

## Factor that Influences the Commitment of Sports Volunteers among Students at Yayasan Sukarelawan Siswa

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### Abstract

Understanding the motives and characteristics of voluntary workers would enable organizers to successfully recruit and retain highly committed volunteers. However, the purpose of them to be involved in voluntary works with high commitment cannot be determined and they do not have any specific solid reason to contribute to this area. There are four bases of commitment that have been identified which are affective commitment, normative commitment, continuance commitment high sacrifice, and continuance commitment low alternative. Based on the findings from descriptive statistics, the result of the study implied that factors that influence sports volunteer's commitment to sports events are an affective commitment. The value of affective commitment is ( $M = 4.42$ ,  $SD = 0.62$ ) and it showed the highest mean value among the four bases of commitment. The other three types of commitment showed no significant difference between gender in factors of commitment among sports volunteers. This is due to  $p\text{-value} = 0.21\text{-}0.44 > 0.05$ . Moreover, there was no significant relationship between age and commitment shown because the  $r = 0.06$  which shows the strength of the relationship is low, and the  $p\text{-value}$  was  $p = 0.46 > 0.05$ .

**Keywords:** Volunteerism, Volunteer Commitment, Affective Commitment, Normative Commitment, Continuance Commitment

### Introduction

Volunteerism in Malaysia is a well-known practice among the citizens especially during the event of SEA GAMES 2017. The volunteering essence has been existed in each person since the human civilization and community development (Muhamad & Alauddin, 2013). Volunteerings is considered as a non-wage job and the volunteers are identified as individuals

who engaged in charitable work without expecting any sort of compensation (Ibrahim, Amin, & Sivabalan, 2015). Voluntarism is also associated with charitable work or activities carried out by an individual or group of individuals towards the person in need (Hussain & Yasin, 2016). Commitment is known as the essential that contributes to the voluntary work process. Clear understanding of voluntary motives by the organizers of sporting events results in enhancing the volunteers' satisfaction and thus leads to a commitment that is described as important to the organization and its objectives (Sharififar et al., 2011). Besides that, commitment also is identified as an important variable in the field of Organizational Behaviour (OB) and sport related to other employee outcomes (Han et al., 2013). According to Reichheld (1996); Pfeffer (1998), although there is no empirical evidence in the sport management area, it is assumed that commitment could contribute to organizational effectiveness. Volunteer organizational commitment can be seen as one's behaviour toward an organization related to the ability to contribute a considerable amount of time and energy to the organization without monetary compensation. While volunteers work for an organization without remuneration, they probably have unique expectations or beliefs about the organization (Bang et al., 2013). There are four bases of commitment that has been identified which were affective commitment, normative commitment, continuance commitment high sacrifice and continuance commitment low alternative (Han et al., 2013). Research shows that different types of commitment, including role, task, organizational, and team commitment affect volunteers' experiences in sport organizations (Engelberg et al., 2012; Engelberg et al., 2014; Ringuet-Riot et al. 2014; Wicker, 2017). Organising an event as one of the destinations attractions would bring economic benefits, in addition to offering more options for visitor activities (Abdul Wafi et al., 2017). Sports events volunteerism was gaining increased attention in academic literature as academics and practitioners seek to understand how best to attract, train and maintain the volunteers that are vital to many sporting events (Allen & Bartle, 2014) Besides that, sports events have also become an area in which participation of volunteers are effectively resourced for human capital (Idris et al., 2019). The volunteerism in sports events could get more attention than other events.

However, volunteers and the willingness to volunteer were less prevalent in the society as many are self-seeking individuals, that can have attributed to the process of development and modernisation said Wong, 2011 as cited in (Idris et al., 2019). In Malaysia, numerous volunteering activities were organised by a multitude of organisations (Idris et al., 2019). Understanding the motives and characteristics of voluntary workers would enable organizers to successfully recruit and retain highly committed volunteers (Sharififar et al., 2011). However, the purpose of individuals to volunteers with high commitment cannot be determined and they do not have any solid reasons to contribute to this area. Volunteer motives indicate that a person's motivation to contribute to activities has been variable and often differs in time, and there is no definitive response to this question as to what motivations and what internal factors drive people to volunteer and lead them to unpaid and unpriced activities (Sharififar et al., 2011). The importance of voluntary work in the sport sector has been raised in both economic and non-economic aspects (Han et al., 2013). This can be concluded that about 20% of all American volunteers were in sport and recreation. Sports volunteers are a vital part of many big sporting events' overall success (Warner, Newland, & Chris, 2011) and play a key role in the provision of sport participation opportunities (Hoye & Doherty, 2011; Mihajlovic et al., 2010; Han et al., 2013). Therefore, investigating the factors that influence the commitment of sports volunteers is important for organization in recruiting and retention.

