



## The relation of motivation and reward with volunteer satisfaction: empirical evidence from Omani non-profit organization

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### Abstract

The relationship between motivation and satisfaction is posited to be mediated by reward. In this study, the motivation construct was measured by a motivation scale which was developed and validated by Strigas and Jackson (2003). The scale when factor analyzed generated five factors. These factors were referred to as: 1) leisure motivation, 2) egoistic motivation, 3) external motivation, 4) purposive, and 5) material motivation. The reward construct was measured by using a five-item scale whereas the satisfaction construct was measured by using a 13-item scale. The scale when factor analyzed produced three factors which are referred to as: 1) satisfaction A, 2) satisfaction B and 3) satisfaction C. The main purpose of the present paper was to find out the relation of motivation and reward with volunteer satisfaction at national sports organizations (NPSOs) in Oman. This current study adopts a cross-sectional design as the data collection is done only once whereas the mode of administration was postal questionnaire where each questionnaire was posted, completed and returned using the self-addressed envelope after its completion. The population of the study consisted of (160) boards and directors members of NPSOs (Non-Profit Sport Organization Services) in Oman from all 43 sports club. The findings provided new empirical evidence that supported the argument of the relationship between motivation and satisfaction is indeed, mediated by reward. However, this study differs in that the relationship was tested based on the first-order constructs which were derived from the underlying dimensions of both motivation and satisfaction constructs. It was established that the relationships between motivation B and motivation C with satisfaction A are mediated by reward. In light of study findings, there is a direct relationship between developmental motivation and experiential satisfaction, a direct relationship between social motivation and relational satisfaction, as well as personal motivation and relational satisfaction is mediated by reward. Therefore, Omani volunteers are less reliant on reward as evidenced by the direct relationship between motivation A and satisfaction and between motivation C and satisfaction A. More tests in different settings will provide more understanding on volunteer motivation.

**Keywords:** non-profit sport organization, sport and reward, volunteers in sport, satisfaction in sport

## 1. Introduction

In many countries around the world, the majority of the national sports organizations (NPSOs) operate in non-profit environment, though their survival is highly dependent on the annual funding provided by the government (the General Secretariat for Sport) in the form of subsidy or extra funding. Other less significant sources include sponsorship contracts and donations. The multiple sources of inputs create a more complex internal environment for NPSOs (Anagnostopoulos, 2011; Smith & Westerbeek, 2007, Tsitskari, et al 2006 ).

In Oman the NPSOs are managed by voluntary board members (e.g. Chairman, Vice Chairman, Secretary General, and Treasurer, Directors-at-Large) who play critical leadership and administrative roles. They were elected by the general assembly that constitute from club membership of the NPSOs and their interests may reflect actions and organizational outcomes, which keep them motivated to voluntarily serve the organizations. Despite the increasing complexity of the NPSO activities, the voluntary board members of Oman NPSOs lack formal training in administrative skills.

Volunteers who administer NPSOs in Oman lack formal training in management skills. Although some board members may have managerial experience in administration of organizations, the majority of them do not have the required specified period of work experience within an organization. There are many difficulties faced by some members and this has caused their withdrawal from these organizations. Many studies have addressed the administrative and financial aspects of organizations (Bin Abdulrahman , 2004; Knop, et al, 2004; Tsitskari, et al 2006; Watt, 2003) but there is a scarcity of studies addressing the psychological aspects of volunteers within organizations. This study is designed to address three main psychological variables of motivation, rewards and satisfaction.

In this study motivation among the volunteers in NPSOs in Oman is investigated using the Strigas & Jackson's (2003) five-factor model from the perspectives of NPSOs' volunteers. These five motives which are evaluated in this study are external, egoistic, leisure, material and purposive motives. There are 387 volunteers at NPSOs in Oman, who serve as members of the board of directors of the sports clubs whose terms are limited to four years.

By examining the demographic descriptions and motivations, rewards and satisfaction or even functions of volunteers, would enable governing bodies to evaluate and maximize the volunteer's potential -while providing a meaningful experience for volunteers in the NPSOs in Oman. Understanding volunteer behaviour and knowing what motivates them will aid the governing bodies in designing and facilitating experiences that match their motivations and satisfaction to work as volunteers within NPSOs during the 4 years. Providing volunteers with a fulfilling and meaningful experience should reduce problems of attrition and retention of good volunteers.

Current study guided by one main research question: Are there any significant relationships between the underlying dimensions of motivation with reward and the underlying dimensions of satisfaction?

Assuming that the underlying motivation are composed of motivation A, motivation B and motivation C then, the sub-research questions can be expressed as follows:

RQ.A: Are there any significant relationships between motivation A with reward and the underlying dimensions of satisfaction?

The above research question generates the following hypotheses:

H<sub>1</sub>: There is a significant relationship between motivation A and reward.

H<sub>2</sub>: There is a significant relationship between motivation A and satisfaction A.

H<sub>3</sub>: There is a significant relationship between motivation A and satisfaction B.

H<sub>4</sub>: There is a significant relationship between motivation A and satisfaction C.

RQ.B: Are there any significant relationship between motivation B with reward and the underlying dimensions of satisfaction?

The above research question generates the following hypotheses:

H<sub>5</sub>: There is a significant relationship between motivation B and reward.

H<sub>6</sub>: There is a significant relationship between motivation B and satisfaction A.

