

The Effect of Perceived Organizational Support on Future Volunteers' Intent to Participate in Higher Education Institution Sports Tournament (Sukipt 2022)

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Abstract

In society, volunteering has grown in importance, particularly as a way to support and enhance the efficiency of the public sector. The ability to manage volunteers in various situations, organisations, or projects, including the qualities of the volunteers themselves, will have a direct impact on volunteer retention. The purpose of this study is to investigate how perceived organisational support affects volunteer intentions. A total of 302 volunteers for the Higher Education Institution Sports Tournament (SUKIPT 2022) consisting of 105 males and 197 females, aged 18 to 30 years were selected using simple random sampling. A questionnaire adapted from Perceived Organizational Support and Future Volunteering Intentions was used to test organisational support and volunteer retention using the Organizational Support Theory, Self-Determination Theory, and Social Exchange Theory approaches. The study's findings suggest that SUKIPT 2022 volunteers receive a high level of organisational support and there is no significant differences on perceived organizational support between males and females. The findings of this study show that organizational support has a significant effect on future volunteering intentions, $F(1,302) = 183.184, p < .001$. Results for the gender-based difference in volunteer intentions demonstrate that there is no statistically significant difference in future volunteer intentions between male and female respondents ($U = 10059.00, p = .608$). The results of this study are crucial in helping the host organisation comprehend the requirements of volunteers in the event being conducted while also providing them with the greatest assistance or service. Awareness of the necessity of strong organisational support can help two or more persons who volunteer, both directly and indirectly. A high level of understanding in outstanding volunteer management can boost future volunteer retention and host the organization's visibility.

Keywords: Perceived Organizational Support, Volunteering, Retention, Sport Event, Education

Introduction

Effective volunteer management entails ensuring that volunteers are adequately organised and managed, as well as recognising their potential and maximising the human resource that is certain to fulfil an organization's goals (Cho et al., 2020). According to International Labour Organization (2023), the world of work is affected significantly by transformative shifts including globalisation, new ways of organising the workforce, and developments in automation and artificial intelligence (AI). Therefore, in order to increase their involvement in worker education, training, and reskilling to support economic growth, businesses and employers will need to make new investments. Additionally, in order for workers to continue to be employed, they will need to actively upgrade their current skills or gain new ones through training, education, and lifelong learning. Moreover, United Nations Educational, Scientific and Cultural Organization (UNESCO) (2023) also stated that youth and adults can gain the skills, knowledge, values, and attitudes necessary to obtain good employment and contribute to the creation of a world that is peaceful, healthy, just, and sustainable with the aid of technical and vocational education and training (TVET). Hence, it is critical to emphasise the importance of volunteer management in event settings because every event, from the Olympics to neighbourhood festivals, depends significantly on donations to fund its operations (Kim & Cuskelly, 2017). Additionally, there is a need to manage volunteers in a variety of contexts based on their varied organisations or programmes, as well as the volunteers' individual qualities, which will directly effect their retention (Brudney et al., 2019). Other than that, the problem of managing volunteers varies greatly depending on the event. As an illustration, it takes a lot of work to find episodic volunteers for short-term volunteering activities by providing adequate training in a timely manner (Kim & Cuskelly, 2017). Likewise, the effectiveness of the relationship between the organization and volunteers, as well as the help offered to volunteers by the organization, is equally important in creating volunteer motivation (Nencini et al., 2016). Many previous studies emphasize the importance of internal factors such as motivation on affecting volunteer behavior. However, the effects of environmental factors should also be considered because they play an important role in understanding individual behavioral responses (Cho et al., 2020a). In addition, work culture and the perception of organisational support are significant factors in volunteers' decisions to commit to their roles, according to (McBey et al., 2017). To maximize this desire, event managers are encouraged to consider and manage the volunteer experience effectively (Benson et al., 2014). Therefore, the event's amenities, the event's planners, as well as the hopes and experiences of volunteers throughout the event, all have an impact on satisfaction. One is more likely to stick with an organisation if they are happier with their voluntary experience, especially if they are a novice volunteer (Vetitnev et al., 2015).

Problem Statement

Volunteers are identified as participating in volunteering activities for various reasons and having various needs, but the extent to which these needs are met and, consequently, their future intentions can be influenced by various organizational techniques that are rarely tested (Huang et al., 2020). In addition, there is no systematic evaluation of organizational factors that influence volunteers, rather individual motivations and tendencies are usually studied more extensively than organizational incentives and situations that affect volunteers (Studer & von Schnurbein, 2013). This is because previous studies generally conceptualize a person's willingness to volunteer as a collection of incentives with various personal and social functions. In other words, they assume that volunteers are motivated to complete tasks that

support their own personal objectives. As it may or may not assist in the achievement of these personal goals, organizational settings have a significant impact on volunteer motivation. However, little emphasis is dedicated to how organizational experience affects volunteer motivation (Haivas et al., 2012).

