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“OLYMPIC STUDIES, OLYMPIC EDUCATION, ORGANIZATION AND
MANAGEMENT OF OLYMPIC EVENTS”

**LEARNING LESSONS FROM THE VOLUNTEERS THAT DROPPED
OUT AT THE RIO DE JANEIRO 2016 OLYMPIC GAMES.**

WHAT CAN FUTURE OCOGS DO TO MAKE SURE OLYMPIC VOLUNTEERS DO
NOT DROP OUT?

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Summary

Ashley Ophorst

Learning lessons from the volunteers that dropped out at the Rio de Janeiro 2016 Olympic Games

What can future OCOGs do to make sure Olympic volunteers do not drop out?

Under the supervision of Kristine Toohey, Professor

The thesis examines the connection between the volunteers' initial motivations to apply for a volunteer position at the Rio 2016 Games, and their decision to drop out. The literature reviewed mainly suggests two types of motivations and two types of reasons for dropping out however most studies examined long-term volunteering. This research looks at short-term volunteering. After finishing the literature review, interviews were conducted with seven volunteers using a qualitative methodology on both their motivations and reasons to drop out. The results concluded that there is no direct connection between the initial motivations to apply for a volunteer position at the Rio 2016 Games and drop out. Instead, most of the reasons that made volunteers decide to drop out were related to communication issues with the Rio de Janeiro Organising Committee of the Olympic Games (ROCOG). These issues are found in different stages of the application process, namely, between the application process and the start of the Olympic Games, and the during the Olympic Games. However, even resolving these issues could not have prevented every volunteer from dropping out because some of their reasons could not be influenced by the ROCOG. Because each of the interviewees had a different reason for dropping out, one of the recommendations for future research is doing quantitative research to see if the reasons of dropping out mentioned in this thesis occur more often, so they can be targeted directly.

Key words: volunteers, dropping out, motivations, communication, management

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“Teamwork makes the dream work”

The quote above is a quote that I heard many times from my volunteer manager during my time as a volunteer at the Rio de Janeiro 2016 Olympic Games. The experience I had during these Olympic Games is one that I wish everyone interested in the Olympic Games could experience at least once in their life. It is also the quote that fits best when describing this thesis's writing process: a lot of anxiety, joy, sadness, and an immense sense of pride.

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Abbreviations

ATHOC	Organising Committee of the Olympic Games Athens 2004 S.A.
BOCOG	Beijing Organising Committee of the Olympic Games
IOC	International Olympic Committee
LOCOG	Local Organising Committee of the Olympic Games
OCOG	Organising Committee of the Olympic Games
OVMS	The Olympic Volunteer Motivation Scale
ROCOG	Rio de Janeiro Organising Committee of the Olympic Games
SDT	Self Determination Theory
SOCOG	Sydney Organising Committee of the Olympic Games
UNV	United Nations Volunteers

Chapter I: Introduction

Introduction

Since the 1980s, the number of volunteers participating in the Olympic Games has been increasing with each Games. There are often so many applications that the organisation has to turn down many of them. For the Olympic Games in Rio de Janeiro in 2016, the Organising Committee of the Olympic Games (OCOG) received 240,000 applications. They eventually accepted 70,000 volunteers (Olympic, 2014; Ahn, 2018). This number of applications means that the Rio de Janeiro Organising Committee of the Olympic Games (ROCOG) had to turn down almost 80 per cent of the applications.

The ROCOG faced many issues leading up to the 2016 Games. Pollution in Guanabara Bay, the Zika virus, and strikes, to name a few. One issue the organisation faced during the Games was the number of volunteers that decided to drop out. Around 15,000 volunteers from a total of 70,000 dropped out during the Games. Although the ROCOG calculated it into their plans and did not cause any major problems (Sims, 2016), volunteers dropping out can cause severe issues for OCOGs. For example, there may be competition delays, no help for broadcasters and journalists, chaotic press conferences, food not getting served to the athletes and many more problems. For this reason, this thesis will look into the possible connection between volunteers' from the 2016 Summer Olympic Games' reasons for dropping out and their initial motivations to volunteer.

1.1. Theoretical basis

This section will briefly introduce the theoretical basis of the thesis on motivations for Olympic volunteers and why volunteers drop out that will be discussed in more detail in the literature in Chapter Two.

1.1.1 Motivation scale by Koutrou and Pappous

Altruism is one of the main motivations of people that decide to volunteer. It is also one of the main motivations of Olympic volunteers, but it is not the only motivation (Yanay & Yanay, 2008). Volunteers have different motivations for applying for a volunteer position at the Olympic Games. Koutrou and Pappous (2016) researched the Olympic volunteers' motivations during the London 2012 Olympic Games. Koutrou suggest that "Olympic volunteers are motivated by a variety of factors, and the impact of such factors may vary

considerably from one individual to another” (Koutrou, 2020, para 11). For their research, Koutrou and Pappous (2016) used a modified version of the Volunteer Motivation Scale for International Sporting Events (VMS-ISE) from Bang and Chelladurao (2008) and the Olympic Volunteer Motivation Scale (OVMS) from Giannoulakis et al. (2008). Koutrou’s and Pappous’s scale consists of five themes: ‘Patriotism and community’, ‘Career orientation and other rewards’, ‘Love of sport and the Olympics’, ‘Interpersonal contacts’, and ‘Personal growth’. These themes have 26 different motivations connected to them.

1.1.2. Reasons for dropping out

Literature defines three main categories of reasons for volunteers dropping out; contextual, individual and organisational (Willems et al., 2012; Yanay & Yanay, 2008). These reasons were defined after researching only long-term volunteering. In the literature, it is unclear whether these reasons are also the same for short-term volunteering.

Willems et al. (2012) argue that a combination of motivational reasons and contextual factors make volunteers decide to drop out. Contextual reasons for dropping out are factors that an organisation cannot influence. Some contextual reasons can be: ‘not having enough time to continue volunteering’, ‘other commitments in personal life’ and ‘being unhappy about their involvement with volunteering’.

In terms of individual reasons, Clary et al. (1998) found varieties of motivations for dropping out from volunteering. The context for this was that the person that might want to help is experiencing a need for help themselves or seeking an opportunity to help others. Functional motives in volunteering “are reflected in diverse perspectives that emphasise individuals’ adaptive and purposeful strivings toward social goals (Cantor, 1994; Snyder, 1993, cited in Clary et al., 1998, p. 1517).” The six motivational functions, as defined by Clary et al. (1998), are values, understanding, social, career, protection and enhancement

These individual reasons for dropping out, come from personal experiences during volunteering, either with other volunteers or the organisation. Willems et al. (2012) also defined four individual factors. These factors are ‘few new opportunities to understanding, ‘values mismatch with the movement related to the values’, ‘struggles with other volunteers in the group’, and ‘the internal social dimensions’ (Willems et al., 2012, p.885, p.889, p. 894).

Organisational reasons for volunteers dropping out are broadly interpreted as structural. For example, an organisation like the Olympic Games is broad and consists of multiple departments. Some examples include giving roles to volunteers who do not fit in and lack of support from the organisation (Yanay & Yanay, 2008). Volunteers not only want to feel valued by and be of use to the organisation, but the volunteers also expect recognition from the organisation. Giving the volunteers recognition for their work can help decrease the chances of a volunteer dropping out (Miller, 1985; Yanay & Yanay, 2008). Contrary to this, it is sometimes difficult to put the volunteers in the right roles and meet their expectations on the organisational side of things (Blanc, 1999).

1.1.3. Episodic and short-term volunteering

“The term “episodic volunteer” is often defined as individuals who engage in one-time or short-term volunteer opportunities (Cnaan & Hamida, 2005, p. 30).” When looking at the reasons why people commit to episodic volunteering, Allison, Okun and Dutridge (2002) found that enjoyment, religiosity, and team building were essential for short-term volunteers. Cnaan and Hamida (2005) divided episodic volunteers into three categories. The ad-hoc volunteers are the volunteers who volunteer just once often as an impulsive act. The second category are people that provide volunteerism a few times per year. The third category is the people that do regular volunteering with ‘the commitment of a paid worker (Cnaan & Hamida, 2005, p. 30).’

1.2. Determination of the problem

In 2016, multiple news sources brought the news that around 15,000 of the 70,000 volunteers stopped showing up during the Olympic Games in Rio de Janeiro. In an article from the Washington Post, volunteers spoke about some of the reasons they had for dropping out. “I was working for two weeks straight and working eight, nine hours a day, and we were only provided with a little snack” (Payne, 2016). The 2016 Games organisers denied that volunteers dropping out caused any problems for the continuation of the Games. The organisation told journalists they “still could work on a comfortable level as volunteers not showing up was factored into our plans”. Nevertheless, volunteers dropping out can potentially cause severe problems for future OCOGs (Sims, 2016).

The motivations of Olympic volunteers have been researched many times, but the reasons why volunteers decide to drop out much less. Although there is literature on volunteers

dropping out, most of the literature focuses on volunteers who decide to drop out after a long-term volunteering commitment. There is little literature to be found on volunteers that decide to drop out from a short-term volunteering commitment like the Olympic Games.

Understanding these reasons and the role of the organising committee in this can help future OCOGs prevent these issues from happening.

1.3. Relevance of the study

Although volunteers dropping out during the Games were calculated in the preparations of the ROCOG, volunteer dropout can cause problems on various levels when the dropout rate exceeds a certain percentage. Some examples of the Games departments that can be affected in this case are the competitions, media centres, transportation, medical staff, Olympic village and many more. By understanding the reasons for dropping out and the context of the decision(s) to drop out, future OCOGs can target these issues beforehand. They can determine the different risks that can occur during the Games to decrease the number of volunteers dropping out while the Games take place.

1.4. Aim of the study

The study aims to research the connection between volunteers' reasons for dropping out from the 2016 Summer Olympic Games and their initial motivations to volunteer.

1.5. Research question and objectives

Main questions

RQ1

Is there a connection between the initial motivation to apply for a volunteer position and the Rio de Janeiro 2016 Olympic Games?

RQ2

Why do these volunteers drop out?

Objectives

The thesis has three objectives

- Research which motivations volunteers had when applying for a volunteer position at the 2016 Summer Olympic Games.

- Research if the non-fulfilment of the initial motivations was the main reason for volunteers to drop out during the 2016 Summer Olympic Games.
- Research what the reasons and circumstances were for the volunteers at the 2016 Summer Olympic Games and what made them decide to drop out.

1.6. Research hypothesis

Most of the volunteers who decided to drop out at the Rio de Janeiro 2016 Olympic Games decided to drop out because their motivations were not fulfilled.

1.7. Definitions

Some of the words used in this thesis need to be clarified to prevent differences in interpretation.

Altruism: “Willingness to do things that bring advantages to others, even if it results in a disadvantage for yourself (Cambridge dictionary, n.d.-a).”

Legacy: A situation that has developed as a result of past actions and decisions (Cambridge dictionary, n.d.-b).”

Memorabilia are “objects that are collected because they are connected with a person or event that is thought to be very interesting (Cambridge dictionary, n.d.-c).”

Multiculturalism: The belief that different cultures within a society should all be given importance (Cambridge, n.d.-d).”

Volunteerism: “the practice of doing work for a good cause, without being paid for it (Cambridge dictionary, n.d.-e).”

1.8. Limitations

This study has some limitations that may have influenced the research findings. The first one is the time this research was conducted. The interviews were held four years after the 2016 Olympic Games ended. Some of the information may not be remembered correctly or as

vividly when the research was conducted earlier. The second limitation was finding volunteers. The search for volunteers happened through social media and personal contacts. This search limited the chance of finding volunteers that dropped out at the 2016 Rio Games to see the message and react to it. The last one is about the English proficiency of the interviewees. As the English proficiency varied per person, volunteers with a lower English proficiency might not have been able to answer some of the questions in full detail. Or they might not have felt comfortable enough to answer one or more questions in detail.

Chapter II: Literature review

This chapter reviews literature related to Olympic Volunteers. The discussion focuses on the following questions, which the thesis seeks to answer through its two research questions RQ1 Is there a connection between the initial motivation to apply for a volunteer position and the Rio de Janeiro 2016 Olympic Games? And RQ2 Why do these volunteers drop out.

- What does it mean to be a volunteer at the Olympic Games?
- Since when do OCOGs use volunteers?
- Why do people want to be an Olympic Volunteer?
- And why do volunteers decide to drop out of volunteering?

The review begins with an overview of volunteering at a major sports event, followed by a brief overview of the Games that involved the interviewees in this study.

2.1. Volunteering at major-sports events

What are major-sport events? “Major-sport events are one-time or sometimes annual sports competitions. It is an event that is of shorter duration and tends to be of a higher profile than a sports league (Doherty, 2009, p. 187).” There is a more general specification of volunteers at the Olympic Games, which is the following: “A volunteer is a person who makes an individual, altruistic commitment to collaborate, to the best of his/her abilities in the organisation of the Olympic Games, carrying out the tasks assigned to him/her without receiving payment or rewards of any other nature” (Moragas, Belén, & Paniagua, 2000, p. 102). The Organising Committee is the authority and takes charge of the coordination of the volunteers (Panagiotopoulou, 2010).

2.1.1. Volunteering characteristics

However, who are these volunteers? Why do they want to be a volunteer? Volunteering at major-sport events has different characteristics than when someone is volunteering for a long-term cause. Panagiotopoulou (2010) defined six characteristics of volunteerism at major-sports events and the Olympic Games:

- It lasts for a specific period of time.
- It offers social contribution combined with entertainment and making acquaintances nationally and internationally.

- It allows people to acquire work experience and improve their curriculum vitae.
- It involves the possibility of receiving training in and gaining specialisation in various economic sectors.
- The Olympic Games organisation is of exceptional symbolic significance, and apart from the unique experience obtained during the Games, it usually offers social rewards and acceptance for volunteers.
- Although athletics and competitive sports are becoming more and more professionalised, the voluntary contribution of services assists the sports bodies and the federations in controlling their expenses while simultaneously creating a group of vital supporters.

2.1.2. Application process

To be a volunteer at an Olympic event, a person needs to apply for a position at the event. The application process of each local Organising Committee of the Olympic Games (OCOG) is different and depends on the needs and resources of the Committee. The main goals for the OCOG during the application process are: trying to attract as many people as possible to participate as a volunteer, encouraging the applicants to participate actively and keeping up the morale of the volunteers (Beijing Organising Committee of the Olympic Games, 2007). If someone wants to work as a volunteer for the Olympic Games, it can be helpful to know one or more languages and to have knowledge of one or more sports (Pestereva, 2005). When looking at the different phases in the Games' volunteer recruitment process, various Games organisations mostly follow the same procedure: applying for a volunteer position, separate language testing for translators, potential volunteers are interviewed, and the successful volunteers get allocated a specific role (Beijing Organising Committee of the Olympic Games, 2007). The OCOG decides how to arrange these phases and what the content of each of these phases is going to be. Moragas et al. (2000) defined the three most used models for the recruitment or use of volunteers by OCOGs.

State promotion

The State Promotion method was used for the first time during the 1936 Berlin Games but also used during the 1948 (London), 1980 (Moscow), and 1988 (Seoul) Games. "In these Games, the organisational challenges were presented as those of the entire nation and state structures were harnessed to guarantee success and convert the Games into a motive for patriotic pride" (Moragas et al., 2000, p. 145).

Association-based

The Association-based method has been used the most times throughout the history of the Games. During the first editions of the Games, most volunteers came through associations like the boy scouts. Volunteers also came from host cities' national or local association networks and even on family levels (Moragas et al., 2000).

Through individual citizens

This method is used in the more recent editions of the Games. The recruitment campaigns focus on the host nation's citizens to create a sense of public joy and celebrations (Moragas et al., 2000).

2.1.3. Volunteer training

After the recruitment process is over, the chosen volunteers receive training from the OCOG or a different partner from the Games. In the history of volunteer training at the Olympics, the first time volunteers received any form of training was for the 1960 Mexico Games. This was of short duration because, during the 1970s, the volunteers barely received any training for either the summer or winter Games. The 1980 Lake Placid Games were a crucial point in history for the evolution of volunteers' use and training. During this edition, the organisation allocated volunteers to the organisational locations based on each person's skills and experience (Moragas et al., 2000). It is essential for both the OCOG and the Olympic volunteers that volunteer training exists. It will contribute to the efficiency of the Games for the OCOG, as the Olympic volunteers will get familiar with the environment and requirements beforehand (Beijing Organising Committee of the Olympic Games, 2007).

Since Olympic volunteers come from all over the world, it is impossible to do all the training in the Games city. For this reason, volunteers need to receive training before the Games start. Olympic volunteer training often consists of general, professional, venue, and job training. Over the past editions, volunteers have received various forms of training, such as long-distance and practical training. Long-distance training consists of online, media, correspondence, and face-to-face training. Practical training is given at the actual location (Beijing Organising Committee of the Olympic Games, 2007). Each volunteer's training has a different content and goals, depending on what the LOCOG wants and needs.

As described before, volunteers receive different forms of training. Each form of training has been described in short below.

- General training: basic Olympic knowledge, a brief introduction to the local Olympic and Paralympic Games, the country's history and traditional culture, knowledge and skills necessary to serve the disabled, etiquette norm, basic medical knowledge and first-aid skills (Beijing Organising Committee of the Olympic Games, 2007).
- Professional training: professional knowledge and skills required in voluntary services (Beijing Organising Committee of the Olympic Games, 2007).
- Venue training: venue functions, knowledge concerning the sports held in the venue, internal facilities, organisational structure, rules and regulations (Beijing Organising Committee of the Olympic Games, 2007).
- Job training: job responsibilities, specific work, business procedures, and operating norms (Beijing Organising Committee of the Olympic Games, 2007).

2.1.4. Incentives for Olympic volunteers

Volunteers at the Olympic Games do not receive any payments for their work. Although volunteers do not receive any payments, there has been a tradition at many Olympic Games that volunteers receive incentives instead. These incentives vary from the mandatory accreditation and uniform, meals during service hours, free public transport services and personal accident insurance during work. Volunteers may also receive awards and tangible incentives, like certificates, honorary titles, souvenirs and commemorative facilities (Beijing Organising Committee of the Olympic Games, 2007; Moragas et al., 2000). The main reward for the volunteers lies in the “fulfilment of personal goals through carrying out the assigned tasks and functions within the framework of a macro-organisation” (Moragas et al., 2000, p. 150).

2.2. The importance of volunteers

There are many definitions for volunteers in the literature. One of them is “a person who voluntarily provides an unpaid direct service for one or more persons to whom the volunteer is not related” (Darvill & Munday, 1984, cited in Parker, 1992, p.2). A second one is “Good intentioned people who work for free out of idealism or moral obligation, for the good of society” (Kidané, 2001, p.6). Peter Ueberroth, head of the LOCOG for the Games of the XXIII Olympiad in Los Angeles in 1984, said to the volunteers, “The success of the

Games rests on your shoulders. You will never duplicate this once-in-a-lifetime experience. The Games cannot go on without you” (Eynon, 2001, p. 9). With the growth in the number of athletes competing and the media presence at the Games since the 1980s, the number and the role of volunteers grew with it. From that edition of the Games on, the volunteers were now incorporated into the Games' structure and general planning (Belén Moreno Vílchez, 2011). “Within this framework, the figure of the volunteer is made visible and takes its place in Olympic rhetoric and symbolism. For this reason, during the International Symposium on Volunteers, Global Society and the Olympic Movement, it was claimed that volunteers were seen as major stakeholders in the Games and as a group that represented the host community” (Belén Moreno Vilchez, 2011, p. 166).

2.2.1. Volunteer legacy

One of the things most OCOGs strive for to create is the volunteer legacy after the Games. In recent editions of the Games, the OCOGs have paid more attention than earlier editions of the Games to their legacy after the Games. The volunteers are also part of this legacy. A significant challenge for the Olympic volunteer ideal is that individuals “are not just volunteers for an Olympic Games, but for the wider Olympic Movement” (Kennett, 2005, p.37).

For the Sydney 2000 Olympic Games, the planning of a volunteer legacy was not yet one of the requirements for the bidding process. However, multiple legacies emerged after the Games finished. These legacies were both planned and unplanned legacies. An example of this is the ‘Spirit of Sydney’ volunteer group, an alumni group for the Sydney Olympic volunteers. The training materials that TAFE NSW created for the volunteers at the 2000 Olympic Games were also used at the 2004 Athens Olympic Games. TAFE NSW has also designed and delivered the training materials for the 2006 Asian Games in Doha, the 2008 Beijing Olympics and the 2010 Shanghai World Expo (Lockstone-Binney et al., 2016). The “Sydney Major Event Volunteer Pool (SMEVP) was created in 2001. The city expected to draw volunteers from this pool from ‘proven Olympic and Paralympic volunteers” (Lockstone-Binney et al., 2016, p. 18) to support at major events.