H<sub>7</sub>: There is a significant relationship between motivation B and satisfaction B.

H<sub>8</sub>: There is a significant relationship between motivation B and satisfaction C

RQ.C: Are there any significant relationship between motivation C with reward and the underlying dimensions of satisfaction?

Research question (RQ<sub>c</sub>) generates the following hypotheses:

H<sub>9</sub>: There is a significant relationship between motivation C and reward.

H<sub>10</sub>: There is a significant relationship between motivation C and satisfaction A.

H<sub>11</sub>: There is a significant relationship between motivation C and satisfaction B.

H<sub>12</sub>: There is a significant relationship between motivation C and satisfaction C.

## 2. Methodology

### Population and Sample

The population for this study consisted of 317 members of NPSOs (Non-Profit Sport Organization Services) in Oman from all 43 club sports. The volunteers were serving on the boards of directors of those clubs and each board had 9 members. The study sample included three to four members (159) from each club and randomly. The instrument which is used for this study is adapted from Sport Volunteer Survey (SVS) developed by Pauline (2009). The questionnaire comprised of two instruments: 1) items for collecting demographic data and 2) items to measure the importance of each of the five factors on a five-point Likert scale with 7 being most important and 1 being least important.

NPSOs members were received an explanatory bulletin explaining their significance of their survey participation and that the survey was delivered to the General Secretary of each Sport Club. The estimated completion time for completing the survey was less than minutes. Completed questionnaires were returned within a period of one month after the administration of the questionnaires.

### Reliability of Constructs

The Cronbach's alphas for the different constructs were computed using the reliability testing procedure in SPSS and are presented in Table.1 below. The reliabilities of most constructs in the current study fall within the acceptable range. The Cronbach's alpha for each construct was computed based on the items which were retained.

Table.1 Reliability of Constructs

<i>No</i>	<i>Scales</i>	<i>No of Items</i>	<i>Cronbach's Alpha</i>
<b>A</b>	Motivation A	4	<b>0.790</b>
<b>B</b>	Motivation B	5	<b>0.805</b>
<b>C</b>	Motivation C	3	<b>0.788</b>
<b>D</b>	Reward	4	<b>0.837</b>
<b>E</b>	Satisfaction A	4	<b>0.886</b>

<b>F</b>	Satisfaction B	3	<b>0.791</b>
<b>G</b>	Satisfaction C	3	<b>0.760</b>

### Descriptive Statistics of Constructs

Table.2 below provides a summary of the descriptive analysis on the constructs which are integrated as the conceptual model for this current study.

Table.2 Summary of Statistics for All Constructs

<i>No</i>		<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>SD</i>
<b>A</b>	<b>Motivation A</b>				
mex5	Appreciated by community	1.00	7.00	5.83	1.40
mle6	Activities energize me	1.00	7.00	5.82	1.14
mex4	Want to discover new interest	1.00	7.00	5.74	1.23
mpu5	To create better society	1.00	7.00	5.88	1.11
<b>B</b>	<b>Motivation B</b>				
mle3	To relieve stress and tension	1.00	7.00	5.85	1.20
mle1	Away from daily responsibilities	1.00	7.00	5.95	1.15
mge1	To improve skills and abilities	1.00	7.00	5.80	1.23
mge3	To challenge own abilities	1.00	7.00	5.76	1.06
mge4	To discover new interest	1.00	7.00	5.72	1.21
<b>C</b>	<b>Motivation C</b>				
mma4	For prestige	1.00	7.00	5.39	1.63
mma3	Complementary items	1.00	7.00	5.59	1.69
mle2	To pace down pace of life	1.00	7.00	5.78	1.10

Table.2 Cont...

<i>No</i>		<i>Min</i>	<i>Max</i>	<i>Mean</i>	<i>SD</i>
<b>D</b>	<b>Reward</b>				
rew1	Should be rewarded for the effort	1.00	7.00	5.57	1.77
rew3	Reward would motivate to continue	1.00	7.00	5.58	1.65
rew2	Reward should be voluntary	1.00	7.00	5.87	1.47
rew5	Not appropriately rewarded	1.00	7.00	5.36	1.72
<b>E</b>	<b>Satisfaction A</b>				
sat6	Work is not appreciated	1.00	7.00	5.10	1.73
sat5	Supervisor is unfair	1.00	7.00	4.91	1.87
sat9	Goals of the facility not clear	1.00	7.00	4.87	1.76
sat10	Supervisor has little interest in	1.00	7.00	5.08	1.73

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feelings

<b>F</b>	<b>Satisfaction B</b>				
sat2	Recognition for good job	1.00	7.00	5.68	1.29
sat1	Competent management team	1.00	7.00	5.67	1.36
sat3	Likeable volunteers	1.00	7.00	5.91	.99
<b>G</b>	<b>Satisfaction C</b>			5.68	1.29
sat12	Too many responsibilities	1.00	7.00	5.44	1.38
sat11	Other enjoyable volunteers	1.00	7.00	5.72	1.17
sat13	Experience enjoyable	1.00	7.00	5.79	1.42

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Valid N (listwise) = 160

The following section provides a commentary on the outcome of the descriptive analysis. By looking at the individual item of all the constructs and providing its interpretation, points of discussions can be generated for a better understanding on its implications. It is appropriate to summarise the initial composition and the new ones subsequent to exploratory factor analysis.