From a management perspective, recruiting volunteers can be difficult due to the highly unstable volunteer base, as can be seen through high withdrawal rates (Bidee et al., 2013). A concerning fall in the number of Americans who volunteer has been noted by the (Bureau of Labour Statistics, 2014). The survey supplement was first distributed in 2002, and the volunteer rate for that year (25.4%) not only decreased from the rate for that year (26.5%) but was also the lowest rate ever recorded (Harp et al., 2017). There are a number of factors that contribute to withdrawal, including organisational priorities, disconnections, technology issues, a lack of acknowledgment, and a sense of belonging. But in order for volunteers to begin and continue in their job, certain characteristics must be present. These include autonomy, flexibility, self-discovery, skill development, and the capacity to assist others (Sundram et al., 2018). The complex issue of volunteer withdrawal has been better understood as a result of recent contributions to the literature on volunteer management. Many important indicators of volunteer retention have been identified by researchers, including volunteer voice, volunteer role identity, perceived competence and effectiveness, fair division of labor, and volunteerism (Walk et al., 2019). There is a lack of theoretical foundations and conceptual frameworks that can explain how human resource practices can be used to attract, engage and retain volunteers (Alfes et al., 2017). In other words, poor volunteer management techniques can not only result in fragile and unsatisfactory volunteer group relationships but also result in participants quitting their volunteer work (Cho et al., 2020).

A study by Brudney et al (2019) found that accessing volunteer energy and directing it towards useful volunteering is a major administrative challenge, with volunteer administrators playing a crucial role in this process. In society, volunteering has grown in importance, particularly as a way to support and enhance the efficiency of the public sector. Organizations need to better understand the value that volunteers provide as a result of their work and how to encourage them to contribute that value if the organization wants to retain volunteers on an ongoing basis. This is because the demand for volunteers is increasing and the competition is intensifying to attract this valuable energy resource (Conduit et al., 2019). In addition to having the cognitive ability to create goals and visions, the organization also needs to accept the needs and emotions of volunteers, be able to manage productive relationships within the organization and be responsive to its environment (De Clerck et al., 2021). There are many interrelated procedures to retain volunteers and center on improving their volunteer experience. Different volunteer management techniques, such recognising volunteers and offering more specialised training, aid in maintaining them because they are necessary to make the volunteer experience worthwhile and appealing. However, it becomes more difficult to keep volunteers when they reject or do not care about the organizational culture (Cho et al., 2020). In order to accomplish this, it may be helpful to look into how these volunteers perceive their experiences and how satisfied they are with their contributions to the organisation (Henderson & Sowa, 2019). Understanding how to keep volunteers on board over the long haul is crucial for organisations, especially given that volunteer attrition can be expensive due to a number of factors, including organisational attrition, recruitment costs,

training costs, and a decreased ability to serve the community effectively (McBey et al., 2017). Due to the transition from a lifelong volunteer commitment to a more casual volunteer approach, it is now harder to inspire volunteers to stick with the organisation for an extended period of time (Wilson, 2012). This underlines how crucial it is to comprehend the factors that can influence volunteer commitment.

Additionally, after Eisenberger et al (1986) introduced the Perceived Organisational Support (POS), researchers primarily focused on the development of measurement scales, factors affecting perceived organisational support, and the positive effects of perceived organisational support on employees and organisations through empirical studies (Sun, 2019). The volunteers at sporting events have not yet been studied using the POS framework. The context of sporting events is indistinguishable from situations where POS has been studied in both permanent volunteer and paid staff organizations (Aisbett & Hoye, 2014). What is less clear is how POS can be related to volunteer commitment and satisfaction in the context of sporting events, where the role of volunteers is episodic and the organization of sporting events has less opportunity to provide meaningful support to volunteers through modern human resource management compared to more frequent and continuous volunteering contexts (Aisbett & Hoye, 2015). Additionally, studies on the effects of POSs on voluntary worker decisions are few, despite extensive documentation of POS findings on the attitudes and behaviors of salaried workers (Usadolo et al., 2022). Studer and von Schnurbein (2013) also found that there is no holistic paradigm to organise the understanding of organisational issues that influence volunteers. Therefore, the main goal of this study is to examine the effect of organizational support on future volunteer intentions among SUKIPT 2022 volunteers. This study helps sports event organizations create better human resource practices and support mechanisms that are more likely to benefit volunteers, organizations and the sports community in addition to ensuring that the event is organized and achieves its goals. Indirectly, this study will increase volunteer outcomes by using organizational resources effectively. This study was also conducted to answer these questions:

1. What are the perceived organizational support levels among SUKIPT 2022 volunteers?
2. Are there differences between male and female volunteers on the perceived organizational support?
3. How does the perceived organizational support affect the volunteers' intention to participate in SUKIPT?
4. Are there differences between male and female volunteers on the intention to participate in SUKIPT?

Literature Review

Organizational Support Theory (OST)

According to OST, the tendency of employees to imbue the business with their individual attributes fosters Perceived Organizational Support (POS) growth. OST is the belief held by the employee that the company appreciates their contributions and is concerned about their welfare. Employee view of the organization's positive orientation towards them should rise as a result of good treatment by organisational members. This is due to the fact that they value employees' contributions to the organisation and that employees view organisational members as its representatives, leading them to associate organisational acts with the organisation as a whole (Eisenberger et al., 1986). According to the reciprocity norm, such organizational support (OS) would cause employees to feel obligated to be concerned for the organization's well-being and assist it in achieving its goals. Employees may pay off this debt

by giving the company a stronger sense of affection and making more of an effort to support it. Moreover, due to the reciprocity norm, the feeling of duty has been linked to the positive correlations between OS and affective commitment and performance that have been observed frequently (Eisenberger et al., 2001). As a result, POS is greatly influenced by organisational members' behaviour that satisfies socioemotional demands (Kurtessis et al., 2017). Positive organizational support (OS) has also been demonstrated to improve commitment and better personal advantage among senior volunteers (Aisbett et al., 2015). Positive OS also promotes plans to stay with the organisation by increasing volunteer attendance, performance, and creativity. The use of OS to forecast both workplace outcomes (job satisfaction and affective commitment) has also been shown by empirical evidence. Supporting employees through organisational practises and policies raises workers' perceptions of how much their employer values their work and cares about their welfare, which in turn raises workers' propensity to lend a hand to others, emotional attachment, and withdrawal behaviour (Usadolo et al., 2022).

