



Exploring volunteer engagement in a mega sport events: the role of functional attitudes

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ABSTRACT

Research Questions: Primary research questions include: (1) What are the salient attitudes of volunteers that influence their engagement intention and (2) Do extra-role behaviors and emotional attachment mediate their relationship with the event?

Methods: We used a face-to-face survey design and collected 271 use cases from volunteers recruited during the 2018 PyeongChang Winter Olympic Games.

Results and Findings: The results of structural equation modeling indicate that value-expressive and social adjustive attitudes were positively correlated with extra-role behavior. Value-expressive, utilitarian, and knowledge showed a significantly positive effect on emotional attachment. Furthermore, emotional attachment and extra-role behavior played a significant mediator role in explaining the relationships between functional attitudes and volunteer engagement.

Implications: The results shed light on volunteer literature through an extended understanding of functional attitude theory in the context of volunteer engagement. Sport managers could use the findings to clearly understand relevant volunteers' attitudes to predict their extra-role behavior and future volunteering intention. Such efforts allow managers to carefully articulate promotional message when recruiting volunteers.

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Volunteers are an essential component of the successful delivery of mega sports events (MSEs) like the Olympic Games and the FIFA World Cup (Bang & Chelladurai, 2009; Fairley et al., 2007). These events typically involve a considerable number of volunteers who perform a wide range of tasks across game venues (Bang et al., 2019). For example, during the 2018 PyeongChang Winter Olympic Games over 16,000 individuals volunteered to serve in various functional areas (e.g. press, communications, operational support, production of ceremonies, technology and transportation; POCOG, 2018).

The significant contribution of volunteers is acknowledged by the large body of research that has strongly emphasized their motivation and satisfaction, suggesting that the satisfaction–intention-to-volunteer relationship is influenced by the match

between the volunteer's primary motivations and the extent to which the volunteering environment satisfies those motivations (Alexander et al., 2015; Bang et al., 2012; Bang & Ross, 2009; Clary et al., 1992; Kim et al., 2009; Schlesinger & Gubler, 2016). Studies also identified the role of identity (van Ingen & Wilson, 2017), identification fit (Kang, 2016; Kim et al., 2007), task and social cohesion (Doherty & Carron, 2003) as indicators for improving volunteer experience and retention.

However, theoretical explanation about the role of goals/attitudes for explaining volunteer engagement has been lagging behind. An attempt to bring this theoretical explanation up to date is important not only to clearly explain and predict volunteer performance and retention (Cuskelly, 2004), but also to help develop effective volunteer management strategies for the success of MSEs. More specifically, in MSEs context, volunteers' tasks can be rather simple, repetitive, and narrowly defined. In such a task environment, volunteers can easily lose their interest and motivation, which leads to early turnover (Hustinx, 2010). Thus, it is very important for event managers to explore key drivers that determine and maintain volunteers' engagement. Specifically, to ensure the success of the operation, it is necessary that volunteers contribute beyond the call of duty (their specific role) by making suggestions and cooperating further with the organization (i.e. extra-role behaviors; Kim & Mauborgne, 1996). However, there has not been systematic research that explains the specific psychological mechanism in the context of MSEs. As a result, there is limited theoretical understanding of the volunteer engagement and its antecedents and consequences.

Accordingly, drawing on the functional theory of attitude (Katz, 1960) and cognitive dissonance theory (Festinger, 1957), we examined volunteers' attitude functions (i.e. value-expressive, social-adjustive, utilitarian, and knowledge) in the context of MSEs, and addressed their impact on volunteer engagement. The purpose of the current study was twofold: (a) to identify salient volunteer attitudes that influence their extra-role behavior and volunteer engagement intention and (b) to examine the mediating role of volunteers' emotional attachment in this relationship. The extended view of volunteers' engagement offers new theoretical insights into the volunteer literature, while offering several important managerial implications for volunteer management in MSEs.

Theoretical background and hypothesis development

Functional theory of attitude

Functional attitude theory (Katz, 1960; Smith et al., 1956) posits that people hold attitudes toward objects, events, and behaviors for various reasons, meaning that attitudes fulfill different psychological functions for different individuals. Functional theorists have noted that, although certain attitudes may appear quite similar on the surface, the same attitude can serve markedly different functions for different people (Clary et al., 1998). Katz (1960) and Smith et al. (1956) specified the basic functions that attitude performs within an individual, including value-expressive, social-adjustive, utilitarian, and knowledge functions.

The relationship between attitude and motivation is delineated in the literature. Attitude is defined as 'a learned predisposition to respond in a consistently favorable or unfavorable manner with respect to a given object' (Ajzen & Fishbein, 1975, p. 10). In

contrast, motivation is defined as ‘some kind of internal drive which pushes someone to do things in order to achieve something’ (Harmer, 2001, p. 51). Therefore, attitudes can be considered ‘motivational–perceptual states that direct action’ (Hsu et al., 2010, p. 285) because attitude is subject to changes in motivation. Katz (1960) also argued that motivation contributes to the understanding and formation of attitude. Therefore, the literature strongly supports the idea that an individual’s attitude is determined by their motivation to perform an act.