Table.3 Correlations of Latent Constructs, AVE, R-Squared and Scale Reliability for Model A

<i>Constructs</i>	Mean	Scale Reliability	R <sup>2</sup>	Motivation	Reward	Satisfaction
<i>motivation</i>	5.7411	0.718	0.582	<b>0.562</b>		
<i>reward</i>	5.5938	0.836	0.553	.544(**)	<b>0.583</b>	
<i>satisfaction</i>	5.4764	0.713	0.612	.652(**)	.617(**)	<b>0.566</b>

Note: \*\*Correlation is significant at the 0.01 level (1-tailed); The diagonal in bold are the AVE for each construct.

Table. 4 Correlations of First-Order Latent Constructs, AVE, R-Squared and Composite Reliability for Model B

	Mean	R <sup>2</sup>	Composite Reliability	mot-a	mot-b	mot-c	rew	sat-a	sat-b	sat-c
mot-a	5.8172	0.465	0.771	<b>0.530</b>						
mot-b	5.8188	0.438	0.799	.533(**)	<b>0.504</b>					
mot-c	5.5875	0.434	0.805	.376(**)	.468(**)	<b>0.580</b>				
rew	5.5938	0.532	0.851	.219(**)	.419(**)	.612(**)	<b>0.590</b>			
sat-a	5.0271	0.553	0.870	.141(*)	.276(**)	.586(**)	.602(**)	<b>0.627</b>		
sat-b	5.7521	0.312	<b>0.594</b>	.301(**)	.471(**)	.465(**)	.411(**)	.343(**)	<b>0.428</b>	
sat-c	5.6500	0.467	0.761	.477(**)	.423(**)	.361(**)	.318(**)	.272(**)	.422(**)	<b>0.515</b>

Note: \*\*Correlation is significant at the 0.01 level (1-tailed); The diagonal on bold are the AVE. Note that for sat-b, the reliability is less than 0.700 and the AVE is less than 0.500

## 2.1 Subjects

## 2.2 Statistical Analysis

### Demographic Profile

As pointed out earlier in the methodology section, quantitative method was adopted for the study. Three scales were validated to measure the integral parts of the research model prior to the hypotheses testing. The sample group was drawn from volunteer in Oman.

Table 5. Dominant Demographic Profile

<i>No</i>	<i>Demographic Items</i>	<i>Categories</i>	<i>Frequencies</i>	<i>Valid Percentage</i>
<b>SECTION A</b>				
1	Gender	Male	159	99.4
2	Marital Status	Single	125	78.1
3	Household Income	\$1500 - \$2500	84	52.5
4	Employment Status	Full-Time	102	63.8
5	Age	31 –40 years	86	53.8
9	Highest Qualification	Postgraduate degree	73	45.6
<b>SECTION B</b>				
10	Active as NPSOs?	Yes	121	75.6
11	Position in NPSO	Board Member	61	38.1
12	Tenure	1 - 3 years	66	42.5
13	Hours/week	4 hour or less	63	42.5
14	Mode	Work related	42	78.1

The management team should encourage more female volunteers to join NPSOs so that more female population can come forward and participate in sporting events. Presently, the percentage of female volunteers is less than 1%. The fact that 45.6% of the respondents hold post graduate qualification, it has become NPSOs has become a prestigious facilities to volunteer for. Such being the case, more effort must be put in to attract more volunteers through training programmes tailored for the volunteers. Recognition of the contribution can

be facilitated by giving them certificate of appreciation, discount card, loyalty card, long-service award for those who have served for 3 years and above.

Apart from the issues on the demographic profile, the management team has to be more objective when it comes to the management issues especially with respect to the motivation issues and how the volunteers can be retained beyond enhancing the volunteer satisfaction. The management team has to develop a loyalty programme that will spur volunteers to continue with their training services.

The findings were found to have established some important underlying dimensions which constitute the motivation construct as well as the satisfaction construct.

### Sub Research Question A [RQ<sub>a</sub>]

**RQ<sub>a</sub>:** Are there any significant relationships between motivation A with reward and the underlying dimensions of satisfaction?

The above research question has generated four hypotheses which are summarized in Table.6 below.

Table.6 Relationships between Motivation A with Reward and the Underlying Dimensions of Satisfaction

No	H	Statement of Hypothesis	Standardised Estimates	Critical Ratio	p	Results
1	H <sub>1</sub>	There is a significant relationship between motivation A and reward.	-0.254	-1.861	0.063	Not Supported
2	H <sub>2</sub>	There is a significant relationship between motivation A and satisfaction A.	-0.057	-0.438	0.661	Not Supported
3	H <sub>3</sub>	There is a significant relationship between motivation A and satisfaction B.	-0.185	-1.296	0.195	Not Supported
4	H <sub>4</sub>	There is a significant relationship between motivation A and satisfaction C.	0.419	2.486	0.013	Supported

#### 1) Hypothesis one (H<sub>1</sub>)



As research question encompasses the relationship between motivation A and reward, it becomes necessary to understand what constitute reward from the perspective of the respondents. From Table.1 reward should not be characterized by fixed rate as if it is a salary which therefore, will kill the notion of volunteerism. The organizers should demonstrate that the reward is voluntary. The more handsomely they are rewarded the better it is as the volunteers will then feel that their voluntary activities are being highly appreciated. Secondly, the respondents are strongly of the opinion that reward would motivate them to continue their services. They further feel quite strongly that they are not being rewarded for their effort the way it should.