Self-Determination Theory (SDT)

According to research done via the SDT lens, people's efforts to continue volunteering for a cause are significantly influenced by how well their fundamental needs are met by their interactions with volunteer organisations (Huang et al., 2020). Understanding volunteer behaviour may also depend on how well their needs are met. Volunteers exhibit higher levels of self-determined motivation when their basic needs are addressed, which may include drive to carry on in their current role (Haivas et al., 2012). According to SDT, a person's sense of self-determination regarding their participation in an activity is crucial. Efficiency, autonomy, and connectivity are the three criteria that SDT emphasises (Ryan & Deci, 2000). According to Haivas et al (2012), people are more likely to stay longer, strive harder, enjoy the experience more, and feel better about themselves when behavioural engagement is driven by autonomous motivations (i.e., is more self-focused). The extent to which their personal goals and agendas are met and the sense of obligation and commitment they feel towards the organisation are the two main factors that determine whether volunteers continue to work for organisations. Although previous studies on volunteering have mainly focused on volunteers' relationships with organisations and how they predict future volunteer intentions, the findings of the current study suggest that volunteers' capacity to meet their personal goals and psychological needs within the context of their organisations is also important (Huang et al., 2020).

Social Exchange Theory (SET)

Social Exchange Theory was created by Blau in 1964. Social exchange theory is used to understand social structure at the level of social interaction that governs the relationship between individuals and groups. To encourage commitment to excellent behavior through employee performance, organizations provide good treatment to employees (Andriyanti & Supartha, 2021). The impact of high-quality OSTs on salaried employees' job satisfaction, well-being, tendency to quit, affective commitment and stress, and supervisor-subordinate relationships has been shown in previous studies (Usadolo et al., 2022). According to social exchange theory, employees form relationships for economic, socioemotional, and other reasons, and the nature of those relationships affects how they are motivated to work and how they behave at work. Volunteers are more likely to engage in social exchange with organizations where recognition for their work and access to social networks are seen as

benefits than paid employees. On the other hand, the organization's investment in the personal growth of volunteers can be considered as part of the recognition they receive for their work (Fallon & Rice, 2015). A person will develop a social relationship with a person or institution based on convincing results by maximizing rewards while minimizing costs. However, if a person believes that their volunteer experience fulfills their motivational objectives and aspirations, then their intentions and future volunteering may become a commodity exchange (Bang et al., 2019). According to SET, when an employee's actions lead to any type of compensation (positive or negative) from their organization, employees are more likely to reciprocate. However, in the case of volunteers, the need to reciprocate well if their organization fulfills important personal objectives, as volunteers' motives drive their actions (Usadolo et al., 2022). Alliance, respect and mutual understanding are additional features of this relationship as well as norms of altruism shown through acts of help, support, access to resources and self-esteem enhancing activities (Brunetto et al., 2013).

The relationship between the three theories supported by Zeijen et al.'s (2020) study that expanding the self-determination theory, stated the timing and recipient of support are crucial factors, with autonomously motivated support having a stronger indirect impact on the provider's work engagement through need fulfilment during emotionally taxing episodes or when the recipient has a low prove performance goal orientation. Gray and Stevenson (2020) also found that the fundamental drivers of volunteers' motivations and experiences are their group identities, which foster a sense of belonging and have an impact on their wellbeing, interactions with beneficiaries, and capacity to overcome obstacles were the volunteering organizations can strengthen identity-mediated helping. Other than that, organisational support was the main predictor of media centre volunteers' intention to return to future volunteer programmes, as opposed to Galindo-Kuhn and Guzley's findings that showed participation efficacy and group integration to be important drivers of volunteer satisfaction (Kim et al., 2019). In paid workers perspective, employees who have high levels of job autonomy (compared to those who have low levels) are more likely to break the workplace quiet because enabling leadership can stimulate their intrinsic motivation, drawing upon self-determination theory (Ju et al., 2019). A study by Li et al (2021) also proposed that the theory of self-determination offers a thorough framework to explain employees' motivation for workplace innovation, the current study also expands the boundary condition of this theory. This findings in line with a study by Guan et al (2020) that found employee work engagement may rise as a result of organisational incentives, which is compatible with social exchange theory as well. This is due to the behavioural basis of SET that exists in a setting of regular effort, such as investing support in a recipient who reciprocates (Zeijen et al., 2020). As a result, employees who feel strongly about their organisation report that they are more likely to go above and beyond to help it. This is because they believe their organisation appreciates the exchange connection (Walden & Westerman, 2018).

