

Ensuring Intention to Manage Sports Events through Positive Work Climate and Motivation: An Empirical Study on Sports Volunteers of China

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Abstract

The concept of volunteerism revolves around the voluntary participation or involvement of a person in any agency, community or organization. The purpose of such involvement is to generate benefits not only at a personal level but for the organization or community where their person volunteers. A trend has been observed that the demand of volunteers has increased dramatically in different sectors but the number of potential volunteers are decreasing dramatically. Moreover, it has become quite a challenge for organizations to retain their volunteers. In this regard, the current study was aimed at finding out how the factors of work climate and intrinsic motivation influence the continuance intention of the sports volunteers in China in the presence of three mediating variables, attitude, emotional exhaustion and volunteer satisfaction. The quantitative data has been gathered from 344 sports volunteers from China through survey questionnaires and has been analyzed statistically. The results of analysis have indicated that the impact of work climate on continuance intention is significant and positive. However, the impact of intrinsic motivation on continuance intention is found to be insignificant. In case of mediating impact, the results indicate that attitude and volunteer satisfaction have significant mediating impact on the relationship of both intrinsic motivation and work climate with continuance intention. However, the mediating impact of emotional exhaustion is significant only in case of work climate and insignificant in case of intrinsic motivation.

Keywords: work climate, intrinsic motivation, continuance intention, attitude, emotional exhaustion, volunteer satisfaction, volunteerism, China

Introduction

The concept of volunteerism refers to the voluntary participation or involvement of a person in any agency, community or organization. Involvement in volunteering activities is not only beneficial not only at personal level but it is also beneficial for that organization or community in which the person is participating (Vecina, Chacón, Marzana, & Marta, 2013). The concept of volunteerism has been defined by other studies as a sort of social behavior which generates a feeling of belongingness, allegiance or solidarity to a certain organization or community. It may also be considered as public service performed by a person with the aim of doing common good for the community. In particular, the importance of volunteers is greater for non-profit organizations because these organizations are able to get the valuable workforce and manpower to perform certain tasks. However, the trend has been observed that the demand of volunteers has increased dramatically in different sectors but the number of potential volunteers is decreasing dramatically (Hallmann & Fairley, 2018). The percentage of volunteers from different countries

have been graphically presented in Figure 1. An important aspect in this regard is that it has become quite a challenge for organizations to retain the volunteers. This issue requires the attention of these organizations to in order to develop and implement the procedures and policies that help volunteers. Talking about the fields for which, volunteers are quite significant include the healthcare sector and environment sector. In the same way, in the field of sports, the role of volunteers is valuable because they are a major source of manpower in this sector. The importance of volunteers is during large-scale events is often instrumental for their success. Important sports events such as FIFA World Cup, Paralympics and Olympics are significantly dependent upon volunteers (Jiang, Potwarka, & Xiao, 2017). The importance of volunteers in such events is due to the fact that the organizations can reduce their cost effectively which is a significant aspect for economic growth and development, and accumulate social capital for the country. Therefore, the gap existing between the increased volunteer demand and decreased number of

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volunteers requires immediate attention especially in the context of the sports sector. There have been several theoretical frameworks used in past studies regarding the sports sector which include self-determination theory, functional theory, social exchange theory and

theory of planned behavior. All these theories are related to different factors that might impact the intention of the volunteers (E. Kim, 2018; Chunxiao Li & Wu, 2019; Rogalsky, Doherty, & Paradis, 2016; Wicker, 2017).

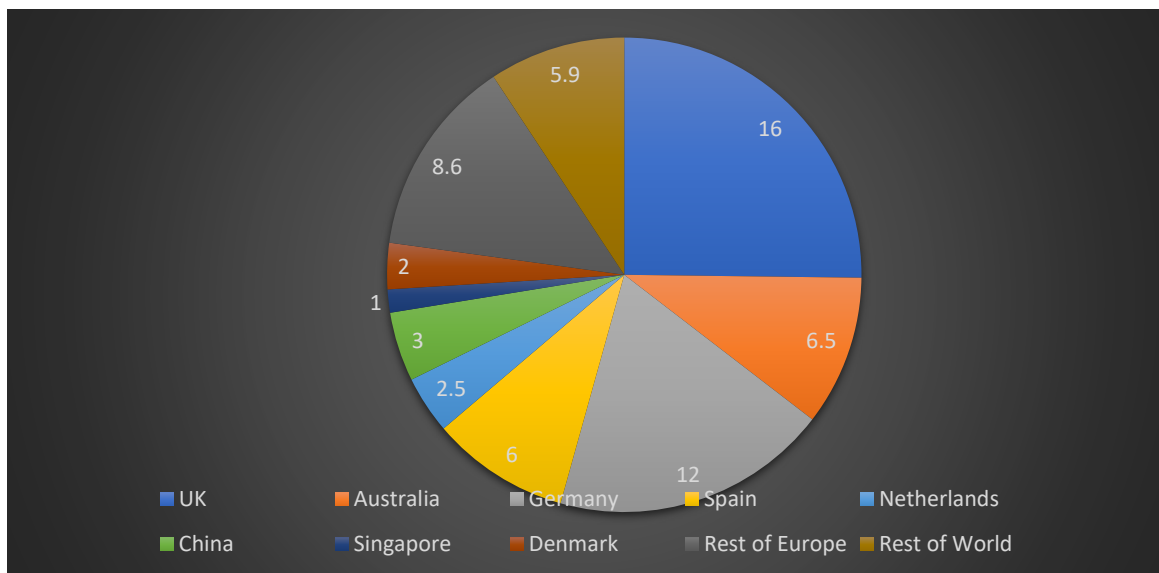


Figure 1: Volunteers from Different Countries (%) (Volunteeringsolutions.com)