It is now understood that the characteristics of the volunteers are defined by their perception that the society needs their contribution and therefore, they are motivated to participate in the voluntary activities but somehow, they need to be recognized for their contribution and as such, reward becomes such an important element that will spur them to continue with their volunteering services.

## **2) Hypothesis Two (H<sub>2</sub>)**

Satisfaction A is a scale to measure satisfaction which in short is characterized by work not being appreciated (sat6), the supervisor is being unfair (sat5), goals of the facility not well-defined (sat6) and the supervisor has little interest in the volunteers' feeling (sat10). Looking at the means of both sat6 and sat10 which are 5.10 and 5.08 in a scale of 1 to 7, it is clear that the respondents were quite agreeable with the statements that their work is not appreciated and the supervisors show little in their feeling. Similarly, judging by the scores for sat5 and sat 9 at 4.91 and 4.87, respectively, the respondents are somewhat agreeable with the statement that the supervisor has been unfair and that they find that the goals of the facilities are vague.

According to the results, the relationship between motivation A and satisfaction A is not significant. The interpretation to the result, volunteers who are motivated by the desire to create a better society, for being appreciated by the community, for finding the volunteering activities energizing and lastly they have the desire to discover new interest, together as satisfaction A, they cannot possibly have been disheartened by their own feelings that their work is not being appreciated, the supervisor is being unfair and the goal of the facilities are not clear. This is mainly attributed to the fact that the respondents are looking for a bigger picture and therefore, satisfaction A is too trivial to have any significant relationship with motivation A.

## **3) Hypothesis three (H<sub>3</sub>)**

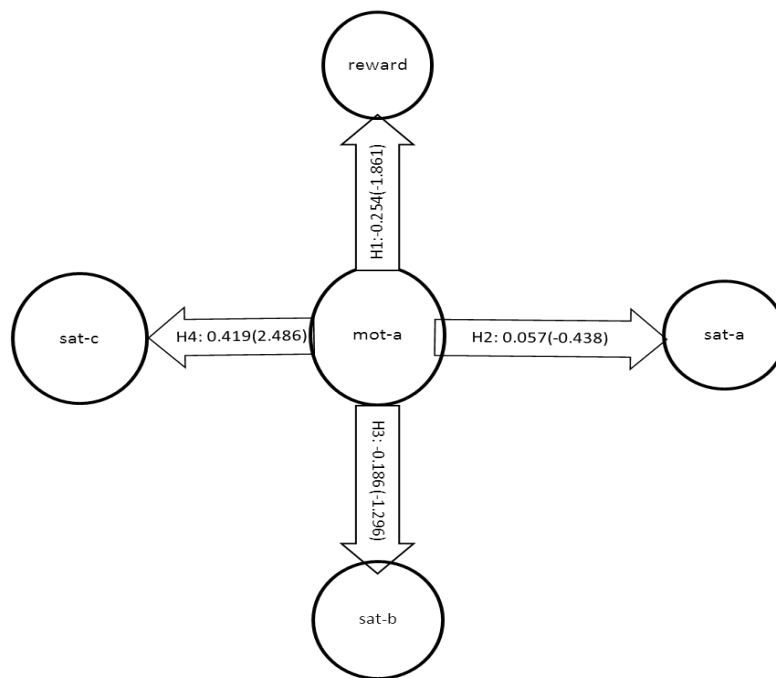
H<sub>3</sub> states that there is a significant relationship between motivation A and satisfaction B. The hypothesis is not supported as the critical ratio is -1.296 which is below the cut-off level of  $\pm 1.65$  at  $p < 0.1$ . Referring to what constitutes motivation A in the preceding section, it is appropriate for one to ask whether their motivation has anything to do with their satisfaction in terms their job being recognized, the management being competent and the people they work with were enjoyable. As argued earlier, the volunteers as defined by motivation A are looking at the bigger picture which is the society and not fellow volunteers, the management and supervisor. Therefore, the interpretation of the hypothesis can be explained in terms of

what the volunteers are really looking for. Management problems can be overcome and resolved.

**4) Hypothesis four (H<sub>4</sub>)**

H<sub>4</sub> states that there is a significant relationship between the motivation A and satisfaction C. From Table.1, satisfaction C is defined by the fact that the respondents find the experience enjoyable, they find that other volunteers enjoyable despite admitting that they have too many responsibilities. Therefore, since the respondents as defined by motivation A are those who are generally motivated by their desire to change the society as well as their desire to be appreciated by the society apart from finding that the volunteering activities are very energizing and the prospect of discovering new interest, it is not unexpected that these respondents rated highly all the statements which are grouped under satisfaction C. This explains why both motivation A and satisfaction C are significantly related to each other.

According to the finding, H<sub>4</sub> which states that there is a significant relationship between motivation B and satisfaction B is indeed, supported with its path coefficient and critical ratio at 0.419 and 2.486, respectively. In order to have a better picture, the summary of research question RQ<sub>a</sub> is depicted in Figure 1.



**RESEARCH QUESTION A [RQ<sub>a</sub>]**

**Figure 1. Outcomes of Motivation A**

From Figure 1, it is evident that there is a significant relationship between motivation A and satisfaction C. This finding is consistent with the Oliver’s (1997) and Al-alak & EL-refae (2012) assertion that consumer satisfaction amounts to consumer’s overall of pleasurable and fulfilment response towards a product, service, benefits or reward. Volunteers can be perceived as internal customers of NPSOs. The volunteers are satisfied and they are motivated by the reward.