This research studies the factors that influence the commitment of sports volunteers and this research could help any communities to produce a productive youth in the future. This is because people who join in volunteering activities are mostly in the range of age between 18-28 years old. To recognise the factors that influence volunteer's commitment to be involved volunteer activities is important to develop altruistic act among the youth and others. However, people who involve in volunteer activities come from different background and have different factors that drive them to give their full commitment towards the events, but all these factors could be determined by the four bases of commitment. This study also will inspect the major factor that drives people to commit in volunteerism. Besides, this study could help many organizations to conduct events and find the volunteers to help them in managing the events either the government or private sector. Perhaps different organizational conditions were needed to different volunteer management approaches.

### **Literature Review**

Sports volunteers are categorized as the individuals in the roles of undertaken to support, arrange and run the organized sport or physical activity (Ringuet-Riot et al., 2014). Besides that, sports events have also become an area for volunteer's participation as the sources for human capital effectively. Next, hosting an international sports event such as SEA Games needs a large number of manpower to achieve a successful event. By inviting the participation of volunteers is the most effective method for the organizer to gain contribution of people in hosting the sports events. This is because the contribution of these volunteers in a large scale of sports events, is indispensable and crucial (Idris et al., 2019). Based on previous research findings, over half of the respondents were women, and the average age was nearly 50. Three-fourths have at least earned a bachelor's degree. The volunteers of the study event were very pleased with the assertion "I am happy with the overall volunteer experience" with an average degree of agreement of 6.26 (Ma & Draper, 2017).

According to Han, Quarterman, Strigas, Ha, & Lee (2013), commitment is defined as a significant variable in the organizational behaviour activity (OB) and sport area that is related to other employee outcomes. Volunteers who endorse an initiative and event may have a deep sense of purpose for many reasons, may feel that what they do gives them the opportunity to connect with others, and there is also a responsibility for tasks and jobs or profession and a social duty to other people's beliefs and values and to the principles of the organization (Sharififar et al., 2011). However, volunteers' deep sense of purpose could involve motivation because it is a strong instrument that strengthen behaviour and triggers the tendency to continue (Dobre (2013). In other words, motivation is an intrinsic desire to fulfil an unmet need and to accomplish a certain goal. It is also a procedure that begins with a physiological or psychological necessity that stimulates an objective-set performance. Besides, volunteer organisational commitment can be seen as one's attitude towards an organisation relating to the willingness to devote considerable time and effort to the organisation without monetary compensation. Even though volunteers operate without remuneration for an association, they are likely to have specific preferences or opinions about the organisation (Bang et al., 2013) It could be said that commitment to volunteer organization is closely correlated with commitment to voluntary work among volunteers themselves (Han et al., 2013). In the previous research findings, they specified that volunteer commitment is a functional construct composed of four bases. However, other researchers' findings indicate different views from previous research on 12 volunteers involvements.

Moreover, most research did not include continuance commitment to measure the commitment of volunteers because this factor of commitment is related to job payment, and a volunteer position is not a paid position. Also, there was a strong correlation between the three factors. Higher income, schooling and age may be believed to affect higher volunteer commitment (Han, Quarterman, Strigas, Ha, & Lee, 2013). There is a predictive capacity for voluntary commitment across age and it indicates that age has a positive effect on the bond value, as the bond value often decreases with age (Sharififar et al., 2011). The researchers also stated that their research focused on sports volunteers and sports events because the transfer of volunteerism from one context to another is possible under different conditions and for specific groups of volunteers. When the organisational volunteers are happy with their positions and have altruistic intentions, they are more likely to volunteer for other sport activities (Wicker, 2017).

Furthermore, affective commitment may be the main theory towards organisational commitment because of its construct and displayed the commonalities organizational commitment (Mercurio1, 2015). According to (Fernandez-Lores et al., 2016). The affective commitment can lead to behaviours of helpfulness or willingness to further improvement. The evolution of commitment as a strategic element in organisations is important to be observed despite the researched consequences of low and high levels of affective commitment. In addition, attitudes were assessed with respect to existing variables of affective involvement, including the desire to stay in the organisation, the ability to make a meaningful contribution and the confidence in the values of the organization (Mercurio1, 2015). However, because of the intrinsic motivation, non-monostable, socio-emotional need for fulfilment and positive work experience related to voluntary contributions of time, energy, and skills to an organisation, emotional engagement is necessary for voluntary work. (McCormick & Donohue, 2016).