There are certain factors such as beliefs, attitudes, personality and values etc. that induce motivation in people in regard of getting involved in any activity. Motivation refers to feeling inspired and endorsed to perform some task in any field or sector such as one’s job, education or when volunteering for a particular cause or community. The reasons behind getting involved in volunteering are quite complex and are dependent upon the nature of the events and types of organizations. There is a possibility that the motivation required in case of sports events is somewhat different from the motivation required for other types of events. Intrinsic motivation has been taken into consideration in the current research, relating the discussion to internal factors. Moreover, the work environment, the

policies, colleagues and supervisors at workplace might also impact the intention of the volunteers to continue (D. Kim, Park, Kim, & Kim, 2019). These factors also design the attitudes of the volunteers, their emotional exhaustion and satisfaction at the event or organization they are volunteering for. In China, the role of sports volunteers is of great importance. In 2008 in Beijing Olympic and Paralympic games, there were more than one million volunteers who participated and offered their services. Their dedication towards engagement in voluntary services for various activities continues to have a certain impact on the sports sector of China (Nichols, Hogg, Knight, & Storr, 2019). Table 1 below indicates that most of volunteers belong to the age group of 18 to 25 years i.e. a young age group.

Table 1: Volunteers of different age groups (Volunteeringsolutions.com)

Age Group	Percentage of Volunteers
15-17 years	18%
18-25 years	41%
26-30 years	26%
31-50 years	12%
51-70 years	3%

As discussed earlier, volunteers have great significance in different sectors, especially the sports sector for organizing different events. However, the issue being faced is that the demand of volunteers in the sports

sector of China has been increased but to fulfil that demand, the number of volunteers are not enough. Moreover, the retention of the volunteers has also become quite a challenge. This issue persists in other

sectors, and in other developing and under-developed countries (Nichols, 2017). This issue needs to be investigated by exploring the factors that result in the retention and attraction of volunteers with a view to solidifying or strengthening their intention to continue being a volunteer. If this issue is not investigated, the scarcity of the volunteers might have negative consequences, especially for the sports sector of China. In existing literature, there have been a number of studies that have explored the importance of volunteers in different fields, especially in the field of sports (Jiang et al., 2017; D. Kim et al., 2019; Nichols, 2017). Moreover, different studies have also considered the sector of sports in China in the context of volunteerism. Different factors such as motivation, work environment social capital and satisfaction have been analyzed that might have influence over continuance intention of the volunteers. There is still a need to explore this aspect further through a proper theoretical framework. Therefore, the current study has been designed to explore the impact of work climate and intrinsic motivation on the continuance intention of volunteers of sports sector in China with the mediation of attitude, emotional exhaustion and volunteer satisfaction. The major objectives of the study are as follows;

- To analyze the impact of work climate on continuance intention of sports volunteers in China
- To identify the impact of intrinsic motivation on continuance intention of sports volunteers in China
- To investigate the mediating impact of attitude on the relationship of work climate and intrinsic motivation with continuance intention of sports volunteers in China
- To determine the mediating impact of emotional exhaustion on the relationship of work climate and intrinsic motivation with continuance intention of sports volunteers in China

To explore the mediating impact of volunteer satisfaction on the relationship of work climate and intrinsic motivation with continuance intention of sports volunteers in China

The scope of the current study is limited to the sports sector of China and the volunteers engaged therein with the aim of studying that factors that affect continuance intention of volunteers in this sector. The study will be significant as it contains evidence-based findings about how work climate and intrinsic motivation lead towards a higher level of continuance

intention among sports volunteers. This will be specifically significant for the sports sector of China as they may be able to gain get the information and insights on how to develop and implement the system and policies that might help to retain and attract volunteers so that the costs borne by sports-organising bodies of sports can be substantially reduced. The next section of the research will cover the theoretical framework and relational literature review of the aspects under consideration in the study. The next section covers the methodology used in this study, including data collection and data analysis techniques. In the next section, the results obtained by the analysis will be interpreted. In the last section, results will be discussed and a final conclusion will be provided.