Functional attitude theory contributes to understanding the complex motivational functions behind volunteer behavior (Clary et al., 1992; Clary & Snyder, 1991). Katz (1960) suggested five functional attitudes that determine human behavior. First, some individuals with dominant value-expressive attitudes volunteer to enhance their psychological development and self-value through volunteer work (i.e. value-expressive attitude). Others may perceive volunteering as an opportunity to gain social approval from interaction with others (i.e. social-adjustive attitude). Additionally, volunteer work may allow some individuals to maximize tangible/intangible rewards (i.e. utilitarian attitude) or gain some new knowledge about our society (i.e. knowledge attitude). However, in the current study, the authors did not include ego-defensive attitudes because such attitudes mainly serve a defensive strategy to cope with anxiety generated by intrapsychic conflict (Herek, 1987; Katz, 1960). The nature of Olympic volunteering requires substantial voluntary investment of time and effort.

Several researchers (e.g. Clary et al., 1998; Petty & Wegener, 1998) highlighted the importance of functional matching effects. They provided empirical evidence that individuals are more likely to be motivated in their work when their personal and work goals match. That is, when volunteers fulfill their personal goals by volunteering, they become more committed to it and show future intention to continue to volunteer (Clary et al., 1998). Given the impact of functional matches on positive volunteer outcomes, volunteers’ functional attitudes are a highly predictive indicator for understanding volunteers’ behavioral engagement. Specifically, we expect that matching effects would also enhance volunteers’ extra-role behaviors. Extra-role behaviors are ‘efforts voluntarily exerted beyond the call of duty in order to execute allocation decisions to the best of one’s abilities’ (Kim & Mauborgne, 1996, p. 500). In the service literature, van Doorn et al. (2010) suggest that customer engagement behavior should be explained by using word of mouth (WOM), suggestion, and prosocial behavior. Based on this understanding, we hypothesized that:

H1. Volunteers’ functional attitudes (i.e., value-expressive, social-adjustive, utilitarian, knowledge) correlate positively with their extra-role behavior.

H2. Volunteers’ functional attitudes (i.e., value-expressive, social-adjustive, utilitarian, knowledge) correlate positively with their intention to continue volunteering.

Volunteer behavior in mega sports events

Scholars have found that volunteering at MSEs like the Olympic Games is unique in nature. MSEs involve huge numbers of volunteers, necessitating the development of a large (Holmes et al., 2018) and culturally diverse (Grönlund et al., 2011) volunteer program within a short period of time. Highlighting the unique nature of special sporting

events, Farrell et al. (1998) demonstrated that volunteers at special events have different attributes of motivation by proposing the special event volunteer motivation scale (SEVMS), including four factors: purposive (a desire to do something useful and contribute to society), solidarity (a desire for social interaction, group identification, and networking), external traditions (relating to family traditions and extrinsic motivations), and commitments (linking external expectations and personal skills with commitment to volunteering). Yet, it appears that the SEVMS does not capture sport event-specific motives especially at large scale sporting events (Bang & Ross, 2009; Doherty, 2009). For example, being an Olympic volunteer is a once-in-a-lifetime experience when the Olympics occur in one's home city or country while other volunteering includes annual events or regular weekly commitments. Hence, volunteers in MSEs are motivated by factors including Olympic value (Bang & Ross, 2009), pride in their city or country (Kim et al., 2010) and social contact and the desire to feel valued by society (Minnaert, 2012). Many events have had a legacy goal to leverage the energy of the volunteers to lead subsequent volunteering at future events (Holmes et al., 2018). More importantly, a large-scale cultural event like the Olympic Games has a different context from other cultural events (e.g. number of volunteers, public recognition of volunteers' contributions and structural differences), and these differences may be reflected by differences in the goals and engagement of the volunteers (Dickson et al., 2014). In South Korea, volunteering has increased significantly since the 1990s with strong governmental support (Grönlund et al., 2011; Ziemek, 2003) and volunteering appears to be linked to collective action. Therefore, in South Korea, the social (i.e. strong influence of friends and family members with higher motivation to volunteer) and altruistic (e.g. helping people in need and making the world a better place) motivation rates of volunteers are higher compared to those seen in other countries (e.g. Canada and the UK; Grönlund et al., 2011). The current study will contribute to cross-cultural volunteer studies by identifying the uniqueness of volunteer attitudes, goals and engagement levels in Korea. Existing volunteer literature suggests that individuals may perform the same actions to serve a variety of different functions (Snyder 1987). These different functions of volunteers' behavior are explained by the motivations that persuade them to explore volunteer opportunities and commit themselves to help and to sustain their volunteering involvement over long periods of time (Clary et al., 1992; Clary et al., 1998). Clary et al. (1998) proposed six motivational functions served by volunteering: values, understanding, social, career, protective, and enhancement. Given these six motivational functions that are relevant to all contexts of volunteering, later studies have investigated motivational elements associated specifically with sporting events (e.g. MSEs). Giannoulakis et al. (2007) found that Olympics volunteers are motivated by three major factors: Olympics-related, egoistic, and purposive. More specifically, Bang and her colleagues (Bang et al., 2008; Bang & Chelladurai, 2009; Bang & Ross, 2009) identified seven factors affecting volunteer motivation in the context of international sporting events: expression of values, patriotism, interpersonal contacts, personal growth, career orientation, extrinsic rewards, and love of sport. For example, some individuals might have been involved in the PyeongChang Winter Olympics to help the international event run successfully in their city (i.e. patriotism) while others might have volunteered to gain experience that could lead to future employment (i.e. career orientation). Despite several different approaches to categorizing the motivation of volunteers at sports events, it is commonly

accepted that engaging in volunteer work becomes an exchangeable commodity when individuals believe that their motivational needs and desires are satisfied through their experiences as volunteers (Bang et al., 2019).