Next, normative commitment is a theoretical background, including the socialisation of organisational mission and values in line with personal values. (McCormick & Donohue, 2016). Besides that, Fernandez-Lores et al., (2016) said that normative commitment represents the decision to stay out of a sense of moral obligation. It can also be seen as having essential concepts that conflict with the ideas of continuity or commitment theories of behavioural transaction (Mercurio1, 2015). According to Han et al (2013), to measure volunteer commitment, most research involves normative commitment, on the assumption that volunteers are not associated with monetary or material benefits.

Lastly, continuance commitment has been defined as the guidance towards the employee to stay because of the high costs of leaving (Fernandez-Lores et al., 2016). Continuance commitment high sacrifice is highly related, to commitment because of personal loss incurred by separation from the organisation. Strong continuance commitment to an organisation implies the necessity to remain with the organisation. Further research has confirmed the two- dimensionality of continuance commitment (Allen & Meyer, 1990; Dunham, Grube, & Castaneda, 1994; McGee & Ford, 1987; Meyer & Allen, 1997; Han, Quarterman, Strigas, Ha, & Lee, 2013). Other than that, continuance commitment high sacrifice was negatively correlated to a turnover intention (Turner & Chelladurai, 2005; Han et al., 2013). Continuance commitment-low number of alternatives is related to commitment due to lack of other employment opportunities and was positively associated with the intention to leave the organisation (Han, Quarterman, Strigas, Ha, & Lee, 2013). Continuance commitment describes individuals' need to stay with the organisation based on the perceived

costs of their investment, and the costs of discontinuing membership in the organisation (Bang et al., 2013).

### **Problem Statement**

Volunteers and desire to volunteer is less prevalent in society because many people became self-seeking, which can be due to the process of growth and modernisation said Danny Wong, 2011 as cited in (Idris et al., 2019). In Malaysia, numerous volunteering activities were organised by a multitude of organisations (Idris et al., 2019). Understanding the motives and characteristics of voluntary workers would enable organizers to successfully recruit and retain highly committed volunteers (Sharififar et al., 2011). However, the purpose of individuals to be involved in voluntary works with high commitment cannot be determined and they do not have any solid reasons to contribute to this area. Volunteer motives indicate that a person's motivation to contribute to activities has been variable and often differs in time, and there is no definitive response to this question as to what motivations and what internal factors drive people to volunteer and lead them to unpaid and unpriced activities (Sharififar et al., 2011). The importance of voluntary work in the sport sector has been raised in both economic and non-economic aspects (Han, Quarterman, Strigas, Ha, & Lee, 2013). This can be concluded that about 20% of all American volunteers were in sport and recreation. Sports volunteers are a vital part of many big sporting events' overall success (Warner, Newland, & Chris, 2011) and play a key role in the provision of sport participation opportunities (Hoye & Doherty, 2011; Mihajlovic et al., 2010; Han et al., 2013). Therefore, by investigating the factors that influence the commitment of sports volunteers is important for organization in recruiting and retention.

### **Methodology**

The sample of the study was selected from volunteers who are members of Yayasan Sukarelawan Siswa's organisation. Convenience sampling technique was used to select subjects for the study which is typically conducted using a non-probability sampling method. The sample size of this research is N=154 respondents which they had returned their response of the questionnaire for this study; therefore, the total of respondent is 10% from the total population. However, this number of respondents' is relevant to be used to get the result and impact of the study. The usage of 10% sample size is recommended when the total population is more than 500 (Hill, 2012). In addition, this study has been done through e-survey research because of the current situation during the pandemic of Covid-19.

The items of questionnaire were adopted and adapted from previous research done by Turner's 12-item scale (2001), which he had adapted from Meyer, Allen, and Smith (1993). Three-components and 18-item scale to measure coach commitment were adapted to measure volunteer commitment in a marathon running event and were applied to measure the variable dependent which influences the commitment of the sports volunteers. The questionnaire consists of two sections whereby section A presents the demographic background (4 items) and section B includes the domains that make up volunteer commitment, represented by 12 items. All the items in section B were rated using a 5-point-Likert Scale format ranging from 1 (strongly disagree) to 5 (strongly agree).