For the 2012 Games that were held in London, the LOCOG put the focus more on attracting and engaging people that were new to volunteering. Volunteering at the London 2012 Games was used both as a recruitment tool to encourage new volunteers to get involved and reward

people who had been long-time volunteers (Lockstone-Binney, Holmes, Shipway, & Smith, 2016). The importance of volunteers can be divided into four categories: economic, political, cultural and athletic importance.

2.2.2. Economic importance

The role of volunteers is recognised as contributing to an important economic and cultural dimension of mega sporting events (Ingerson, 2001). The economic importance of using volunteers at the Olympic Games does not only mean that organising committees save much money when they use them. There is also a social and economic importance for the community itself from organising a major sports event. With the size of the current Olympic events, paying volunteers would be a significant contributor to making an Olympic event too expensive to organise. If all the volunteers were replaced by paid force, it would be unlikely that the Games would even happen.

Another economic benefit of volunteers at the Olympic Games is more related to the legacy of the Games. By providing training to thousands of people, the OCOG creates a population that will become highly qualified in a short period of time. The organisation of the Games requires volunteers to do a wide variety of tasks and to become specialised in certain areas quickly. By providing these training opportunities, volunteers can potentially get a more unique position on the job market when the Games finish (Belén Moreno Vílchez, 2011).

For the Rio 2016 Olympic Games, it was estimated that “the IOC would save 100 million dollars by not having to pay its workforce of 70,000 volunteers in Rio de Janeiro” (Grenoble, 2016). Although the economic benefits of using volunteers instead of a paid workforce are enormous, it is not always clear to the public how important it is. MacAloon (2000) made the following calculation regarding the money saved by the Organising committee of the Sydney 2000 Olympic Games by using volunteers. If each of the 51,888 volunteers worked an average of eight hours a day for twelve days straight, they contributed 4,98 million hours of labour. If all these hours had to be compensated at a minimum of US\$5.50 per hour, it would cost the OCOG an extra US\$27,393,168. For the ROCOG, the costs for only the volunteers would have been much higher. With 70,000 volunteers working an average of eight hours a day for sixteen days straight, they would have contributed 8,96 million hours of labour. This would have cost the ROCOG at least US\$49,280,000.

Volunteering is never 'free' for any organisation. Before the volunteering starts, no volunteer knows exactly what he/she/they need to do as a volunteer. The volunteers still need to be trained, which is often done by paid staff (MacAlloon, 2000). From an economic perspective, providing excellent training will also benefit the city's economy or even the country where the Games are organised. If there is sufficient training, many highly skilled individuals are ready to work efficiently in other sectors of the economy (Panagiotopoulou, 2010; Moragas et al., 2000).

2.2.3. Political importance

“Sports mega-events can increase the global status of the host and the image of the host country” (Ahn, 2018, p.1). Organising the Games and using volunteers can also be of political importance to the host city and country. Using volunteers who are primarily citizens from the hosting city or country in a big event like the Olympic Games shows the rest of the country's citizens that volunteering brings a certain “unity of actions of subjects related to a common purpose” (Panagiotopoulou, 2010, p 3). It can help a country without a tradition of volunteering to establish a “new form of participation and expressions of citizens in a large public event” (Moragas et al., 2000, p. 151).

2.2.4. Athletic importance

When volunteers have direct communication with the athletes, it can motivate volunteers to become involved in sports in their local communities (Panagiotopoulou, 2010). The athletes, on the other hand, can inspire people to get involved in sports. However, volunteers are also crucial in other aspects surrounding athletes' performances, from being the officials at a competition to the volunteers working in the first aid department (Simmonds, n.d.). The same goes for the Olympic Games, where volunteers offer direct support for the athletes and their federations and take care of the things that can distract the athletes from giving their best performance (Panagiotopoulou, 2010).

Volunteers are also crucial in the development of elite athletes and athletes in general. In most clubs, when there are no volunteers, sports clubs would not exist. No competitions would be held, which limits the chance for athletes to improve themselves and compete with others on the same level (Sport verenigt Nederland, 2020).

2.2.5. Cultural importance

Helping any kind of organisation as a volunteer also has cultural importance. Volunteerism involves some basic education in multiculturalism and solidarity. Bringing various people together from different cultural origins and letting them work together embodies the core of solidarity. Volunteerism strengthens the communication and cooperation between people and brings them together (Moragas et al., 2000; Panagioropoulou, 2010). Volunteering at a major sports event can also influence volunteering in social fields. Literature suggests that “volunteering at a major-sports event is more likely to raise interest in non-sports volunteering so that investments in events are more likely to have wider social capital legacies and enhanced sports development consequences” (Downward & Ralston, 2006, p. 331). This is in line with what is mentioned earlier in paragraph 2.2.1. Host cities of the Olympic Games are paying more attention to the volunteering legacy in recent editions of the Games. They want to achieve “greater levels of community involvement in the Games in order to make contact with ‘hard to reach’ social groups” (Bladen, 2010, p. 785).

2.2.6. Ignoring volunteers

On the volunteer side of the Games, the Games are, for a big part of the volunteers, a ‘once-in-a-lifetime experience’ something they want to be a part of that they cannot miss out on (Holmes, Nichols, and Ralston, 2018, p. 391). At the Rio 2016 Olympic Games, organisers did not take the number of volunteers that dropped out seriously because the ROCOG already took into account that a certain number of volunteers would drop out (Payne, 2016). The problem of Olympic volunteers dropping out during the Rio de Janeiro Olympic Games is not unique. It has existed for a long time and is recognised within the International Olympic Committee. With this statement, it might be expected that the IOC would have the volunteers high on the agenda or would have even put them in the Olympic Charter. Currently, this is not the case.

The IOC 2000 Commission

The IOC 2000 Commission was created in 1999 during the 108th International Olympic Committee Session and had the following goal: “This commission was given the mandate of preparing and proposing to the IOC Session all recommendations that it considered appropriate in terms of IOC structure modifications, rules and procedures” (IOC, 1999, p.3). With this goal, MacAloon (2000) argues that one of the recommendations of this commission should have been that Olympic Volunteers should have been considered for an IOC

membership instead of only athletes and sports administrators. This way, volunteers could have a stronger position within the IOC, as an OCOG's volunteers do not only volunteer at the Olympic Games because they want to volunteer at a sports event. Some Olympic volunteers want to volunteer at the Games to associate themselves with the Olympics and Olympism to a certain extent (MacAloon, 2000).

2.3. Rio de Janeiro 2016 Olympic Games

On 2 October 2009, the 2016 Olympic Games were awarded to the Brazilian city of Rio de Janeiro. Around 10,500 athletes from 206 countries participated from 5 to 21 August 2016 (Rio 2016, 2015). These would be the first Olympic Games hosted in South America (Hover & Breedveld, 2017).

The 2016 Games formulated the following vision, mission and values:

Vision

- “All Brazilians uniting to deliver the greatest festival on earth, proudly advancing through sport our national promise of progress” (ROCOG, 2011, p.8).

Mission

- “To deliver excellent Games, with memorable celebrations, that will promote Brazil's global image, underpinned by social and urban sustainable transformation through sport, contributing to the growth of the Olympic and Paralympic Movements” (ROCOG, 2011, p.9).

Values

- Celebration: “The passion, spontaneity, and youthful spirit by which Rio is known will permeate all activities involving the participants and spectators in festive celebrations with a high energy level” (ROCOG, 2011, p.10).
- Accomplishment: “With organisation, innovation, and optimism, we will work to create positive changes and tangible benefits to all those involved with the Games” (ROCOG, 2011, p.10).

- Participation: “Teamwork, warmth and solidarity are the guidelines for delivering inclusive Games that celebrate diversity and accessibility” (ROCOG, 2011, p.10).

The strategy for the Rio de Janeiro Olympic Games consisted of five strategic pillars. These were to:

- achieve technical excellence in order to deliver outstanding Olympic and Paralympic Games.
- capitalise on Brazil’s passion for helping to stage memorable celebrations.
- ensure that the first Olympic and Paralympic Games in South America enhance and enrich Brazil’s global image.
- encourage legacy programs that drive sustainable transformation through sport for the country.
- engage everyone to contribute to the growth of the Olympic and Paralympic Movements in Brazil and elsewhere (ROCOG, 2011)

2.3.1. Issues surrounding Rio 2016 Olympic Games

Although no significant incidents happened during the Games, The ROCOG experienced many difficulties leading up to the Olympic Games. These will be discussed briefly below.

Political and Economic unrest

Since 2013, Brazil had experienced protests for different reasons. Public transport ticket prices were rising, and growing groups of opponents protested against the organisation of the Games. The state of Rio de Janeiro had a debt of 28.7 billion euros just three months before the Games started (Geijer, Stam, & Hover, 2017). Adding to this was the fear of the mayor of Rio de Janeiro, who suggested that that there would not be enough money to pay for gas for police officers and that the metro line would not be completed in time (Ward-Henninger, 2016).

Zika Virus

The Zika virus, which was rumoured to cause congenital disabilities and was declared a global public health emergency by the World Health Organisation, made some athletes decide to withdraw due to these concerns (Ward-Henninger, 2016). Although it is plausible that

volunteers decided to drop out because of the Zika virus, there are no known sources of volunteers that decided to drop out because of this reason.

Public security

There were many reports on safety issues in Rio de Janeiro before and during the Games. Before the Games, visitors on arrival at the international airport at Rio de Janeiro could see around 100 of the city's police officers and firefighters protesting. They protested because they had not received any salary for a long time (Sples-Gans, 2016). There are a few examples of public security issues that occurred during the Games. Two members of the Australian Paralympic team were robbed. An athlete from New Zealand was reportedly kidnapped and robbed by police. Human body parts washed up on the shore near one of the beach volleyball sites (Ward-Henninger, 2016, para 5).

The Olympic Village

Several countries complained that their accommodation was in poor condition, with plumbing and electrical problems being the most common issues (Ward-Henninger, 2016). The bathrooms had leaks, and some athletes were forced to hang their own shower curtains if they wanted privacy when bathing (Omar, 2016).

Water pollution

Guanabara Bay was the host site for the sailing and windsurfing events. Before the Games were awarded to Rio de Janeiro, water pollution in the city and the Bay had been a problem for around 20 years (Tracy, 2016). When the Games were awarded to Rio de Janeiro, the ROCOG had seven years to solve this problem. A few weeks before the Games started, measurements showed that there was still severe water pollution in the Bay (Ward-Henninger, 2016). Health experts in Brazil gave advice to athletes to keep their mouths shut while swimming in the water (Jacobs, 2016). Unfortunately, Belgian sailor Evi Van Acker contracted an intestinal infection which was linked to the polluted water (Sims, 2016-a).

Doping laboratory suspension

Six weeks before the Olympics started, the main accredited anti-doping laboratory was suspended. The World Anti-doping Agency reinstated the laboratory just fifteen days before the start of the Games. This reinstatement saved the organisers possibly hundreds of

thousands of dollars. Otherwise, they would have needed to send the doping test to other accredited facilities further away from the city (Ward-Henninger, 2016).

2.3.2. Volunteer programme at the Rio 2016 Olympic Games

After the United Nations Volunteers (UNV) support at the 2008 Olympic Games, the organisation provided consultations for the OCOG of the 2016 Olympic Games on exploring how volunteerism could be given more visibility during these Games (UNV, 2014). There were 70,000 volunteers in Rio de Janeiro for the Olympic Games. Around 242,757 people initially applied for the volunteer positions. Forty per cent of the applications came outside of Brazil, spanning 191 countries (Rio 2016, 2015).

Volunteer programme

The registration programme for ROCOG volunteers opened on 28 August 2014 and closed on 15 December 2014. The programme was open to candidates worldwide and received more than 240,000 entries. At the end of the registration period, the organisation selected candidates for the ‘Volunteer’s Journey’ phase of the recruitment process. These volunteers received invitations to participate in an online module to learn about the Rio 2016 Games’ values and to take an English placement test (ROCOG, 2015). In the end, the ROCOG accepted 70,000 people to volunteer at the Rio de Janeiro 2016 Olympic Games (Ahn, 2018).

Sport-Specific Volunteer programme

Rio 2016 attracted many people to work in functions directly related to sports competitions. In 2014, the Sports Volunteers area of the ROCOG worked in close cooperation with the Sports managers to identify and select approximately 7,000 sport-specific volunteers (SSVs), resulting in a highly successful registration process. All the identified and chosen candidates received a specific code for registration. The organisation also recruited volunteers that were needed for areas that required experience in specific fields or with required educational qualifications, such as for doping, medical and veterinary volunteers (ROCOG, 2015).

2.3.3. Volunteers dropping out at the Rio 2016 Olympic Games

If the Olympic Games’ volunteer programme is not treated with care, it can cause dissatisfaction with the volunteers, leading to them drop out. It can be the cause of various other issues as well (Blanc, 1999). There are a few different reasons why volunteers dropped

out, according to articles published during the 2016 Games. The known issues will be discussed below.

Letter of invitation issues

In November 2015, the volunteers who were accepted received confirmation of their acceptance. However, many of them had to wait for a long time to receive a notification about their specific role and location. Some volunteers received the information just a few weeks before the Games started (In Short., 2016). Some volunteers did not show up because some of them received the final notification of their role very late in the process (Bowater, 2016). This confirmation was too short notice for many of the volunteers, which made it impossible for many of them to make any travel and accommodation arrangements to be in the city on time without costing them a considerable amount of money (Troianovski, Jordan, & Kowmann, 2016).

Coordination issues

In the first days of the Rio Games, the news emerged that many volunteers were quitting due to long hours and unfair working schedules. Besides the long hours and unfair schedules, the officials also had some problems coordinating the volunteers and serving them decent food on time (Grenoble, 2016). The articles mentioning the percentage or actual numbers of volunteers that had dropped out varied per article as some only discuss a specific arena. Brunhuber (2016) said that only 70 per cent of the volunteers showed up at some venues. Grenoble's article (2016) mentioned that Rio 2016's spokesman Mario Andrada said that at some venues, only 30 per cent showed up. Joseph (2016) mentions numbers as low as only 20 per cent of the volunteers showing up in some of the arenas and other work areas.

Censorship for volunteers

Volunteers are not allowed to speak with the media without the agreement of the OCOG. Even if a volunteer gets the required approval, they are not allowed to say harmful or hurtful things about the organisation. A part of the volunteer force probably does not have any negative to say about the organisation, but it is difficult to keep everybody happy.

The following quote in Brunhuber (2016, para 17) describes this scenario perfectly:

“She would love to tell you herself that, yes her shifts are getting longer, yes there is not always enough food, but the sacrifice for a chance to mingle with the world has totally been worth it. But she cannot explain it her supervisor says. She is not allowed.”

2.4. Volunteering at the Olympic Games: A History

The contribution of volunteers during the Olympic Games has been expanding in numbers and tasks since World War II (Panagiotopoulou, 2010). However, volunteers' Games involvement can be traced back to the first Olympic Games in 1896 (Kennet, 2005). Since the 1984 Los Angeles Olympic Games, the number of volunteers has significantly grown from 28,742 in Los Angeles to around 70,000 at the 2016 Rio Olympic Games (Panagiotopoulou, 2010; Payne, 2016).

2.4.1. History of volunteers at the Olympic Games

The participation of volunteers at the Olympic Games can be divided into five different periods (Kennet, 2005). These will all be discussed in this section.

Athens 1896 to Berlin 1936.

During the first Olympics, around 900 volunteers showed up to help. These volunteers came from various organisations like the scouts, the army, or the families involved in the Games' organisation (Beijing Organising Committee of the Olympic Games, 2007; Panagiotopoulou, 2010). Most of the work that volunteers did was related to organising the Games. The Games' size was not big back then, and it was not as well known as a prominent international sports event as it is now. At the 1912 Stockholm Olympic Games, volunteers were mentioned in the formal reports for the first time (Beijing Organising Committee of the Olympic Games, 2007). From documents from the 1920, 1924 and 1928 Games, we know that the volunteers who worked at these editions had simple tasks, for example: delivering messages, flag-bearing, and maintaining order and safety (Kennet, 2005).

London 1948 to Montreal 1976

After World War II, the number of athletes increased with the participation of socialist countries and developing countries (Beijing Organising Committee of the Olympic Games, 2007) as the world experienced industrialisation and economic development after the Second

World War. As the Games' size increased from the start of the '50s, the organisational voluntary help that scout movements had provided at the Games were no longer sufficient by themselves. Although the scouts were still part of the volunteers, volunteers from then on also came from the army and individual participation (Panagiotopoulou, 2010; Kennet, 2005).

Significance of the 1952 Helsinki Olympic Games

The volunteers at the 1952 Helsinki Olympic Games received official training for the first time in Olympic history. The 1952 Helsinki Olympic Games organising committee started requesting help from large groups of volunteers to save costs. Youth and student groups began to join the scouts and armies to provide volunteer services. Volunteers were involved in maintaining sports fields, consultancy, tourism and translation. One of the consequences of this innovation was that the selection of volunteers became stricter at future Games (Beijing Organising Committee of the Olympic Games, 2007).

Lake Placid 1980 to Seoul 1988

Both the Games of Lake Placid (1980) and Los Angeles (1984) are essential editions in the evolution of the concept of Olympic volunteers. First, there was a significant growth in volunteer numbers between the 1980 Lake Placid and the 1984 Los Angeles Olympic Games, from 6700 volunteers in Lake Placid to 30,000 in Los Angeles (Kennet, 2005). It is important to note that the volunteers at the 1980 Games did not necessarily come from an organisation like the previous Games as volunteers had the chance also to apply individually. This recruitment method created a diverse volunteer force with people from different walks of life (Moragas et al., 2000). The 1984 Games are seen as a significant point in the revolution of volunteers at the Olympics because, after these Games, the functions of the volunteers had definitions which varied a little at the editions after the 1984 Games (Panagiotopoulou, 2010; De Moragas, Belén Moreno, & Paniagua, 2000).

Albertville and Barcelona 1992 to Athens in 2004

“The ongoing increase in the scope of the Organising Committee in addition to the evolution of the Games into an athletic and cultural event had increased the participation of volunteers and has established them as a necessary condition of the Games' organisation” (Panagiotopoulou, 2010, p. 2). For the Barcelona 1992 Games, the volunteers were used to create a sense of local pride. That approach has returned many times to the Games since 1992 (Kennett, 2005).

Torino 2006 to ongoing

Since 2006 there have been few changes in the use of volunteers at the Games. However, some innovations in the Olympic Movement have occurred. For example, both the Summer and Winter Youth Olympic Games were introduced in this period. One of the most notable changes was made by the OCOGs of London 2012 and Sochi 2014. Their respective OCOGs were the first that outsourced the recruitment of the volunteers. The recruitment and training for the London 2012 Games were outsourced to McDonald's (Holmes, Nichols, Ralston, 2018). The volunteers' recruitment and training for the Sochi 2014 Games were outsourced to different Russian universities (Vetitnev, Bobina, & Terwiel, 2018).

In this period, the number of volunteers used at the Games is continuously rising for both the Summer and Winter Olympic Games.

Summer Games	Number of volunteers	Winter Games	Number of volunteers
Athens, Greece, 2004	45,000	Salt Lake City, USA, 2002	22,000
Beijing, China, 2008	70,000	Torino, Italy, 2006	18,000
London, England, 2012	70,000	Vancouver, Canada, 2010	18,500
Rio de Janeiro, Brazil, 2016	70,000	Sochi, Russia, 2014	25,000
Tokyo, Japan, 2021	80,000	PyeongChang, South Korea, 2018	23,000

Table 1: Volunteers in the Olympic Games from 2002 to 2020 (Ahn, 2018)

2.5. Motivations to volunteer

The Olympic movement is one of the most significant volunteer movements in the world (Kidané, 2001). Although Olympic volunteerism depends much on altruism, this is not the only motivation (Yanay & Yanay, 2008). Volunteers also see the Olympic Games as a way of improving themselves. They gain a unique experience, make new connections, and learn new skills (Kennet, 2005).

2.5.1. Understanding motivations

To understand the motivations of Olympic volunteers, we need to understand the literature about motivations and their functions first. Literature defines six common motivational functions. *Motivational functions* are the different perspectives that can occur in volunteers. Volunteers often have one of the following or a combination of the following motivations

Values

This motivation relates to volunteers who want to volunteer to express their personal values related to altruistic and humanitarian concerns they have for other people. They are the type of volunteers who are more likely to complete the whole volunteering period because of their personal intentions (Clary et al., 1998).

Understanding

The second motivational function is understanding. This function focuses on the opportunity for volunteers to execute their knowledge, skills, and abilities that might not be used in other situations. (Clary et al., 1998).

Social

A third motivational function is seen as volunteering, which reflects motivations concerning relationships with others. More specifically, the need for volunteers to help others out (Clary et al., 1998).

Career

The fourth possible motivation is related to career-related benefits that can be obtained by doing volunteer work (Clary et al., 1998).

Protective

The fifth motivation can be traced back to a volunteer's need to protect their ego from a negative self image (Clary et al., 1998). "In the case of volunteerism, it may serve to reduce guilt over being more fortunate than others and to address one's own personal problems (Clary et al., 1998, p. 1518)."

