 IAAF Championship was chosen for the current study because the IAAF World Championship is considered one of the most prestigious sporting events (along with the FIFA World Cup and the Olympic Games) in the world. When the first championship was started in 1983 in Helsinki, Finland, to meet the demand of creating the best world competition for the sport of

track and field, the Championship was organized every four years, but it has been held biennially since 1991. Their 2009 IAAF Championship in Berlin attracted 500,000 spectators and an additional 8 billion television viewers worldwide (IAAF, 2011). The 2011 Daegu World Championship attracted 1,742 elite athletes from 199 countries that participated in 47 track and field events. Indeed, the prestige associated with the event was a significant attraction for Daegu and its 2.5 million citizens when petitioning to host the event. The organizing committee began recruiting over 6,000 volunteers in 2009 and trained them for one year to promote a successful event. With the event organizer's permission, data collection was conducted throughout the last three days of the nine-day event, which allowed the participants to experience the event for a week as volunteers. All participants were full-time volunteers who worked for the entire period of the event. A total of 265 volunteers participated in the survey, and 202 questionnaires were usable for further analyses. Among the 202 participants, there were 103 males (50.9%) and 99 females (49.1%). The majority of event volunteers were students ($n = 138$; 68.3%) in the 20 to 29 years old age range ($n = 140$; 69.3%). More participant information is available in table 1.

Table 1

Participant Information (Age, Vocation, and Informing Source of the Volunteer Opportunity)

Age	N	%	Vocation	N	%	Source of Information	N	%
10 - 19	4	2.0	Student	138	68.3	TV or Radio	21	10.4
20 - 29	140	69.3	Self-employed	2	1.0	Newspapers or Magazines	7	3.5
30 - 39	14	6.9	Salaried Worker	23	11.4	Family or Friends	54	26.7
40 - 49	15	7.4	Retiree	5	2.5	Myself	47	23.3
50+	29	14.4	Others	34	16.8	Others	73	36.2

Instrumentation

The questionnaire included 27 items designed to capture demographic profiles (e.g., gender, age, and vocation), the informing source of the volunteer opportunity, and the five constructs (PEP, sport identification, volunteer satisfaction, volunteer commitment, and intention to continue volunteering) in the proposed model. The questionnaire was prepared in English first and then was translated into Korean to reduce potential misunderstandings from the Korean participants. Two Korean doctoral students in sport management with background knowledge of the organizational behavior literature created the Korean version of the questionnaire and another Korean graduate student back translated the Korean version into English to ensure that the initial translation was properly executed. In addition, ten volunteers were asked during the orientation prior to the original events to complete the questionnaire in order to confirm they fully understood the items of the survey.

Perceived Event Prestige (PEP)

PEP was assessed by Mael and Ashforth's (1992) scale, which originally had eight items. The reported reliability for the scale was .77 in their study. However, only five modified items were adopted for the current study. These five items were assessed by using seven point Likert scales anchored by 1 (*strongly disagree*) and 7 (*strongly agree*). Sample items were "People in my community think highly of the IAAF Championship," "The IAAF Championship is considered to be one of the best events in track and field," and "The IAAF Championship does not have a good reputation in my community."

Volunteer Satisfaction

Overall satisfaction with volunteer experiences at the IAAF Championship was accessed by eight items (Farrell et al., 1998). Participants were asked, "Are satisfied with the a) volunteer experience in general?, b) recognition you received?, c) support you received to do your job?, d) information you received to do your job?, e) information you received prior to the event?, f) information you received at the event?, g) organization of the tournament?, and h) communication with other volunteers? Those items were measured using 7-point Likert scales ranging from 1 (*strongly disagree*) to 7 (*strongly agree*).

Volunteering Commitment

Six items of volunteer commitment (Costa, Chalip, Green, & Simes, 2006) were used to measure psychological attachment of the volunteers to the IAAF Championship. Although the Organizational Commitment Questionnaire (OCB) of Mowday, Steer, and Porter (1979) originally had nine items, abbreviated versions with four or six items have been used in other sport volunteer research (Costa et al., 2006; Green & Chalip, 2004) and have shown acceptable internal consistency above .70. These items were assessed by a 7-point Likert scale ranging from

1 (*strongly disagree*) to 7 (*strongly agree*). Sample items included, “This event really inspires the very best in me in the way of job performance,” “I am willing to put in a great deal of effort beyond that normally expected in order to help this event be successful,” and “I am proud to tell others that I am part of this event.”