The researcher used IBM Statistical Package for Social Science (SPSS) system version 25 to illuminate and assess the collected data. The data from the pilot study were analysed for its reliability values. The overall reliability for all domain showed 0.55 to 0.78 value set by the researcher. After the pilot study was conducted, the research was conducted onto the

actual sample. A normality test is used to test if the data is normally distributed. The researcher used Kolmogorov-Smirnova to declare the normality of the distribution because the number of samples was more than 50 (Mishra, et al., 2019). The results showed the significant value 0.02 which  $p < 0.05$ , so that the data distribution was non-normal, and the researcher used non-parametric statistical analysis.

### Findings

In conducting the first objective of this study, Table 1 which presents a descriptive statistical analysis was used to identify the factors that influence sport volunteer's commitment in sports events. In addition, the researcher used an inferential statistic to fulfil the second objective (Table 2) which presents the identified main factors that influence sport volunteer's commitment between gender while Table 3 shows the relationships between age and commitment of volunteers in sports events which answer the third objective of this study.

Table 1

*Results of Descriptive Analysis of the Factors That Influence Sport Volunteer's Commitment in Sports Events*

	Descriptive Analysis	
	Mean	SD
Affective Commitment	4.42	.62
Normative Commitment	4.03	.61
Continuance High Sacrifice Commitment	3.17	.83
Continuance Low Alternative Commitment	3.21	.57

Table 1 shows that affective commitment has the highest mean among other types of commitment. The value of affective commitment is ( $M = 4.42$ ,  $SD = 0.62$ ). Based on the result, it shows that affective commitment is the significant factor that influence the volunteer's commitment at Yayasan Sukarelawan Siswa. This is due to their behaviour and interest towards the volunteerism itself. Besides, this table shows the lowest type of commitment that influences volunteers' commitment is continuance commitment high sacrifice which is ( $M = 3.17$ ,  $SD = 0.83$ ). The difference value between the highest mean and lowest mean was 1.25.

Table 2

*Results of Mann-Whitney Test that Identify the Main Factors That Influence Sport Volunteer's Commitment Between Gender in Sports Events*

	Group	N	Mean rank	Sum of Ranks
Affective	Male	38	84.30	3203.50
Commitment	Female	116	75.27	8731.50
Normative	Male	38	82.32	3128.00
Commitment	Female	116	75.92	8807.00
Co-Hisac	Male	38	91.74	3486.00
Commitment	Female	116	72.84	8449.00
Co-LoAlt	Male	38	85.20	3237.50
Commitment	Female	116	74.98	8697.50

  

	Affective Commitment	Normative Commitment	Co-Hisac Commitment	Co-LoAlt Commitment
Mann-Whitney U	1945.500	2021.000	1663.000	1911.500
Wilcoxon W	8731.500	8807.000	8449.000	8697.500
Z	-1.117	-.777	-2.302	-1.245
Asymp. Sig. (2-tailed)	.264	.437	.021	.213

In this study, the main factors that influence sport volunteers' commitment between gender in sports events that give no significant difference were affective commitment, normative commitment and continuance commitment low alternatives. However, between these three factors of commitment, normative commitment is shown to be the most common factor that has no difference to influence the commitment of the volunteers among gender. But somehow, continuance commitment high sacrifice has difference factors towards the volunteers' commitment.

As a result, continuance commitment high sacrifice shows that there is significant difference between gender among volunteer's commitment because the p-value was  $p = 0.02 < 0.05$  as shown in Table 3. The null hypothesis is failed to reject. In addition, the mean score for male was ( $M = 91.74$ ) and female was ( $M = 72.84$ ). Tendency of male to influence by continuance commitment high sacrifice is high rather than female. Affective commitment showed that the mean score for male ( $M = 84.30$ ) was higher than females ( $M = 75.27$ ), the mean score for normative commitment for male was ( $M = 82.32$ ) and females ( $M = 75.92$ ). Mean score for male was higher than female and the mean scores of continuance commitment low of alternatives for male and female in this dimension were ( $M = 85.20$ ) and ( $M = 74.98$ ) where the male mean scored higher than female. The result towards these three dimensions among gender was between  $p = 0.213 - 0.437 > 0.05$ . Hence, the null hypothesis is rejected. There was no significant difference between gender in these three dimensions among volunteers in sports events.

Table 3

*Result of Spearman Correlation Between Age and Commitment of Sports Volunteers*

	Commitment
Age	0.060

The result for the third objective which is to investigate the relationship between age and commitment among volunteers in sports events showed that there was no significant relationship between age and commitment. This is because the  $r = 0.06$  which showed the strength of the relationship is low and the  $p$ -value was  $p = 0.46 > 0.05$ , thus, the null hypothesis is rejected. Therefore, the researcher concludes that volunteers' commitment did not influence by their age.