Enhancement

The sixth motivational function comes from need of validation from volunteers “indications that there may be more to the ego, and especially the ego’s relation to affect, than protective processes (Clary et al., 1998, p. 1518).”

Organisations’ understanding of working with volunteers

It is essential for organisations working with volunteers to understand why people volunteer for them. Additionally, the organisation also need to understand what determines their decision to quit volunteering. By understanding this, a strategy can be developed for both retaining and motivating volunteers (Willems, Huybrechts, Jegers, Vantilborgh, Bidee, & Pepermans, 2012). Many current studies use the self-determination theory (SDT) to study volunteer motivations. The focus of SDT lies in the autonomous versus controlled quality of motivation. SDT proposes that the social environment is the main source of motivation. Besides the social environment, SDT suggests looking into the ways people differ in their interpretations of the social environment (Oostlander, Güntert, Van Schie, Wehner, 2014). Many things can motivate volunteers to volunteer for any cause. Volunteering for a sport-related cause can be both a short and long-term commitment. For example, long-term volunteers can be the people who volunteer as a coach for one of the children’s teams at a football club or maybe even work behind the bar at their sports club. For short-term volunteering, sport event volunteers, like the Olympic Volunteers are an example (Farrell, Johnston, & Twynam, 1998).

Motivations for volunteers at mega-events are often different from other types of volunteers. The former are generally highly motivated (Lockstone, & Baum, 2009; Holmes et al., 2018). As mega-events are often occurring in a cycle of every two or four years (like the Olympic Games), people may consider it as a “once-in-a-lifetime experience” (Dickson, Benson, & Terwiel, 2014; Holmes et al., 2018).

2.5.2. Types of motivations

SDT differentiates between two types of motivations, autonomous motivation and controlled motivation. Autonomous motivation is a motivation which is experienced ‘out of free will’. Controlled motivations are externally motivated behaviours (Oostlander et al., 2014, p.871). Many researchers have tried to define the motivations of Olympic volunteers. Most of the motivations overlap each other in one or more cases.

As defined by Caldwell and Andereck (1994), the categories of motivations are mostly autonomous motivations. They describe three categories of motivations and incentives for volunteering: purposive, solidary, and material. Purposive incentives are related to volunteers doing something useful and contributing to society. Solidarity incentives are based on the social interaction, group identification, and networking that volunteers experience. Material incentives include non-touchable rewards such as perks and memorabilia.

Panagiotopoulou	Moragas et al.
Participating in a winning team	Belonging to a group. Identification as a member of that group.
Loyalty	Commitment as citizens, members of an association or nation
Gaining insight, information or skills that are valuable or meaningful. Experiencing the working of a major professional organisation from the inside.	Individual challenge. The various forms of individual gratification
Once-in-a-lifetime experience	The spirit of solidarity and peace is enshrined in the Olympic philosophy.
Valuable training and experience	
Patriotism	
Meeting and establishing new friendships and contacts.	

Table 2. Basic motivations of Olympic volunteers (Panagiotopoulou, 2010; Moragas et al., 2000)

Koutrou and Pappous (2016) created a 27-item motivation scale to measure the motivations of 163 volunteers working in the transport department during the 2012 London Olympic Games. They categorised five forms of motivations for Olympic Volunteers: Patriotism and Community Values; Career Orientation and other Contingent Rewards; Love of Sport and Olympic Games; Interpersonal Contacts and Personal Growth. Koutrou and Pappous used multiple models as sources for their scale. They used the unidimensional scale from Cnaan

and Goldberg-Glen (1991), who tested 28 motives as well as the functional motives as introduced by Clary et al. (1998).

2.5.3 Measuring volunteer motivations

Volunteers can have more than one motivational source to apply for a volunteer position at the Olympic Games. Koutrou and Pappous (2016) researched the motivations of volunteers during the London 2012 Olympic Games. These volunteers worked as drivers based at the Park Lane Fleet Depot. The research consisted of a survey questionnaire. The questionnaire used a modified version of the VMS-ISE developed by Bang et al. (2008). The VMS-ISE consists of six dimensions of motivations: expression of values, patriotism, interpersonal contacts, love of sport, career orientation and extrinsic rewards.

Koutrou and Pappous (2016) defined five dimensions from their research that are similar to the six dimensions from Bang et al. (1998). These are mentioned in the table starting on page 27.

Patriotism and community	<ul style="list-style-type: none"> - I wanted to help make the event a success - Volunteering creates a better society - Because of my allegiance/devotion to my country - I wanted to help my country gain international prestige - My love for my country makes me want to help it host the Games - I am proud of my country hosting the Games
Career orientation and other rewards	<ul style="list-style-type: none"> - Volunteer experience will look good on my CV - I wanted to gain some practical experience - I could make new contacts that might help my career - I wanted to gain work-related experience - I wanted to gain experience that would be beneficial in any job - I wanted to gain event-licenced apparel - I wanted to get tickets/free admission
Love of sport and the Olympics	<ul style="list-style-type: none"> - Sport is something I love - I enjoy being involved in sport activities - I enjoy being involved in Olympic-related activities - I have a passion for the Olympics - I want to become associated with the Olympics
Interpersonal contacts	<ul style="list-style-type: none"> - I wanted to interact with others

	<ul style="list-style-type: none"> - I wanted to work with different people - I wanted to meet people - I wanted to develop relationships with others
Personal Growth	<ul style="list-style-type: none"> - Volunteering makes me feel needed - I can explore my own strength - Volunteering makes me feel important - Volunteering allows me to gain a new perspective on things

Table 3: Motivation scale (Koutrou & Pappous, 2016)

The five dimensions will be briefly explained below and will have one or two examples to clarify each specific dimension:

Patriotism and community

All motivations in the dimensions are related to the need of the volunteer to provide volunteer services for the Games out of patriotic feelings for their country “My love for my country makes me want to help it host the Games” (Koutrou and Pappous, 2016, p. 280) or for their communities “Volunteering creates a better society” (Koutrou and Pappous, 2016, p.280).

Career orientation and other rewards

The motivations found in this dimension all relate to the need of a volunteer to gain relevant experience for their career orientation. “Volunteer experience at the Olympic Games will look good on my CV” (Koutrou and Pappous, 2016, p.280) and “I wanted to get tickets/free admission to see some competitions” (Koutrou and Pappous, 2016, p. 280).

Love of Sport and the Olympics,

The factor of the Olympics Games itself had a strong correlation to the “Love of sport” dimension. Because of this, Koutrou and Pappous (2016) added the “Olympics” to this dimension. The motivations of volunteers in this dimension come from their love sports “Sport is something I love” (Koutrou and Pappous, 2016, p. 280) or the Olympic Games “I have passion for the Olympics” (Koutrou and Pappous, 2016, p.280).

Interpersonal contacts

In this dimension, the motivations come from the need from the volunteer to engage in interpersonal contacts “I wanted to interact with others” (Koutrou and Pappous, 2016, p. 280).

Personal growth

The motivation to volunteer in this dimension comes from the need of the volunteer to improve themselves. “Volunteering allows me to gain a new perspective on things” (Koutrou and Pappous, 2016, p. 280) and to feel good about themselves. “Volunteering makes me feel needed” (Koutrou and Pappous, 2016, p.280).

Koutrou and Pappous added “and Olympics” to the “Love for sports” dimension from the Olympic Volunteer Motivation Scale developed by Giannoulakis et al. (2008). Koutrou and Pappous thought it was important to add it to the dimension. “This was deemed necessary, as the items reflected the uniqueness of the Olympic Games, as a mega event that promotes sport, education and cultural values” (Koutrou & Pappous, 2016, p. 278). Koutrou and Pappous concluded that the idea that “the event itself and the opportunity to develop social networks are important motivators among volunteers at the Olympics” (Koutrou & Pappous, 2016, p. 286).

2.6. Volunteer management at the Olympic Games

The basic parameters in the training of volunteers are different for every organising committee and partially depend on volunteers’ perceptions of the organising committees and their wants and needs for the Games (Panagiotopoulou, 2010). There are also different ways of managing volunteers at events. The most dominant one used by events is the “program management” model. In this model, volunteers are recruited and assigned a role that fits the event’s needs best and not necessarily what fits the volunteers’ needs best (Meijs & Hoogstad, 2001; Meijs & Karr, 2004). Researchers have critiqued this approach as “draconian” and “inflexible” by volunteers. For example, volunteers for the 2012 London Games could not switch roles. (Lockstone & Baum, 2009; Holmes, Nichols & Ralston, 2018).

2.6.1 Volunteer management Sydney 2000 Olympic Games

The management of the volunteer programmes at the Olympic Games changed at the 2000 Sydney Games. The recruitment of volunteers for these Games fell into two categories: Specialist Volunteers and General Volunteers (Kennett, 2005).

On 24 September 1993, Sydney was awarded the XXVII Olympic Games. From 15 September to 1 October 2000, the Sydney Olympic Games were held over 17 days and featured 300 events in 208 sports. Volunteers for the Sydney Games were recruited through a pyramid approach (Lockstone-Binney, Holmes, Shipway, & Smith, 2016). The information campaign for the volunteers for the Sydney 2000 Games started in 1998. It was estimated that the organisation needed 40,000 volunteers (Panagiotopoulou, 2010). The OCOG started the campaign with 500 “pioneer volunteers” who nationally promoted the volunteer programme (Fairley, Green, O’Brien, & Chalip, 2015). These volunteers also assisted with Games preparation, test events, and venue tours (Sydney Organising Committee of the Olympic Games, 2001). The recruitment for specialist volunteers began in September 1997. This phase was aimed at organisations that could provide these specialists (Lockstone-Binney et al., 2016). Students were recruited from universities in New South Wales, the host state, and were assigned roles mostly related to their study programme (Lynch, cited in Lockstone-Binney et al., 2016).

Volunteers could also apply for a position at one of the seventeen work sites. Each of these sites focused on a specific part of the Games. Four sites were situated within the Olympic Park. These sites were the: tennis venue, gymnastics venue, sponsor marquee and four regions of the common domain. There were also sites for single-sport venues (softball, cycling, equestrian, shooting, mountain biking, rowing and beach volleyball), multi-sport venues (Darling Harbour Olympic precinct), and non-competition sites (Olympic village, airport, Olympic family hotels, a volunteer residence hall, and the Uniform Distribution and Accreditation Centre (UDAC)) (Green, & Chalip, 2004). In the end, the organisation received more than 200,000 applications. Of these applications, 50,000 were accepted, and 46,967 applications were confirmed (Panagiotopoulou, 2010).

As mentioned before, The volunteers who were accepted were divided into two main categories:

- Specialist volunteers: “Those who were appointed to a role based on specific skills, e.g. a language, medical qualification, technical knowledge of the field of play of a particular sport” (Sydney Organising Committee of the Olympic Games, 2001, p. 169).

- General volunteers: “Those with a strong commitment to service who worked in roles with spectator services, transport, community information, etcetera.” (Sydney Organising Committee of the Olympic Games, 2001, p. 169).

All training was conducted by TAFE NSW, an education training provider. The volunteers for both the Olympic and Paralympic Games were trained together. For the job-specific training, TAFE NSW developed 1300 modules. These were used in conjunction with job-specific training videos. The training for these Games consisted of three main parts for all the volunteers: orientation training, job-specific training and venue training. All the staff and many volunteers also received leadership training (Sydney Organising Committee of the Olympic Games, 2001).

2.6.2. Volunteer management Athens 2004 Olympic Games

The recruitment of volunteers for the Athens 2004 Olympic Games started in 2002. The OCOG estimated that they would need around 54,000 volunteers. They received 165,000 applications, and they accepted 57,000 volunteers. In the end, of these 57,000 volunteers, 44,416 confirmed that they wanted to be a volunteer. The whole training programme was managed by the Organising Committee of the Olympic Games Athens 2004 S.A. (ATHOC) (Panagiotopoulou, 2010).

Although the ATHOC recognised that volunteers were crucial for the success of the Olympics, volunteerism in Greece was not a common social practice at the time (Beijing Organising Committee of the Olympic Games, 2007; Panagiotopoulou, 2010). To make the volunteer recruitment process a success, the process had to be planned in great detail. The department responsible for planning the recruitment phase was not only concerned with the different areas of needed expertise. They were also concerned with managing the volunteers’ expectations and making a change in Greece by showing the Greeks the social significance of volunteers at the Olympics and the country. The management and the placement of volunteers in various positions and sectors of activity were undertaken by the General Division of Volunteers established by the ATHOC. Its work was to:

- organise the campaign to recruit volunteers;
- work out the guidelines for the concept of the Training Guide for Volunteers and the training seminars;
- process the applications of the volunteers;

- look after the placement of each volunteer in the best possible way (Panagiotopoulou, 2010).

The recruitment campaign began in January 2001. One year later, the first official application to become a volunteer was released through the press and on the internet. The communication strategy was directed at two categories of volunteers: General and special categories of volunteers who would assist at the opening and closing ceremonies and some special skills volunteers (such as interpreters, doctors, and more). The collection of applications was completed at the end of April 2004. There was a total of 165,000 applications. Of these applications, 65 per cent were Greeks living in the country, 10 per cent were Greek nationals living abroad, and 25 per cent were foreigners. The organisation needed around 10,000 extra volunteers for the opening and closing ceremonies. Their recruitment was carried out by the Jack Morton Company, which also undertook the ceremonies' organisation (Panagiotopoulou, 2010).

The volunteers' training had three stages: basic training, training at the venues and test events, and specialised training for each activity sector. Due to delays in completing different competition venues, some training at venues took place only a few days before the Games' opening (Panagiotopoulou, 2010).

2.6.3. Volunteer management Beijing 2008 Olympic Games

For the 2008 Beijing Olympic Games, the organising committee saw one of the highest numbers of applications in the Olympic Games' past editions. There were around one million applicants, and 70,000 volunteers were selected. The selection process for Beijing 2008 was an intricate and lengthy process that consisted of different procedures. Volunteers were tested both on paper and oral. Interviews were conducted, volunteers did practical tests, and their political backgrounds were checked (Zhuang & Girginov, 2012).

According to the *Beijing 2008 Olympic Volunteer Training Manual* (2007), the volunteer training for these Games was aimed to enhance volunteers' knowledge and practical skills in four areas: generalist, specialist, stadium, and assigned positions (Zhuang & Girginov, 2012).

The *Beijing 2008 Olympic Volunteer Training Manual* (2007) is a 200-page long volunteer manual. In this manual, the Beijing Organising Committee of the Olympic Games (BOCOG) defined six types of volunteers.

1. “Towards Olympics” Volunteers

These were the volunteers that helped to build a ‘social phenomenon’ in China leading up to the Games. The main tasks of these volunteers included: “popularising the Olympic Movement and the concept of volunteer service, boosting public recognition and involvement, improving quality of the volunteer services, establishing mechanisms for mass participation in volunteer services activities, enhancing civic quality, building up Beijing’s new image” (Beijing Olympic Games Volunteer Work Coordination Group, 2007, p. 128).

2. Olympic Games-time Volunteers

Olympic Games-time volunteers referred to the volunteers that BOCOG directly recruited for the Games. They received training and accreditation and worked without receiving any form of payment.

3. Games-time Volunteers for the Paralympic Games

As the name makes clear, these were the volunteers who took part in the Beijing Paralympic Games. Like the Olympic volunteers, they also received training and accreditation and worked without receiving any form of payment.

4. BOCOG pre-Games Volunteers

The pre-Games volunteers were the volunteers that participated in routines or special activities of the BOCOG and offered service to the BOCOG at the preparation stage of the Olympic Games. They were recruited directly by the BOCOG. They received basic training and related professional training courses related to their specific roles.

5. City volunteers

BOCOG used around 400,000 city volunteers who were recruited through oriented and social recruitment. City volunteers were volunteers that had specially assigned working positions during the Olympic and Paralympic Games. These volunteers were spread over 2000 city services stands and offered regular services and professional services, like news services, television production, secretary services and commercial services.

6. Social volunteers

The social volunteers were the volunteers in the Chinese communities that helped create an Olympic atmosphere throughout the country. They spread Olympic concepts and culture, maintained social orders, optimised city environments and civilised behaviour, and promoted harmony in the communities, towns and villages.

2.6.4. Volunteer management London 2012 Olympic Games

The London 2012 Games were the first Olympic Games to occur under the 2011 revised Olympic Charter (Holmes, Nichols, & Ralston, 2018; Olympic, n.d.). It was the first time that the recruitment of volunteers for the Games was outsourced to a commercial company. In this case, it was McDonald's. Out of more than 250,000 applicants, 70,000 volunteers were chosen to be 'Games Makers' (Knight & Ruscoe, 2012). The people selected to become 'Games Makers' had to attend two training events in London and a third at their respective Olympic venues.

Recruitment

Holmes et al. (2018) researched how the London 2012 Olympic Games' management practices influenced the volunteer experience. For the application, people interested in a volunteer position had to fill in an online application form. People involved with a specific sports club were given a code to enter into the application form, so their form would get linked to that sport (Holmes et al., 2018). People could only enter individual applications, which became problematic for the organisers and volunteers alike, as couples and families often ended up in different roles and locations.

The interviews with the potential volunteers were held at centres around the United Kingdom. People who were deemed 'suitable' by the organisation then had to attend an orientation event in London. At this event, videos were shown to emphasise volunteers' importance for the Games (Holmes et al., 2018).

2.7. Volunteer management problems at the Olympic Games

The increasing number of volunteers since the 1980s has created new benefits for the OCOGS but also problems and more obligations. The volunteers need to receive training, be included in briefings, and work schedules need to be made for every volunteer. Some of the obligations are, for example, providing adequate training for the volunteers, briefing them

when there are any changes, providing transportation for volunteers, arranging security and more (Panagiotopoulou, 2010). The OCOG should not overlook the costs of the training and management of the volunteers. With the growth of the Games, the visibility of the volunteers grew with it. Due to these obligations, there are risks of volunteers being poorly managed. If these volunteers are poorly managed, there is potential to damage the Games' image and operations. Not only for one edition but any future editions as well (Belén Moreno Vélchez, A, 2011).

2.7.1. Retaining Volunteers

Managing volunteers can make or break an event. Do volunteers have a positive experience? Then they will be more likely to stay and return to future events. Do they have a negative experience? Then retaining the volunteers will be difficult. The effect on the volunteers' "sense of pride of being involved in the event" can be negative when it is managed poorly (Kim et al., 2010, p. 128; Miller, 1984). The complaint organisers hear the most from volunteers who do not return to an event they volunteer for: "things could be better organised" (Low, Butt, Ellis, Paine, & Davis Smith, 2007, p. 56).

2.7.2. Recruitment problems

It is challenging to create a recruitment process that will fit every volunteer's motivations and expectations; what one person likes does not mean that it works for somebody else. Although very few large-scale events have recruitment problems, it is not easy to place every volunteer in the best position (Blanc 1999). In 2014, it was reported that 240,000 applicants applied for the 70,000 volunteer spots that were available for the 2016 Olympic Games (Olympic, 2014). For most volunteers, the idea of volunteering at a big sports event like the Olympic Games is enough to apply for a position. However, this enthusiasm can create significant problems for large sports events (Blanc, 1999). The increased number of volunteers creates different organisational problems and obligations because most volunteers need to be trained instead of having professionals do the volunteers' job (Panagiotopoulou, 2010).

Blanc (1999) notes that "attempts must be made to involve volunteers as much as possible in the decision-making process for the inevitable operation adjustments to the plan". Including volunteers has three reasons. First, to make them "understand and take on board the changes to be made in the carrying out their respective tasks." Second, because it is a means of

retaining their commitment by making them feel valued. Third, because they are likely to provide concrete solutions based on their direct contact with the sport.”

2.8. Volunteers dropping out

Volunteers dropping out is probably the most basic problem of all organisations working with volunteers. The factors named by literature that make volunteers decide to drop out vary a lot and are based on multiple factors. According to Yanay & Yanay (2008), there is a relation between the reasons for dropping out and the dissatisfaction that comes from the difference between the reality and the image formed by the volunteer. Other reasons include: ‘misdirection and faulty placing of volunteers for a job, low level of challenge in the position, tension among the volunteers and professional staff, inefficient use of volunteers’ time, difficulty in dealing with a type of client, lack of professional support, and burnout (March & Simon, 1964; Blake & Jefferson, 1992; Haski-Levental, 2005; Lammers, 1991; Miller, 1989; Schindler-Rainman & Lippit, 1971; Solomon, 1997; Capner & Caltabiano, 1993; Cyr & Doerick, 1991; Wilson, 2000; Claxton, Catalan & Burgess, 1998, as cited in Yanay & Yanay, 2008, p. 67). When looking at the motivations and reasons from volunteers for dropping out, the literature defines individual factors, contextual factors and organisational factors that can contribute to the decision for a volunteer to drop out (Yanay & Yanay, 2008; Willems et al., 2012).