Volunteer engagement

The current study divided volunteer engagement into two categories: psychological engagement (i.e. emotional attachment; Macey & Schneider, 2008) and behavioral engagement (i.e. extra-role behavior; Macey & Schneider, 2008; van Doorn et al., 2010) and explores how each function relates to the two categories of volunteer engagement. Among numerous behavioral engagements, the current study focuses on volunteer's extra-role behavior. Considerable research into consumer behavior (Asada & Ko, 2016, 2019; Kim, 2014; Kim & Mauborgne, 1996; van Doorn et al., 2010) has highlighted the importance of extra-role behavior that is described as individuals going beyond the call of duty (e.g. WOM, suggestion, and cooperation). Yet, most previous volunteer studies have not fully examined volunteers' extra-role behavior. Among numerous extra-role behaviors, current research focused on the three salient extra-role behaviors (i.e. WOM, suggestion, and prosocial behavior), that apply to volunteers' behavioral engagement.

WOM. Westbrook (1987) defined WOM as 'all informal communications directed at other consumers about the ownership, usage, or characteristics of particular goods and service or their sellers' (p. 261). Prior research found that WOM significantly influences others' behaviors (Asada & Ko, 2016, 2019; Hennig-Thurau et al., 2010). People trust the information from other customers because such information is based on their experiences with no hidden meanings (Bansal & Voyer, 2000). Furthermore, because of technological advancements (e.g. social media), the range of WOM has expanded from close acquaintances (e.g. family and friends; Heskett et al., 1997) to unspecified individuals worldwide who are looking for the information from other customers. In sport volunteer literature, WOM is an important motivational factor for volunteer retention (Wisner et al., 2005). Wisner et al. (2005) noted that volunteer's willingness to spread positive WOM about the organization to other potential volunteers is a key component of volunteer loyalty behavior. Hence, volunteers' WOM intention solidifies their commitment to organizations, which in turn increases their consistent ongoing future behavior (i.e. intention to continue volunteering; Cialdini, 2009)

Suggestion. Suggestions refer to voluntary customer behaviors when they exchange their opinions and suggestions with firms regarding improvements to product development and service delivery (van Doorn et al., 2010). Suggestions are considered an important source of information because they provide the voice of engaged people (Kim, 2014). Previous research identified that suggestions (including complaints) provided valuable insights to remedy any problems with current services and create new services (Kumar et al., 2013). Therefore, volunteers' suggestions can help organizations and event managers better understand the needs and preferences of their volunteers and improve their environment (Kumar & Bhagwat, 2010). Volunteers who recognize that the organization listens to their suggestions tend to have higher overall satisfaction, develop an

enhanced sense of connection, and increase their intention to volunteer further (Barnes & Sharpe, 2009; Craig-Lees et al., 2008)

Prosocial behavior. Prosocial behavior is defined as ‘voluntary, intentional behavior that results in benefits for another’ (Eisenberg & Miller, 1987, p. 92). This prosocial behavior includes behaviors like following rules (Hughes & Kwok, 2007), cooperating with colleagues (Hughes & Kwok, 2007), and voluntarily helping others (Osterman, 2000). Previous research emphasized the role of volunteers’ prosocial behavior in their engagement as volunteers (Janoski et al., 1998; Penner et al., 2005). The pro-social behavior of volunteers goes beyond merely interacting with colleagues and following rules; they are more engaged in helping others and solving problems in their volunteer work (Bettencourt, 1997; Janoski et al., 1998). Thus, volunteers’ contribution to the organization increases their attachment to volunteering, which in turn, becomes a strong motivator for future volunteer intentions (Janoski et al., 1998). Therefore, it is hypothesized that:

H3. Volunteers’ extra-role behavior is positively correlated with their intention to continue volunteering.

H4. Volunteers’ extra-role behavior plays a mediating role in the relationship between functional attitude and intention to continue volunteering.

Emotional attachment

Emotional attachment is defined as the emotional bond connecting a specific object to the self (Bowlby, 1979). The emotional attachment engaged in during short term events such as the Olympics might be different from that seen in other types of events. Nichols et al. (2017) found that volunteers’ emotional attachment is likely to be driven by pride in and knowledge of their host city, and this leads to a distinctive passion in their contribution to the Olympic Games. Thus, in international mega-events, voluntary participation by citizens of the host country has a great impact on their emotional attachment.

In the volunteer literature, scholars found that volunteers’ emotional attachment to the organization and voluntary activity is of particular importance in determining their behavioral engagement (Bang et al., 2012; Engelberg et al., 2012; Engelberg et al., 2014). Volunteers’ emotional attachment indicates their high commitment and dedication to the organization; hence, their emotional bond has beneficial impacts for organizations including increased frequency of participation (Beaton et al., 2011), intention to remain (Vecina et al., 2013), and prosocial behavior (Farny et al., 2019).