In fact, the services provided by volunteers are fundamental to modern society. The contribution of those involved in unpaid and voluntary work has a significant influence on the economic, social and cultural functioning of society today (Conduit et al., 2019). For non-profit organizations that rely on volunteers to carry out their mission, recruiting and retaining volunteers is a significant difficulty (Schreiner et al., 2018). In general, volunteers play an important role in the success of sporting events at all levels. Their time, knowledge and skills are an invaluable resource for the organization and help them manage the various tasks

involved in organizing events (Aisbett & Hoye, 2015). Although individuals have the capacity and motivation to perform their tasks, organizations need to provide them with appropriate opportunities to use their abilities and fulfill their objectives if volunteer involvement is to be maintained (Alfes et al., 2017).

According to the Fried and Ferris (1987) model of job characteristics, enriched jobs are positions that offer opportunities for volunteers to use their skills and motivation because they foster an environment that supports performance and have a high degree of skill variety, task identity, task significance, autonomy, and feedback. McCormick and Donohue (2019) found a favourable correlation between affective commitment (emotional attachment to the organisation) and work roles that combine four job qualities. Pundt et al (2015) discovered a favourable association between autonomy but not feedback from the task and job satisfaction among senior expert service volunteers in Germany. Previous research has also demonstrated a positive relationship between autonomy and other factors, including the number of hours devoted to volunteering at an animal shelter in the US, satisfaction and intent to volunteer again as a sports event volunteer in Switzerland, and the drive and motivation of elderly volunteers in schools across Europe and the US (Alfes et al., 2017). Nencini et al.'s (2016) study, however, found no evidence of a significant relationship between employment qualities (autonomy, task priority, and feedback) and volunteers' motivation or satisfaction in Italy.

Additionally, previous research related to the relationship between major sporting events, experience, management, and legacy has shown that future intentions to volunteer may be influenced if they have a positive volunteering experience while participating and receive supportive and encouraging feedback (Fallon & Rice, 2015). The findings of a study that included 8131 volunteers from 642 sports clubs in 10 countries across Europe and was the first to combine determinants at the club level and volunteer analysis (multilevel) also showed that volunteer conditions (recognition, support, leadership, and material incentives) and burden volunteer work is the most significant determinant of satisfaction (Nagel et al., 2020). The findings are consistent with the study by Shier et al (2020) in which 22 adult female mentors participated in semi-structured interviews about motivation to work with a mentoring program for adolescent girls in a low socioeconomic neighborhood in Toronto, Ontario, Canada. An inductive examination of the interview transcripts revealed that three categories of reasons for participating in the program were mentors' social dispositions, mentors' psychological dispositions, and experience with organizational dynamics. Organizational support that promotes positive relationships between volunteers and their immediate supervisors will give volunteers the ability to make decisions about their role, which should be incorporated into the volunteer support system. All these factors were found to improve the volunteer experience, especially commitment and satisfaction (Aisbett et al., 2015).

Furthermore, as part of a planned prospective longitudinal study including qualitative focus group interviews, a group of volunteers was assessed over the course of a year in four separate time periods. This motive can be traced mostly to the surrounding aspects (organization) affecting the goals of the volunteer organization and closely related to retention factors (Dury, 2018). On a sample of volunteers who took part in the study's cultural events in Singapore, confirmatory factor analysis and structural equation modelling analysis

were also conducted. The results demonstrate a positive association between volunteer management and volunteers' intentions to continue volunteering, with work satisfaction acting as a fully mediating element in this relationship (Cho et al., 2020). Co-production, which involves volunteers in the development of projects, and having an attention officer (a reliable individual who hears volunteer concerns) are examples of retention tactics. Even though the initial purpose for volunteering is frequently clear-cut, additional contextual elements, such as relationships with other volunteers and organisational structure, can alter this motivation and cause volunteer turnover (Dury, 2018).

The Survey of Health, Ageing and Retirement in Europe, which covered 13 European nations from 2004 to 2015, provided longitudinal data from five waves that the researchers used to examine the relationship between worsening health and volunteer activity. The results of the study found that even at events with high levels of volunteering, volunteers with health challenges may need special assistance through policies (laws), recruitment methods and retention methods. Thus, consideration in both individual characteristics and contextual considerations is very important (Papa et al., 2019). According to a study by Aldamman et al (2019), organisational support for humanitarian volunteers had a substantial impact on their mental health, with higher perceived support being linked to less disease symptoms and better mental health. Through a stress assessment method, it was discovered that the level of support they received from their employers, supervisors, and team members was a factor in determining both their mental health and well-being.

The study by Xu et al (2020), which gathered a sample of 1165 volunteers identified in the Chinese national volunteer service information system, supports these findings. The results show that psychological capital, volunteerism, role identity, perceived social support, and organisational commitment among volunteers are strongly and favourably correlated. These findings have implications for organizational volunteer recruitment efforts, which can be aided by emphasizing the psychological advantages of volunteering, using current employee and volunteer networks, and promoting organizational values and related accountability structures (Shier et al., 2020). A study conducted on former volunteers to determine the causes of their departure from voluntary organisations by Milbourn et al (2019) also discovered a weak association. They identified the following reasons why they would not continue serving as volunteers: workload and burnout, lack of autonomy and voice, loneliness and grouping, separation between volunteers and organisations, and lack of faith in leadership. These findings are supported by a study by Harp et al (2017) that also finds organisational restrictions, such as inadequate training, inadequate assistance from others, lack of necessary information, and others, have a negative association with volunteer involvement.