Sport Identification

The Point of Attachment Index (PAI) was utilized for the current study. Robinson and Trail (2005) created the PAI, including seven subscales to measure different types of psychological attachment to a) the players, b) the coach, c) the community, d) the sport, e) the university, f) the level of the sport, and g) the team. The three items concerning sport attachment were used to assess psychological attachment of the respondents to the sport of track and field. Kim et al. (2010) reported a Cronbach alpha of .93 when measuring sport identity for soccer in their volunteer study. Those items were “First and foremost I consider myself a track and field fan,” “Track and field is my favorite sport,” and “I am a track and field fan at all levels (e.g., amateur, professional, and senior).” A 7-point Likert response scale with anchors of 1 (*strongly disagree*) to 7 (*strongly agree*) was also utilized for the three items.

Intention to Continue Volunteering for Future Events

Intention to continue volunteering was measured by a single item developed for the current study. The item was “If I have the opportunity, I will volunteer for the IAAF World Championships again” and was measured using a 7-point Likert response scale.

Data Analyses

The current study adopted a structural equation modeling (SEM) technique as a systematic approach to the construction of the proposed research model and testing of the hypothesized relationships among the constructs of interests. First, a confirmatory factor analysis (CFA) was conducted to confirm the proposed measurement model (PEP, volunteer satisfaction, volunteer commitment, and intention to continue volunteering). In this stage, reliability of each construct was assessed via Cronbach’s Alpha, convergent validity was determined through the average variance extracted (AVE), and discriminant validity was measured through the comparison of AVE values of each construct and the squared correlation between constructs. The appropriateness of the data to both the measurement and structural models was measured through a variety of goodness-of-fit indices, including the chi-square per degree of freedom ratio (χ^2/df), comparative fit index (CFI), Tucker-Lewis index (TLI), root mean square error of approximation (RMSEA), and standardized root mean square residual (SRMR).

Second, simultaneous equations were performed to test the hypothesized model, focusing on the mediating role of volunteer satisfaction and commitment on the relationship between perceived event prestige and intention to continue

volunteering. Following Iacobucci, Saldanha, and Deng's (2007) recommend procedure for mediation analysis via SEM, the study first tested the proposed structural model including both a direct path between the independent variable and dependent variable and an indirect path through a proposed mediator. Then, a Sobel z-test was performed to explicitly test the relative size of the indirect (mediated) versus direct paths. Based on the results from the z-test, complete mediation would be confirmed if the z is significant and the direct path is not. Meanwhile, if both the z and the direct path are significant, it is concluded that the mediation is partial.

Lastly, a multiple-sample structural equation model was performed in order to investigate the moderating effect of sport identification on the relationship between PEP and volunteer satisfaction, and on the relationship between PEP and volunteer commitment. The median split method was used to divide the sample into two groups (highly identified track sports fans versus lowly identified track sports fans) based on factor scores for sport identification. Next, measurement model invariance was tested by performing a chi-square test between the configural model (Model 1) and equal factor loading model (Model 2). This chi-square test was purported to determine if the measurement model was invariant across the two groups. Then, two separate chi-square difference tests between the equal factor loading model (Model 2) and two structural path models constraining path coefficients equal across the two groups (Models 3 and 4) were performed.

Results

Test of the Measurement Model

The results of the CFA indicated the proposed measurement model fit the data well in terms of the estimated goodness-of-fit indexes ($S-B \chi^2 / df = 53.37/49 = 1.17$; CFI = .99; TLI = .98; RMSEA = .03; SRMR = .04). In the process to revise the original measurements, eight items from the PEP, volunteer satisfaction, and volunteer commitment scales were eliminated based on results of the initial factor analysis. First, items with low factor loadings (below .5) were eliminated due to the possibility of making nonconvergence or negative error variance (Gagne & Hancock, 2006; Netemeyer, Boles, & McMurrian, 1996). Examples the deleted items included "The IAAF World Championships event does not have a good reputation in my community ($\beta = .28$)" from PEP, "You are satisfied with information you received at the event ($\beta = .34$)" from volunteer satisfaction. Furthermore, two highly correlated items ($r = .830$) of volunteer satisfaction were eliminated because of the possibility of causing correlation errors (Byrne, 2006), and these items were "You are satisfied with the information you received prior to the event with" and "You are satisfied with the information you received to do your job. As reported in Table 2 and Table 3, all of the standardized factor loadings ranged from .66 to .88 and were positively significant, indicating the measures possessed