It has previously been demonstrated that psychological attachment plays a central role in determining positive spontaneous behaviors at work (Holmes, Nichols, & Ralston, 2018; Zhang et al., 2018) and philanthropic behavior such as giving (Ko et al., 2014). According to cognitive dissonance theory (Festinger, 1957), we have an inner drive to hold our attitude and behavior in harmony and avoid dissonance, known as the principle of cognitive consistency. Because emotional attachment is inherently linked to self-relevance (Mikulincer et al., 2005), once the level of emotional attachment increases, an individual has a supportive attitude toward the object that matches their self-concept. Hence, emotional attachment sets the stage for consistent future behavior and creates not only high rates of immediate participation but also long-term follow-through

(Herscovitch & Meyer, 2002; Kang, 2016; Zhang et al., 2018). From this theoretical evidence, we propose that volunteers' behavioral engagement is driven by their emotional attachment to the organization or activity. We therefore hypothesize as follows:

H5. Volunteers' emotional attachment correlates positively with their extra-role behavior.

H6. Volunteers' emotional attachment is correlates positively with their intention to continue volunteering.

H7. Volunteers' emotional attachment plays a mediating role in the relationship between functional attitude and extra-role behavior, and intention to continue volunteering.

The hypothesized model can be found in [Figure 1](#).

Methods

Measures

The current study modified and used existing scales to measure the research constructs; functional attitude (Grewal et al., 2004; Wilcox et al., 2009), emotional attachment (Kim, 2014), and extra-role behavior (Kim, 2014). Intention to continue volunteering was measured by asking behavioral intention questions, 'I will participate in the volunteer work in the future,' and 'I will continue to participate in sporting events volunteer after the Olympic Games'. All items were measured using a 7-point Likert-type scale with higher scores representing a more positive agreement rate of each variable, ranging from 1 = Strongly Disagree to 7 = Strongly Agree. They are summarized in [Table 1](#).

Participants and data collection procedures

The current study used a survey research design to not only obtain accurate information describing volunteer behavior but also to test our hypotheses and research questions in the study (Zikmund et al., 2013). The participants of the current study were volunteers at the 2018 PyeongChang Winter Olympic Games. 12 trained assistants were assigned to six different venues (Alpensia Olympic Park, Olympic Sliding Centre, Phoenix Snow Park, Jeongseon Alpine Centre, Gangneung Curling Centre, and Gangneung Hockey

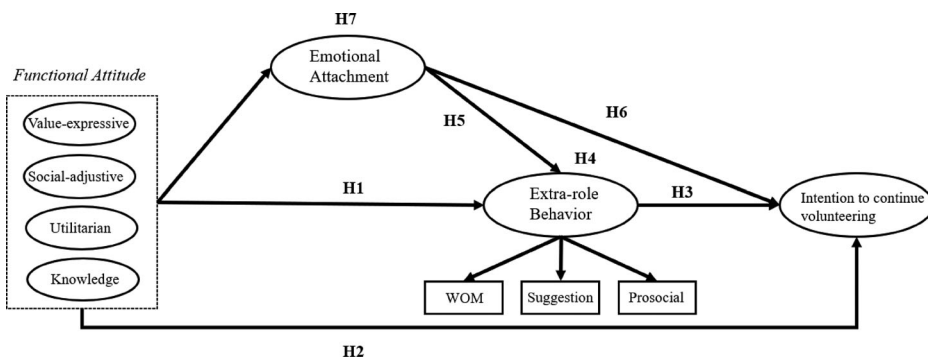


Figure 1. Proposed research model.

Table 1. Descriptive statistics, standardized factor loading (λ), average variance extracted (AVE), and construct reliability (CR) (N = 271).

Variables	<i>M</i>	<i>SD</i>	λ	AVE	CR
Functional attitude					
<i>Volunteering in the PyeongChang Winter Olympic Games,</i>					
Value-expressive	5.21	1.40			
Makes me to communicate my self-identity	5.30	1.35	.81	.66	.85
Enables to express myself	5.30	1.38	.89		
Help me define myself	5.03	1.48	.72		
Social-adjustive	4.72	1.37			
Is a symbol of social status	4.25	1.46	.75	.56	.72
Helps me in fitting into important social situations	5.18	1.28	.75		
Utilitarian	5.02	1.5			
Is helpful for my work and career	5.27	1.46	.93	.68	.81
Gives me many gifts and souvenirs for free	4.77	1.54	.71		
Knowledge	4.53	1.52			
Makes my daily life is well organized	4.83	1.55	.83	.69	.87
Makes me feel secure in an uncertain world	4.41	1.56	.89		
Makes my life predictable	4.34	1.44	.76		
Emotional attachment	5.89	1.16			
This volunteer work is very special to me	5.83	1.19	.91	.80	.92
I am very attached to the volunteer work	5.84	1.20	.90		
This volunteer work means a lot to me	6.00	1.1	.87		
Extra-role behavior engagement	5.56	1.18			
(WOM, suggestion, and prosocial behavior)					
I highly recommend volunteer work for sporting events to my friends	5.71	1.19	.78	.58	.81
I make constructive suggestions on how to improve the volunteer work	5.33	1.20	.79		
I cooperate with the members of the organizing committee as much as I can	5.65	1.15	.72		
Intention to continue volunteering	5.83	1.23			
I will participate in the volunteer work in the future	5.91	1.20	.85	.74	.85
I will continue to participate in sporting events volunteer after the Olympic Games	5.75	1.26	.87		

Centre). The assistant collected the data during the Game time (Feb 9, 2018 – Feb 25, 2018) using simple random sampling (Sharma, 2017) to ensure that each volunteer of the population has an equal chance of being selected. The overall population of volunteers at these venues was 4,996 (POCOG, 2018). Before starting the survey, the research staff explained the purpose of the current study and procedures and told them the survey was voluntary and there were no compensation or benefits for their participation. The survey response rate remained about 45.2%. A total of 271 volunteers ($n = 105$ males; $n = 166$ females) completed the survey and are included in the data analysis. Participants' ages ranged from 18–58 years old, with the majority in their twenties (82.3%). About 70% of those were volunteering at a sporting event for the first time. These demographic characteristics of the participants are deemed to adequately represent volunteers in the 2018 PyeongChang Winter Olympic Games (POCOG, 2018).