2.8.1. Dropping out and character structure

Dropping out is connected only indirectly to the goals and purposes of the volunteer. The dropping out is not what the volunteers expect from themselves when applying for volunteer position. There is a gap between what the volunteers are expecting from themselves in regards to the event and what their actual experiences are going to be during and after training. Therefore, “it is important to pay attention to the particular nature of the gaps and discrepancies between the volunteers and the managerial staff, particularly between anticipated and actual self-feelings in the organisational context of volunteerism. Hence, we can see both dropout and perseverance as two self-regulation models” (Yanay & Yanay, 2008, p. 68).

Willems et al. (2012) researched whether the reasons to quit volunteering are equal to volunteering motivations. They researched volunteers in scouting and guide groups. Although the cause is not similar to a mega-event, the subjects were still volunteers. The researchers

found that the motivations to volunteer and the reasons to quit were only the same in 56,6 per cent of the group using a set of ten factors that can be reasons for volunteers to drop out. Some of these reasons were relevant to Willems et al.'s (2012, p.892) research and not to the thesis but will be mentioned either way. The reasons for dropping out are:

- Struggles with other volunteers in the group
- Being too old to volunteer in the Scouts and Guides Movement
- Too little available time
- Few new opportunities
- Lack of higher level support
- Unhappy about own involvement
- Values mismatch with the Scouts and Guides Movement
- Keep good memories
- Next year's team preferences
- Other commitments

Of these ten factors, four of them are individual reasons for dropping out. These are 'Few new opportunities', 'values mismatch with the Scouts and Guides movement', 'struggles with other volunteers in the group', and 'the internal social dimensions'. When looking at the contextual reasons, 'not having enough time' and 'other commitments' were the most common reasons for volunteers to drop out.

2.8.2. Individual reasons

Volunteers feel more connected to a group of volunteers and their activities when they feel trusted, helped and appreciated. Within these groups, volunteers can influence each other in a positive way by supporting and helping each other. A negative influence can be volunteers who speak negatively about each other and put someone in a negative spotlight (Willems et al., 2012, p. 886). As mentioned in chapter one, Willems et al. (2012) defined four individual factors: 'few new opportunities to understanding', 'values mismatch with the movement related to the values', 'struggles with other volunteers in the group', and 'the internal social dimensions' (Willems et al., 2012, p.885, p.889, p.894).

2.8.3. Organisational reasons

The way volunteers are managed is often mentioned in the literature to be the main reason for dissatisfaction while volunteering (Jamison, 2003). Management is interpreted broadly. Inefficient use of volunteers, wrong placement without considering the volunteers' skills, and the lack of professional support from the organisation are reasons why volunteers decide to drop out (Yanay & Yanay, 2008). Although a certain permanence is desired from every volunteer, volunteers have the right to drop out at any given moment. In many cases, their reasons for dropping out came from a failure of the organisation to meet the volunteers' expectations and other avoidable factors (Vecina, 2017). These expectations and factors are mostly related to organisational and/or administrative problems faced by the volunteers. Some examples are time expectations, inflexible schedules and the cost and availability of local transport (Lockstone, & Baum, 2009).

As mentioned in 2.6.1., volunteers need to feel that the organisation values them and that they are of use to the organisation. Volunteers expect recognition from the organisation they are volunteering for. They need a feeling of belonging and receiving attention and an opportunity to influence a company's affairs. When volunteers experience this, they will be less likely to drop out (Miller, 1985; Yanay & Yanay, 2008). On the contrary, it is sometimes very complicated to limit volunteers to a precise role if they are highly motivated to give up their time and expertise without any thought of recompense. If the feeling of "having a claim" starts to arise, volunteers will start to feel important enough to the organisation (Blanc, 1999). In most cases, giving volunteers a say in how the organisation is managed will not be possible.

2.8.4. Contextual reasons

"The contextual role identity deals with those characteristics that a volunteer develops through continuous interaction with a particular context. As a result, during one's involvement as a volunteer in an organisation, additional contextual and/or organisational factors might gain relevance and thus influence the decision whether or not to leave the organisation after a while" (Willem et al., 2012, p. 884)

The reasons why volunteers drop out are not always related to organisational issues. There can be reasons that the organisation can do little or nothing to resolve. The most common of these issues are the changes in the volunteer's personal situations, for example, getting a new

job, family issues, burnout or different time commitments (McLennan, Birch, Cowlshaw & Hayes, 2008; Yanay & Yanay, 2008).

A different factor that can be a reason to drop out is the personal perception of a volunteer. Volunteers can decide to drop out because there is a discrepancy between reality and the volunteer's image of their role beforehand (Yanay & Yanay, 2008).

2.9. Summary

The 2016 Olympic Games were awarded to the city of Rio de Janeiro in 2009. These Olympics would be the first Olympics hosted in South America (Hover & Breedveld, 2017). These Games had a strategy that consisted of five strategic pillars. The ROCOG faced multiple issues leading up to the Games, which sometimes also caused issues during the Games itself. Volunteering at major-sports events, like the Olympic Games, are a one-time or sometimes annual sports competition. It is an event of a shorter duration and tends to be a higher profile than a sports league (Doherty, 2009, p. 187). The ROCOG volunteer programme received more than 242,000 applications and chose 70,000 volunteers. To be a volunteer at an Olympic event, a person needs to apply for a position. The application process of each LOCOG is different depending on the needs and resources. After the recruitment process is finished, the chosen volunteers receive training beforehand and on-site so volunteers will be able to do their job. The training contributes significantly to the efficiency of the Games. Volunteers at the Olympic Games do not receive any payments for their work. The main reward lies in the “fulfilment of personal goals through carrying out the assigned tasks and functions within the framework of a macro-organisation” (Moragas et al., 2000, p. 150).

Volunteers are important for a host city for economic, political, cultural and athletic reasons. Volunteers have been used since the first modern Olympic Games in 1896, where the volunteers came from the scouts, the army and the families involved in the Games' organisation. There are two editions of the Games that changed the way of utilising volunteers at the Games in a significant way. These were the 1952 Helsinki Olympic Games, where the volunteers received any form of training for the first time and the 1980 Games which for the first time used volunteers who not only came from organisations, but individuals could also apply on their own. Organisations need to understand the motivations of their volunteers as they most likely are different for each volunteer. There are three categories of motivations and

incentives for volunteering: purposive, solidary, and material. Similar to the motivations of the volunteers to volunteer at the Olympic Games, volunteer management at the Olympic Games is different for every organising committee. This partially depends on volunteers' perceptions of organising committees and the local conditions. Volunteer management problems are recurring for each OCOG, where recruitment problems and retaining volunteers are the most common issues. When looking deeper into why volunteers drop out, there are three reasons why volunteers decide to quit, individual, contextual, and organisational.

Chapter III: Research Methodology

Volunteers dropping out at the Olympic Games is a phenomenon that happens at every recent edition. From their early planning stages, OCOGs are already calculating the risk of volunteers dropping out or not showing up at the Games. In most editions, the number of volunteers that dropped out did not cause any problems. However, the Games in 2016 came close to experiencing the dropout of volunteers as an issue. As mentioned in chapter 2.1.3., depending on the source used and venues you look at, the percentage of volunteers who dropped out at the Rio 2016 Games varied from 30 to 70 per cent.

This thesis aimed to research a possible connection between the initial motivations to apply for a volunteer position at the Rio 2016 Games and their decision to drop out. Interviews were conducted with volunteers to get qualitative data, mainly on the motivations to apply for a volunteer position and the reasons to drop out.

3.1. Objectives

The research had the following objectives:

- Research which motivations volunteers had when applying for a volunteer position at the 2016 Summer Olympic Games.
- Research if the non-fulfilment of the initial motivations was the main reason for volunteers to drop out during the 2016 Summer Olympic Games.
- Research what the reasons and circumstances were for the volunteers at the 2016 Summer Olympic Games and what made them decide to drop out.

3.2. Data collection

Motivations to apply for the Olympic Games have been researched in the past. As mentioned in chapter 1.2.1., Koutrou and Pappous (2016) defined five themes containing 26 different types of motivations. On the other hand, research which specifically looked at the reasons for volunteers to drop out at the Olympic Games was not found. However, there has been research conducted by Yanay and Yanay (2008), which looked at volunteers dropping out of long-term volunteering commitments.

Interviews

The interviews were held with seven volunteers that dropped out during the Rio 2016 Olympic Games. The interviews took place between 14 November 2020 and 2 January 2021. Interviews were chosen as the primary method for collecting data. Although a survey would have given greater numerical information, by holding interviews, the volunteers were given the opportunity to speak more freely and in more depth about the subject than, for example, a survey would have done. The interviews were semi-structured and were held through the video call program Zoom. Zoom was chosen because it provides a recording option.

All the volunteers were found through social media. One of the volunteers who replied to the social media was already a direct connection from the researcher. The messages that were put on social media mentioned the following criteria: volunteers needed to have volunteered at the Rio 2016 Games and had dropped out during the Games. Volunteer roles, age, nationality or reasons to drop out did not matter. The message was posted twice on personal Facebook, Instagram, and LinkedIn pages. Besides the personal pages, messages were also posted on two Facebook groups and one Whatsapp group. One Facebook group was for international volunteers, and the other was for volunteers who worked at the Carioca 1 arena at the Rio Games. The Whatsapp group had volunteers that had volunteered at the Rio 2016 Games. Participation in the interviews was voluntary.

The interviews were semi-structured. There were seven questions prepared to give some structure and guidance to the interviews. The questions can be found in appendix I on page 38. The interviews were analysed on the following themes: previous volunteer experience, motivations to apply, the application process, expectations about the Games, reasons to drop out, influence from the organisation to change the volunteers' decision to drop out, and if they would volunteer again.

Volunteers

Initially, the participants were supposed to be only volunteers who dropped out during the Rio 2016 Olympic Games. However, very few volunteers reacted to the online messages that were put out and shared on social media and WhatsApp groups. To give more volunteers a chance to talk about their experiences at the Games and to get different perspectives, there was also an interview with a volunteer who was accepted but received the role during the Games had already started. The other interview was with a volunteer who was forced to drop out by the

ROCOG. The ROCOG made this decision because the volunteer could not be in Rio de Janeiro at the time that ROCOG wanted them to be there. The volunteer had to lie to the department responsible for the volunteers at the Games to let them back in. The volunteer was successful in doing this.

The table below gives an overview of all the interviews that were held. The table includes the interviewee's number if they dropped out and a note section. The note section can include extra information regarding the interview. For example, the language it was done in or any other extra information regarding the interview.

Volunteer	Dropped out?	Note
1.	Yes	
2.	No	This volunteer is a personal connection. This interview is the least formal interview out of the seven.
3.	Yes	The interview was held in Dutch
4.	Yes	
5.	Yes	We did some talking before the recording of the interview started. So we started with the first question right away. This person had some difficulties speaking, and some answers were a bit short. Nevertheless, we managed to communicate.
6.	Yes	
7.	Yes	

Table 4: Overview of interviews

Confidentiality

In each interview, any form of identification of the volunteers is anonymised. Anonymised parts are name, age, nationality, native language, national broadcasters, and athletes' names from the home country.

3.3. Data analysis

Thematical analysis

The interviews were manually coded through a thematic analysis. There were seven themes which emerged during this process, and each theme was given own colour for coding purposes. The themes and corresponding colours are listed in table 4 below.

The analysis consisted of four steps. First, when the volunteers' answers corresponded with one of the themes, it was marked with the responding colour. Second, after the colour marking, each part received a code. Third, the codes of the marked parts were put together per theme to see if there were recurring answers within the themes. The fourth and last step was writing up the results. The coded interviews can be found in appendixes II, IV, VI, VIII, X, XII. The themes per interview can be found in appendixes III, V, VII, IX, XI, XIII, XV.

Theme	Colour
Previous volunteer experience	Red
Motivations to apply	Yellow
The application process,	Green
Expectations about the Games,	Turquoise
Reasons to drop out,	Lila
Influence from organisation to change decision	Dark green
Would volunteer again	Grey

Table 5: Themes and colours

Motivations

To put more structure to the motivations analysis of this thesis, the answers given in this part were structured after Koutrou's and Pappous motivational scale (2016). This scale is explained in paragraph 1.2.1.

3.4. Evaluation

In the early stages of this research, it was considered that doing both a survey and interviews would be the best methodological approach. However, due to the thesis's objectives, it was more important to understand the context of the decision instead of hard

data. Quantitative data would have been useful to identify all types of motivations and reasons to drop out. However, because previous literature only focuses on motivations and dropout reasons with long-term volunteering commitments, this research is an exploratory investigation of these motivations and dropout reasons are the same for short-term volunteering.

When people start with a survey, there is always the risk of people dropping out during surveys due to not understanding one or more questions. By holding interviews, it is easier to explain questions or specific meanings of words than with surveys.

One of the practical reasons to switch to interviews was that it would be difficult to get enough volunteers to respond to the survey. In the end, it turned out to be also challenging to find enough volunteers to interview. Due to these difficulties, the interviewee criteria were made broader to reach more volunteers. This switch made it possible to discuss the problem from different angles.

3.5. Summary

Both surveys and interviews were considered as the best methodological approach in the early stages of the thesis. However, due to the thesis's objectives and practical reasons, it was essential to understand the context of the decision instead of hard data. The thesis has three objectives. 1. Research which motivations volunteers had when applying for a volunteer position at the 2016 Summer Olympic Games. 2. Research if the non-fulfilment of their initial motivations was the main reason for volunteers to drop out during the 2016 Summer Olympic Games. 3. Research what the reasons and circumstances were for the volunteers at the 2016 Summer Olympic Games and what made them decide to drop out. Semi-structured interviews were held with seven volunteers to gain qualitative data. All the volunteers were found through social media. The criteria for the volunteers to be eligible to be interviewed changed after very few volunteers reacted to the online call. To get more perspectives on the subject, there were also interviews with a volunteer who was supposed to receive a role but received notification of their role too late and had to drop out during the Games without working any shift. The other interview was with a volunteer who was put in a difficult situation. This volunteer was accepted, then denied a place, and they eventually had to lie to get their volunteer position back. The interviews were manually analysed through thematic analysis.

There were seven themes that emerged through this process, and each theme has its own colour for coding purposes. These themes can be found in the appendices.

Chapter IV: Results

4.1. Introduction

This chapter will introduce the results of the seven interviews conducted for the thesis to answer the main research question: Was there a connection between the motivations of volunteers to volunteer at the Rio 2016 Olympic Games and the reasons for them to drop out? The following subquestions helped to answer the two main research questions: RQ1 Is there a connection between the initial motivation to apply for a volunteer position and the Rio de Janeiro 2016 Olympic Games? And RQ2 Why do these volunteers drop out?

- Did volunteers already have volunteer experience before volunteering at the Rio 2016 Games?
- What were the motivations to apply for a volunteer position at the Rio 2016 Olympic Games?
- What were their thoughts about the application process?
- What were the expectations about the Games after the application process?
- What made the volunteers decide to drop out?
- Could the organisation have done something for the volunteer to change their decision?
- Would volunteers who dropped out volunteer again at an Olympic event?

4.2. Introduction to the interviews

This chapter will introduce the qualitative results of the thematic analysis that was conducted through the interviews. The results are divided into the following themes: previous volunteer experience, motivations to apply, thoughts about application process, expectations about the Games, reasons to drop out, could the organisation have changed your decision, would you volunteer again at an Olympic event and anything else. The first seven themes respond to the questions that were introduced in chapter 4.1. The ‘anything else’ category is dedicated to answers given by the volunteers that do not fit in one of the themes but are seen as contributing to the research.

4.3. Themes

Previous volunteer experience

This first theme relates to the following subquestion: Did volunteers already have volunteer experience before volunteering at the Rio 2016 Games?

When asked about previous volunteer experience, each of the seven interviewees had previous experience. Some of them already had experience for many years prior to applying for a volunteer position at the Games. Only volunteer six mentioned that they had previous experience with volunteering in a multi-sports event. Four different fields were mentioned by the volunteers, and most of them had volunteer experience in sports. More specifically, the volunteers with experience in sports were coaching or assisting in their sports clubs. The other fields the volunteers had experience in were organising events with the scouts, and one volunteered at a synagogue.

Motivations

The second theme corresponds with the following subquestion: What were the motivations to apply for a volunteer position at the Rio 2016 Olympic Games? As mentioned in paragraphs 1.2 and 2.5.3. Koutrou and Pappous (2016) defined five different categories of motivations people have when applying for a volunteer position at the Olympic Games. These five categories are ‘Patriotism and community’, ‘Career orientation and other rewards’, ‘Love of sports and the Olympics’, ‘Interpersonal contacts’, and ‘Personal growth’.

Most of the interviewees said they had multiple motivations for applying for a Games volunteer position. Interviewee seven was one of the volunteers who had multiple motivations and said, "My biggest personal motivation was to participate in the biggest sporting event in the world. Besides that, because I was graduating from college as a physical education professional, I wanted to know more of the process of the organisation of the Games. Besides that, it was obviously a great opportunity for my curriculum."

The most common motivation that the volunteers shared was that they wanted to be part of the ‘Olympic experience’. The reasons that were mentioned are broad. Volunteers mainly wanted to be part to see and learn how the Games work behind the scenes. Other reasons were “knowing it from a young age (interviewee two)” and “I could not go as an athlete, but I still want to experience it (interviewees two and four).” These motivations can be placed in the ‘Love of sports and Olympics’ category. The other motivations mentioned by the volunteers

can be placed in the ‘Career orientation and other rewards’ and ‘Personal growth’ categories. An example for the ‘Career orientation and other rewards’ category is “Because I was graduating from college as a physical education professional, I wanted to know more of the process of the organisation of the Games (interviewee seven)”. An example of the ‘Personal growth’ category is “I wanted to be a volunteer just to help the people there (volunteer three).

The application process

The third theme answers the subquestion: What are the thoughts about the application process? Each volunteer answered the question regarding what their thoughts were about the application process for the 2016 Games. The volunteers were asked to share what they liked or did not like about the process. The opinions given by the interviewees can be divided into three parts: general, content and contextual parts of the process they liked or did not like. The general opinions are about the application process as a whole. The opinions regarding the content are about the content of the application process. All the opinions regarding the context are related to the factors surrounding the process, for example, the communication about the process.

Most of the interviewees liked the application process in general. The ‘simulation game’ part of the application process was liked the most. The communication surrounding the process was disliked the most.

General

The opinions on the application process as a whole were diverse. Three interviewees said they liked the process overall, and three said they thought the organisation took too much time with the whole process.

Content of application process

There were mixed opinions on the content of the application process. Interviewees one, three, four and six liked the game they had to do during the process. The interviewees said that in this game, they were given different situations and had to choose one of the options given to them to respond. The interviewees gave mixed opinions when looking at the other components of the application process.

Language tests

Interviewees three and five mentioned that with the language testing, the organisation only tested the reading and listening abilities of the volunteers. They questioned if this would work well enough. “How do they know I speak the language good enough? (Interviewee five)”

Group interview

Interviewees three and five gave opinions on the group interview they had to do at the end of the application process. Interviewee five liked the interview part the most. The fact that they got to see other people that were going to be volunteers as well and interact with them. Another part of the application process who some interviewees liked was the group interview each volunteer had to do.

Interviewee three had a different experience “I felt that we did not get enough space to talk about what we like and what we wanted out of it. So for me personally, that was not the best experience (interviewee 3).”

Context of application process

Only interviewees 1 and 3 gave opinions regarding the context of the application process. Their opinions relate most to the communication surrounding the process. The communication around the process was described as unclear on multiple levels. The issues they mentioned are:

- The communication about the continuation of the process after the interviewees got their confirmation.
- Unclear how the organisation could be contacted if a volunteer had a question or was experiencing issues.

“I would have preferred that there was a central person that monitored the application. Because at some point, it was all pretty uncertain and vague about whom we could talk to. When you had questions, there was no one to send an email to or something. Especially when we got accepted. By the time we got accepted, you did not receive your schedule. You did not know what was going on (volunteer one).”

Expectations

The answers given by the interviewees within this theme will answer the following question
What were the expectations about the Games after the application process?

The volunteers mentioned three themes when asking them if they had any expectations about the games after the application process.

1. No expectations

Interviewees two, three, five and seven said during the interviews that they did not have any expectations about the Games after the application process. “Nah, not really. I do not think I had that many expectations back then. I only wanted to be a volunteer very badly (interviewee three).” “I did not have any expectations. I just wanted to get there and be a volunteer (interviewee five).”

2. Professional gain

Interviewee four said that they expected that volunteering at the Games would profit them in a professional matter. In their words, ‘After being a Rio Olympics volunteer, I hoped for good business in my academy.’

3. Expectations about the Games

Besides interviewees three and four, each interviewee mentioned in their interviews that they had expectations about the Games. They had expectations about different parts of the Games. Interviewee five expressed their worries about the Games process because, in their opinion, the communication during the application process “was worrying enough to be worried for the Games.” Interviewees six and seven expected to be volunteering at the Games would be a team effort.