**Sub Research Question B [RQ<sub>b</sub>]**

**RQ<sub>b</sub>:** What are the impacts of motivation B on reward and the underlying dimensions of satisfaction?

From Table.7, it is apparent that RQ<sub>b</sub> has generated four additional hypotheses.

Table .7 Relationships between Motivation B with Reward and the Underlying Dimensions of Satisfaction

<i>No</i>	<i>H</i>	<i>Statement of Hypothesis</i>	<i>Standardised Estimates</i>	<i>Critical Ratio</i>	<i>p</i>	<i>Results</i>
1	H <sub>5</sub>	There is a significant relationship between motivation B and reward.	0.257	1.750	0.080	Supported
2	H <sub>6</sub>	There is a significant relationship between motivation B and satisfaction A.	-0.075	-0.539	0.590	Not Supported
3	H <sub>7</sub>	There is a significant relationship between motivation B and satisfaction B.	-0.185	-1.296	0.195	Not Supported
4	H <sub>8</sub>	There is a significant relationship between motivation B and satisfaction C.	0.133	0.760	0.447	Not Supported

### 1) Hypothesis Five (H<sub>5</sub>)

H<sub>5</sub> which states that there is a significant relationship between motivation B and reward is not supported. Motivation B is defined by the desire to get away from daily responsibilities, to relieve stress, to improve skill and abilities, to challenge their own abilities and lastly to discover new interest. Two items, mle1 and mle3 are referred to as leisure motivation whereas mge3 and mge4 are egoistic motivation as posited by Strigas and Jackson (2003).

Therefore, it does make sense to suggest that someone who wants to get away from responsibilities will expect to be rewarded. Someone who wants to relieve stress will not do it for the sake of a reward and someone who wants to improve his or her skills will normally have to pay for the trainings rather than being paid for his or participation. Lastly, if one wants to discover new interest, there is a cost to it. Then both the leisure motivation items and the egoistic items cannot be associated with reward. This argument is therefore in support of the finding that there is no significant relationship between motivation B and reward.

### 2) Hypothesis Six (H<sub>6</sub>)

Satisfaction A refers to the statements that their work is not appreciated, the supervisor is unfair, the goals of the facilities are clear and the supervisor has little interest in their feelings. Motivation A refers to leisure and egoistic motivation which according to the four items do not have indications that the respondents are expecting reward as volunteering activities have provided them with the opportunities to satisfy their desire to relieve stress and tension, to get away from daily responsibilities, to improve skills and abilities, to challenge their abilities and discover new interest collectively free of charge. Therefore, it is appropriate to suggest that motivation B is not significantly associated with reward. The results of the hypothesis testing affirm that motivation B is not significantly associated with satisfaction A as the path coefficient and critical ratio are -0.075 and -0.539, respectively.

### 3) Hypothesis Seven [H<sub>7</sub>]

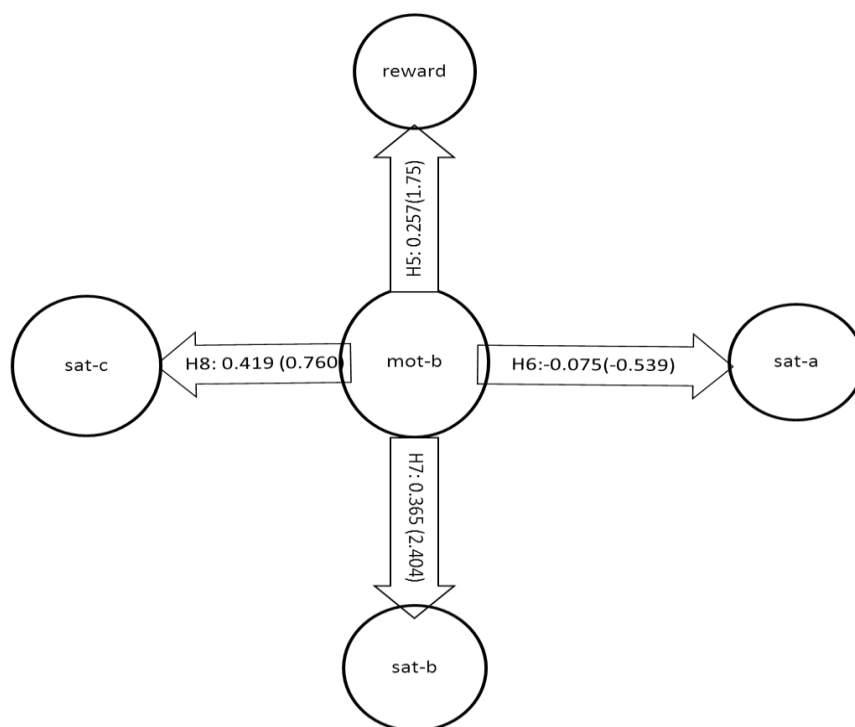
H<sub>7</sub> states that there is a significant relationship between motivation B and satisfaction B. From Table.1, satisfaction B is construed as being satisfied for the recognition they receive for a good job, being satisfied with the competent management and being happy with they work with. As argued in the earlier section, motivation B does not indicate that the respondents view the volunteering activities as a job. They do regard the activities as a leader-staff situation where they expect recognition and the management must be competent. What the respondents are looking for are simply, the opportunities to relieve stress and tension, to get away from daily responsibilities, to challenge their abilities and to discover new interest, which fortunately they can achieve through volunteering activities. As such, it is sensible to suggest that motivation is not significantly associated with satisfaction B as the results of the hypothesis testing of H<sub>7</sub> affirm.