Literature Review

Environmental Psychology Model

The environmental psychological model was first developed by Mehrabian (1974) and the aim to develop this model was to explore the environmental experiences of people. This model suggests that environmental stimulus of any kind has a direct impact on the emotional response of a person which ultimately shapes the behavioral responses of that person. Here, work climate can be taken as an example of an environmental stimulus. In the same way, it also suggests that the personal factors might also have a similar influence on behavioral responses of people. In this case, intrinsic motivation can be considered as the example of personal factor. Moreover, attitude, emotional exhaustion and satisfaction can be considered as the example of emotional responses. Emotional exhaustion is an important factor associated with burnout syndrome and it refers to the condition in which a person feels drained emotionally (Ray, Wong, White, & Heaslip, 2013). Attitude involves three components i.e. affective, behavioral and cognitive components. I and refers to the feeling a person associates to some particular assigned task or activity (Perloff, 2020). Moreover, satisfaction is the emotional response which refers to the feeling of fulfilment of desires and wishes while doing some task. According to the environmental psychology model, the aforementioned emotional responses might result in two opposite outcomes. One outcome is positive in which the person has the intention to continue performing a job with interest and persistency while the other outcome is negative in which the person has the intention to discontinue performing some task due to emotional drainage and depression. This model has found application in various fields of research such as

sports and consumer research. One study reviewed by the author indicated the influence of environmental factors on emotional responses and ultimately the behavioral response (Chen, Peng, & Hung, 2015). In the same way, another study indicated the impact of environmental factors on the attendance intention of the spectators in stadium (Cho & Lee, 2019). However, in context of volunteerism, the environmental psychology model has not been fully utilized, which is a research gap that this study aims to fulfil.

Impact of Work Climate on Continuance Intention

Work climate is a broad concept in which different aspects related to the workplace are included such as policies, practices and procedures of the workplace. In addition to these aspects, the aspects of assumptions of a person from the workplace such as expectations, rewards and the treatment they get at the workplace, are also associated with the work climate. A number of studies in the past have taken work climate as an independent factor that influences certain behavioral outcomes of a person such as depression, turnover, motivation and burnout etc. (Fong et al., 2016). A well-known theory related to motivation, named self-determination theory indicates that work climate plays an important role in examining the motivation of the employees. Specifically, it has been discussed in the literature that work climate motivates employees intrinsically which improves their performance. There are different aspects which, when implemented by the workplaces in context of their work environment, increase the motivation of people. These aspects relate to the development of employees through competence and knowledge development. Specifically, in case of volunteerism, the impact of work environment has also been found on the behavior of the volunteers. In the same way, work climate has also been studied in the context of attitude and intention of the employees to continue with their job (Devin, 2018). One such study examined the role of work environment on the attitude and continuance intention of the employees after a long term health-related leave from work. It was found that the perception of those employees such as supportive environment at workplace had a strong impact on the continuance intention of the employees. In the context of volunteerism as well, similar results have been obtained in some researches and it has been made evident that through positive perceptions regarding work climate, the attitude and behavior of the employees can be determined. When the work environment is perceived in a negative way, it also has the negative influence on the attitude and behavior of

the employees (Oh, 2019). Through better work climate and by providing supportive and positive work environment, the volunteer management can be performed in a better way. Better volunteer management is necessary to identify and optimize the potential possessed by volunteers in terms of achieving the objectives of the organization. It has been indicated in existing literature that management of volunteers through positive work environment leads towards positive intentions, thus helping retain volunteers. There are various aspects related to a good work environment such as provision of good training, creating help culture, developing positive relationships between supervisors and their subordinates etc. that might lead towards increased continuance intention of the volunteers. The negative or depressing climate at workplace however, lead towards depression and negative behavioral intentions of the volunteers, and their retention becomes difficult (Devin, 2018). A study indicated that in emergency services, people have to volunteer and perform their designated duties under certain pressure which highlights the negative aspect of work environment, thus justifying the negative attitude of employees in emergency services. This leads towards the development of the following hypothesis;

H 1: Work climate has a significant impact on the continuance intention of the sports volunteers in China.

Impact of Intrinsic Motivation on Continuance Intention

Studies in the past have indicate the impact of intrinsic motivation on the behavioral intention of people. A study in this regard, indicated that through intrinsic motivation, employees showed positive attitudes and continuance intentions by internalizing the organizational values (Imran, Allil, & Mahmoud, 2017). Another study indicated that intrinsic motivation acts as a significant catalyst for behavioral intention and attitude of the employees. In the same way, intrinsic motivation has also been found to have an effect on the emotional and behavioral responses on people. In other words, if the employees are not provided with enough intrinsic motivation, this leads towards a lack of interest among the employees towards their job and thus their continuance intention is decreased (Hur, Moon, & Jun, 2016). Moreover, it has also been noted in the literature that a lack of intrinsic motivation leads towards negative attitudes and behavioral intentions of the employees and the intention of the employees to continue with their jobs

is dramatically decreased. This leads towards the development of the following hypothesis;

H 2: Intrinsic motivation has a significant impact on the continuance intention of the sports volunteers in China.