Vecina et al.'s (2013) study, however, discovered a strong and distinct pattern of correlations between organisational commitment and intention to stay over the long term, but not between volunteer involvement and this intention. This result is in line with that of a study by Vecina et al (2012), who discovered that volunteerism was not the best indicator of future intention to remain with the same organisation. Additionally, according to Telesca (2018), there is no connection between involvement and the desire to go on volunteering. Generally speaking, there are differences between the concepts of organisational commitment and volunteer engagement in terms of responsibility, structure, and driving force. Organisational

commitment focuses on employees' engagement and devotion to their employer's organisation in exchange for compensation and job security. Giving to a cause without receiving financial compensation is the core of volunteer engagement.

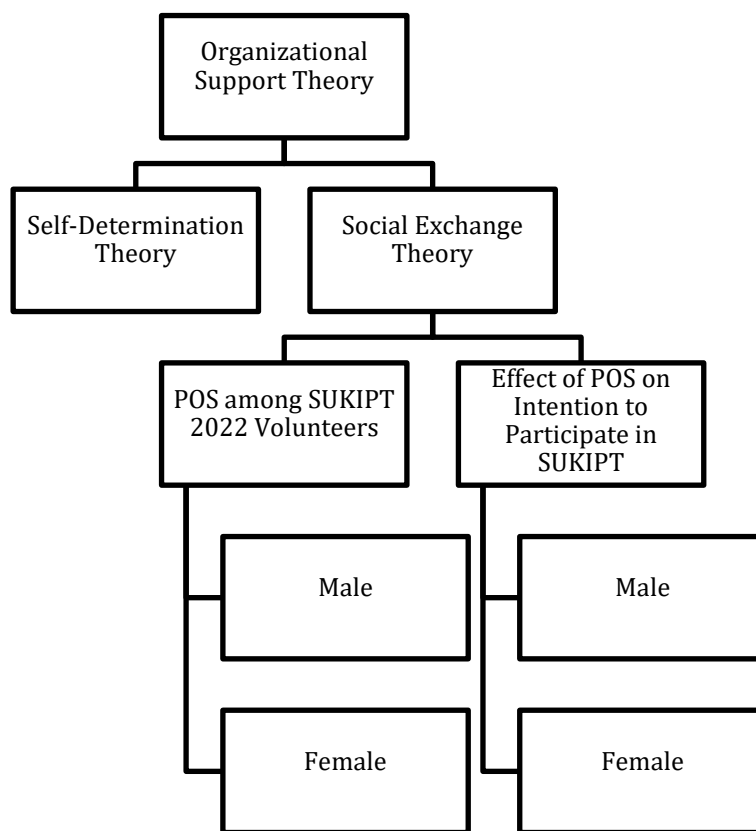


Figure 1 Conceptual Framework

The conceptual framework depicted in Figure 2 was created for each research process and the basic variables used to answer the set research questions. The study concept was obtained from reading the researcher's literature. Perceived Organizational Support established through OST is a service or support provided by the host organization to SUKIPT 2022 volunteers throughout the tournament. SUKIPT 2022 volunteers are people who are involved and contribute time and labor during the tournament on a voluntary basis in addition to bringing personal goals to be achieved while the future volunteering intention is an action either to continue their volunteer role or vice versa at the next SUKIPT tournament. The conceptual framework coincides with SDT and SET where perceived organizational support influences the decisions or behavior of volunteers and reciprocate that support by donating their valuable time to both achieve future tournament objectives or vice versa.

Methods

A survey was used as a research design in this research. A total of 652 volunteers are involved in the SUKIPT 2022 tournament which took place from 12 to 21 August 2022. The sampling technique used is simple random sampling which is one type of probability sampling. There is no specification on the sample selection criteria such as the role and department set during the event but the respondents are randomly selected among the volunteers in SUKIPT 2022. According to the table developed by Krejcie and Morgan (1970), the sample to be taken from

a total population is 302 with 20 % was added in the sample in case of withdrawals and errors in the answers given.

The research instrument was adapted from two original questionnaire developed by Eisenberger et al (1986), Perceived Organizational Support (POS) and Future Volunteering Intention (FVI) by (Kim et al., 2019). The questionnaire consists of three main parts; (I) Respondent Demographics (gender, race, age, family socioeconomic status, education level and employment status), (II) Perceptions of Organizational Support (POS) (17 items) and (III) Future Volunteering Intentions (FVI) (3 items). All scales are measured on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was reviewed and validated by instrument validity experts. The reliability of the POS was also shown through a pilot study conducted among KARISMA 2022 volunteers with a Cronbach Alpha value of 0.97 which is very good and effective with a high level of consistency as well as a reliability value for the FVI which is 0.96. The instrument was edited into Google Form and distributed to 302 respondents via email. Respondents were also informed that the data collected will be kept confidential and only used in this study.