### 4) Hypothesis Eight H<sub>8</sub>

H<sub>8</sub> states that motivation B is significantly related to satisfaction C. As pointed in the preceding section, motivation B is reflected by the desire to get away from daily responsibilities, to relieve stress, to improve skill and abilities, to challenge their own abilities and lastly to discover new interest.

By comparing the two groups of statement under motivation B and satisfaction C, it can be argued that the respondents can achieve what they are looking for through volunteering activities as they find the experience enjoyable and other volunteers are enjoyable. Unfortunately, the responsibilities are lamenting that they have too many responsibilities which can be a source of stress and tension and as such their desire to get away from daily responsibilities is defeated. With too many responsibilities, the respondents would not be able to develop their skills and abilities and as the responsibilities will be some form of routine activities and there is no room to discover new interest. Therefore, it is reasonable to expect that there is no significant association between motivation B and satisfaction C. As the results of the hypothesis testing show in Table.2, H<sub>8</sub> is not supported.

The results of research question B (RQ<sub>b</sub>) which has generated four hypotheses as depicted in Figure 2.



RESEARCH QUESTION B [RQ<sub>b</sub>]  
 Figure 2 Outcomes of Motivation B

**Sub Research Question C [RQ<sub>c</sub>]**

**RQ<sub>c</sub>:** What are the outcomes of motivation C?

RQ<sub>c</sub> generates four hypotheses as tabulated in Table.8 below. Three of the hypotheses:

1) H<sub>9</sub>, 2) H<sub>10</sub> and 3) H<sub>11</sub> are supported whereas H<sub>12</sub> are not supported.

Table.8 Relationships between Motivation C with Reward and the Underlying Dimensions of Satisfaction

No	H	Statement of Hypothesis	Standardised Estimates	Critical Ratio	p	Results
1	H <sub>9</sub>	There is a significant relationship between motivation C and reward.	0.689	5.954	0.080	Supported
2	H <sub>10</sub>	There is a significant relationship between satisfaction C and satisfaction A.	0.515	3.592	***	Supported
3	H <sub>11</sub>	There is a significant relationship between motivation	0.586	3.348	***	Supported

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C and satisfaction B.

4	H <sub>12</sub>	There is a significant relationship between motivation C and satisfaction C.	-0.115	-0.550	0.582	Not Supported
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### 1) Hypothesis Nine (H<sub>9</sub>)

H<sub>9</sub> hypothesises that there is a significant relationship between motivation C and reward. Motivation C refers to the statements which are related the respondents being motivated by the complementary items which include t-shirts, banquets and official merchandise and that they played an important role in their decision to be a volunteer; volunteering their services for NPSO is considered prestigious and volunteering is perceived as a good platform to slow down the pace of life. Reward refers to the respondents' opinion that there should be rewarded accordingly, and it should be voluntary and assert that reward will motivate to continue with the volunteering activities.

Therefore, it is plausible to suggest that motivation C which asserts that the respondents are agreeable with the statements that they are motivated by the complementary items and perceive that their participation is considered prestigious collectively are consistent with the concept of reward as conceived by the respondents. Hence, motivation C is closely associated with reward. The results of hypothesis testing of H<sub>9</sub> show that there is a significant relationship between motivation C and reward as the path coefficient and critical ratio are 0.689 and 5.954 respectively.

### 2) Hypothesis Ten (H<sub>10</sub>)

H<sub>10</sub> states that there is a significant relationship between the motivation C and satisfaction A. From Table.1, it is apparent that motivation C is associated with the perceptions that the volunteering activities are able to slow down the pace of life and besides being prestigious, the complementary items are all very appealing to the volunteers. Since motivation C is rated very highly, it does not seem to matter to the respondents that their work is not appreciated, the supervisor is quite unfair and the goals of the facility are rather not clear, and this suggestion is supported by the findings that H<sub>10</sub> is supported as the path coefficient and its critical ratio are 0.515 and 3.592, respectively.

Therefore, since the respondents as characterized by motivation A are those who are generally motivated by their desire to change the society as well as their desire to be appreciated by the society apart from finding that the volunteering activities are very energizing and discovering new interest, it is not unexpected that these same respondents rated highly all the statements which are grouped under satisfaction C. This explains why both motivation A and satisfaction A are significant related to each other.

### 3) Hypothesis Eleven ( $H_{11}$ )

According to the finding,  $H_{14}$  which states that there is a significant relationship between the motivation C and satisfaction B is indeed supported with its path coefficient and critical ratio at 0.586 and 3.348, respectively.