Analysis and results

To examine the theoretical relationships among the research constructs, we conducted confirmatory factor analyses (CFA) and a series of structural equation modeling (SEM) by using Mplus 8.0.

Confirmatory factor analysis

Before testing hypothesized models, we examined the measurement scale's validity and reliability. The results of CFA indicated a good model fit ($\chi^2/df = 2.217$, CFI = .954,

TLI = .938, RMSEA = .067, SRMR = .043). All factor loadings ($p < .001$; .70–.93), average variance extracted (AVE; .56–.80), and composite reliability (.72–.92) were higher than the suggested threshold, which confirmed convergent validity and reliability of the measures (see Table 1). Furthermore, all squared correlations between constructs were smaller than the AVE values; thus the discriminant validity was also established (Fornell & Larcker, 1981, see Table 2).

Simultaneous equations model

To estimate the hypothesized relationships, simultaneous equations were used. The proposed research model showed a good fit to the data ($\chi^2/df = 2.217$, CFI = .954, TLI = .938, RMSEA = .067, and SRMR = .043). Four functional attitudes (value-expressive, social-adjustive, utilitarian, and knowledge) showed different effects on the dependent variables. Specifically, the direct paths from value-expressive ($\beta = .27$, $p = .001$), social-adjustive ($\beta = .22$, $p = .039$), and utilitarian attitude ($\beta = -.21$, $p = .009$) to extra-role behavior were significant. Interestingly, utilitarian attitude was negatively related to extra role behavior. The direct path from value-expressive ($\beta = .28$, $p = .001$), utilitarian attitude ($\beta = .17$, $p = .027$), and knowledge ($\beta = .45$, $p = .001$) to attachment was significant and positive. However, social-adjustive was negatively related to emotional attachment ($\beta = -.30$, $p = .008$). The direct path from emotional attachment to extra-role behavior was significant ($\beta = .47$, $p = .001$). In a similar way, the direct path from extra-role to volunteering intention was also positive and significant ($\beta = .68$, $p = .001$; see Table 3 and Figure 2).

The mediating effect of emotional attachment and extra-role behavior on the relationship between attitude and the behavioral intention was assessed with the BC bootstrapping method (500 bootstrap samples; Preacher & Hayes, 2004). The results of the BC bootstrapping method showed that the confidence interval for the difference scores excludes zero (ranged from $-.320$ to $.383$); this indicated the mediating effect (Preacher & Hayes, 2004; see Table 4). Specifically, indirect path from value-expressive ($\beta = .13$, $p = .013$) and knowledge ($\beta = .21$, $p = .006$) through emotional attachment to extra-role behavior was positive and significant, while social-adjustive ($\beta = -.14$, $p = .013$) showed a negative effect. These results provided evidence that emotional attachment mediates the relationship between three functional attitudes (value-expressive, knowledge, and social-adjustive) and extra-role behavior. Furthermore, when statistically controlling for emotional attachment, the direct path from knowledge attitude to extra-role

Table 2. Construct inter-correlations.

Variables	1	2	3	4	5	6	7
AVE	.66	.56	.68	.69	.80	.58	.74
1.Value expressive	1						
2.Social adjustive	.288**	2					
3.Utilitarian	.278**	.278**	3				
4.Knowledge	.415**	.503**	.34**	4			
5.Emotional attachment	.253**	.07**	.183**	.272**	5		
6.Future engagement	.403**	.264**	.132**	.413**	.456**	6	
7. Intention to continue volunteering	.3**	.135**	.213**	.272**	.483**	.64**	7

** $p < .01$.

Table 3. Standardized structural estimates.

Direct Path Coefficients	β	SE	<i>P</i> -value
Value-expressive → Emotional Attachment	.28***	.09	***
Value-expressive → Extra-role Behavior	.27***	.07	.001
Value-expressive → Intention to Continue Volunteering	-.01	.09	.930
Social-adjustive → Emotional Attachment	-.30*	.13	.008
Social-adjustive → Extra-role Behavior	.22*	.11	.039
Social-adjustive → Intention to Continue Volunteering	-.11	.12	.327
Utilitarian → Emotional Attachment	.17*	.08	.027
Utilitarian → Extra-role Behavior	-.21**	.07	.009
Utilitarian → Intention to Continue Volunteering	.22**	.08	.005
Knowledge → Emotional Attachment	.45***	.011	***
Knowledge → Extra-role Behavior	.19	.09	.087
Knowledge → Intention to Continue Volunteering	-.06	.10	.587
Emotional Attachment → Extra-role Behavior	.47***	.06	***
Emotional Attachment → Intention to Continue Volunteering	.21*	.09	.021
Extra-role Behavior → Intention to Continue Volunteering	.68***	.14	***

* $p < .05$; ** $p < .01$; *** $p < .001$.

behavior was not significant ($\beta = .19$, $p = .087$); this indicates full mediation. Whereas the other two attitudes (value-expressive and social-adjustive) indicate partial mediation.