Mediating Role of Attitude

The behavioral intention of a person which is the perception of a person to get involved in a particular task or job is an important factor to describe the behavioral response of that person. In the past, researchers have emphasized the aspect of behavioral intention when investigating the future behavior of the individuals (Cho, Pyun, & Wang, 2019). Intrinsic motivation and work climate are considered to be important factors impacting the attitudes of individuals thus resulting in their behavioral intention. The relationship between attitude and behavioral intention has been widely studied in the past. While studying the behavioral intention of the consumers towards organic products related to personal care, it was found out that if the consumers show positive attitude towards the buying of these products, it positively impacted their intention to buy those products (Cox et al., 2018). Specifically, in the context of volunteerism, it has been found in a related study that a positive and good work environment and intrinsic motivation for the volunteers results in their positive attitude and ultimately causes an increase in their intention to continue volunteering. On the basis of this discussion of relevant literature, it can be hypothesized that;

H 3a: Attitude has a significant mediating impact on the relationship between work climate and continuance intention of the sports volunteers in China

H 3b: Attitude has a significant mediating impact on the relationship between intrinsic motivation and continuance intention of the sports volunteers in China.

Mediating Role of Emotional Exhaustion

In literature, it has been found that emotional exhaustion is an important determinant of behavioral intention among individuals. In the absence of positive work climate and intrinsic motivation, the employees feel emotionally drained, as a result of which, their intention to find some other workplace is increased or in other words, their continuance intention is decreased (Sekar & Dyaram, 2017). Studies specifically related to the teaching context have more clearly indicated this aspect that due to lack of positive attributes of the workplace, the childcare teachers felt

emotionally drained and thus their intention to leave their jobs in search of some better jobs increased. This clearly indicates that when people do not find the workplace comfortable and easy to work in, their emotional behavior is negatively influenced by this factor leading towards the turnover intention of the employees (Zievinger & Swint, 2018). Studies have also been conducted particularly in the context of volunteerism and it has been found out that when volunteers do not get intrinsic motivation and they find it difficult to work in a given environment, they start thinking about their decision to stay or leave that organization or community. This discussion leads towards the following hypotheses;

H 4a: Emotional exhaustion has significant mediating impact on the relationship between work climate and continuance intention of the sports volunteers in China

H 4b: Emotional exhaustion has significant mediating impact on the relationship between intrinsic motivation and continuance intention of the sports volunteers in China.

Mediating Role of Volunteer Satisfaction

Studies have indicated that it is significant and crucial to develop an understanding regarding the behavioral intentions of volunteers so that they can be retained in the event or organization and no time is wasted in hiring and recruiting new volunteers that are also new to the work surroundings (Wu, Li, & Khoo, 2016). If the volunteer work is taken in context of a job, the aspect of satisfaction can be considered as the determinant of intention of the volunteers to continue. In the same way, if the volunteers get the feeling of satisfaction from previous voluntary work experiences, this also increases their intention to work as a volunteer in the future. As volunteers are involved in the community service and welfare, if they remain satisfied while doing their job, this enhances their continuance intention for the volunteer work (Benevene et al., 2018; Erdurmazli, 2019). This is just like job satisfaction, where when volunteers experience feelings of satisfaction, they also show to intention to remain connected and persistent towards that organization with which they have previously done volunteer work. The most important aspects that lead towards volunteer satisfaction include a better work climate and intrinsic motivation of the volunteers. If proper intrinsic motivation is available to the volunteer and he/she is working in the work climate that suits him/her, and is positive and supportive, it leads towards volunteer satisfaction and thus the intention of

the volunteer to remain in that organization is increased dramatically (Yeung, Zhang, & Kim, 2018). In short, positive experiences of the volunteers satisfy them, ultimately making them stay in that organization. The above discussion of the literature leads towards the following hypotheses;

H 5a: Volunteer satisfaction has a significant mediating impact on the relationship between work climate and

continuance intention of the sports volunteers in China

H 5b: Volunteer satisfaction has a significant mediating impact on the relationship between intrinsic motivation and continuance intention of the sports volunteers in China

Table 2: Literature Review Summary

Sr. no.	Author(s)	Contribution	Gap
1	(Devin, 2018)	Analyzed the factors that affect the continuity of volunteers cooperation from the perspective of volunteer students	Generalized only in context of student volunteers
2	(Chen et al., 2015)	Explored the consumption behavior of the diners of a luxury restaurant to see the emotions and loyalty towards the restaurant	Attitude and satisfaction aspects of the diners have not been explored
3	(Cho & Lee, 2019)	Explored the impact of stadium environment on the spectators future intentions to visit stadium	The results are generalizable only for baseball league of a particular region
4	(Fong et al., 2016)	Found the impact of work climate change on burnout and depression of mental healthcare workers	Results are generalizable only to one mental rehabilitation center and the aspect of intrinsic motivation has not been considered
5	(Hur et al., 2016)	Found the impact of workplace incivility on employee creativity with mediation of emotional exhaustion and intrinsic motivation	Methods to reduce incivility at workplace have not been discussed
6	(Wu et al., 2016)	Investigated the relationship between competence, job satisfaction, intrinsic motivation and intention to continue volunteering	Possibility of common method bias due to self-reported measures

Research model



Methodology

Research Design

The current study is a quantitative one in which the impact of two independent variables i.e. intrinsic

motivation and work climate is meant to be found out on continuance intention along with three mediating variables i.e. attitude, emotional exhaustion and volunteer satisfaction. The positivism research

philosophy has been applied as the researcher has a very low level of interference in the data collection and analysis process in the study, The results have been interpreted in accordance with the values obtained through analysis. Moreover, as the environmental psychology theory has been applied in the current study through which the hypotheses have been formulated, it can be stated that the current study is a deductive research. The data collected for the aforementioned purpose is cross sectional as it has been collected at only one point of time and there was no need to collect data at different points of time as there was no comparison involved. In short, the current study is a quantitative one in which primary quantitative data has been collected through survey questionnaires for analysis.