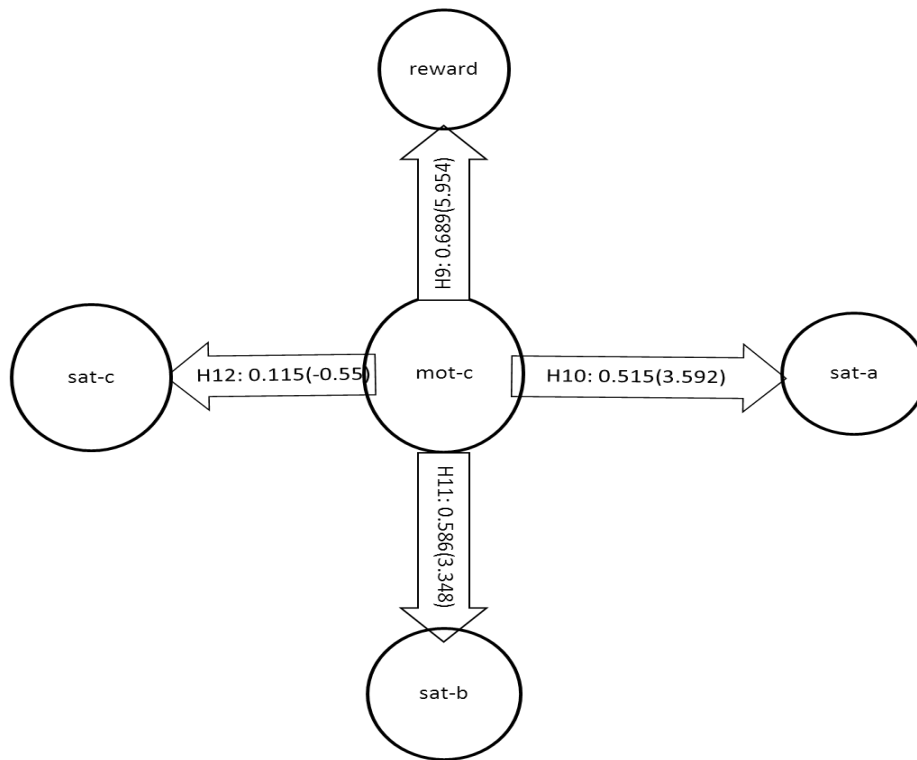
To understand what it means to have the above significant relationship, it is imperative that the items that constitute the scale to measure motivation C are examined. As described earlier, motivation C is about prestige, complementary items and slowing down the pace of life. On the other hand, satisfaction B is about being recognized, dealing with competent management and likeable volunteers. Therefore, it is apparent that the two latent variables are closely associated as there are not contradictory statements of facts. For instance, prestige is associated with recognition, competent management and likeable colleagues. Therefore, it is not unexpected that there is a significant relationship between motivation C and satisfaction B as the results of the hypothesis of  $H_{11}$  demonstrate.

### 4) Hypothesis Twelve ( $H_{12}$ )

$H_{12}$  states that there is a significant relationship between motivation C and satisfaction C. Motivation C is related to the desire to stay away from daily responsibilities, to relieve stress and tension and to improve skill and abilities. On the other hand, satisfaction C is about having enjoyable experience and other enjoyable volunteers but at the same time there are too many responsibilities. Volunteers who are out there to get away from daily responsibilities are not prepared to assume too many responsibilities as their desire to relieve stress and tension will not materialize.

Therefore, it makes sense to expect that there is no significant association between motivation C and satisfaction C and the results of the hypothesis testing of  $H_{12}$  affirm that indeed, there is no significant relationship between motivation C and satisfaction C, as evidenced by the values of its path coefficient and critical ratio at -0.115 and 0.550, respectively.

The summary of research question  $RQ_c$  is depicted in Figure 3.



RESEARCH QUESTION C [RQ<sub>C</sub>]

Figure 3 Outcomes of Motivation C



### **3. Results and Discussion**

The following section discusses each of the findings and provides implications for each of the findings. Implications are discussed for both academic and practical purposes.

#### **Motivation**

Motivation was found to have three underlying dimensions which are referred to as: 1) motivation A, 2) motivation B and 3) motivation C. Motivation A refers to the desire to change the community, the desire to be appreciated by the community, the excitement that the activities are very energizing and finally the desire to discover new interest. On the other hand, motivation B is about the desire to relieve stress and tension, to be away from daily responsibilities, to improve skills and abilities, to challenge own abilities and to discover new interest. Finally, motivation C is associated to prestige, complementary items and to slow down the pace of life.

#### **Reward**

Reward is not at all that crucial. For instance, the respondents are of the opinion that reward should be voluntary and it should not be fixed as if reward is a salary, reward will motivate everyone including volunteers and the respondent do not make a big issue about not being appropriately rewarded.

#### **Satisfaction**

Satisfaction A is about their work not being appreciated, the supervisor being unfair and the goals of the facility being vague and the supervisor shows little interest in their feeling. Satisfaction B is about recognition for good job, competent management and likeable volunteers. Finally, Satisfaction C refers to the volunteering activities are burdened with too many responsibilities despite finding that the experience is enjoyable and other volunteers are enjoyable as well.

The findings which were discussed extensively in the preceding chapter can be briefly summarised. The crux of this study is to investigate whether the relationship between motivation and satisfaction is mediated by reward. The answer is obviously positive as the empirical evidence shows that the relationship between motivation B and motivation C with satisfaction A are mediated by reward. At the same time, there is a direct relationship between motivation C and satisfaction A which is a proxy for satisfaction B.

However, in Oliver's (1997), Al-Alak & EL-Refae (2012) and Yoo, et al (2003) , consumer satisfaction is mediated by trust and relationship commitment which therefore, affirms that there is no direct relationship between satisfaction and loyalty. Also study by Hyejin et al. (2013) found a significant direct impact on affective commitment, and job satisfaction partially mediates the relationship between values and affective commitment. Therefore, the management should ensure that strategies are also formulated in order make the volunteers to be more committed and loyal. Satisfaction alone will not make the volunteer to remain with the facilities.