The Statistical Packages for Social Sciences (SPSS) Version 27.0 program was used to statistically analyze the data obtained from the survey conducted. This software was used to evaluate preliminary results and produce descriptive analysis evaluations such as mean, standard deviation and frequency. Inferential analyzes such as independent t-tests were used to compare the means of two groups (gender) in future volunteer involvement. Additionally, regression analysis was used to identify the effect of perceived organizational support on future volunteering intentions among SUKIPT 2022 volunteers.

Results

This study included 302 respondents (N=302) who were sport volunteers who took part in SUKIPT 2022. There were 105 male volunteers and 197 females volunteer involved in this sport event. The age range for the volunteers were 18 – 30 years old. The results also showed that more than RM1000 in family socioeconomic status was recorded as the highest among respondents (N=76) while as for the level of education, degree holders show the highest mean score with 262 respondents. Lastly, results showed that the employed volunteers recorded lower with 22 respondents while unemployed volunteers were among 280 respondents.

Perception on Level of Organizational Support among SUKIPT 2022 Volunteers.

Table 1

Perception on level of organizational support among SUKIPT 2022 volunteers.

Level of Organizational Support	N	%	Mean
Low (0 – 40)	4	1.3	2.64
Moderate (41 – 64)	102	33.8	
High (65 – 88)	196	64.9	

Table 1(b)

Survey of perceived organizational support

Statement	Mean	SD
1. The organization values my contribution to its well-being.	4.38	.767
2. The organization could hire someone to replace me at a lower salary it would not do so.	3.60	1.100
3. The organization appreciate any extra effort from me.	4.24	.825
4. The organization strongly considers my goals and values.	4.21	.811
5. The organization would understand a long absence due to my illness.	4.00	.971
6. The organization would not ignore any complaint from me.	3.93	1.109
7. The organization regards my best interests when it makes decisions that affect me.	4.15	.868
8. Help is available from the organization when I have a problem.	4.20	.823
9. The organization really cares about my well-being.	4.08	.880
10. Even if I did the best job possible, the organization would notice it.	4.07	.872
11. The organization is willing to help me when I need a special favor.	4.10	.915
12. The organization cares about my general satisfaction at work.	4.04	.916
13. If given the opportunity, the organization would not take advantage of me.	4.00	.924
14. The organization really shows concern for me.	4.05	.861
15. The organization cares about my opinions.	4.00	.937
16. The organization takes pride in my accomplishments at work.	4.08	.877
17. The organization tries to make my job as interesting as possible.	4.15	.816

According to Table 1(a), with a mean value of 2.64, 196 respondents (64.9%) received high organisational support, 102 respondents (33.8%) received moderate organisational support, and only 4 respondents (1.3%) experienced low organisational support. In conclusion, there is a lot of volunteer support for the SUKIPT 2022 organisation. Next, based on Table 1(b), statement "The organization values my contribution to its well-being" scored with higher mean ($M=4.38$, $SD=.767$) followed by "The organization appreciate any extra effort from me" with mean score 4.24 ($SD=.825$). The lowest mean score recorded was 3.60 ($SD=1.100$) with the statement said "The organization could hire someone to replace me at a lower salary it would not do so" and "The organization would not ignore any complaint from me" ($M=3.93$, $SD=1.109$).

Differences on Perceived Organizational Support based on Gender.

Table 2(a)

Differences on mean rank for perceived organizational support based on gender.

	Gender	N	Mean Rank	Sum of Ranks
Perceived Organizational Support	Male	105	155.84	16363.50
	Female	197	149.19	29389.50
	Total	302		

Table 2(b)

Differences on perceived organizational support based on gender.

Test Statistics	Perceived Organizational Support
Mann-Whitney U	9886.500
Wilcoxon W	29389.500
Z	-.633
Asymp. Sig. (2-tailed)	.527

Mann-Whitney U is significant at the .05 level (2-tailed)

The Mann Whitney U test was used because the distribution of the data was not normal and the test was conducted to compare the perceived organizational support among SUKIPT 2022 volunteers based on gender. Based on Table 3(a), the mean rank of male respondents is 155.84, while the mean rank of female respondents is 149.19. The mean rank obtained in the perceived organizational support between male and female does not have a significant difference. Thus, the results show that there is no significant difference in perceived organizational support among male respondents and female respondents at the SUKIPT 2022 tournament; ($U = 9886.500$, $p = .527$).

Impact of Organizational Support on SUKIPT 2022 Volunteers' Future Volunteering Intentions

Table 3

Impact of organizational support on SUKIPT 2022 volunteers' future volunteering intentions.

	R ²	Beta (β)	t	F	Sig (p)
Future Volunteering Intentions	.379	.616	13.535	183.18	.001

Regression is significant at the .05 level (2-tailed)

A linear regression test was run based on Table 3 to examine the impact of organisational support on SUKIPT 2022 volunteers' intentions to volunteer in the future. The findings demonstrated that organisational support significantly affected future intentions to volunteer ($F(1,302) = 183.184$, $p.001$). The organisational support variable contributes up to 40% of the variation in predicting future volunteering intentions, as indicated by the R² value of .397. These findings demonstrate that future volunteering intentions increase in direct proportion to organisational support for volunteers.

Differences on Future Volunteering Intentions among SUKIPT 2022 Volunteers based on Gender

Table 3(a)

The difference in mean rank of future voluntary intentions among SUKIPT 2022 volunteers based on gender.