Sampling and Data Collection Procedure

The purpose to conduct the current study was to explore and investigate the impact of intrinsic motivation and work climate on the continuance intention of volunteers in China by taking three mediators including attitude, emotional exhaustion and volunteer satisfaction. In this regard, the sample was selected using the convenient sampling technique from the population of the individuals who has participated in different sports events as organizing volunteers. The managers of those volunteers were contacted and through them, the volunteers were contacted as a sample used to participate in the study. For the purpose of data collection, the survey questionnaire method has been used so that accurate and reliable quantitative data can be obtained from the respondents. The survey questionnaire was administered online with the prior permission of the respondents. A total of 344 responses have been taken into consideration for analysis purpose in the study. Moreover, other ethical issues were also addressed by the researcher. The respondents were ensured that their personal information and data will be kept as confidential as possible and their responses will be used solely for the purpose of research. As far as the data collection instrument is concerned, it consists of two major sections. The first section involves information regarding the demographics of the respondents such as age, gender, volunteering experience etc. The following section of the questionnaire contains questions regarding the variables of the study in accordance with

the measurement items that have been taken in regard of each variable as discussed in the following section.

Measurement Items

There are two independent variables i.e. intrinsic motivation and work climate in the study whose impact is to be studied on continuance intention along with three mediating variables i.e. attitude, emotional exhaustion and volunteer satisfaction. The scale for first independent variable, work climate has been adapted from a study in the literature and that scale consists of six measurement items (Chunxiao Li, Wu, & Kee, 2016). One of those items is stated as “My team manager listens to how I would like to do thing”. In the same way, the scale for measurement of the second independent variable, intrinsic motivation has been taken from the past research and this scale is made up of three measurement items (Chunxiao Li et al., 2016). A sample item of this scale is “I volunteer because I enjoy volunteering very much”. The scale for the only dependent variable, continuance intention has been employed from a study in the literature and this scale constitutes three items (Wu et al., 2016). One of the taken items is stated as “I plan to participate in volunteer work in next month”. As far as the mediating variables are concerned, the first one i.e. attitude has been measured on a scale of three measurement items, adapted from a past research (Chunxiao Li & Wu, 2019). A sample of these items is mentioned as “For me to participate in volunteering work is valuable”. The next mediating variable, emotional exhaustion has been taken from the literature to measure the level of emotional drainage of the volunteers and this scale is also made up of three measurement items, one of which is “I feel emotionally drained from my volunteer work” (Chaoping Li, 2003). Lastly, the third mediating variable, volunteer satisfaction has been obtained from a past research as well, with six measurement items making up this scale (Dishman et al., 2004). One of those items is “I am happy with the amount of physical activity I get now”. The responses of the respondents for all these measurement items have been taken on a five point Likert scale that ranges from 1 to 5. On this scale, 1 is associated with strongly disagree and the level of agreement increases as it moves from 1 to 5 and finally at 5, it becomes strongly agree.

Data Analysis Procedure

While analyzing the collected data, as a first step the descriptive statistics were run so that the basic information regarding the normality and validity of data can be obtained. In the next step, the adequacy of the measurement items and the overlapping of the variables was analyzed through KMO and Bartlett's test respectively. Furthermore, the cross loading and factor loadings have been determined using the rotated component matrix. An important aspect of data analysis is that the common method bias test has also been applied to probe into any bias that might impact the reliability of the results. Moreover the convergent and discriminant validity of the data obtained has been determined followed by the confirmatory factor analysis so that the model fit for the study can be explored. Lastly, the most important test, structural equation modelling has been employed to determine the impact of independent variables on the dependent one and the mediating role of the mediating variables.

Data Analysis

Demographic Profile

In terms of demographic profile, the first aspect is gender. In this study, 55.5% males and 44.5% females participated and the total amount of participants was 344. As far as age of the respondents is concerned, those aged less than 25 years were 32.6% and those

having the age from 25 to 35 years old were 39.5% in proportion and this shows that the major chunk of the respondents included the young individuals. In addition, the respondents with the age group of 35 to 45 years were 23.5% and those with age greater than 45 years were only 4.4%. In case of volunteering experience of the respondents, 13.7% respondents had volunteers an experience of less than two years. Most of the respondents i.e. 43.9% had a volunteering experience of 2 to 5 years. Moreover, 33.1% respondents had volunteered for 5 to 8 years and those with a volunteering experience of more than 8 years are only 9.3%. **Descriptive Statistics**