good psychometric properties. The estimated values of Cronbach's Alpha, ranging from .81 to .88, supported the reliability of the scale items by exceeding the recommended benchmark of .70 (Nunnally & Bernstein, 1994). All correlations between the constructs were positively significant and ranged from .50 to .65, which met the suggested < .85 threshold (Anderson & Gerbing, 1988). Additionally, the estimated values of AVE were found to be greater than the squared correlation between the constructs (Fornell & Larcker, 1981). In combination, these two results demonstrate acceptable discriminant validity.

Table 2

Means (M), Standard Deviations (SD), and Coefficients (λ) and Average Variance Extracted (AVE)

Factors	Item	M	SD	λ	AVE
PEP	People in my community think highly of the IAAF World Championships event.	4.82	1.68	0.72	0.58
	It is considered prestigious to work for the IAAF World Championships event.	5.39	1.52	0.88	
	The IAAF World Championships is considered to be one of the best events in track and field.	5.08	1.59	0.66	
Volunteer Commitment	This event really inspires the very best in me in the way of job performance.	5.67	1.41	0.73	0.57
	I really care about the fate of this event.	5.65	1.36	0.78	
	I felt like an important member of the event team.	5.67	1.36	0.75	
	I am proud to tell others that I am part of this event.	5.66	1.30	0.78	
	I would accept almost any type of job assignment in order to keep working for this event.	5.31	1.47	0.75	
Volunteer Satisfaction	You are satisfied with the support you received to do your job.	5.24	1.52	0.77	0.60
	You are satisfied with the organization of the tournament.	4.75	1.67	0.81	
	You are satisfied with your communication with other volunteers.	5.14	1.54	0.75	
Intention to Continue	If I have the opportunity, I will volunteer for the IAAF World Championships again.	5.62	1.52	1.00	NA

Table 2

Overall Means (M), Cronbach's alpha (α), and Correlations among Constructs

Factors	M	SD	α	Correlations matrix				
				1	2	3	4	5
1. Perceived Event Prestige	5.09	1.36	0.80	1.00				
2. Volunteer Commitment	5.59	1.13	0.88	0.59	1.00			
3. Volunteer Satisfaction	5.05	1.35	0.81	0.65	0.62	1.00		
4. Intention to Continue	5.62	1.52	NA	0.50	0.67	0.62	1.00	
5. Sport Identification	4.81	1.73	0.92	0.43	0.56	0.31	0.26	1.00

Note. All correlations are significant at the level of .001

Test of the Hypothesized Structural Model

The overall assessment of the hypothesized structural model provided evidence that the structural model was acceptable ($\chi^2 / df = 85.23/50 = 1.70$, CFI = .96, TLI = .95, RMSEA = .068, SRMR = .067). All factor loadings were significant and positive, ranging from .72 to .86. The direct path from PEP and intention to continue volunteering was found to be non-significant ($\gamma = -.01$, $p > .05$). The results from the Sobel z-tests for both indirect paths were also significant and positive (PEP $\rightarrow$ volunteer commitment $\rightarrow$ intention to continue volunteering: $z = 3.73$, $p < .001$; PEP $\rightarrow$ volunteer satisfaction $\rightarrow$ intention to continue: $z = 2.81$, $p < .01$). Therefore, given a nonsignificant direct path and significant z tests for the indirect paths, these results cumulatively indicate both commitment and satisfaction fully mediated the relationship between PEP and intention, supporting Hypotheses 1 and 2 (Iacobucci et al., 2007).