	Gender	N	Mean Rank	Sum of Ranks
Future Volunteering Intentions	Male	105	154.20	16191.00
	Female	197	150.06	29562.00
	Total	302		

Table 3(b)

Differences on future volunteering intentions among SUKIPT 2022 volunteers based on gender.

Test Statistics	Future Volunteering Intentions
Mann-Whitney U	10059.000
Wilcoxon W	29562.000
Z	-.513
Asymp. Sig. (2-tailed)	.608

Mann-Whitney U is significant at the .05 level (2-tailed)

The Mann Whitney U test was used because the distribution of the data was not normal and the test was conducted to compare the future volunteering intentions of SUKIPT 2022 volunteers based on gender. Based on Table 3(a), the mean rank of male respondents is 154.20, while the mean rank of female respondents is 150.06. The mean rank obtained in the future voluntary intention between men and women does not have a significant difference. Thus, the results show that there is no significant difference in future voluntary intentions among male respondents and female respondents at the SUKIPT 2022 tournament; ($U = 10059.00$, $p = .608$).

Discussion

The impact of perceived organizational support on volunteers' intentions to participate in voluntary activities is investigated in this study. According to the study's findings, SUKIPT 2022 volunteers received a lot of organizational support. According to the Fried & Ferris (1987) job characteristics model, where there is a high variety of skills, task identity, task importance, autonomy, and feedback, organizational support can be linked to work enrichment by providing opportunities for volunteers to use their skills and motivation because they foster an environment that supports performance. According to Aisbett et al (2015), strong organizational support can enhance volunteers' commitment and satisfaction. This is corroborated by a study by Nagel et al (2020) which indicated that the most significant predictors of satisfaction are voluntary factors including recognition, support, leadership, and monetary rewards. This result is in line with a study by Shier et al (2020), who identified three factors—mentor's social orientation, mentor's psychological orientation, and experience with organizational dynamics—that impact volunteer involvement.

Social exchange theorists contend that resources obtained from others are valued more if the decision to contribute was made voluntarily rather than under duress (Rhoades & Eisenberger, 2002). As a result, OST is significantly influenced by how organizational members behave in order to address the socioemotional needs of volunteers (Kurtessis et al., 2017). In

contrast, coordination of volunteers cannot always lead to a win-win situation between volunteers and organisations; rather, it must balance trade-offs if there are negative effects of volunteerism and coordination of volunteers at various levels of abstraction, such as negative effects on individuals (burnout), organisations (deviations from goals, standards, and conflicts), society (lack of quality), and organisational costs borne by volunteers (Studer & von Schnurbein, 2013)

This result demonstrates how the volunteers' prior experience and positive working relationships with the host organization have an impact on the high level of organizational support that volunteers receive. Volunteers who take on civic responsibilities that go beyond financial concerns to social and physical coordination rely heavily on organisational support. The best way to satisfy people's needs is through volunteer organisations, which is the reason. Volunteers who receive the support will also be able to perform and play their roles more effectively and profit from their experience in a favourable way. In order to maximise the benefits to volunteers, commitment and reward must be balanced.

The result also showed that statement under the factor of volunteers' performance rated higher among them. This is in line with a study by Yeo et al (2018) that found volunteers felt more personally accomplished than non-volunteers, which may be related to the fact that there were more volunteers among less burnt-out trainees or that volunteering decreased burnout and stress reactions/trauma. Hu et al (2016) also found that employees' participation in volunteer programmes did not interfere with job performance when they had positive learning experiences from corporate volunteering, but that it did when they did not learn much from it. Furthermore, Aisbett and Hoye (2015) discovered that perceived organisational support has a greater impact on volunteers' affective commitment than perceived supervisor support. This is because it is more probable that volunteers will stick with the organisation if they feel appreciated and like they are making a contribution, but it is challenging to determine the relationship between perceived organisational support and organisational commitment (McBey et al., 2017). Based on the result, the appreciation made by the organization affecting volunteers' performance directly. Volunteers had a sense of trust and gained valuable experiences.while leaders establish volunteer organizational links and connect volunteers with the prosocial impact of their activity. In addition, better performance will result from a management strategy that takes into account the varying levels of motivation and demands of the volunteers.

Moreover, the current result showed that there no significance differences in perceived organizational support among volunteers based on gender. The result differs from a study by Wickramasinghe (2016) that found female valued organizational support, job satisfaction, affective commitment and job involvement more than male did. Meanwhile, Thompson et al. (2020) found that the relationship between perceived organisational support (POS) and organisational citizenship behaviour (OCB) is stronger for male than for female, and male are more likely to require POS to feel obligated to make reciprocal organisational exchanges. This was determined using 4 samples of employee-supervisor dyads. However, a study by Srivastava and Tang (2015) indicated that gender is unrelated to organisational commitment, but women are more prone than men to employ emotion-focused coping. The result indicates that both male and female valued same organizational support from the host organization. This is because the host organization well aware with the welfare of both gender through their support during the event without any biased. They received similar treatments, helps and engaged good relationship supervisor or leader with volunteers while their needs were

fulfilled during the voluntary activities. As result, they highly satisfied and appreciated the organizational support given by the host organization.