## Contributions and Implications

Despite the five-factor model not being achieved for this current study, each of the three factors which emerged from this study has provided a new outlook in that volunteers in Oman do regard reward as a motivating factor which spurs them to continue with their voluntary services. The research questions have provided directions toward the approach of investigation. Each research question is made up of a group of hypotheses. While a hypothesis is merely investigating the link between two variables, the answer to the research question when depicted diagrammatically can provide a better picture that will make more sense especially in terms of its application.

## Managerial Implication

Looking specifically at the overall model characteristics of each dimension, the study should be viewed in terms strategic management of voluntary organisation where they should application of the concept of relationship marketing, internal marketing, learning orientation and the study must go beyond satisfaction as satisfaction does not predict loyalty which is crucial to keeping those volunteers on board.

As a result of this present study, the Omani volunteers are found to have generated a new scale which are summarised in Table.9 and Table.10 The new scales are referred to as developmental motivation, personal motivation and social motivation. The scale for reward is referred to as sporting reward as it is practical and dynamic. Satisfaction scales are referred to as relational satisfaction, operational satisfaction and experiential satisfaction. The new coding for the new the new scales are under the column entitled “New” whereas the old coding for the scales are in the column which is entitled “Old.” The old coding also refers to the coding which was adopted for the questionnaire as shown in Appendix 1.

Table.9 New Scales for Motivation

<i>New</i>	<i>New Scale for Motivation</i>	<i>Old</i>
	Motivation A [Developmental Motivation]	
<b>dmo1</b>	To create better society	mpu5
<b>dmo2</b>	Appreciated by community	mex5
<b>dmo3</b>	Activities energize me	mle6
<b>dmo4</b>	Want to discover new interest	mex4
	Motivation B [Personal Motivation]	
<b>pmo1</b>	Away from daily responsibilities	mle1
<b>pmo2</b>	To relieve stress and tension	mle3
<b>pmo3</b>	To improve skills and abilities	mge2
<b>pmo4</b>	To challenge own abilities	mge3
<b>pmo5</b>	To discover new interest	meg4

<b>smo1</b>	Motivation C [Social Motivation]	
<b>smo2</b>	To pace down pace of life	mle2
<b>smo3</b>	Complementary items	mma3
<b>smo4</b>	For prestige	mma4

The scale for reward is tabulated in Table 10.

Table.10 New Scales for Reward

<i>New</i>	<i>Reward [Sporting Reward]</i>	<i>Old</i>
spe1	Reward should be voluntary	rew2
spe2	Reward would motivate to continue	rew3
spe3	Should be rewarded for the effort	rew1
spe4	Not appropriately rewarded	rew5

Satisfaction was found to have three underlying dimensions. However, motivation B was found to be unreliable as evidence by its AVE and composite reliability values. Therefore, it was finally excluded from the Final Model.

The new scales for satisfaction are as tabulated in Table 11 below.

Table 11 New Scales Volunteer Satisfaction

<i>New</i>	<i>Reward [Sporting Reward]</i>	<i>Old</i>
<b>spe1</b>	Reward should be voluntary	rew2
<b>spe2</b>	Reward would motivate to continue	rew3
<b>spe3</b>	Should be rewarded for the effort	rew1
<b>spe4</b>	Not appropriately rewarded	rew5
	Satisfaction A [Relational Satisfaction]	
<b>rsa1</b>	Work is appreciated	sat6
<b>rsa2</b>	Supervisor shows interest in feelings	sat10
<b>rsa3</b>	Supervisor is fair	sat5
<b>rsa4</b>	Goals of the facility is crystal clear	sat9
	Satisfaction B [Operational Satisfaction]	
<b>osa1</b>	Likeable volunteers	sat3
<b>osa2</b>	Recognition for good job	sat2
<b>osa3</b>	Competent management team	sat1
	Satisfaction C [Experiential Satisfaction]	
<b>osa1</b>	Experience enjoyable	sat13

<b>osa2</b>	Other enjoyable volunteers	sat11
<b>osa3</b>	Too many responsibilities	sat12

#### 4. Conclusions

Based on the study results, it can be summarised that:

- 1) There is a direct relationship between motivation A and satisfaction B. In other words, there is a direct relationship between developmental motivation and experiential satisfaction.
- 2) There is a direct relationship between motivation C and satisfaction C. In other words, there is direct relationship between social motivation and relational satisfaction.
- 3) The relationship between motivation B and satisfaction A is mediated by reward. In other words, the relationship between personal motivation and relational satisfaction is mediated by reward.
- 4) There is a significant relationship between development between development motivation and personal motivation. Similarly, there is a significant relationship between personal motivation and social motivation.

In recapitulating the key findings, it is incumbent upon the management team of NPSOs to ensure that reward can be made more attractive to the category of volunteers who have personal motivation as they simply want to get away from daily responsibilities, relieve stress, improve skill, challenge activities and to discover new interest. These volunteers can get away from daily responsibilities by going to the beach. However, if they are drawn to NPSOs because they can gain more than just being able to get away from daily responsibilities and relieving their stress, then they will be more likely to choose the facilities to achieve their personal motivation.

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