Test of the Moderating Effect of Sport Identification

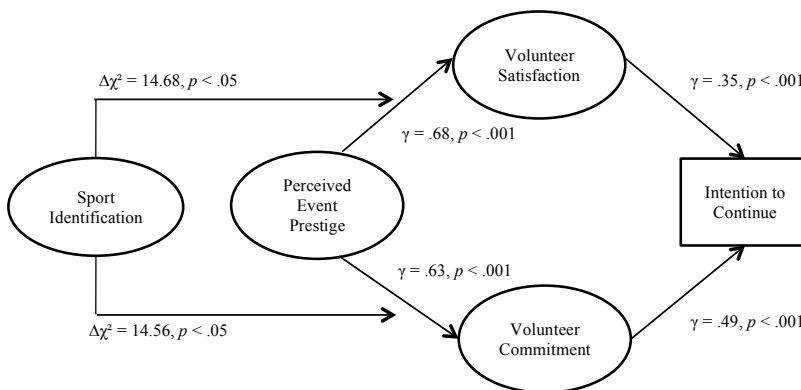
As displayed in Table 4, a series of chi-square difference tests were performed to test any variation in the measurement parameters and structural relationships between PEP and volunteer satisfaction and between PEP and volunteer commitment. The configural model (Model 1), freely estimating the factor loadings across the two groups, was used as a basis for comparison to test for measurement invariance. The results indicated a good model fit in terms of the estimated fit indices ($\chi^2 / df = 59.85/41 = 1.46$, CFI = .98, TLI = .97, RMSEA = .06, SRMR = .05). Next, Model 2 (constraining equal factor loadings) was evaluated and resulted in an acceptable model fit ($\chi^2 / df = 116.30/90 = 1.30$, CFI = .96, TLI = .96, RMSEA = .06, SRMR = .07). The results of the nonsignificant difference in chi-square between Model 2 and Model 1 indicated the measurement model was invariant and comparable across the two groups ($\Delta\chi^2 = 56.45$, $\Delta df = 49$, $p > .05$).

Table 4*Invariance Tests of Structural Model for Multiple Group Difference*

Model	Invariance tests	χ^2	df	CFI	TLI	RMSEA	SRMR
1	Configural	59.85*	41	0.98	0.97	0.06	0.05
2	Equal factor loadings	116.30*	90	0.96	0.96	0.06	0.07
3	Equal path model (PEP → Satisfaction)	130.98*	93	0.95	0.94	0.07	0.09
4	Equal path model (PEP → Commitment)	130.86*	93	0.95	0.94	0.07	0.09

Comparison	$\Delta\chi^2$	Δdf	p-value
Model 1 vs. Model 2	56.45	49	> .05
Model 2 vs. Model 3	14.68	3	< .05
Model 2 vs. Model 4	14.56	3	< .05

Lastly, given that the measurement model was invariant, a separate test of the invariance of the structural paths (PEP → volunteer satisfaction; PEP → volunteer commitment) was performed. Consequently, two separate chi-square difference tests were performed to compare the equal path models (Models 3 and 4) with Model 2 (equal factor loading model). Both chi-square tests were statistically significant, indicating a significant difference in the effect of sport identification on structural paths (PEP → volunteer satisfaction: $\Delta\chi^2 = 14.68$, $\Delta df = 3$, $p < .05$; PEP → volunteer commitment: $\Delta\chi^2 = 14.56$, $\Delta df = 3$, $p < .05$). Thus, these results supported the moderating role of sport identification on the relationships between PEP and volunteer satisfaction and between PEP and volunteer commitment. Figure 2 illustrates the final model based on the research results.

**Figure 2.** Final Research Model With Path Coefficients

Discussion

Building on prior research, the current study was designed to examine the impact of perceived event prestige associated with a renowned sporting event on volunteers' intention to continue future volunteering through volunteer satisfaction and commitment. In exploring these effects, this study also included sport identification as a moderator variable between PEP and satisfaction and commitment. Thus, four hypotheses were forwarded, and the overall results of the study extend the extant sport volunteer literature in several ways.

First, the results of descriptive statistics found volunteers in the current study perceived the IAAF Championship in Daegu to be a highly prestigious event ($M = 5.09$) by reporting values above the mid-point of the scale ($M = 4.00$). This finding is not altogether surprising given the event attracted 1,742 high-profile track and field athletes from 199 nations, approximately 4,000 international media reporters, and 500,000 spectators. Furthermore, the city of Daegu, Ministry of Culture and Tourism, Korea Association of Athletics Federations (KAAF), and Korean Olympic Committee (KOC) worked ardently to increase the public's awareness and support of the event during the preparation period following the formal announcement of Daegu as the host city in March of 2007 (Oh, 2011). The organizing committee selected 6,000 volunteers in 2010, and the history, culture, and importance of the event was highlighted during the year-long training; therefore, these efforts likely promoted high levels of PEP.