Next, SUKIPT 2022 volunteers' intents are significantly influenced by organizational support, according to the study's findings. The results of this study do not agree with those of Al-Mutawa (2015) findings, who discovered that there is no statistically significant association between volunteer support and satisfaction, which is related to volunteer retention, and volunteer training. Despite weak organizational connection, socioeconomic changes, and changes in family life, a study by Qvist et al (2018) also discovered a reduction in organisational loyalty among young volunteers. Furthermore, Dury (2018) found that the surrounding element (organization) has an impact on the objectives of the volunteer organization and is closely linked to retention variables, which supports this conclusion. With job satisfaction serving as a fully moderating element in this relationship, Cho et al (2020) discovered a favourable link between volunteer management and volunteer intention to continue volunteering. For example, organizational structure can affect motivation and aid in the recruitment of volunteers in addition to motivational elements (Dury, 2018). According to studies employing the SDT lens, people's efforts to continue serving a cause are significantly impacted by how well their fundamental needs are addressed as a result of their encounters with volunteer organizations (Huang et al., 2020). Employees develop relationships for a variety of reasons, including financial, social, and emotional ones, and the type of those ties has an impact on how motivated they are to work and how they behave at work, according to SET (Fallon & Rice, 2015).

According to the principle of altruism, OST will make employees feel compelled to care about the organization's well-being and contribute to its achievement of its goals. Employees might respond by displaying greater enthusiasm for the company and working harder to support it. Furthermore, based on the principle, the sense of duty has been linked to a favourable correlation between OST and affective commitment and performance, which has been extensively researched (Eisenberger et al., 2001). Positive OST also affect plans to stay with the organisation through influencing volunteer attendance, performance, and creativity (Aisbett et al., 2015). Two primary factors, according to Huang et al (2020), will determine whether volunteers continue to work for the organisation: (a) the degree to which their own goals and agendas are realised; and (b) the degree to which they feel accountable and committed to the cause.

This study demonstrates that strong organisational support is critical for retaining future volunteers while also providing them with the highest level of happiness. This is because people tend to appreciate and return favor to other people when they received good things especially that worth their time-consuming. So, the greater the organisational support for volunteers, the greater the intention to volunteer in the future. Additionally, volunteers' capacity to feel their best when doing good may hold the key to keeping them engaged with the organisation. They must at least feel good about what they are doing because they are not compensated. Therefore, pleased volunteers will indirectly aid the organization's attempts to attract new volunteers by recommending it to other potential volunteers.

However, there is no appreciable difference in the intentions of male and female volunteers to continue their involvement in volunteer work, according to research on SUKIPT 2022 volunteers. The study by Fyall and Gazley (2015), which revealed little variation in the overall choice of male and female jobs despite the differing gender volunteer involvement patterns in professional organisations, is almost entirely compatible with this finding. Gender is one of the predictors of volunteering, although Lee and Won (2018) contend that this component is

insufficient to account for volunteerism. This is due to the varied perspectives and interests that volunteers have regarding volunteering (Mahmood et al., 2021). The claim is backed up by research by Downward et al (2020) who noted that volunteering has a variety of motivations and that males are more inclined than women to volunteer for causes that directly benefit them. The results are stronger and more complex when specific factors that affect how gender and volunteerism interact are studied through theories. Researchers in the past had a tendency to concur that the presence of extra intrinsic or extrinsic factors can lessen, explain, or even exacerbate the influence of gender (Fyall & Gazley, 2015).

Along with the shifting reasons for volunteering, the difficulties and problems encountered also evolve throughout time. For instance, alterations to one's living situation may make it difficult for someone to volunteer or influence their ability to continue volunteering. As a result, each volunteer's significance in realising this can vary greatly (Stride et al., 2020). Accordingly, expressive organisations exist primarily to enable volunteers to express themselves and address needs because their organisational structures and objectives are more uniform (Gil-Lacruz et al., 2019).

Based on the current findings, both males and females wished to increase their involvement as sports volunteers while bringing a variety of goals to be accomplished, even though their motivation was not examined in this study. This is because a pattern of purposeful discrimination may exist since men and women may opt to engage volunteer roles voluntarily or may be picked by others depending on their environmental adaptations and effects. In order to meet the demands of both parties in the organisation in which they are participating, it is crucial to identify the role of volunteers based on demographic features, notably gender, using the support of Eagly et al (2000)'s social role theory.

Conclusion

The study discovered that maintaining ongoing volunteer participation requires strong organisational support. Findings indicate that SUKIPT 2022 volunteers receive a high degree of organisational support. The assistance offered by the organisation satisfies necessities while also giving volunteers a fulfilling experience. This result is a coincidence given that the majority of the participants are young adults (18–25 years old), a demographic with a wide range of interests and beliefs about the importance of personal well-being for the future. The company's adherence to the future volunteering intention of the SUKIPT 2022 volunteers has a considerable impact. The retention of volunteers is positively impacted by strong organisational support. In addition, there is no discernible difference in the desire of volunteers depending on gender to continue volunteering at the upcoming SUKIPT event. The results of this study are crucial in assisting the host organisation in comprehending the demands of volunteers in the event being held and in ensuring that they receive the finest support or assistance possible. Understanding the value of strong organisational support can help two or more persons who volunteer both directly and indirectly. The recruitment and retention of new volunteers as well as the exposure of the host organisation can both be improved with a high degree of expertise in superior volunteer management. As a result, further research in volunteers is required, especially in relation to organisational support for sporting events.

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