As per the results of descriptive statistics presented Table 3, it is clearly mentioned that the total number of respondents N is 344 and the data collected has the minimum value of 1 and the maximum value of 5. This is the exact range of five point Likert scale suggesting that no outlier is found in the data as all data is within the range. In addition, the mean values of the variables are pointing towards the normality of the collected data as all these values are around 3. Lastly, the skewness values reported in the table are found present between the range of -1 and 1 and thus the normal distribution of collected data is evident

Table 3: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
WorkClim	344	1.00	5.00	3.5459	1.20145	-.563	.131
IntrMotiv	344	1.00	5.00	3.2558	1.07650	-.170	.131
Attitude	344	1.00	5.00	3.3236	1.01682	-.296	.131
EmotExh	344	1.00	5.00	2.9729	1.38619	.178	.131
ValSatis	344	1.00	5.00	3.6202	1.08428	-.567	.131
ContInten	344	1.00	5.00	3.3450	1.12681	-.410	.131
Valid N (listwise)	344						

KMO and Bartlett's Test

KMO test has been applied to acquire the sufficiency of the collected sample and as per the results reported in Table 4, it can be seen that the value associated with KMO test is 0.925 which is very close to 1, which means that the sample collected is sufficient. In addition, to identify redundancy among the variables, Bartlett's test was applied and the significance value of this test is 0.000 which means that there is no redundancy found among the constructs and the factor loading is useful for the study.

Rotated Component Matrix

The factor loadings of all the measurement items associated with different variables of the study have been provided in Table 5 which shows the correlation of these items. As it can be evidently seen in the table, the factor loadings of all the measurement items are having values greater than 0.7 which suggests that there is no cross loading issue found in the collected data and the data is valid to be used for analysis

Table 4: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.925
Bartlett's Test of Sphericity	Approx. Chi-Square	10532.351
	Df	276
	Sig.	.000

Table 5: Rotated Component Matrix

Component1	2	3	4	5	6
WC1	.915				
WC2	.916				
WC3	.895				
WC4	.902				
WC5	.915				
WC6	.897				
IM1			.812		
IM2			.869		
IM3			.824		
AT1				.810	
AT2				.801	
AT3				.819	
EE1		.905			
EE2		.907			
EE3		.908			
VS1	.734				
VS2	.729				
VS3	.793				
VS4	.902				
VS5	.896				
VS6	.898				
CI1					.787
CI2					.756
CI3					.825

Common Method Bias

With the purpose of finding out any common method bias in the collected data, the researcher has applied this test, the results of which have been provided Table 6 below. The table indicates that the percentage of variable for the first component is 47.661 which is less

than 50. In the same way, the percentage of variance for the other variables is also lower as compared to 50. This indicates that there is no issue regarding common method bias found in the collected data.

Table 6: Common Method Bias

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11.439	47.661	47.661	11.439	47.661	47.661
2	2.953	12.303	59.964			
3	2.179	9.079	69.042			
4	1.879	7.830	76.872			

5	1.329	5.538	82.410
6	1.007	4.198	86.608

Convergent and Discriminant Validity

To explore the convergent and discriminant validity of the data, various values have been provided in Table 7. As it can be seen that the composite reliability CR values in the table is greater than 0.7 for all the variables of the study. It is also evident that the values of average variance extract AVE is greater than 0.5 for all the variables. Moreover, the values of maximum shared

variance MSV are lower as than AVE values. All these points lead towards the result that data has convergent validity. Moreover, it is also clear from the table that the self-correlation values of all the variables are higher which are at the top of each column for each variable and the other correlation values below them are lower, this points towards the discriminant validity of the data

Table 7: Convergent and Discriminant Validity

	CR	AVE	MSV	VS	WC	IM	AT	EE	CI
VS	0.941	0.729	0.258	0.854					
WC	0.901	0.848	0.355	0.460	0.974				
IM	0.899	0.749	0.331	0.413	0.470	0.865			
AT	0.898	0.746	0.341	0.508	0.495	0.575	0.864		
EE	0.934	0.826	0.236	-0.187	-0.370	-0.262	-0.228	0.909	
CI	0.916	0.784	0.355	0.467	0.596	0.483	0.584	-0.486	0.885

Confirmatory Factor Analysis

In the results of model fit indices reported in Table 8, both, the observed and recommended values have been provided associated with the various indicators of confirmatory factor analysis. It has been made clear that the values obtained in case of each variable is present within the given or recommended range, which

means that the model developed for the study is fit. For instance, the value of CMIN/DF is obtained as 2.928, which is less than 3, which is the recommended value. In the same way, the obtained values for GFI, IFI, TLI, CFI and RMSEA are also present within the given range indicating the fitness of the model.