Except for utilitarian attitude ($\beta = .22$, $p = .004$), all direct paths from attitudes to volunteering intention were not significant; value-expressive ($\beta = -.01$, $p = .929$), social-adjustive ($\beta = -.11$, $p = .319$), and knowledge ($\beta = -.06$, $p = .581$). However, the indirect path from value-expressive ($\beta = .09$, $p = .032$) and knowledge ($\beta = .14$, $p = .024$)

Table 4. Results of mediating effect estimation.

Indirect Path Coefficients	Standardized bootstrap estimate	SE	<i>p</i> - value	95% bootstrap CIs	
				LL CIs	UL CIs
Value-expressive					
Value-expressive → Emotional Attachment → Extra-role Behavior	.13*	.05	.013	.064	.241
Value-expressive → Extra-role Behavior → Intention to Continue Volunteering	.18	.10	.058	.51	.357
Value-expressive → Emotional Attachment → Extra-role Behavior → Intention to Continue Volunteering	.09*	.04	.032	.040	.190
Social-adjustive					
Social-adjustive → Emotional Attachment → Extra-role Behavior	-.14*	.07	.04	-.279	-.054
Social-adjustive → Extra-role Behavior → Intention to Continue Volunteering	.15	.01	.14	.022	.339
Social-adjustive → Emotional Attachment → Extra-role Behavior → Intention to Continue Volunteering	-.10	.06	.09	-.225	-.037
Utilitarian					
Utilitarian → Emotional Attachment → Extra-role Behavior	.08	.05	.128	.011	.186
Utilitarian → Extra-role Behavior → Intention to Continue Volunteering	-.14	.08	.092	-.322	-.045
Utilitarian → Emotional Attachment → Extra-role Behavior → Intention to Continue Volunteering	.06	.04	.20	.007	.138
Knowledge					
Knowledge → Emotional Attachment → Extra-role Behavior	.21**	.08	.006	.114	.392
Knowledge → Extra-role Behavior → Intention to Continue	.13	.09	.14	-.03	.252
Knowledge → Emotional Attachment → Extra-role Behavior → Intention to Continue Volunteering	.14*	.06	.024	.071	.288

Note: CI: confidence interval; LL: lower limit; UL: upper limit. * $p < .05$; ** $p < .01$; *** $p < .001$.

through emotional attitude and extra-role behavior to intention, to continue volunteering, was significant. This finding provided evidence that attachment and extra-role behavior mediates the relationship between value-expressive/knowledge and volunteering intention, indicating full mediation. The standardized structural estimates and the mediating effect estimates are represented in Tables 3 and 4 (Figure 2).

General discussion

Drawing on functional attitude theory, we examined the differential impact of social and psychological goals and attitudes toward the 2018 PyeongChang Winter Olympics on volunteer engagement (i.e. extra-role behavior and intention to continue volunteering). Furthermore, we tested the mediator roles of emotional attachment and extra-role behavior in the relationships between functional attitudes (i.e. value-expressive, social-adjustive, utilitarian, and knowledge) and the intention to continue volunteering. The results of a series of structural equation modeling analyses highlighted several important theoretical implications of the volunteer literature.

The effects of functional attitudes on extra-role behavior

Our findings showed that value-expressive and social-adjustive attitudes are important predictors of extra-role behavior. That is, volunteers are more likely to show extra-role behavior (i.e. WOM, suggestion, and prosocial behavior) when they think volunteering enhances their psychological development and self-value (i.e. value-expressive attitude) or helps them gain social approval from interaction with others (i.e. social-adjustive attitude). These results support previous findings that volunteers are expected to exert more effort beyond the call of duty when their goals match with the requirements of their role /required duties (Clary et al., 1998; Petty & Wegener, 1998).

However, a utilitarian attitude was found to have a negative effect on extra-role behavior. Unlike other attitudes, the utilitarian function reflects experiences with the practical benefits and rewards to the individual (Katz, 1960). Volunteers with high utilitarian

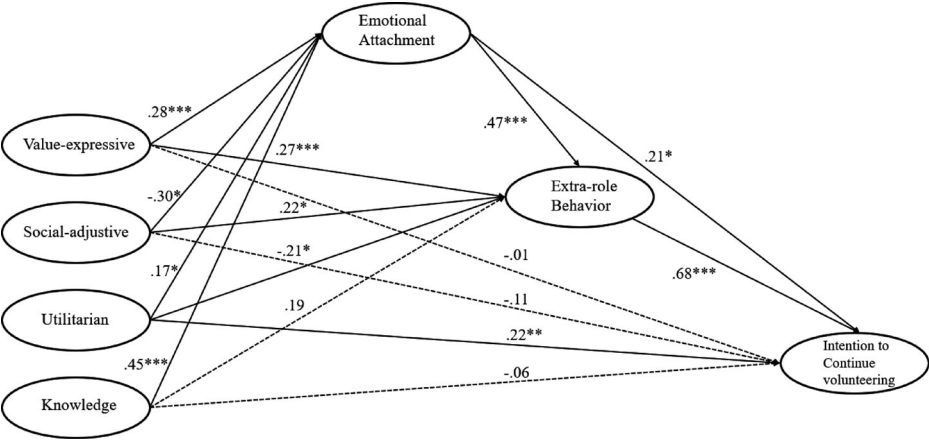


Figure 2. Estimates of model test. * $p < .05$; ** $p < .01$; *** $p < .001$.

attitude would attempt to perform the right act in their situation to achieve the highest balance of benefits over cost (Nelson & Shavitt, 2002). That is, their high utilitarian attitude might not lead to extra-role behaviors because they consider such behaviors as extra effort that is irrelevant to their desired benefits (e.g. developing professional networks) and therefore the benefit does not outweigh the costs (e.g. spending time). This study indicates that volunteers' utilitarian attitude can positively affect their extra-role behavior, but only if it increases their emotional attachment toward the work.