Reasons to drop out

As suggested by Yanay & Yanay (2008) and Willems et al. (2012), there are three categories of reasons for volunteers dropping out contextual, individual and organisational reasons.

Contextual reasons are reasons that the organisation cannot influence. Individual reasons are reasons that come from personal experiences during volunteering, either with other volunteers or the organisation. Organisational reasons are reasons that are related to the management of the event. Contextual reasons were less common among the interviewed volunteers.

Contextual reasons

There were few common themes found in the reasons listed as contextual reasons for dropping out. Interviewees three, six and seven had similar reasons as they were unable to work all the shifts they received. Interviewee three could not fulfil this due to personal commitments. Interviewee six was available for the minimum of ten days but was given more shifts than they could work. Interviewee seven could not work these shifts because they could not afford it to stay in the city because of financial reasons. Interviewee four had a car accident in Rio de Janeiro, which resulted in them not being able to work at the Games for two days before they had to drop out.

These reasons are all in line with what is written in the literature review in chapter two. All three of the reasons that were mentioned as reasons for dropping out could not have been influenced by the OCOG as they were all related to the volunteer's personal situations.

Individual reasons

The individual reasons for dropping out mostly came from experiences with the management of the Games. Interviewee two received their schedule two weeks before the start of the Games. They could not be in Rio de Janeiro for their first shift. When they contacted the volunteer management team, interviewee two was told that they could not be a volunteer anymore and that they could not move them to a different role. Interviewee two was able to get in contact with the volunteer management again, and after telling them a lie, they were moved to a different volunteer role.

“Yeah, but it was not my fault. I did not want to lie. They made me lie. I had to lie (interviewee two).”

For this reason, the ‘individual reasons’ come the closest. Although interviewee two did not drop out in the end, their reason has been put under both ‘individual reasons’ and ‘organisational reasons’. For ‘individual reasons’, the researcher could if the non-flexibility of the organisation was a common way in management to handle these types of situations. For ‘organisational reasons’, whether or not it was a common issue, we could argue that it is still an administrative issue from the management of the organisation and thus an organisational reason for dropping out.

Organisational reasons

Although organisational reasons were not often explicitly mentioned, they were weaved through most of the reasons. Interviewee 1 dropped out due to schedule changes and it being impossible for them to get back to their apartment safe as there was no public transport going at the end of the shift. They tried to arrange a shift change, but the organisation did not allow this.

Interviewee two did not drop out in the end but was pushed by the organisation to do so. They had to use a lie to get their volunteer role reinstated. We do not know the actual reason from the organisation why they could not help this specific interviewee. For interviewee 5, a similar issue happened, as they received their confirmation of the volunteer role after the Games started, which is an organisational issue. Interviewee 5, in the end, did not volunteer at all. They ended up flying to Brazil and receiving their role three days after the Olympic Games had already started. They did not accept their role, so they did not volunteer at all.

Could the organisation have changed your decision?

Each volunteer was asked if the ROCOG could have done something to change the volunteer's decision to drop out. Each interviewee had their individual reason(s) if the organisation could or could not have changed their decision to drop out. The biggest reason for interviewee 1 was not the organisational part but the fact that the organisation did not cooperate with them to guarantee their safety while returning to their apartment.

Interviewees two, five and six all mentioned reasons relating to improving the communication coming from ROCOG. Interviewees two and five said they would have liked to know their shifts and place of work earlier. The interviewee compared the process at the Rio de Janeiro Games with those for Pyeongchang (Winter Olympic Games 2018) and Tokyo (Summer Olympics Games 2020). In the words of interviewee two, the ROCOG "Was more open to understand you", whereas the local OCOGs of Pyeongchang and Tokyo would not reply. Interviewee six said that if their communication had been arranged differently, they might have stayed. They did not want to leave but had to return to their home country either way.

The ROCOG would not have been able to keep interviewee three in Rio de Janeiro due to other commitments of the interviewee. They said it might have helped if the ROCOG would have responded sooner to the emails they sent. However, the interviewee doubted that.

Interviewee seven believed that the ROCOG could offer to help by providing accommodations for the volunteers. They shared the idea that the ROCOG should have teamed up with local schools and universities so that volunteers would have accommodation provided for them.

Would you volunteer again at an Olympic event?

Except for interviewees two and five, each volunteer dropped out during the Games. Each interviewee, including number two and number five, was asked if they would volunteer again at an Olympic event if they were given the opportunity. Except for interviewee five, who said maybe, each volunteer said they would volunteer again at an Olympic event.

Anything else?

The interviewees were given the opportunity to express other opinions they had on the application process and the Games if they wanted to. Most of the interviewees gave ideas on how to improve the experience for the volunteers.

The first idea comes from interviewee six. They suggested asking volunteers how many days they are actually available. The LOCOG requested volunteers to be available at a minimum for ten days. Some volunteers are available for this minimum amount of days. Some are available for a longer period of time. By asking the volunteers the exact number of days they are available, it creates the opportunity for the OCOG to schedule the volunteers more efficiently. This way, they could place volunteers with minimum availability at sports that do not take the full Games and volunteers that can stay longer at sports that take longer.

Interviewees one, three and six gave statements that did not have similarities. Interviewee 1 talked about the invitations and described the time period they received them leading up to the Games. They said it was too late, but “It was not as late as my friend (interviewee 1)”. Although interviewee one did not like how their situation was handled, they said, “I would not generalise what happened to me to all of the Olympics. I have heard from other people that volunteered at the Olympics, and they said it was totally different”.

Interviewee three mentioned they had a nice experience and “would certainly recommend it to people”. However, they understood why people at the Rio Games decided to drop out. “I

heard stories from other arenas, and not everything was managed very well (interviewee three).”

Interviewee six shared that they really liked their time at the Games. “The Maccabiah Games and the Pan Ams were amazing, but Rio was the best!”

4.4. Summary

The results from the interviews can be split up into seven themes that emerged through the manual coding: ‘previous volunteer experience’, ‘motivations’, ‘the application process’, ‘expectations’, ‘reasons to drop out’, ‘if the ROCOG could have changed their decision for dropping out’, and ‘if the volunteer would volunteer again at a future Olympic event’. When looking at the answers given by the interviewees, we can say that every volunteer had some previous experience, and most of them gained the experience through volunteering in sports. Most of the interviewees had more than one type of motivation to apply for a volunteer position at the Olympic Games. These motivations fit best in the following three categories of Koutrou and Pappous’ (2016) motivational scale: ‘Love of sports and Olympics’, ‘Career orientation and other rewards’, and ‘Personal growth’.

The application process, in general, was liked by all the interviewees. The communication surrounding the process was disliked the most. When asked about their expectations for volunteering at the Games, four of the seven interviewees did not have any expectations. The other three volunteers had either positive expectations, such as getting good work experience or negative expectations because of the communication from the ROCOG they experienced.

The reasons for dropping out can be put into three categories, contextual, individual and organisational reasons. Organisational reasons were the most common reasons for dropping out of the Games, followed by contextual and individual reasons. When asking the volunteers if the organisation could have changed their decision of dropping out, none of the volunteers gave a full yes or no answer. Instead, the interviewees gave a lot of ‘if’ answers, meaning that they might change their decision if the organisation changed a specific part. When asked if the interviewee would volunteer again at an Olympic event in the future, except for one interviewee, everyone answered yes.

Each interviewee was given the opportunity to express other opinions on the application process and the Games if they wanted to. Multiple interviewees gave ideas on ways how the organisation of the Games could improve the experience for the volunteers.

Chapter V: Discussion, Conclusions & Suggestions for Future Research

This chapter will discuss the results of the interviews. It will have the conclusions and will give suggestions for future research.

5.1. Aim of the study

The study aimed to research the connection between volunteers' reasons for dropping out from the 2016 Summer Olympic Games and their initial motivations to volunteer.

5.2. Summary of the results

The interviewed volunteers had previous volunteer experience. The main motivation for most of them was that they wanted to be part of the Olympic Games in general and wanted to be part of the experience, which fits the 'Love of sports and Olympic' motivation category. Most interviewees liked the application process in general, but they mentioned the communication from the ROCOG as the part they disliked the most.

Once again, communication was mentioned again as an issue during the Games. When asked about the volunteers' expectations about the Games, most of them had no expectations. They were just glad that they could be a volunteer at the Games.

Volunteers dropped out for a variety of reasons. They dropped out because they could not be available for the whole competition period due to a change in the schedule, financial issues, and a car accident. When asked if the LOCOG could have done something to change their decision, the thing that was mentioned most often was better communication. Except for one volunteer, each interviewed volunteer wants to volunteer again at an Olympic event in the future.

5.3. Objectives

The thesis had three objectives and two research questions, RQ1

Is there a connection between the initial motivation to apply for a volunteer position and the Rio de Janeiro 2016 Olympic Games? and RQ2 Why do these volunteers drop out?

Each objective will be repeated in this chapter and followed by an answer.

- **Research which motivations volunteers had when applying for a volunteer position at the 2016 Summer Olympic Games.**

The volunteers had multiple motivations for applying for a volunteer position at the 2016 Summer Olympic Games. The most common motivation to apply was that the volunteers wanted to experience what it is to be a part of the Olympic Games. Some of them applied to get personal gain in the form of relevant work experience.

- **Research if the non-fulfilment of the initial motivations was the main reason for volunteers to drop out during the 2016 Summer Olympic Games.**

There were no volunteers who mentioned that the reasons they dropped out were related to their initial motivation to apply. So, within this research, no connection could be found.

- **Research what the reasons and circumstances were for the volunteers at the 2016 Summer Olympic Games and what made them decide to drop out.**

Most of the reasons for the volunteers dropping out can be traced back to late, wrong, or difficult communication from the ROCOG. Volunteers had to drop out or lie to stay in the volunteer pool because their schedule was sent too late by the ROCOG. The volunteers' schedules changed on short notice, which resulted in them dropping out because of safety issues. Can we define communication problems as management issues? In this case, we should define communication problems as management issues. Communication issues were often mentioned in this research as the biggest problem. This resulted in most cases of volunteers dropping out.

5.4. Research hypothesis

Most of the volunteers who decided to drop out at the Rio de Janeiro 2016 Olympic Games decided to drop out because their motivations were not fulfilled.

5.5. Justification of the research

Olympic volunteers' motivations have been researched many times, but why volunteers decide to drop out much less frequently. As Yanay & Yanay (2008) mentioned, the factors that make volunteers decide to drop out vary greatly and are based on multiple factors. It depends on the context of the questions that are asked, the time, circumstances, vague memories or life histories. They defined three types of reasons why volunteers decide to quit, organisational, contextual and individual reasons. However, these reasons are connected to

volunteers who are in a long-term volunteer commitment. There is little to be found on volunteers who decide to drop out at a short-term commitment like the Olympic Games. Understanding these reasons can, most importantly, help to prevent issues for future OCOGs and potentially offer volunteers a better experience.

5.6. Influence on literature, policy and practice

The main goal of this thesis was to research the connection between the reasons why volunteers decided to drop out during the 2016 Summer Olympic Games and their initial motivations before applying for a volunteer position at these games. As mentioned in the beginning, part of this thesis is offering future OCOGs advice on reducing the chances of volunteers dropping out. The following sections will further discuss the influence on the literature regarding short-term volunteering, volunteer policies at the Olympic Games, and the actual practice for future OCOGs regarding the volunteers at the Olympic Games. This will be based on the results from this research and will also include practical applications.

5.6.1. Influence on literature

The researcher looked at multiple literature sources that discussed different perspectives on the motivations of volunteering and reasons for dropping out of volunteering. The results from this thesis that will be of influence on the current literature will be discussed in this section.

Motivations for volunteering at the Olympic Games

The other literature on motivations from volunteers has given many perspectives that can be linked to each other. Where Clary et al. (1998) defined the six common motivational functions which can occur in volunteers. Koutrou and Pappous (2016) defined five different categories of motivations specifically for people when applying for a volunteer position at the Olympic Games: ‘Patriotism and community’, ‘Career orientation and other rewards’, ‘Love of sports and the Olympics’, ‘Interpersonal contacts’, and ‘Personal growth’. Panagiotopoulou (2010) and Moragas et al. (2000) go into the basic motivations of Olympic Volunteers, as mentioned in table 2 on page 25.

Based on the results, there is no great overall motivation that can be added to complement either Clary et al.’ (1998) or Koutrou and Pappous’s (2016) research. The suggestion is to add ‘Being part of the Olympic Games’ as one of the basic motivations for volunteers from Panagiotopoulou (2010) and Moragas et al. (2000). It would fit into either ‘understanding’ or

‘career’ from Clary’s research, and the ‘Love of Sport and Olympics’ of Koutrou and Pappous.

Reasons for volunteers dropping out

During the period of researching and writing this thesis, the researcher did not discover any existing literature that focuses on short-term volunteering. The relevant part of the literature that was found and used in this thesis discussed volunteering as a long-term commitment. When combining the found literature, the reasons for dropping can be divided into three categories: two categories: contextual, individual and organisational reasons (Yanay & Yanay, 2008; Willems et al., 2012). As mentioned in chapter 1, contextual reasons for dropping out are factors that an organisation cannot influence as they often involve personal reasons such as ‘not having enough time’. Individual reasons for dropping out comes from personal experiences volunteering with other volunteers or the organisation (Willems et al., 2012.). Organisational issues are broadly interpreted as it includes reasons like ‘the inefficient use of volunteers’ and ‘lack of professional support of the organisation’ (Yanay & Yanay, 2008). Both Yanay & Yanay (2008) and Willems et al. (2012) found that there is a relationship between the reasons for dropping out and the dissatisfaction that comes from the difference between the reality of volunteering and the image formed by the volunteers prior to their experience.

Similarities and differences

The findings from Yanay and Yanay (2008) and Willems et al. (2012) come from empirical research on long-term volunteering. Although this thesis had an exploratory tone and looked at short-term volunteering, there are similarities and differences between the literature about long-term volunteering and the results from this thesis.

The similarities between the literature and the results are:

Contextual reasons

Volunteers can always decide to drop out because there is a discrepancy between reality and the volunteer’s image of their role beforehand (Yanay & Yanay, 2008).

Individual reasons

Reasons for dropping out are not directly connected to the initial motivations of a volunteer to

start volunteering. For the volunteers who were interviewed, dropping out of the Games was only connected indirectly to the goals and purposes of the volunteer.

Organisational reasons

Management issues on the organisational level is a common reason for dropping out. The reason for dropping out mentioned the most in the interviews was communication issues between the volunteer and the organisation of the Games or the specific department.

The differences between the literature and the results are:

Individual, contextual, and organisational reasons are the main reasons for dropping out. The non-fulfilment of motivations is not the main reason for dropping out. For the interviewed volunteers, the reasons for dropping out are not solely just ‘contextual’, ‘individual’ or ‘organisational’ reasons. It is often a combination of these reasons for dropping out instead of one main reason.

5.6.2. Influence on policy

This section will discuss the influence of the thesis results on the policies for volunteer management

Allocation of volunteers

All volunteers are asked to be available for at least ten days. The issue with this is that there are sports whose competition program will be as short as two or three days and other sports that will take the whole Olympic Games to finish up. Volunteer seven proposed the idea of allocating volunteers based on their availability. Some of the possible advantages that future OCOGs can have by allocating volunteers based on their availability are:

- Fewer schedule changes. By asking about their exact availability, the assumptions can be made that volunteers will ask for fewer schedule changes as it would fit in their availability.
- More efficient use of volunteers. As there are events with short durations, volunteers are used for a short time. These volunteers can be done multiple of these events. This will reduce the number of volunteers needed.
- Not pushing volunteers into expenses than they cannot afford.

All of these possible advantages can have disadvantages as well. Giving volunteers roles solely based on availability does not work well for every Games department. For some roles, volunteers need to have a specific background. Think of medical roles and certain sport-specific roles as two examples.

Using volunteers for multiple events will put more pressure on the logistical and training side of things. Logistically, not all events with short durations might be located near each other during future Games, making it very difficult to use volunteers for multiple events. In the case of it working out logistically, on the volunteer training side, the volunteers need to be willing to put in more hours for training for multiple events.

5.6.3. Influence on practice

This section will discuss the influence of the results on the executive side of Games management of the application process

Communication

Communication was the biggest issue for the volunteers that were interviewed. Based on the results and the suggestions that the interviewees gave, the following recommendations are defined:

- Clarify and expand the ways of contacting the OCOG. It was unclear for some of the interviewees how they could contact the LOCOG of the Rio de Janeiro Olympic Games, future OCOGs should make this information better available. Expanding the ways of communicating can be done in different ways. Either by adding specific social media channels for volunteers or appointing a few contact persons for continents or regional areas.
- Transparency of the recruitment phase and continuation after this phase. To add to this is also the responsiveness of the OCOG. Instead of ignoring emails, answer them. Either personally through the phone, email or another form of communication.
- Sending out working schedules earlier. By sending these schedules earlier, the organisation allows the volunteers to make arrangements earlier and thus reducing the chances of them dropping out.

Recruiting phase/recruitment problems

Based on the results, there is not much that should be changed during the recruitment phase of the application process. Greater transparency about the whole process could help volunteers to understand what they are signing up for. Transparency should be returning on multiple levels in the process and the during the Games. For example: how many volunteers the OCOG needs, the planning of the process and the training afterwards, what a day could be like as a volunteer and more.

Enough volunteers at all times

By allocating volunteers based on their availability, future OCOGs can optimally use their time. Using a volunteer who is available for the whole period of the Games and giving them a spot at the triathlon is not efficient. This person could have been placed at a sport like basketball that will take almost the whole duration of the Olympics.

5.7. Future research

The subject of this thesis can be looked at from different angles for future research. Each of them will be briefly explained below.

Non-fulfilment of motivations

Although there was no direct connection between the initial motivation to apply and the reasons for dropping out in this research, it does not mean that there could not be a connection. Literature suggests that this happens in long-term volunteer commitments, so it is feasible that this is also the same for short-term volunteer commitments like the Olympic Games.

Quantitative point of view

This thesis looked into the qualitative side of why volunteers dropped out. The interviews gave an insight into different reasons for dropping out. By conducting qualitative research, one can see which reason occurs most often. This will help future OCOGs to prepare and adjust the volunteer management strategy to prevent these issues.

Different editions of the Games

The answers given by the volunteers are only connected to the 2016 Summer Olympic Games. However, volunteers dropping out is an issue that has been occurring in former editions of the Games, and it will probably happen in future editions as well. It would be

interesting to see if there are differences in volunteer dropout reasons between the Summer and Winter Olympic Games and maybe even the Youth Olympic Games.

Different cultural backgrounds

Discussing the volunteering legacies of different host cities made it clear that not every host country had an existing volunteering culture. Thus, people can have different views on volunteering based on the country they were raised in. It would be interesting to see if the dropout rates are higher with volunteers from countries where volunteering is less common or if their dropout reasons can be related to this.

5.8. Conclusion and discussion

Most of the interviewees said they had multiple motivations for applying for a Games volunteer position

This thesis aimed to look at the connection between the volunteers' reasons for dropping out from the 2016 Summer Olympic Games and their initial motivations to volunteer. The hypothesis was that most volunteers dropped out because their initial motivations were not fulfilled. Looking at the answers given by the volunteers, most of the interviewees said they had multiple motivations for applying for a Games volunteer position. No volunteer reported dropping out due to the non-fulfilment of their initial motivations because their main motivation was that they wanted to be part of the Olympic Games. There is a returning theme in the reasons why volunteers dropped out: the communication of the ROCOG in the negative sense of the experience. Although communication was not directly mentioned as a reason to drop out, most of the dropout reasons could have been prevented if the communication had been arranged better. The volunteers mentioned these issues at different moments of their ROCOG volunteer experience interviews.

The first mentioned moment of a communication issue was in the application process. The interviewees believed that the process was too long, and the communication with the LOCOG was slow, or they were not helpful when volunteers experienced issues. The second moment took place between the application process and the actual Games. Volunteers received their schedules too late, resulting in them dropping out before the Games started. This dropout could have been prevented if the ROCOG had looked into the situation from the volunteers and tried to give them a different role instead of shipping them off and ending their volunteer

journey. In an organisation like the Olympic Games, this might be too much work, but if we look at volunteer number two, who got back in by lying, it is not impossible. The third moment the communication issues are mentioned is during the actual Games, which was the schedule change for volunteer one, which resulted in that volunteer having to drop out because they could not get home anymore.

Discussion

For the 2016 edition of the Olympic Games, communication issues were the main reason for volunteers to drop out. But could better communication from the ROCOG have prevented volunteers from dropping out? No, as it would not be the solution for every volunteer. Some volunteers dropped out due to reasons out of their and ROCOG's control, like the car accident that interviewee six mentioned. Although the issues mentioned by interviewee three (study abroad) and interviewee seven (financial issues) could not have been prevented, these volunteers could have been used more efficiently by the ROCOG. This way of using volunteers would not only have been profitable for the ROCOG but also for future LOCOGs, and the volunteers. Volunteers available the longest can be given roles at places where they are needed the longest. Volunteers that are available for just the minimum of ten days should be given volunteer roles at positions required for these days. Or a combination of these short volunteer roles. This way, future OCOGs can reduce the chance of volunteers dropping out because they are not available long enough. For the volunteers, it would enhance the feeling of experiencing the Games as a whole and keeping their opinions on the Olympic Games on the positive side.