Table 8: Model Fit Indices

Fit Index	Recommended Score	Observed Score	Interpretation
CMIN/DF	≤ 3.0; 5.0	2.928	Excellent
GFI	≥ 0.80	0.845	Excellent
IFI	≥ 0.90	0.957	Excellent
TLI	≥ 0.90	0.949	Excellent
CFI	≥ 0.90	0.957	Excellent
RMSEA	≤ 0.08	0.075	Excellent

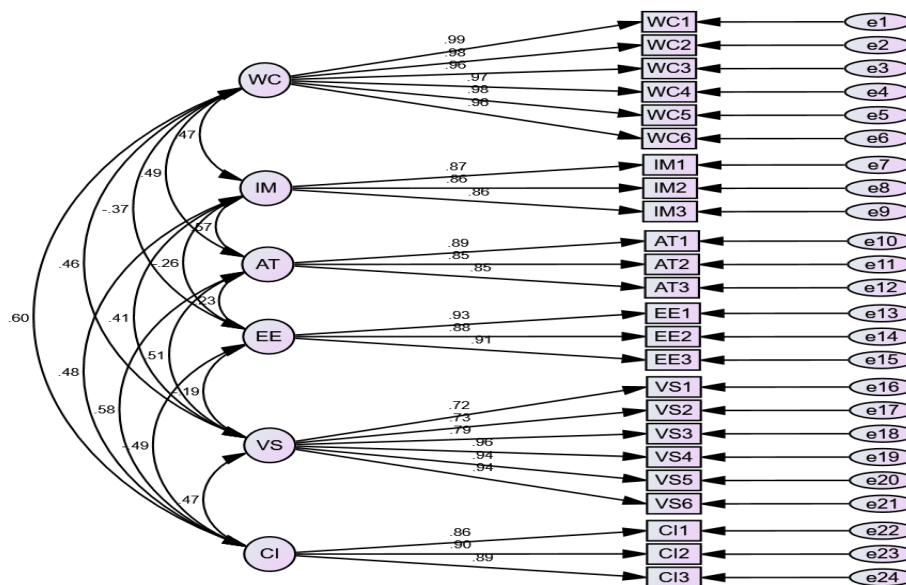


Figure 2: CFA Structural Equation Modeling

As per the results of structure equation modeling provided in Table 9, it is clear that the impact of work climate on continuance intention is found to be significant and positive. However, the impact of intrinsic motivation on continuance intention is found to be insignificant and positive as the value of p in this case of higher 0.05. In addition, it can also be extrapolated from the table that the impact of work climate is significant on all the mediating variables. On the other hand, the impact of intrinsic motivation is significant only for attitude and volunteer satisfaction

and insignificant and negative for emotional exhaustion. Another result obtained through the SEM table is that the impact of the mediating variables on continuance intention is also significant. In case of mediating impact, the results indicate that attitude and volunteer satisfaction have significant mediating impact on the relationship of both intrinsic motivation and work climate with continuance intention. However, the mediating impact of emotional exhaustion is significant only in case of work climate and insignificant in case of intrinsic motivation.

Table 9: Structural Equation Modeling

			Estimate	S.E.	C.R.	P
Attitude	<---	WorkClim	.295	.042	6.000	***
EmotExh	<---	WorkClim	-.313	.065	-5.576	***
ValSatis	<---	WorkClim	.363	.045	7.211	***
Attitude	<---	IntrMotiv	.385	.046	7.832	***
EmotExh	<---	IntrMotiv	-.103	.072	-1.831	.067
ValSatis	<---	IntrMotiv	.283	.051	5.627	***
ContInten	<---	WorkClim	.261	.047	5.162	***
ContInten	<---	IntrMotiv	.060	.051	1.219	.223
ContInten	<---	Attitude	.242	.053	5.067	***
ContInten	<---	ValSatis	.155	.048	3.317	***
ContInten	<---	EmotExh	-.264	.034	-6.304	***
Indirect effect WorkClim			.210	.030	-	.010
Indirect Effect of IntrMot			.164	.29	-	.010