The knowledge attitude did not directly affect extra-role behavior but did affect it indirectly through emotional attachment. Some scholars noted that knowledge attitude serves no purpose other than to learn about the world for its own sake (Locander & Spivey, 1978). This indicates that gaining an enriched understanding of the operation of society through volunteering activities is not essential to directly influence volunteers' decisions to begin extra-role behaviors. Yet, the knowledge function of attitudes serves individuals in meeting the basic need to know (Katz, 1960). The right fit between volunteers' personal needs and the opportunities offered by the volunteer setting for fulfilling these needs in turn generates a more positive feeling toward the voluntary task (Allen & Meyer, 1996).

The effects of functional attitudes on behavioral intention

We found that only the utilitarian attitude directly affected intention to continue volunteering. That is, volunteers with a high utilitarian attitude had higher intentions to continue volunteering if they expected to receive tangible/intangible rewards. However, other attitudes (i.e. value-expressive, social-adjustive, and knowledge) did not directly affect future intention to continue volunteering. Instead, value-expressive and knowledge attitude positively affected their future volunteering behavior only if volunteers had emotional attachment toward their work and exhibited extra-role behavior, in the case of the Olympic Games.

The mediating effects of emotional attachment

Our study found that emotional attachment mediates the relationship between functional attitudes and extra-role behavior and intention to continue volunteering. Higher levels of value-expressive, utilitarian, and knowledge attitudes were significantly associated with emotional attachment toward volunteer work, increasing in turn extra-role behaviors and intention to continue volunteering. Volunteers were more likely to be attached to their volunteer work if they had the attitudes of value-expressive (e.g. enhancing their self-value), utilitarian (e.g. receiving tangible/intangible rewards), and knowledge (e.g. gaining a greater understanding of the operation of a mega event).

However, social-adjustive attitude was negatively correlated with emotional attachment. Snyder and DeBono (1985) have argued that attitudes can serve contrasting functions for individual differences in self-monitoring. High self-monitors often hold attitudes serving a social-adjustive function, which is associated with adapting oneself to gain the social approval of others (Snyder & DeBono, 1985). In contrast, low self-monitors tend to build upon internal sources of information (e.g. principles and values) rather than the expectations of others, holding more value-expressive attitudes

(Snyder & DeBono, 1985). Accordingly, high self-monitors are characterized as pragmatic in their approach to relationships while low self-monitors are identified as committed and principled. Supporting Snyder and DeBono's (1985) argument, this study implies that high self-monitors with attitudes primarily serving a social adjustive function might want to remain flexible and make little emotional investment in their volunteer work that was temporary due to the episodic nature of the Olympic Games. Conversely, low self-monitors whose prime attitudes are value-expressive might be emotionally attached to their volunteer work so that they can express their attitudes, traits, and dispositions (Snyder, 1987). In summary, volunteers who hold less social-adjustive attitudes would find it easier to become committed to their volunteer tasks.

The significant effects of the four functional attitudes on emotional attachment in turn led to higher levels of extra-role behavior and intention to continue volunteering. This result is consistent with previous literature indicating that emotional attachment is an essential ingredient for enhancing behavioral reactions to the target of attachment (Mikulincer et al., 2005). Volunteers' emotional attachment to the volunteer work promotes a sense of belonging, which in turn enhances their extra-role behavior (Meyer & Allen, 1991) and their intentions to volunteer again in future.

Theoretical contributions

The current study offers several new theoretical insights into volunteer behavior and makes a theoretical contribution to the volunteer literature. First, the current study extends functional attitude theory in the context of volunteering. Although much research has been conducted to identify attitudes serving unique functions (e.g. Dutta-Bergman, 2003; Snyder & DeBono, 1985), there has been no clear examination of the impact of functional attitudes on volunteer settings, specifically their relation to commitment or behavior. Considering the nature of volunteering at the Olympics (e.g. voluntary behavior including investment of one's time and effort), the current study used four relevant functional attitudes (i.e. value-expressive, social-adjustive, utilitarian, and knowledge) held by volunteers at the PyeongChang Olympics. Our findings revealed that the four functional attitudes held by volunteers at these Olympic Games served critical psychological functions, but there were differences in the relationship direction and the structure that links each attitude to emotional attachment, extra-role behavior, and intention to volunteer in future. Therefore, our empirical findings advance our understanding of functional attitude theory by identifying how different functional attitudes result in volunteers' behaviors in the context of large-scale sporting events.