### Discussion

Based on the findings from descriptive statistic, the results of the study imply that the factors that influence sports volunteers' commitment in sports events is affective commitment. The value of affective commitment showed that it has the highest mean value among the four bases of commitment. Affective commitment is related to the behaviours of the individuals itself. They do not depend on the rewards that will get them into volunteer activities. Although there has been criticism of the discriminatory validity between affective and normative commitments, several studies still support the distinctions between the two dimensions (Meyer & Allen; 1991; 1997); Meyer and Allen (1997) suggested that normative engagement in different cultures was a stronger predictor than affective engagement: two separate continuance commitments were associated with independent commitment. As similar to the results of this study, previous researcher revealed that the affective commitment was more highly rated than the normative commitment, confirming the fact that sports volunteers have a strong commitment to sport (Reza et al., 2015). Based on the results of this study could prove that volunteers' commitment did not rely on extrinsic reward towards them except for volunteers who have different purpose such as things that are related to continuance commitment.

This research also identified the main factors that influence sport volunteers' commitment between gender in sports events that has no significant difference which were affective commitment, normative commitment and continuance commitment low alternatives. However, between these three factors of commitment, normative commitment is proved to be the most common that has no difference factor to influence the commitment of the volunteers among gender. Normative commitment has been identified as the main factor that has no significant difference between gender in sports events. This is consistent with previous research which stated that in different societies, normative engagement was a stronger predictor than affective engagement and two distinct continuance commitments were separately correlated with the other outcome variables. (Han et al., 2013). Other researchers also found that, normative commitment was positively predicted by socialization experiences and congruence of organizational mission and values with personal values (McCormick & Donohue, 2019).

Next, affective commitment is the behaviour and attitude of helpfulness that naturally existed in people. In previous study, the researcher said that attitudes were assessed with respect to existing variables of affective involvement, including the desire to stay in the organization, the ability to make a meaningful contribution and the confidence in the values of the organization (Mercurio1, 2015). It means that volunteers tend to stay in volunteerism



activities due to their willingness. Besides that, affective commitment has the assumption that volunteers are not associated with monetary or material benefits (Han, Quarterman, Strigas, Ha, & Lee, 2013). Other than that, continuance commitment low alternative is the commitment of volunteers which was articulate and optimistic with the career factor, as it appears that university administrators and celebrant sporting events must carry out suitable teaching courses for students before they engage in activities with more benefits and achieve their desired occupation by experiencing various occupations (Sharififar et al., 2011). This support the idea that both genders have intention to have career for their life in the future. People are still involved in volunteer service because of many monetary benefit (Han, et al., 2013). In addition, there are no studies show the significant difference between gender that affect their commitment towards volunteerism activities through these three types of commitment.

This study found that there is no significant relationship between age and commitment. This is because the  $r = 0.06$  showed the strength of the relationship is low and the  $p$ -value was  $p = 0.46 > 0.05$ . This means that the volunteers are not only coming from youth generation. They could be older or younger than this population and whoever have the interest towards volunteerism would be involved in volunteerism activities. This result is in line with previous researcher where they found that volunteers at other sports events were 50 years old and older (Dickson et al., 2015). Youth volunteers who are involved in volunteerism have the purpose of seeking new experience and skill (Fairley et al., 2013) but there are also older volunteers who want the relationship between interpersonal contact, career orientation, personal growth, and satisfaction to become stronger (Aminudin et al., 2017). This proves that the intention of people to be involved in voluntary activities do not just come from younger people. Their commitment also do not caused by their age. It is because of their behaviour to fulfil their intention. In addition, there is no research that shows there is a relationship between age and commitment.

## **Conclusion**

In conclusion, understanding the factors that influence the commitment of volunteers helps the recruiter to recruit effective volunteers in the future. The results of this study indicate that most of the volunteers at Yayasan Sukarelawan Siswa were involved in volunteerism based on their willingness and intention to help other people who are in need. They did not seek for external reward to fulfil their satisfaction. However, some of the male volunteers feel that they need to participate in volunteerism activities because of their responsibilities and role as a volunteer in the organization. As a recommendation for the future study, future researchers can study and look at other dimension that could influence the commitment of the sports volunteers. Future researcher also could investigate the various models that are associated with differences variables which include the satisfaction, demands, future intention and motivation. Understanding the factors that influence the volunteers to involve in volunteerism plays a remarkable role to attract and recruit them.

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