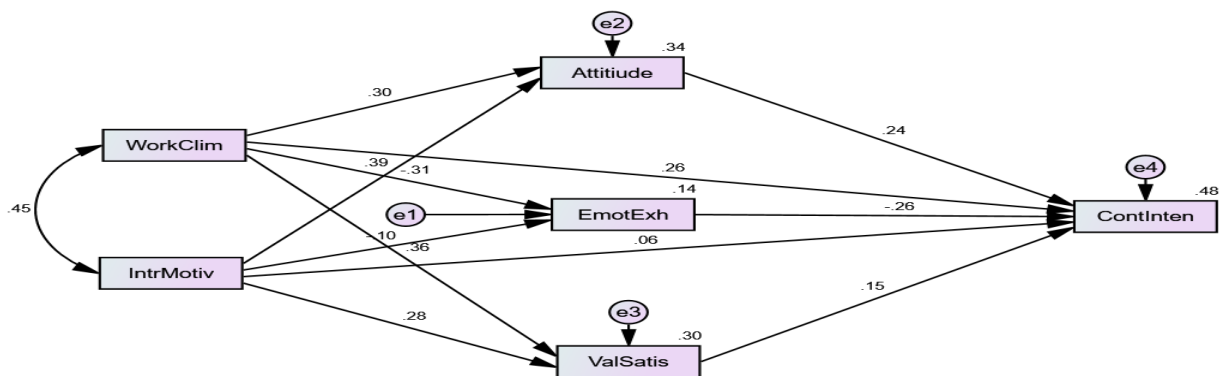


Figure 3: SEM

Discussion and Conclusion

Discussion

The current study was aimed at finding how factors of work climate and intrinsic motivation influence the continuance intention of the sports volunteers in China in the presence of three mediating variables, attitude, emotional exhaustion and volunteer satisfaction. Different hypotheses were developed in the literature review section and then data was collected and analyzed to test these hypotheses. The first hypothesis stated that work climate has significant impact on continuance intention. The results obtained regarding this variable indicated that this hypothesis is true as work climate has positive and significant impact on continuance intention. This means that when better work climate is provided to the employees or volunteers in the current scenario, their intention to continue their job or volunteering is increased. The work climate might involve better working conditions, work-life balance, better relations with coworkers and better supervision etc. All these aspects have a positive impact on the behavioral intention of the volunteers. This result is in accordance with the literature found in the similar context in past (Nichols, 2017; Nichols et al., 2019). The second hypothesis stated that intrinsic motivation has significant impact on continuance intention but this hypothesis was found to be untrue because the results obtained in this regard indicated that there is an insignificant relationship between intrinsic motivation and continuance intention. The reason might be that by motivating the volunteers intrinsically, it might be possible that they volunteer for a particular event but they might not intend to continue doing volunteering in the future. They might require some other kind of motivation such as extrinsic motivation involving rewards etc. to enhance their

continuance intention. Similar results have been presented by other researchers in their studies (Chunxiao Li & Wu, 2019).

The next two hypotheses were regarding the mediating impact of attitude on the relationship of work climate and intrinsic motivation on continuance intention. In this regard, the results have indicated that the mediating impact of attitude is positive and significant between the independent and dependent variables. In other words, with better work environment and increase in motivation, the positive attitudes of volunteers can be developed thus impacting their intention to continue positively. The reason behind this result is that when the volunteers are provided with positive work atmosphere and they are continuously motivated intrinsically by their managers or supervisors, their attitude remains positive towards the volunteering activity and those who are managing it. This might increase their intention to continue with the volunteering. These results are in concordance with the past research (Hayton, 2018; Perloff, 2020). The next two hypotheses are related with the mediating impact of emotional exhaustion on the relationship of work climate and intrinsic motivation on continuance intention. The results have indicated that emotional exhaustion has significant mediating impact between work climate and continuance intention as with better working environment, the emotional exhaustion decreases and continuance intention is increased. However, in case of intrinsic motivation, the emotional exhaustion is not managed effectively and thus it does not show the significant mediating impact on continuance intention. The reason in this regard is that if the work environment and atmosphere is positive in different contexts, it will not drain the volunteer emotionally and the volunteer will have the intention

to continue with volunteering in future as well. Similar results can be found in the researches in the past (Hur et al., 2016; Ray et al., 2013). The last two hypotheses of the study are linked with the mediating impact of volunteer satisfaction on the relationship of work climate and intrinsic motivation on continuance intention. These hypotheses have been regarded as true on the basis of the results obtained. In other words, the satisfaction level of the volunteers is increased due to better working conditions and the workplace environment and also by intrinsic motivation provided to the volunteer. This satisfaction ultimately acts as a precedent of continuance intention of the volunteers. The past researchers have also reached to the similar conclusion (D. Kim et al., 2019).

Conclusion

The results obtained indicate that the impact of work climate on continuance intention is found to be significant and positive. However, the impact of intrinsic motivation on continuance intention is found to be insignificant. In case of mediating impact, the results indicate that attitude and volunteer satisfaction have a significant mediating impact on the relationship of both intrinsic motivation and work climate with continuance intention. However, the mediating impact of emotional exhaustion is significant only in case of work climate and insignificant in case of intrinsic motivation. Based on these results, it can be concluded that work climate has great importance to retain the volunteers and to attract the new ones. If the managers or organizers of the sports events provide the

volunteers a better work climate and environment and proper motivation, it will bring out positive attitudes of the volunteers, decrease the level of their emotional drainage and will increase the level of their satisfaction while volunteering. This will ultimately lead towards their intention to continue as a volunteer.

Implications

As far as theoretical implications of the study are concerned, the researcher has reviewed a good amount of literature regarding the variables of the study and their relationships with each other. This information might be useful for the researchers and practitioners as well. In case of practical implications, it is useful for the managers and organizers of the sports based events in China and other countries as well as they will get the insights into how to provide proper motivation to the volunteer to engage in volunteering activities. This will ultimately be beneficial for the retention and attraction of the volunteers and their intention to continue volunteering will be increased.

Limitations

Despite the above mentioned implications, there are certain limitations that need to be mentioned. The first point in this regard is that the sample size is not large enough and needs to be increased in the future. In addition, volunteerism only in the sports sector of China has been taken into consideration in the study and other sectors must also be considered in the future. In the similar way, the aspect of volunteerism in the context of the current study must be seen in the other countries and regions as well to gain a broader perspective.

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