Second, this study suggests that volunteers' functional attitude is a high predictive indicator for understanding volunteers' behavioral engagement. Our findings are consistent with previous studies in that when individuals' goals match with their role or organization, this congruence leads to positive role performance and organizational commitment (Kristof-Brown et al., 2005; Petty & Wegener, 1998). In alignment with previous research, the study thus contributes to the volunteer literature as emotional attachment was a significant mediator that explains why the functions served by volunteering lead to positive consequences. We found that psychological attachment plays an important mediating role in the relationship between functional attitude and behavioral engagement. Once volunteers' functional attitudes are related to emotional attachment

toward the organization and their volunteer work, they show more positive behavioral engagement. It is also important to note that these results are consistent with the major tenet of cognitive dissonance theory (Festinger, 1957). Volunteers' high level of emotional attachment results in not only high rates of immediate participation but also long-term follow-through (i.e. retention of volunteers). Even if there is no definite persuasive message or suggestion that matches functional attitudes, emotional attachment can spontaneously drive positive extra-role behaviors and future intentions.

Third, our findings indicate that volunteers' extra-role behaviors are a significant predictor of their future retention. This result is consistent with previous findings that employees' voluntarily exerted efforts beyond the call of duty in the organization significantly influenced their ongoing and consistent future behavior (Cialdini, 2009; Herscovitch & Meyer, 2002). Therefore, this study expands the perspective of research on the mechanisms underlying volunteer behavior engagement.

Practical implications

The current study had several implications for volunteer management. Event managers should use effective recruitment strategies to identify the attitudes of their volunteers that are most relevant for emotional attachments and extra-role behaviors. In MSEs, mass appeal is needed to attract as many volunteers as possible (warm body recruitment). Tactics may include (1) the development of clear volunteer role descriptions by defining the skills that are needed and (2) the creation of a variety of recruitment messages by highlighting specific benefits available for volunteers (e.g. personal and career development opportunities, free gifts and souvenirs). Then, managers should carefully assign each volunteer to a role that matches their skills, personal goals, and attitudes.

Second, managers need to identify effective methods to enhance their volunteers' emotional attachment to their work. Often in MSEs, volunteers' tasks can be narrowly defined, and they might easily lose interest. This becomes a major hinderance to the development of emotional attachment. Thus, the managers of volunteers should continually stress the importance of each volunteer's contribution to the success of an event and offer appropriate rewards to foster their engagement. The model used for the volunteer program at the 2018 PyeongChang Winter Olympic Games is a good example. The organizing committee implemented the 'Pride up' volunteer management program. This compliment/reward program (1) posted photos of the volunteers at the venue, (2) offered special gifts (e.g. Swatch watches – Olympic sponsor product) once a week, and (3) handed out special rewards (e.g. free tickets for the opening ceremony rehearsals). Consequently, volunteers feel that they were valued members of the group and feel pride that they were involved in a MSE, which, in turn, enhanced their affection and commitment toward the organization.

Third, event managers need to consider effective ways to improve volunteers' extra-role behavior during events. Specifically, it is essential to create an environment in which volunteers can freely share their suggestions with event managers to ensure the success of operations. Building an environment that emphasizes the importance of teamwork can encourage volunteers to share their knowledge and experience. This helps to maximize efficiency and enhance volunteers' sense of goal attainment and satisfaction. Within MSEs that manage large numbers of volunteers, volunteers tend to work in

small groups and perform rotating roles. Managers should create a friendly atmosphere between these groups to boost productivity and motivation to work together more efficiently. Considering the nature of MSEs, volunteers have more opportunities to work with foreign staff and volunteers. Cultural training ensures teamwork and is greatly beneficial in reducing miscommunication and cultural friction. Consequently, these work environments positively impact volunteers' extra-role behaviors, and volunteers become more motivated to contribute to the success of their event.

Limitations and suggestions for future study

There are several limitations to the current study. First, the current study was limited to volunteers in only one MSE (i.e. the 2018 PyeongChang Olympic Games). To generalize our findings, future research should use a broader sample of similar events (e.g. Summer Olympic Games and FIFA World Cup). Second, in the current study, we focused on WOM, suggestion, and prosocial behavior as indicators of volunteers' extra-role behavior. Thus, it is warranted to examine other types of extra-role behavior including communication with other volunteers/organizations (Brodie et al., 2011). Third, to operate any large-scale international event, the ability to collaborate with people from various cultural backgrounds is essential. In the Olympic Games, foreign staff and volunteers may not be prepared to operate within certain cultures and may have problems. During the PyeongChang Olympics, 15% of the volunteer workers were not Korean, and in many departments, the managers themselves were foreign (POCOG, 2018). Certainly, volunteers experienced challenges due to cultural differences. Therefore, future research should consider how cultural differences affect volunteer engagement. Fourth, in the case of the PyeongChang Olympics, only 73% of the volunteers were assigned to their preferred positions (POCOG, 2018). However, the current study did not consider whether respondents were assigned to their preferred teams. Thus, future research should consider how volunteer engagement is affected by volunteer satisfaction in their assigned position. Fifth, future studies should investigate how volunteer retention is affected by previous experiences. Scholars have suggested that experienced volunteers will be more likely to recognize the importance of their assigned tasks and show a greater satisfaction (Downward & Ralston, 2006; Khoo & Engelhorn, 2011), which in turn increases their interest in volunteering (Downward & Ralston, 2006). Therefore, future research should consider how previous experiences influence the plans of volunteers to volunteer again in future. Nonetheless, we do feel that these results offer meaningful theoretical insights and several strategic options for volunteer management, particularly in the context of large-scale sporting events.

Disclosure statement

No potential conflict of interest was reported by the author(s).

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