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APPENDIX I: Interview questions

1. Did you have any previous volunteer experience before volunteering at the Rio 2016 Olympic Games? Think of this in the broadest sense. For example: sports, health care, education etc.
2. What were your personal motivations to volunteer at the Rio 2016 Olympic Games?
3. What did you think of the application process for becoming a volunteer? Where there things you liked or did not like?
4. After the application process, did you have certain expectations about how the Games would work out for you as a volunteer?
5. Where did you volunteer, and what was your volunteer role? What kind of tasks did you need to do?
6. What made you decide to drop out?
7. Could the organisation have done something to keep you on board as a volunteer? If yes, how could they have done this? If not, why not?
8. Would you volunteer again at an Olympic Event? (Summer, Winter or Youth Olympic Games?)

APPENDIX II: Colour coding interview 1

R: First thank you for helping me out. You are the first volunteer that I am interviewing, so I am also trying to see if the questions I have for you are fitting well. So the first question I have for you is: Did you have any previous volunteer experience before volunteering at the Rio Games?

V: Yes, I am from [home country], and in [home country] I am part of the scouts. Basically, I always organise and do volunteering in events. They can be very small, and they can be regional. So I had around six years of experience, before volunteering at the Olympics.

R: That's quite long. And did you also have volunteering experience at an Olympic Event before volunteering at the Rio Games? And what were your personal motivations to apply?

V: I am a professional athlete from [home country], and I couldn't qualify for the Olympics at that time because I was very young and didn't make these qualifications. Therefore, I decided that I really wanted to be part of the event to see how it worked and everything. So I decided to apply for a volunteering position, and yeah that is it. That was the main reason for me.

R: So, being part of the experience and gaining some extra knowledge about how it works. I don't know if you know, but I have also been a volunteer at the Rio Games at the [Sport] arena. Do you remember how the application process was? What do you think about the application process? Where there things you liked or didn't like?

V: I remember we had an interview. In the beginning, I remember we had the test. No, no, no we had the portal, and then we had the interview and then we had language tests. And how you would react in certain situations. I think it was good. I would have preferred that there was a central person that monitored the application. Because at some point it was all pretty uncertain and vague about who we could talk to. When you had questions, there was no one to send an email to or something. Especially when we got accepted. By the time we got accepted, you didn't receive your schedule. You didn't know what was going on.

R: And also, because the organisation was sending out all the confirmations and more. Like did you receive the confirmation early enough or was it too late?

V: It wasn't as late as my friend. Hers was way way later. Some of my friends received them during the Olympics. Once they were already in Brazil, at that moment, they received the confirmation. Mine was at a fair time, but not necessarily on time. The tickets were already very expensive. If I had it received a couple of months before, I would have paid a couple of [valuta] less. So, yeah it wasn't the best, but it wasn't that bad comparing to others.

R: For me personally, it was just three weeks before we started so it was quite late as well. So yeah.

V: So my friend, she decided to book a ticket and just come with us. If she was going to volunteer; if not, she would just watch the Games. She received it just five days after arriving in Brazil. That is kind of late.

R: Wow, that's late [both laughing]. I don't know if we are talking about the same person. I reached out to a different [nationality] women. Her name is [name]?

V: Yeah, that's her!

R: She told me that a [nationality] friend, I don't know if that's the same girl you were talking about?

V: Yeah, yeah me and [name] were together there, and the friend that was joining was the friend who got her invitation late.

R: She told me that, and I was honestly shocked that something like that would happen. But it really happened. Just a more basic question, what volunteer role did you have and in what area or sport did you do it?

V: I was at the tennis courts. I think my job was to make sure that the venues looked okay. That everybody was seated, to open the gates and check the tickets and stuff like that. So most of that.

R: So you were wearing one of the green shirts, I think?

V: Yes

R: I had a yellow one. So as you mentioned, you dropped out of volunteering. Can you tell me more about the reasons why you decided to drop out?

V: So I decided to drop out, I think after two or three weeks. Because I was, by the time, at the first two weeks my schedule was perfect, but then I had schedules that ended at one AM or three AM. And by the time I would get back to my apartment there would be no metro, no nothing. I tried to talk to somebody, and they told me that they couldn't change the schedule because it is what it is. So I asked if they could find somebody to replace me that had a more convenient place to stay. That if someone was local, they may had a car, maybe that I could go back with the metro. There were simply no taxis at three AM. And it wasn't so safe. When no one took care of the problem, I decided that it wasn't safe for me to go at my apartment at three AM, because we booked an Airbnb. So yeah, those were my main concerns. So yeah I was [age] at the time. It wasn't the safest thing to do at [age] years old to go back to my apartment at the three AM. I think, managerial wise, there was not really a team that I was working with. I just go to my shift, I knew what to do, or I just searched for someone and ask them. There was not really someone to guide me or tell me what to do. I was kind of lost mid-shift.

R: I feel you on that one. I think I was [age] back then. And I was lucky to have a place nearby at walking distance, which was around thirty minutes. It was pretty close to the Olympic Village even. But at [sport] our shifts also ended at 1 AM or later, and people tried to travel together as much as possible. I had the same security concerns about it as you had. But the fact that you didn't have a team did that surprise you? Maybe based on the application process?

V: Yeah, I had expectations that in the field, it would be different than during the application process. To me, the application process had many things for people, so it was normal to get lost. At the venue, we were with around fifty volunteers. So fifty volunteers should be easier to handle and organise, but yeah I was disappointed.

R: And if your volunteer manager had arranged something with your schedule, would you still considered dropping out?

V: No, I wouldn't have considered dropping out honestly. Cause I mean, the organisational thing was annoying, but it was not the most critical thing to change my mind. I mean, I was okay with it for two weeks I only had one week left. I could have handled it. It was just the safety part going back to the apartment. And all of my friends, because we booked the Airbnb together, they all finished their shifts at 2 PM or 3 PM, so I was the only one that had to get home that late of the night. That's why.

R: That is so similar to my experience. I rented an Airbnb with girls I had never met, but they all had early morning shifts starting at 7 AM and finishing at 2 PM, and I sometimes started at 2 PM and finished at 1 AM. It is so similar! So the last question I have for you, with these experiences in the back of your mind would you still, maybe want to apply again for any Olympic Event?

V: I would. I wouldn't generalise what happened to me to all of the Olympics. I have heard from other people that volunteered at the Olympics, and they said it was totally different. That it depends on the country. Japan, for example, is way more organised than other countries. I would definitely volunteer again. We will see.

R: Did you apply for Japan?

V: I didn't! Because it was supposed to be this summer, and this summer I just couldn't. So I hadn't planned it. So no. Did you?

R: Yes, I did, and I also got in again, so that made me happy.

V: Yeah, I think getting in the second time is easier the first time is the most tricky.

R: Yeah, I think from all the people from my volunteer group, I think five of us applied again, and only two got accepted. You never know if you accepted a second time even though you had previous volunteer experience at the Olympics.

V: Oh, okay, I guess it depends on what they need maybe?

R: I think I was just lucky. That were all the questions that I had for you. So thank you for your time, and maybe we will meet in the future!

V: Yes, thank you!

APPENDIX III: Sentence coding interview 1

Previous volunteer experience

Sentence	Code	Colour
in [home country] I am part of the scouts	Volunteer experience in scouts	Red
I always organise and do volunteering in events.	Organizes events and volunteers there	Red
So I had around six years of experience	Has six years of experience	Red

Motivations to apply

Sentence	Code	Colour
I decided that I really wanted to be part of the event to see how it worked and everything	Wanted to learn about the Games	Yellow

Thoughts about application process

Sentence	Code	Colour
And how you would react in certain situations. I think it was good.	Liked some parts	Green
I would have preferred that there was a central person that monitored the application	Preferred different form of coordination	Green
Because at some point it was all pretty uncertain and vague about who we could talk to.	Unclear ways to communicated with the organisation.	Green
When you had questions, there was no one to send an email to or something.	Unclear ways to communicated with the organisation.	Green

By the time we got accepted, you didn't receive your schedule. You didn't know what was going on.	Unclear communication	Green
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Expectations

Sentence	Code	Colour
I had expectations that in the field, it would be different than during the application process.	Expected differences from the application process	Turquoise
So fifty volunteers should be easier to handle and organise, but yeah I was dissapointed.	Didn't match the expectations	Turquoise

Reasons to drop out

Sentence	Code	Colour
I was, by the time, at the first two weeks my schedule was perfect, but then I had schedules that ended at one AM or three AM.	Schedule changed	Lila
And by the time I would get back to my apartment there would be no metro, no nothing.	No transportation to get home	Lila
There were simply no taxis at three AM. And it wasn't so safe.	Safety concerns	Lila
It wasn't the safest thing to do at [age] years old to go	Safety concerns	Lila

back to my apartment at the three AM		
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Could the organisation have changed your decision?

Sentence	Code	Colour
I mean, the organisational thing was annoying, but it was not the most critical thing to change my mind	Organisation was not the main reason	Dark green
It was just the safety part going back to the apartment.	Safety was main reason for dropping out	Dark Green

Would you volunteer again at an Olympic Event?

Sentence	Code	Colour
I would.	Would volunteer again	Grey
I would definitely volunteer again	Would volunteer again	Grey

Anything else?

Sentence	Code	Colour
About the invitations being send out: It wasn't as late as my friend. Hers was way way later. Some of my friends received them during the Olympics	Late receiving confirmation	Purple
She received it just five days after arriving in Brazil. That is kind of late.	Late confirmation	Purple
I wouldn't generalise what happened to me to all of the Olympics. I have heard from	Each LOCOG is different	Purple

other people that volunteered at the Olympics, and they said it was totally different		
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APPENDIX IV: Interview 2

R: So first question, before applying to be a volunteer at the Rio Games. Did you volunteer before somewhere else?

V: No, it was the first time I was a volunteer. First time applying. I was a volunteer in some clubs in my city but not at sports events.

R: Okay, so you did volunteer for something else?

V: Yes, I was a coach in my example. I hadn't been a volunteer in big events like the Games.

R: For me, it was also the first time.

[Both laughing].

R: And the second question, what were your reasons to apply? What were your personal motivations to apply to be a volunteer?

V: Uhm, because I knew I wanted to be a part of that kind of Games from when I don't know when I was ten years old. For example, last year there was an athlete coming to my classroom explaining why he was an athlete, what his goals were and he explained that to be selected for that kind of events wasn't his main goal when he was young. But now, he was training to get selected for that. But for me, when he was speaking, I was like, oh for me it was like the contrary. I knew I wanted to get in the Games. I didn't know how, but I realised that I couldn't go as an athlete because I am quite bad.

[Both laughing]

V: So, I wanted to go. How do you say that? In another way?

R: Yes

V: So that was the reason.

R: I had the same, when I look back at the time I was younger, seeing the Olympic Games on television, and thinking “Oh, I want to go there as well!”. Then when you get older, you realise “I am not that good in any sport, but I still want to be part of this. How can I do this?”

[Both laughing]

R: I had the same thing, I was like ‘How can I go there? Be a volunteer! Be a part of it all!’. And so we both did, and so we met [both laughing]. But just to summarise, you wanted to be a volunteer, just to be part of the whole Olympic experience?

V: Yeah, not only for the Olympic experience. I didn’t know there were volunteers in a lot of events. Remember for the Sochi Olympic Games? Do you know Martin Fourcade?

R: Yeah not sounding really sure isn’t he the main person for Paris 2024 now?

V: He is one of them, but not the main one. That is Tony Estranguet. He is from biathlon.

R: Oh yeah, that is why I recognised his name!

V: So I remembered that the journalist that was on tv, he told that Martin Fourcade’s sister was a volunteer for those games. At that moment, I knew I wanted to be a volunteer for Rio at least that I would apply.

R: Yeah for me, I liked being a volunteer at my own club. The Olympic Games always had something special for me. At first, I wanted to wait, but then I realised that 2016 would possibly be my only chance. Because with the next summer Games, I would have been graduated and may have a job which wouldn’t give me the space to volunteer at an Olympic Games.

R: But just to come back to the question, did you have any goals while being a volunteer? Was there something you wanted to gain from the experience?

V: I just wanted to be part of it as a whole. Just to feel the adrenaline. In [native language] we say “To have stars in the eyes”, you see a lot of things happening around you, and I didn’t ... I... working in the mixed zone was the main dream, but I wasn’t expecting it. I knew it would

be difficult. But for example, when the teachers were asking me what I wanted to be when I was at school. I always replied with that I wanted to be a primary school teacher or a journalist. So, I also wanted to be at the games, not as a journalist but to work with them.

R: If I say it correctly, to do see how it works.

V: Yeah, that's it.

R: So, the next question that I have for you. So as you probably remember, after we did the application. We had a few steps to do. What were your, if you can still remember it because it was four years ago, what were your expectations for the Games? For example, a lot of team spirit, more solo work, long days, short days? Just anything you might remember.

V: I wasn't anything [both laughing] no. I didn't see all these steps as a way of how the Games were going to be organised. I was just doing every step because I was asked to do them.

R: But did these steps create some expectations?

V: No, I saw all the steps as a selection. And even during the interview when we were asked by the manager to tell who we were. I didn't see that as something we would do there.

R: Okay

V: I was quite, for example, I know that you were accepted for Tokyo and I wasn't. It was the same for PyeongChang, Pyongyang. Which one is it?

R: The 2018 one?

V: I don't remember which one. Pyeongchang? Pyeongchang!

R: Yes, because the other one is in North Korea.

V: Yes! But I don't know which one is in North Korea though [both laughing]. So in Rio, they tried to I think I was selected because of what I did. Because of all the tests, we had to do. Because for Pyeongchang and Tokyo I don't know why they didn't choose me. That I

needed to prove more that I am really involved, maybe? You know? I quite liked the application process for Rio.

R: Would you change anything about it? Or was this good?

V: We didn't have any [uhm] Portuguese test, and I was learning Portuguese for two years only to get a better chance of being selected. To show them that I was able to speak basic Portuguese, but I couldn't prove it. Besides that, I liked the process.

R: So we talked a bit on Instagram, and you told me that although you didn't drop out, they were forcing you to do so, but in the end, you didn't. So can you explain what happened?

V: I am quite proud of it!

R: I understand!

V: Because I knew I got selected in January, I think, or December. The end of the year before the Games. And I didn't have anything scheduled... you that you didn't have something then.

R: Yeah, that you don't have anything planned for that time.

V: Yes, and I didn't know where I was expected to work. They told me that on July the 13th. I remember that. In that summer I wanted to make a big America trip. I was beginning to work with real salary in September. I remember that I was in New York, and it was on the 13th of July. And they told me that I had to get to Rio and start working on the 28th of July. So they told me two weeks before, I had to be there at the 28th. But you can't tell me two weeks before the beginning. Why can't you tell me in January when I planned everything to get there at that time. You paid everything, your flights, your accommodation, and that was really really expensive.

R: It was really expensive.

V: I couldn't change anything because on the 28th I was in Guatemala. So I couldn't change. I called them. I remember that I was in New York, and I called from there to Brazil with my [nationality] line

R: Ooh, that is expensive!

V: And the girl told me that if I couldn't be there on the 28th, I couldn't be a volunteer anymore. And I was like, I call you can't tell me that now. I am absolutely sure I wouldn't be there on the 28th. I will still be in Guatemala. My accommodation in Rio would start on the 6th of August, so I couldn't be in Rio. She told me "Sorry, I cannot do anything" and she hung up on me. I was really shocked. I worked three summer's to pay for that trip. Not only the Rio trip but also for South America. So I spend a lot of money for that dream to stop like that. So I asked a volunteer, I told a volunteer about that. She told me that she had the e-mail of the main responsible person for the volunteers. So I got that email, and wrote her an email and made up a big lie. I told her that my uncle works for [television station in home country]. I know someone working for them, but not my uncle. He was following all the steps to become a volunteer in Rio, and he was filming all the steps of the process. [television station] couldn't know how they were acting with the volunteers. You know what I mean?

R: Yeah, I think I know what you mean. You mean that [television station] was documenting the whole process of the application. It was more of a 'threat'. In the sense of "If I tell them this, you will have a problem" right?

V: It is not like they would have a problem. The thing is, everyone will know about it.

R: It would be like a reputation slash image thing, right?

V: Yes, [television station] was the main broadcaster here [home country] for the Olympic Games. And the next morning, I had an e-mail telling me that my schedule would start on the sixth.

[both laughing]

V: So, that is the main thing I am proud of.

R: I understand, I understand, that is impressive [laughing]! Just with the size of the organisation. It is a big organisation! Convincing somebody like that and he/she is like "we are going to change everything for you, here you go!"

V: Yeah, but it wasn't my fault. I didn't want to lie. They made me lie. I had to lie. Otherwise, I would have lost all that money. For example, our place was really far from the city centre. As a tourist, I didn't want to stay there for two weeks far from all the places I want to visit. I wouldn't stay in that apartment because it was more expensive than the other places in the city.

R: That was my main reason why I wanted to be close enough, and it ended up being is walking distance. That was just fine, but indeed it was quite expensive. But fast forward, you arrived in Rio met us in the apartment and started working as a volunteer. How was that experience for you? I hope positive, but tell me what you liked most about it.

V: I was in the language service team, but I wasn't really translating. I have a diploma in Spanish language. I was going to translate from Spanish to [native language], and from [native language] to Spanish. I am able to communicate in English, but not translate. Translating is a real job. As I was in the fencing arena, they didn't need a lot of translation. The fencers are not that famous. So no one needed me to translate. The Spanish journalists wanted only to interview the Spanish speaking fencer, the [native language] journalists only wanted to interview the [nationality] fencers. I didn't have to translate, and I was actually quite glad that I didn't had to. Because I didn't have to translate, I was spending all my time with the mixed zone team. I preferred working with them. Although their manager was not my manager, most of the translators of the language service team stayed in the media centre and didn't see anything. I preferred to stay in the mixed zone and help the journalist. Even if it was not about language. I didn't work in my team, but I really really liked it.

R: I remember from my arena, the language services volunteers had the same problem. The only people that needed translation were the Chinese and Japanese athletes. The rest of the translators ended up in the media centre or in the mixed zone. Because some were ill or had to go earlier that kind of stuff, so they had the same solution as you had. So but you had a good experience, and that is the most important. But now, when looking back at it, was it all positive? Or were there things that if they would have changed that it would have been even better?

V: I would have preferred to know earlier my first day of work and the place where I would work. Then, during the first month, they were quite open. In June, when you were calling them, they were trying to find solutions. Comparing to the Pyeongchang process and the Tokyo process where they were closed. They wouldn't reply or replied something very strict. Whereas Rio was more open to understand you.

R: You mean to help?

V: Yes, in the beginning, I was expected to work at the Maracana for the volleyball. And that was my first task, but that was in April. That was the reason I couldn't go to them. But, I told them that I had booked a place in August near the Olympic centre and that I wanted to work there. They tried to find a solution for me because the shift that had to start on the 28th was at the Olympic Village, which was really close to where we stayed.

R: Even with the volunteer stuff for Tokyo, I know what my job is going to be there, I still don't know when I need to be there. Because it says "sports management team member" now, so I expect that I need to be there earlier to like explain things to others. Maybe one week or two weeks? I still don't know when and how everything will go. I got an email address, and it is indeed that you get a very short answer or not an answer at all when you email them.

R: I think I have only one question left for you. Let's see, I think you already gave an answer to this question: Would you apply again to be a volunteer at an Olympic event. For you, I think the answer is yes because you mentioned you applied for PyeongChang and Tokyo as well. But how do you think about it?

V: You may know that I got accepted with the [nationality] committee to volunteer in Tokyo. So I will be a volunteer but not with the Olympic Organisation.

R: Oh! Congratulations!

V: Thank you!