Second, the results of the current study revealed a full mediating effect for volunteer satisfaction (Hypothesis 1) and commitment (Hypothesis 2) between the PEP and intention to continue volunteering for potential IAAF events link, which indicates PEP indirectly influenced intention to continue volunteering via volunteer satisfaction and commitment. While a direct relationship between PEP and intention to continue volunteering was anticipated to be significant, it was not found to be significant in the current study. In other words, PEP had a direct influence on both volunteer satisfaction and commitment, and, in turn, volunteer satisfaction and commitment directly influenced one's intention to continue volunteering among a sample of volunteers at the 2011 IAAF Championships. Learning the history and spirit of the Olympic Games through volunteer experience could strengthen volunteer commitment to the Olympic Games (Fairley et al., 2007). Therefore, given its impact on critical antecedents of future volunteer intentions, event organizers would be wise to promulgate PEP through emphasis on the event's history, culture, and value. However, PEP in isolation only influences future volunteer intention through volunteer satisfaction and commitment, so those two variables and their respective antecedents drive sustainable volunteerism based on the results of this study. For example, Cuskelly and colleagues (2006) found the actual experiences of volunteers played a prominent role in volunteer satisfaction, so those experiences should be closely monitored. Overall, the results of this study support the relationship between volunteer satisfaction

and commitment and future volunteer intentions (Andrew et al, 2011; Cuskelly & Boag, 2001); consequently, it is vital for event managers to increase levels of satisfaction and commitment in order to support sustainable volunteerism. Particularly, volunteer satisfaction has been shown to be impacted by actual work experiences of the volunteers, such as operating conditions, coworkers, nature of work, contingent rewards, group integration, empowerment, and organizational support (Galindo-Kuhn & Guzley, 2001; Silverberg et al, 2001). Therefore, event organizers should pay attention in order to increase volunteer satisfaction by provide their volunteers enjoyable experiences during their voluntary works.

Finally, the results of the current study uncovered moderating effects of sport identification between PEP and volunteer satisfaction (Hypothesis 3) and PEP and volunteer commitment (Hypothesis 4), which indicates volunteers with higher levels of identification with the sport of track and field demonstrate stronger relationships between PEP and both attitudinal outcomes (i.e., volunteer satisfaction and commitment). These findings provide an important practical application for event managers. Event managers must realize volunteers with high levels of sport identification are more likely influenced by PEP than volunteers with low levels of sport identification in developing volunteer satisfaction and commitment. Therefore, it is vital for event managers to be aware of volunteers' levels of attachment to certain sports when they attempt to recruit or retain skilled volunteers for future events because highly attached volunteers to a specific sport are more expected to return to volunteer for the sport than volunteers with lower sport attachment. In fact, potential volunteers' identification levels of the specific sport could be considered one of the important criteria along with their abilities to complete assigned tasks when event managers select volunteers from interviewees. With this in mind, event organizers could also recruit volunteers via related sport organizations or websites that might attract individuals with strong identification to the sport in question.

Limitations and Future Research

The current study contributes to the sport volunteer literature by exploring the direct and indirect impacts of perceived event prestige associated with a major sporting event on intention to continue volunteering again for other IAAF events via satisfaction and commitment. However, the limitations and the findings of the current study prompt further research to better understand its impacts on volunteers' attitudes and behaviors. First, the current study had a modest sample of 202 volunteers among approximately 6,000 volunteers at the 2011 IAAF Championships. Thus, future studies should have larger samples in order to minimize the potential for non-response bias. Second, the current study used instruments originally developed for other business settings with some modifications or eliminations of items for the original scales. For instance, three items of PEP were eliminated from Mael and Ashforth's (1992) original scale and two

other items were also dropped due to low factor loadings in the current study. Therefore, future studies might consider the development of a PEP scale to support future research in the context of sport. Third, future studies could include other influential variables (e.g., operating conditions, coworkers, nature of work, contingent reward, group intention, empowerment, and organizational support) that could influence volunteer satisfaction and commitment based on the findings of other volunteer research. In so doing, event managers could compare the relative importance of each factor on volunteers' attitudinal and behavioral outcomes. Finally, future studies could also include other motivations along with perceived prestige to examine the relative importance of perceived event prestige when volunteers decide to volunteer in events with varying prestige levels (e.g., local, national, or international events).