R: So that were all my questions that I had for you. I will stop the recording now

APPENDIX V: Sentence coding Interview 2

Previous volunteer experience

Sentence	Code	Colour
I was a volunteer in some clubs in my city but not at sports events.	Previous experience	Red
Yes, I was a coach in my example. I hadn't been a volunteer in big events like the Games.	Sport volunteer experience	Red

Motivations to apply

Sentence	Code	Colour
I knew I wanted to be a part of that kind of Games from when, I don't know, when I was ten years old.	From a young age	Yellow
I knew I wanted to get in the Games. I didn't know how, but I realised that I couldn't go as an athlete because I am quite bad.	Inspired by others	Yellow
So I remembered that the journalist that was on tv, he told that Martin Fourcade's sister was a volunteer for those games. At that moment, I knew I wanted to be a volunteer for Rio at least that I would apply.	Inspired by others	Yellow
I just wanted to be part of it as a whole. Just to feel the adrenaline.	For the experience	Yellow

Thoughts about application process

Sentence	Code	Colour
We didn't have any [uhm] Portuguese test, and I was learning Portuguese for two years only to get a better chance of being selected. To show them that I was able to speak basic Portuguese, but I couldn't prove it.	Couldn't show the organisation everything	Green
I quite liked the application process for Rio.	Liked the process	Green

Expectations

Sentence	Code	Colour
I wasn't anything [both laughing] no. I didn't see all these steps as a way of how the Games were going to be organised. I was just doing every step because I was asked to do them.	Saw it as steps, not as expectations	Turquoise
No, I saw all the steps as a selection. And even during the interview when we were asked by the manager to tell who we were. I didn't see that as something we would do there.	Saw it as steps, not as expectations	Turquoise
working in the mixed zone was the main dream, but I wasn't expecting it. I knew it would be difficult.	Didn't expected to get dream role	Turquoise

Didn't drop out

Sentence	Code	Colour
So they told me two weeks before, I had to be there at the 28th. But you can't tell me two weeks before the beginning	Late communication	Lila
And the girl told me that if I couldn't be there on the 28th, I couldn't be a volunteer anymore.	Was told that they couldn't be a volunteer anymore	Lila
She told me "Sorry, I cannot do anything" and she hung up on me.	Rude behaviour	Lila
Yeah, but it wasn't my fault. I didn't want to lie. They made me lie. I had to lie.	Had to lie to stay in	Lila

Could the organisation have changed your decision? (influenced in this case)

Sentence	Code	Colour
I would have preferred to know earlier my first day of work and the place where I would work.	Receiving information earlier	Dark green
Comparing to the Pyeongchang process and the Tokyo process where they were closed. They wouldn't reply or replied something very strict. Whereas Rio was more open to understand you.	Rio was more human	Dark green

Would you volunteer again at an Olympic Event?

Sentence	Code	Colour
You may know that I got accepted with the [nationality] committee to volunteer in Tokyo. So I will be a volunteer but not with the Olympic Organisation.	Will volunteer again	Grey

APPENDIX VI: Colour coding interview 3

R: Hi! How are you doing?

V: Hi! I am good, thanks

R: So, I guess we should come straight to the point to not waste any time. So, at first, I want to thank you for your time, and your willingness to help me with my thesis. So let's start with the first question. Did you have any previous volunteer experience before volunteering at the Rio 2016 Olympic Games?

V: I did have some previous volunteer experiences, more in the sense of for my student fencing club in my university city. I have been on the board for two years as a treasurer and even during my time as a treasurer but even as a member before and after I was on the board. I helped with our yearly tournament most of the time, I was assisting in the morning with the payments from people. When the competitors came in to register, they would pay, and then I would take care of the financial part of it. Most of the time, I was a competitor myself, so when I lost and got eliminated from the tournament, I always helped after getting eliminated. Even if it was for technical stuff or writing results down, calculating scores etcetera, etcetera, etcetera. So yeah, I had some previous volunteer experience.

R: Wow, you have indeed some experience. Do you still volunteer for them?

V: Occasionally, not that much anymore because of my jobs.

R: Were these experiences a reason for you to apply for the Games? Or did you have any other motivations to volunteer at the Rio 2016 Olympic Games?

V: They were one of the reasons. Why did I want to be a volunteer? I think I had multiple reasons to be a volunteer. So mostly, so foremost, I think that I wanted to be a volunteer just to help the people there, and the athletes. I didn't care that much about what I wanted to do there. Foremost, like helping there and actually being a part of the Olympics the event that I have been watching for so long. Not even a specific summer Olympic Games, because I also like the Winter Olympic Games. Especially with the [nationality][event that can be traced back to the nationality of the interviewee] which we are very good at. A different reason for me goes back a bit longer before I went to university. [Home country] was considering

hosting the [year] Olympic Games, because it would be [years] after the [city][year] Olympic Games. The Olympic Games just have something magical for me. So like, my first memory of the actual Olympic Games was [Olympic athlete with the same nationality as the interviewee] which is a [nationality] swimmer winning gold at the Sydney 2000 Olympic Games. Even though I was [age] years old... yes I was [years] old back then. Seeing [pronoun] and [Olympic athlete with the same nationality as the interviewee], another [nationality] swimmer, win gold at these Games, was so magical for me. Especially I was a swimmer myself, not a good one though, seeing somebody from your own nation win gold was so inspiring for me. Then years later, you realise that you are not good enough, and especially also with financial restrictions, that you don't have the aid to help. But we are getting off, off the subject. But, so, yeah, I like, I am not a typical kind of athlete that is good at every sport. I really like watching sports, so being at like the top event of the world, being there would be amazing. Then, although I didn't care much about where I would end up as a volunteer, we had the opportunity to give our preferences. Like what role you wanted to do.

R: Although you did not care too much about where you would end up, did you fill in your preferences on the form at the end?

V: I don't remember exactly. I remember that I would liked to do something related to my bachelor, which I was studying for at the time.

R: Oh, that's smart, which bachelor did you or do you study?

V: I am already done, but I studied for my bachelor in communications, I wanted to do something that had something to do with that. So either at a press centre or as a press service volunteer, what ended up to be my role at the Games. I think that was my actual first preference, and then just the actual field of play so helping out. I actually don't even remember my third one. So [laughing] to make it more of a short answer, I wanted to be at the Games just to be part of the experience, and secondly, I wanted to apply because of my education because I was studying for my bachelor's degree. Getting some work experience in, and although you are a volunteer, so you have the easy job, you still get a lot of different insights from a big event like this. So it would be like a very worthy and helpful experience. In the end, it turned out to be. It really helped my getting an upgrade to my CV because a lot of people ask about it.

R: It is indeed a great opportunity, and I agree with you. Most of the time, you don't have the hardest jobs to do as a volunteer, but it is still a great experience being apart of an event as the Olympic Games.

V: Very true!

R: And what did you think of the application process for becoming a volunteer? Where there things you liked or did not like?

V: I remember with the actual entering, with the first form you had to fill in, I remember that we had to fill in a lot of things. You even had to fill in your passport number already, which I thought was strange back then. But it was mentioned that they needed to check that you didn't have any criminal record, so I was like 'Okay fine'. Like my [age] old self was like 'okay fine, I wanted to do this so no problem'.

R: Was there something else you didn't like?

V: The communication was not very clear, because I thought that we would have received some form of communication about: how many people applied, how many people would get dropped after every single round, what kind of rounds we would have to do, what they were going to ask from us, what are they going to test us on. After the initial application form, I got the invitation of this kind of game simulation something. Which was fun, though, but I don't know.

R: What did you have to at the game simulation?

V: What did we do there? Oh yeah! So you got the invitation to this simulation game I just mentioned, which was very fun by the way. Because you saw different parts of Rio de Janeiro, and at the different parts, they asked you a question. With each question, you would have four options to choose from, and no answer was wrong, but when you could easily see what answer was the best fit. Based on your answers, you could score points for I think 'friendship' and 'respect'. After that, I got an invitation for the language testing.

R: For which languages?

V: English, German, French and Spanish

R: That's a lot of languages!

V: [laughing] I know! So my native language is [language], my second language is English, which I started learning in primary school. I also had German and French in high school, and I had two years of Spanish in university, but that is my weakest languages.

R: What did you think of the language testing?

V: They obviously need to test people's language abilities, because they also need translating services for athletes that don't speak certain languages very well. So I did that. I did not score that well on the German, French and Spanish tests, but I did score well at the English language test. So yeah, that helped. And then I think it took them a really long time, maybe a year even, that I got an invitation for the interview stage, which turned out to be a group interview, which was fun.

R: Did you think they had a good view of you as a person/volunteer?

V: So after that interview, I thought that based on what was asked of us, and what we had to do, how was it even possible for them to know how to use my skills to the best? How do they even know, based on the simulation, language, and interview, how can they even figure out what I am like? So the interview was a group interview, and we had people from all over the world in the interview. We had to give a short introduction of ourselves, choose one word to describe the Olympic Games, we had a group assignment which we had only five minutes to prepare for. Which was really hard to do, because, with different internet speed connections, some people were more outspoken than others myself included. I felt that we did not get enough space to talk about what we like and what we wanted out of it. So for me personally that was not the best experience.

R: What happened after the interview?

V: After that, which was only a month later, I remember it was in October of 2015 and in November of 2015, I got the confirmation that I was selected as a volunteer. And a funny thing is, when I got the email, we got sent to a certain link where you had to fill in your volunteer number. At first, it said that I wasn't accepted, which I was obviously sad about. Ten minutes later, people were posting messages that it did work, and I saw that I was chosen as a volunteer. After that, we received all the e-learning stuff, which was okay. I understand

that you need to do some general training. So yeah, it had some positive sides and some negative sides.

R: So, what are your opinions on the application process in general?

V: In general, I think that the application process was okay, but it took the organisation way too long. I got the confirmation in November 2015, and I emailed them several times that I was going to study abroad after the Olympic Games. So I needed to know exactly when I was supposed to be there, and in what area I was needed so I could arrange my flights. Even taking into consideration that I maybe had to fly from Brazil to Spain, because I was going to study abroad in Spain. Instead of going from Brazil to [home country] to Spain. They could not give me any answers. So in January, I just booked a flight, and I hoped that I could experience the whole Games, but obviously I didn't, but I guess you are going to ask about that later because you want to know why I dropped out.

R: [Laughing] yes, indeed!

V: So I booked that flight with the best intentions to Brazil, which was the cheapest in January. Which would make me arrive in Rio ten days before the actual Games started. Which was also nice to be a tourist. So let's see, I think I received the exact confirmation of my role only three weeks before I was supposed to leave to Rio, which was quite short notice, because having the political situation in the back of my mind from Rio de Janeiro, and Brazil in general. It was not the safest place at all. I didn't want to book an accommodation which is too far from the area I need to work at. So that cost me a lot of money, like way more than if I booked on in January. This costed me like three times more than I had in mind. For my own, safety I did not want to take a bus, train or metro or whatever there was in Rio. I wanted to be close, just to be as safe as possible. So, luckily enough, I was able to find an accommodation that shared with five other volunteers from different countries. Which, in the end, from door to door, so from the apartment to the Olympic park, it was only a thirty-minute walk. Which was fine for me.

R: Ah, cool! Although it is a shame that you had to pay so much money.

V: Yeah, I made peace with it, but it took some time

R: But did that change your expectations of the Games?

V: Nah not really. I don't think I had that many expectations back then, I only wanted to be a volunteer very badly.

R: So, in the end, you got your volunteer role and schedule. Where did you end up?

V: In the end, I ended up at, I still don't know if I pronounce it correctly, Carioca 1, which was the arena at Olympic park where the men's basketball tournament and a part of the women's basketball tournament took place. I was working there as a press services volunteer. Overthere I worked at the press tribune inside the arena.

R: Oh, nice! And what did you do there?

V: The work there was not that difficult. We, as a team, had a morning and evening shifts. Actually, it was not actually a morning shift, because the earliest shift started at 12 PM. Everybody had to do morning and evening shifts. For my team at the tribune, our main tasks were: making sure that the journalists and other people who did media coverage were sitting at their respective places. Most of them had reserved spaces at the 'tabled tribune'. The other journalists had to take place at 'non-tabled tribune'. But after only one day we experienced that we did not have enough places. The annoying thing was that the non-tabled tribune was mixed with spots that people actually bought tickets for. Most of the time we couldn't even do our jobs, because we would be standing in the way of the visitors to properly see something of the match. So that was fun, sarcasm, that was not fun.

R: Okay, Okay, so now comes the big question.

[Both laughing]

R: Why did you decide to drop out?

V: I actually did not want to drop out. But I simply had to. Like, I never got a solid response on any of my emails from when to when I was needed. And I simply couldn't rebook my flight to Spain. Even before I was supposed to go to Spain, I was supposed to go to Finland, and that was starting a week earlier than in Spain. So I booked the flight, and I needed to leave earlier. In the original plan, when I was supposed to go to Finland, I would come home from Brazil, be home for 36 hours, and then fly to Finland for four months. So not much time to be home and go away again. But in the end, it switched to Spain for different reasons. It

would be way too expensive for me to rebook my flight. So I had to leave a few days before the Games ended. So me dropping out, had nothing to do with the organisation. Those were solely my personal reasons because I was going to study abroad.

R: Would you have stayed longer if you could?

V: To be fair, If I could have stayed longer, I would have stayed longer. Because I was really having the time of my life, obviously nothing goes perfectly, but when I look at my team manager and even the stadium manager, they were so nice. I told them on the first day, “I am so so sorry I cannot stay the full term. So can we do anything to make this work?” And they were like, “You are volunteer, you are not obligated to stay here if you cannot stay. You have a legitimate reason to leave”. It had nothing to do with the organisation. Sometimes it could have be more strict and more organised, but it worked fine.

R: So I guess the organisation could not have done something to keep you on board as a volunteer?

V: They simply couldn't keep me on board. They couldn't have done anything. Because as I said before, my reasons to drop out were personal reasons with the study abroad. I cannot expect from them to give me 600 or 700 euros to rebook my flight. Especially because I already had arranged my accommodation in Spain. They couldn't have done anything. Maybe respond sooner to my emails, but I doubt it would have helped. I asked my team manager to take the shifts out of my schedule, and they did. So technically I think I didn't drop out, because I simply wasn't available anymore, on the other hand, I did drop out because of the same reason.

R: Yeah, I think you can say that you dropped out, although it was your own decision you had to quit.

V: Yeah, I guess if you look at it that way I did drop out.

R: So would you volunteer again at the Olympic Games?

V: I would! I certainly would! I applied for the Tokyo 2020 Games, 2021 now. And I was actually accepted. The application process they did for Tokyo was way different then they did for Rio. It was way more straightforward. We also had to fill in some basic paperwork, like I had to do for Rio. But we didn't get the simulation game. I didn't miss it, though. We also got

the e-learning before, and not after you were accepted. Which was way broader than we had in Rio. We had so many things to read, about the history, your role, what was expected of you, some rules, some media rules. And also what I liked was the focus on people with a disability, and how you could interact with them as a volunteer. That was really nice.

R: That sounds really cool! As that was my last question of the interview, do you maybe have some other things to say?

V: Do I want to say something? It was a really cool experience. I would certainly recommend it to people. I can see why people at the Rio Games decided to drop out. Like obviously, I was working at the basketball arena. I heard stories from other arenas, volunteers and areas. Not everything was managed very well, like the schedules, the management, the food, the breaks, sometimes they did not have any breaks at all. So hearing about those stories, I do understand why people drop out. That's it, I think.

R: Okay cool, so I suggest to round up this interview. So thank you for your time, and maybe we will ever meet somewhere in the future.

V: Yes! Thank you, and good luck with the rest of your interviews.

APPENDIX VII: Sentence coding interview 3

Previous volunteer experience

Sentence	Code	Colour
I did have some previous volunteer experiences	Previous volunteer experience	Red
for my student fencing club in my university city	Sports volunteer	Red
I helped with our yearly tournament	Sports volunteer	Red

Motivations

Sentence	Code	Colour
I wanted to be a volunteer just to help the people there	Wants to help people	Yellow
[Home country] was considering hosting the [year] Olympic Games	Different country host	Yellow
Foremost, like helping there and actually being a part of the Olympics the event that I have been watching for so long	Helping people, and being part of the Games	Yellow
I wanted to do something that had something to do with that. So either at a press centre or as a press service volunteer,	Wants to learn something related to education	Yellow
I wanted to be at the Games just to be part of the experience	Wants to be part of the Games	Yellow
secondly, I wanted to apply because of my education	Personal education	Yellow

Thoughts about application process

Sentence	Code	Colour
You even had to fill in your passport number already, which I thought was strange back then	Strange requirements	Green
The communication was not very clear	Unclear communication	Green
I think it took them a really long time, maybe a year even, that I got an invitation for the interview stage	Weak communication	Green
At first it said that I wasn't accepted, which I was obviously sad about. Ten minutes later people were posting messages that it did work, and I saw that I was chosen as a volunteer.	Unclear communication	Green
So you got the invitation to this simulation game I just mentioned, which was very fun by the way	Fun simulation	Green
how was it even possible for them to know how to use my skills to the best? How do they even know, based on the simulation, language, and interview, how can they even figure out what I am like?	Unclear requirements	Green
I felt that we did not get enough space to talk about	Felt unheard	Green

what we like and what we wanted out of it. So for me personally that was not the best experience.		
In general, I think that the application process was okay but it took the organisation way too long.	Process took too long	Green

Expectations

Sentence	Code	Colour
Nah not really. I don't think I had that many expectations back then, I only wanted to be a volunteer very badly.	No expectations	Turquoise

Reasons to drop out

Sentence	Code	Colour
I actually did not want to drop out. But I simply had to.	Did not want to drop out	Lila
Those were solely my personal reasons because I was going to study abroad	Study abroad	Lila
If I could have stayed longer, I would have stayed longer. Because I was really having the time of my life.	Would have stayed longer	Lila
It had nothing to do with the organisation. Sometimes it could have be more strict and more organised, but it worked fine.	Slight issues with organisation	Lila

Could the organisation have changed your decision?

Sentence	Code	Colour
They simply couldn't keep me on board	Could not prevent	Dark green
Maybe respond sooner to my emails, but I doubt it would have helped.	Better communication	Dark green

Would you volunteer again at an Olympic event?

Sentence	Code	Colour
I would! I certainly would!	Would volunteer again	Grey

Anything else after the interview?

Sentence	Code	Colour
It was a really cool experience. I would certainly recommend it to people	Would recommend to volunteer	Purple
I can see why people at the Rio Games decided to drop out.	Understands why people dropped out	Purple
I heard stories from other arenas	Heard stories	Purple
Not everything was managed very well	Bad management	Purple

APPENDIX VIII: Colour coding interview 4

R: Hi [name interviewee] how are you doing today?

V: I am doing good madame.

R: You don't have to call me madame [name interviewee] no need to do!

V: Sorry.

R: Are you ready for my questions?

V: Yes, I am ready.

R: So before volunteering in Rio, did you have some volunteer experience elsewhere? Maybe in sports or somewhere else?

V: I had many experiences. I did life-saving and in sports.

R: What do you mean with life-saving? Did you work at a swimming pool or at a beach?

V: Yes, at a beach.

R: And for what sports?

V: Many sports. Archery, badminton, wrestling more.

R: And what were your reasons to apply for a volunteer position for Rio?

V: I am a national athlete, and I love to participate in Olympics, but I am not going to make it, so I was motivated to participate as a volunteer.

R: So if I understand it correctly, you wanted to be a volunteer because you wanted to experience the Olympic Games?

V: Yes, I wanted to see see the Olympics. Meet famous athletes and see competitions too.

R: Do you also remember something from the application process?

V: Application process was good for Rio, but they delayed sending invitations.

R: Was there something about the process that you liked?

V: I liked the questions in the beginning.

R: Do you mean the questions about the different situations?

V: Yes, that one. These I think were good.

R: Yes, those were fun to do right?

V: Yes, very fun.

R: And did you have some expectations about how the Games would go for you?

V: Yes, after my Rio Olympics volunteer, I hoped for good business in my academy.

R: Oh, nice, what kind of academy do you have?

V: I have sports academy in [home country].

R: Oh, very nice, and did you have good business?

V: Yes, yes, many people came to my academy.

R: That's great to hear! Can you tell me something about your volunteer role in Rio and some of the things you needed to do?

V: I was print and distribution team leader in fencing arena. I told other volunteers what to do for journalists and federation. Making sure that everyone had enough paper. Was not long.

R: Why was it not long?

V: I had a car accident in Rio. I only worked for two days.

R: I am so sorry to hear that! Was it a bad accident?

V: Thank you. Yes, very bad. I broke my left arm and leg.

R: That's very bad, indeed. So you were in the hospital?

V: Yes. They did operation. I had to stay for two days. I had to stop volunteering.

R: Oh, I am so sorry. But did you have fun while working those two days?

V: Yes, yes, very much.

R: Would you volunteer again at an Olympic Event? So either summer, winter or Youth Olympic Games?

V: Yes, I will try to volunteer in any format of the Olympic Games.

R: Did you apply for Tokyo?

V: Yes, but they did not choose me. But I will try for Paris again.

R: Hopefully, you will get picked then. These were all the questions I had for you. Thank you for your time [name interviewee].

V: You're welcome.

APPENDIX IX: Sentence coding interview 4

Previous volunteer experience

Sentence	Code	Colour
I had many experiences. I did life-saving and in sports.	Experience in life saving and in sports	Red

Motivations

Sentence	Code	Colour
I love to participate in Olympics, but I am not going to make it, so I was motivated to participate as a volunteer.	Didn't make it as an athlete but still wants the experience	Yellow
Yes, I wanted to see see the Olympics. Meet famous athletes and see competitions too.	Experience the Olympics	Yellow

Thoughts about application process

Sentence	Code	Colour
Application process was good for Rio,	Good application process	Green
But they delayed sending invitations	Delayed invitations	Green
I liked the questions in the beginning.	Liked questions	Green

Expectations

Sentence	Code	Colour
Yes, after my Rio Olympics volunteer I hoped for good business in my academy.	Hoped for financial benefits back home	Turquoise

Reasons to drop out

Sentence	Code	Colour
I had a car accident in Rio. I only worked two days.	Accident	Lila

Would you volunteer again at an Olympic event?

Sentence	Code	Colour
Yes, I will try to volunteer in any format of Olympic Games.	Would volunteer again	Grey

APPENDIX X: Colour coding interview 5

R: The first question I have for you is if you had any previous volunteer experience before volunteering at the Rio 2016 Olympic Games? So think very broad here. Maybe in sports or health care or maybe you volunteered in something else?

V: **So I volunteered at a local club in my town where I how do you say? Helping assisting?**

R: I think it depends on what you did at your club. Maybe it helps if you tell more about what you did at your club?

V: Yeah, Yeah, sorry, so **I helped at my athletics club. With the kids training, I helped them with how to the different things?**

R: Do you mean the different events? Like the throwing, jumping or running?

V: Yes, yes.

R: Did you help with everything or just a certain event? Is there something you like the most?

V: I help with everything, but I like running the most.

R: Why did you decide to apply for Rio 2016. What were your motivations to apply?

V: Yes, I liked the Games since I was watching it very young. How big it is, all the people there. People from your own country doing sports. **I wanted to learn about it and experience all of it.**

R: Was there something specific you wanted to learn?

V: **I want to learn about how it goes. The things behind the sports. What volunteers do [laughing] actually everything at the Games.**

R: So if I understand you correctly, and to summarise your answers. You wanted to apply to be part of all the experience that is the Olympic Games and to learn about everything at the Games.

V: Yes.

R: And what did you think of the process? Do you remember anything from it?

V: It is very long time ago. I remember we had to give a lot of information, and then wait long. Then we had to answer these questions about situations. And I ah! Some questions about the languages I speak. Some test about it. And there was something else.

R: You mean the group interview?

V: Yes, yes. I had an interview with many people. That was fun.

R: Of all these things, which was the most fun for you? Which one did you like the most?

V: I think the interview I liked the most. I got to see other people that wanted to be a volunteer and talk to them. We had some things to do then. I have, I had much fun then.

R: And were there things you did not like?

V: The thing with the languages. They only asked about the reading and listening. Never about the speaking. How do they know I speak the language good enough? That was strange.

R: After the application process, did you have certain expectations about how the games would work out for you as a volunteer?

V: I did not have any expectations. I just wanted to get there and be a volunteer. But all the communication around made me worried.

R: How did that make you worry?

V: They were slow with emails. I send emails many times, and they were slow or did not reply. I just hoped that the Games would be better.

R: Did it get better?

V: Not really.

R: Could you please tell me more?

V: So I got the confirmation in [uhm] November before Rio. So I had to buy plane tickets and organise other stuff. But I [uhm] didn't know when I had to be in Rio, so I send them emails, and they replied sometimes or didn't answer my question. At some point, I thought [curse word] I will go to Brazil anyway volunteer or not. So I decided to book my flights, and I got an Airbnb with [volunteer from interview 1] and [another person].

R: And did you volunteer?

V: I actually never volunteered.

R: Oh, why didn't you volunteer?

V: At one point, I saw on Facebook that other people got their roles. And I still had not got mine. So I, when I flew to Brazil, I still did not had the role. I gave up then, and I thought I would never get the role.

R: But [Interview 1 volunteer] said that you did get a role?

V: Yes, I did. I got the role three days after the Games started.

R: That's really late! Wow, I was shocked when I heard it from [Interview 1 volunteer], but it is still hard to believe when I actually hear it from you.

V: [Laughing], but it is really true. I got it three days after the Games started.

R: Did you accept the role?

V: [Laughing] No! Really not. If they cannot send me an easy email, why should I accept then? They told me in November that I was a volunteer. So I think they need me. Then I didn't hear any from them. Yes, I did, but those emails were not much. Then they sent me a role when the Games already started. How does that happen? That shows the rubbish of the organisation.

R: Could the organisation have done something to change your decision? If yes, how could they have done this? If not, why not?

V: Better communication. If they sent me the confirmation before I was in Rio, I may have stayed. I asked them so many times, you know? How hard is it to send an email to me with just an answer? It sometimes gets me so angry.

R: I understand! It is very annoying to not feel heard, especially with all the things you had to do to even be there. But even with all of this that has happened, would you still want to volunteer again at an Olympic event? Either a Summer, Winter or Youth Olympic Games?

V: I think I won't. Maybe if it is close to where I live, but that is something for the future.

R: Okay, is there something else you want to say?

V: No, not really. I think I told you everything.

R: Okay, no problem! So then I want to thank you for answering my questions.

V: No problem. Sorry for my English.

R: No worries your English fine! And we figured it out.

[Laughing]

V: Yes, yes.

R: So thank you again, and maybe I will see you again in the future sometime!

APPENDIX XI: Sentence coding interview 5

Previous volunteer experience

Sentence	Code	Colour
So I volunteered at a local club in my town where I how do you say? Helping assisting?	Has previous experience	Red
I helped at my athletics club. With the kids training, I helped them with how to the different things?	Sports volunteer	Red

Motivations to apply

Sentence	Code	Colour
I wanted to learn about it	Learning about the Games	Yellow
and experience all of it.	Experiencing the Games	Yellow
I want to learn about how it goes. The things behind the sports. What volunteers do [laughing] actually everything at the Games.	Learning about behind the scenes	Yellow

Thoughts about application process

Sentence	Code	Colour
I think the interview I liked the most. I got to see other people that wanted to be a volunteer and talk to them. We had some things to do then. I have, I had much fun then.	Liked interview	Green
The thing with the languages. They only asked	Didn't like language testing	Green

about the reading and listening. Never about the speaking. How do they know I speak the language good enough? That was strange.		
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Expectations

Sentence	Code	Colour
I did not have any expectations.	No expectations	Turquoise
I just wanted to get there and be a volunteer	Wanted to be a volunteer	Turquoise
But all the communication around made me worried.	Worried about communications	Turquoise
They were slow with emails. I send emails many times, and they were slow or did not reply. I just hoped that the Games would be better.	Slow communication	Turquoise

Reasons to drop out

Sentence	Code	Colour
I actually never volunteered.	Never volunteered	Lila
So I, when I flew to Brazil, I still did not had the role. I gave up then, and I thought I would never get the role.	Didn't receive role before arriving in Brazil	Lila
I got it three days after the Games started.	Late arrival of role	Lila
If they cannot send me an easy email, why should I accept then?	Standing up/bad communication	Lila

Could the organisation have changed your decision?

Sentence	Code	Colour
If they sent me the confirmation before I was in Rio, I may have stayed.	Earlier communication	Dark green

Would you volunteer again at an Olympic Event?

Sentence	Code	Colour
I think I won't. Maybe if it is close to where I live, but that is something for the future.	Maybe if it's close	Grey

APPENDIX XII: Colour coding interview 6

R: Hi [name interviewee]! How are you doing? How is work going?

V: Doing great, and [laughing] work is very busy.

R: [laughing] First a big thank you for letting me ask you some questions. I really appreciate it.

V: No problem! I hope that my story can help you in some way!

R: I hope so too. So [name volunteer] the first question I want to ask you is if you already had any previous volunteer experience before volunteering at the Rio 2016 Olympic Games?

V: I have always had a passion for music, and I love sharing that with people. Music is also a big part of my religion, so I am lucky to play music every single day.

R: That's so cool! But do you volunteer in your church by playing music? Or more?

V: **Oh, yes, in my synagogue.** I play the piano most of the times. I have been volunteering for my synagogue for as long as I can remember!

R: Cool, that's something you don't hear often where I live. The closest synagogue is more than one hour away, so I don't know much about it. But because you volunteered in Rio, did you also have volunteer experience for sports?

V: **Yes, yes, yes, but not for long. I was able to work as a volunteer for team [home country] at the Maccabiah Games in 2013 in Israel.** I wanted to do that for so long, and when I finally got the opportunity to help, I just went for it. And I loved it! Everybody together, the volunteers, sports can truly bring people together. **After the Maccabiah Games, I wanted more so I volunteered at the Pan Ams in Toronto in 2015 and Brazil came just the year after.** I don't have much time now because of work, but I try to volunteer more for the Maccabi organisation here in [home country] now as well.

V: Wow, can I say that you became hooked on volunteering at sports?

R: Absolutely!

R: But besides that, you wanted to really get the feeling for sports volunteering, and wanted to volunteer at big sports events did you have different reasons as well?

V: I think that if you ask every single person on this planet, almost everyone on this planet will know something about the Olympic Games. Although at first, I didn't have much connection to the Olympic Games, you still want to watch, and it doesn't help that it's everywhere on the news.

[both laughing]

R: Very true!

V: So what I mean to say is, after the Maccabiah Games I thought 'is this what the Olympic Games are like'? I really wanted to know that, and I was not disappointed.

R: I can honestly tell I also wasn't disappointed! [uhm] so we did the application process what did you think about that? Or what do you remember from it?

V: I remember that it was a very long process! Not that it is strange to do so considering how big the Olympic Games are, but some parts took really long. I remember that we had to fill in a long-form with a lot of questions on it. We had to do this thing with those situations. Where they said "You see this happening, what is your response?", which was really fun to do. I got some tests for the languages. And finally, we did an interview where I saw actual people for the first time!

[Both laughing]

R: Very true, in this kind of process, it often feels like you are only a number. In theory, you are just a number for them, but with the interview, I felt like 'okay they maybe actually want me'.

V: Yeah, its how I felt sometimes as well.

R: Did you have some expectations about how the Games would go for you after the application process?

V: The process for me looked like it was going to be a real team effort. Which I really hoped for because that was the part I liked the most from the Maccabiah Games, and the Pan Ams.

R: And where did you end up volunteering, and what kind of things did you need to do?

V: I volunteered at the media centre for the gymnastics competitions. I had to make sure that the competition schedules and the competitors' lists were stocked every day. We had to tell the journalists where they could find everything and answer questions if they had any.

R: Was it a real team like you hoped for?

V: We were not a very big team, but most of us were really close with each other. We even had some ice cream together near the stadium when we were done on some days.

R: That's so nice! We had a pretty big team, but we also did a lot of stuff together with the people from the media centre.

V: That's what the Olympics does to people. Bringing them together no matter what nationality, background or religion you have.

R: It sounds like you had a really nice time at the Games, but what made you decide to drop out?

V: So when you apply for the Games, you know that you need to be available for at least ten days. That's what I expected it to be. But it took them really long to send me my final position and schedule. When they finally did send the position and schedule, I saw that they planned me at all the gymnastics events.

R: All of them? So artistic and rhythmic?

V: Don't forget trampoline!

[Both laughing]

R: Haha, sorry!

V: The thing was that all these events take place after each other so almost the full Olympics, and I simply couldn't be there for so long. I only had twelve days off from work, and two of those were just for the flying! But I really really really didn't want to leave but I had to go back to [home country].

R: I am so sorry! But I feel you at that part! I had to leave earlier as well, and I felt so sad!

V: Yeah you are enjoying something so special, and then to leave it while it is not finished it feels like

R: Sad, really sad.

V: I agree!

R: But could the organisation have done something for you to keep you on board as a volunteer?

V: Maybe if they arranged the communication differently? So that they could ask the volunteers exactly how many days they are actually available. This way, they could place volunteers with minimum availability at sports that don't take the full Games, and volunteers that can stay longer at sports that take longer.

R: That's actually a good idea!

V: Looking at your subject, I think that might help to get the number of dropouts down. You will always have people that drop out for other reasons, but maybe this helps the number of dropouts go down. But maybe with the size of the Games, this may take too long to ask every single volunteer? I don't know. On the other hand, what is more important to the organisation? Having enough volunteers at every single sport? Or having sports events that don't have enough volunteers at the end when the most important period comes up when all those sports are having their finals. For me personally, I don't care at which sport I would

volunteer, but I think for myself the experience at the games would be even better if I had volunteered at a sport that I experience to the fullest.

R: You mean from the beginning to the end, like to the finals?

V: Yes, exactly!

R: I think I know the answer to this question already, but would you volunteer again at an Olympic Event?

V: Yes, of course I would!

[both laughing]

V: I really liked my time at the Games. The Maccabiah Games and the Pan Ams were amazing as well, but Rio was the best!

R: So that were all the questions I had for you. Thank you so much!

V: No problem! Good luck with the rest of your thesis.

APPENDIX XIII: Setence coding interview 6

Previous volunteer experience

Sentence	Code	Colour
Oh, yes, in my synagogue.	Previous experience in religious place	Red
Yes, yes, yes, but not for long. I was able to work as a volunteer for team [home country] at the Maccabiah Games in 2013 in Israel.	Previous experience in sports	Red

Motivations to apply

Sentence	Code	Colour
After the Maccabiah Games, I wanted more so I volunteered at the Pan Ams in Toronto in 2015 and Brazil came just the year after.	Wanted more after volunteering at different large sport events.	Yellow
after the Maccabiah Games I thought ‘is this what the Olympic Games are like’? I really wanted to know that, and I was not disappointed.	Experiencing the Games	Yellow

Thoughts about application process

Sentence	Code	Colour
I remember that it was a very long process!	Long process	Green
Not that it is strange to do so considering how big the Olympic Games are, but some parts took really long.	Long process	Green

We had to do this thing with those situations. Where they said “You see this happening, what is your response?”, which was really fun to do	Simulation was fun to do	Green
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Expectations

Sentence	Code	Colour
The process for me looked like it was going to be a real team effort.	It would be a team effort	Turquoise

Reasons to drop out

Sentence	Code	Colour
you know that you need to be available for at least ten days. That’s what I expected it to be.	Needed to be available for more then 10 days.	Lila
The thing was that all these events take place after each other so almost the full Olympics, and I simply couldn’t be there for so long.	Couldn’t be available for the whole schedule the organisation provided	Lila
I only had twelve days off from work, and two of those were just for the flying!	Could not be available long enough	Lila

Could the organisation have changed your decision?

Sentence	Code	Colour
Maybe if they arranged the communication differently?	Different communication	Dark green

But I really really really didn't want to leave but I had to go back to [home country].	Didn't want to leave	Dark green
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Would you volunteer again at an Olympic Event?

Sentence	Code	Colour
Yes of course I would!	Would volunteer again	Grey

Anything else?

Sentence	Code	Colour
I really liked my time at the Games. The Maccabiah Games and the Pan Ams were amazing as well but Rio was the best!	Enjoyed the Games	Purple
So that they could ask the volunteers exactly how many days they are actually available. This way, they could place volunteers with minimum availability at sports that don't take the full Games, and volunteers that can stay longer at sports that take longer.	Solution for availability	Purple

APPENDIX XIV: Colour coding interview 7

R: Hi [name]! How are you doing?

V: Good, Good, a bit tired from New Years but I am having a bit of a chill day today.

R: [Laughing] After New Years, it is always nice to have a chill day. Should I start asking my questions, so that you can continue with your chill day?

V: [Laughing] Sure, shoot your questions.

R: So first question. Did you have any previous volunteer experience before volunteering at the Rio 2016 Olympic Games? Think of this in the broadest sense, so maybe in sports, health care, education or something else.

V: I volunteered for a period as a wheelchair basketball coach, and as an organiser of wheelchair basketball championships that takes place annually in my city. Before the Olympic Games in 2016, I had not volunteered at any major events.

R: Oh, nice! And what motivated you to be a volunteer at the Rio 2016 Olympic Games?

V: My biggest personal motivation was to participate in the biggest sporting event in the world. Besides that, because I was graduating from college as a physical education professional, I wanted to know more of the process of the organisation of the Games. Besides that, it was obviously a great opportunity for my curriculum.

R: I agree with you that the Games are a great opportunity to improve someone's curriculum. So as you know, during the application process, you had to do a few things. What did you think of the process? Where there things you liked or did not like?

V: The process on itself, I think was interesting. The process was done without much information about how the Games would happen. If we would receive any financial assistance if they would help with finding the accommodation or even help with food. We only knew about these things much later. Because of this little information, it made it difficult for me to decide if I wanted to participate as a volunteer because I didn't know much about the different volunteer functions and how the whole process would go.

R: Yeah, that's true. Most of the information came pretty late. So but although you thought the application process wasn't really clear, did you still have some expectations about how the games would work out for you as a volunteer?

V: In a way, no, because the whole application process didn't make it clear what was expected from me because of the little information. In another way, I had big expectations by contributing to the event directly regardless of how it would go. I believe that is why I kept myself motivated, even without knowing what or which sport I would work on.

R: Did you put any specific sports on your application?

V: I did put basketball, swimming and handball on my application because they are my professional sports.

R: And did you end up at one of these sports?

V: I ended up being chosen to work at handball.

R: What did you have to do there?

V: I worked as a FOP (field of play) volunteer. I helped athletes at the warm-up courts, even during the game. I cleaned near the benches and other areas of the courts. I assisted in collecting the balls and organised these environments for other volunteers to do the same until higher placed people took over.

R: Were you having a good time doing these tasks?

V: Yes, it was really fun to do!

R: But what made you decide to drop out then?

V: Unfortunately, I had to give up volunteering at the Games around the 15th day of being a volunteer. I couldn't keep myself in Rio without financial assistance. So I decided to drop out earlier and go back to my city in another state.

R: Seeing your reaction, I guess you did not want to leave?

V: [laughing] I did not want to leave. It was so amazing to experience it, but I couldn't do it.

R: But could the organisation have done something for you to keep you as a volunteer?

V: I believe that the organisation could have helped me in some way, especially if they offered accommodation for the volunteers. The great weight in the expenses of the volunteers is accommodation, and that was what really got to me.

R: I understand, it was indeed expensive for me as well. I was able to save up for it, but it was still expensive.

V: I believe that it is possible for the organisation of the event to partner with local schools and universities so that volunteers can sleep, for example, in the classrooms of these places. Here in [home country], this is a recurring practice in competitions.

R: That would have made some things more easily for me as well. But I think that would be a very expensive part for the organisation as well. And I remember from Rio that they also had some financial issues.

V: That's true yeah, but maybe if they did it earlier they wouldn't have this problem.

R: We will never know, but hopefully in the future, a different organising committee will try it?

V: I hope they will. I think the experience will be better for everyone if they do that.

R: The last question I have for you is whether you would ever volunteer again at an Olympic Event?

V: I would be a volunteer again if I have the chance. I did not volunteer in any other sporting event because I graduated from university and started to have a greater workload, making it difficult to do so. But I would volunteer again.

R: That was everything I wanted to ask you. So I wanted to thank you once again for your time and for helping me out.

V: No problem! Good luck with your thesis!

R: Good luck with yours too!

V: Thank you.

APPENDIX XV: Sentence coding interview 7

Previous volunteer experience

Sentence	Code	Colour
I volunteered for a period as a wheelchair basketball coach	Volunteered in sports	Red
and as an organiser of wheelchair basketball championships that takes place annually in my city	Volunteered in management	Red

Motivations to apply

Sentence	Code	Colour
My biggest personal motivation was to participate in the biggest sporting event in the world.	Being part of the Games	Yellow
because I was graduating from college as a physical education professional, I wanted to know more of the process of the organisation of the Games.	Knowing more about the Games	Yellow
Besides that, it was obviously a great opportunity for my curriculum.	Professional gain	Yellow

Thoughts about application process

Sentence	Code	Colour
The process on itself, I think was interesting.	Interesting process	Green

The process was done without much information about how the Games would happen.	Little information about the Games during the process	Green
Because of this little information, it made it difficult for me to decide if I wanted to participate as a volunteer because I didn't know much about the different volunteer functions and how the whole process would go.	Little information	Green

Expectations

Sentence	Code	Colour
In a way, no, because the whole application process didn't make it clear what was expected from me because of the little information.	No expectations because of little information	Turquoise
In another way, I had big expectations by contributing to the event directly regardless of how it would go.	Big expectations by contributing to the event	Turquoise

Reasons to drop out

Sentence	Code	Colour
I had to give up volunteering at the Games around the 15th day of being a	Financial problems	Lila

volunteer. I couldn't keep myself in Rio without financial assistance		
I did not want to leave. It was so amazing to experience it, but I couldn't do it.	Did not want to leave	Lila

Could the organisation have changed your decision?

Sentence	Code	Colour
I believe that the organisation could have helped me in some way, especially if they offered accommodation for the volunteers	Providing accomodation	Dark green
I believe that it is possible for the organisation of the event to partner with local schools and universities so that volunteers can sleep	Providing accomodation	Dark green

Would you volunteer again at an Olympic Event?

Sentence	Code	Colour
I would be a volunteer again if I have the chance.	Yes, if there is the possibility	Grey