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Management Whitepaper

Sustainable Volunteerism at a Major International Sporting Event

The Impact of Perceived Event Prestige

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I. Research Problem

The primary purpose of this study was to examine the impact of volunteers' perceived prestige associated with a major sporting event on intention to continue future voluntary work via volunteer satisfaction and commitment. In addition, this study examined how sport identification influenced the relationships between perceived event prestige and volunteer satisfaction and commitment. For mega/major sport events, repeat volunteers serve as valuable human resources to successfully host events because the experienced volunteers apply acquired skills and knowledge from past mega/major events to help inexperienced volunteers. Thus, it is crucial for event organizers to exercise best practices in order to retain experienced mega/major event volunteers for future event success.

II. Issues

It seems numerous individuals are attracted to volunteer in sporting events labeled as "mega events" due to the high status of the events among communities. For instance, more than one million people applied for 100,000 volunteer positions at the 2008 Beijing Olympic Games in China. This phenomenon may extend to other major international sporting events such as the context for this study, the International Association of Athletics Federations (IAAF) World Championship. In fact, the 2009 IAAF World Championship in Berlin, Germany attracted 6,000 volunteers who worked to deliver the event to 500,000 spectators and 8 billion viewers worldwide. The phenomenon might be explained in part by Zajonc's (1968) exposure-attitude hypothesis, which proposes individuals will be more likely attracted to work for familiar organizations as a result of the positive impact of heightened exposure on the organization's reputation and image.

In terms of the relationships between perceived event prestige and volunteer satisfaction and commitment, it is expected that perceived event prestige will have a positive relationship with both constructs based on previous research. It is also expected that volunteers who have high levels of volunteer satisfaction and commitment toward an event or organization are more likely to continue volunteering

for future events. However, in the sport volunteer literature, no research has been conducted to explore the impact of perceived event prestige on volunteers' psychological states and behavioral intentions.

III. Summary

The 2011 IAAF Championship was chosen as an ideal context to examine perceived event prestige for the current study because this event was considered a major international sporting event that attracted 1,742 elite athletes from 199 countries that participated in 47 track and field events. A total of 202 volunteers at the IAAF Championship, held in August, 2011, in Daegu, South Korea, participated in the current study. Among the participants, there were 103 males (50.9%) and 99 females (49.1%). The majority of event volunteers were students ($n = 138$; 68.3%) in the 20 to 29 years old age range ($n = 140$; 69.3%).

The results of this study showed that perceived event prestige had an indirect positive impact on one's intention to volunteer in the future through the variables of volunteer satisfaction and commitment. In other words, volunteers were more likely to feel satisfied with their voluntary work and develop strong commitment toward the event when they perceived high levels of event prestige. In turn, high levels of volunteer satisfaction and commitment increased the volunteers' intention to continue voluntary work for a future event. The results also revealed volunteers with higher levels of identification with the sport of track and field demonstrated stronger relationships between perceived event prestige and both attitudinal outcomes (volunteer satisfaction and commitment).

IV. Analysis

The results of the current case study yielded several interesting insights with regards to the relationships between perceived event prestige and future volunteer intentions. First, perceived event prestige only influences future volunteer intention through volunteer satisfaction and commitment, which means the prestige of a major event itself does not directly drive sustainable volunteerism. Researchers and practitioners have determined volunteer satisfaction is impacted by actual work experiences of the volunteers (e.g., operating conditions, coworkers, nature of work, contingent rewards, group integration, empowerment, and organizational support). Therefore, it is very important for event organizers to closely monitor those work-related experiences in order to increase volunteer satisfaction.

Second, the current study uncovered a positive relationship between perceived event prestige and volunteer commitment. Fairley, Kellett, and Green (2007) also found repeat Olympic volunteers had developed strong commitments to the Olympic Games after learning more about the Olympic history and spirit through their volunteer experiences. Accordingly, event organizers should provide volunteers with opportunities to learn more about their organizations/events, such as history, culture, values, and so forth, in order to reinforce prestige perceptions of the organizations/events, which could eventually enhance volunteer commitment.

Finally, volunteers with high levels of sport identification are more likely influenced by perceived event prestige than volunteers with low levels of sport identification in developing volunteer satisfaction and commitment. Thus, it is vital for event managers to be aware of volunteers' levels of attachment to a certain sport when they attempt to recruit or retain skilled volunteers for future events because highly attached volunteers to a specific sport are more likely to return to volunteer for the sport than volunteers with lower sport attachment.

V. Discussion/Implications

The findings of this study are beneficial to event organizers of mega/major sport events. In particular, those sport managers responsible for the recruitment, training, and retention of volunteers can learn valuable best practices to support sustainable volunteerism for their events.