

Louvain School of Management

Governance within sports organisations: Exploring how non-professional sports organisations motivate and retain their volunteers.

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1. Introduction

Why do certain people decide to be part of an organisational structure where no financial gain is offered? Specifically, how does this apply to a non-professional sporting club? How do these organisations govern over their workforce?

Further to intensive research on sport governance, figuring out why people decide to volunteer and what are their motivations to continue volunteering appeared to be a topic of interest and relevance to the subject matter.

In order not to enter into a psychological research, it is important to lead with the management side. In that sense, “how do non-professional sports organisations motivate and retain their volunteers?” is the question at the core of this thesis.

The participation of volunteers is decreasing, threatening the survival of several sporting organisations. Volunteers are crucial to providing sports to members who are seeking physical activity. They are the individuals who plan, budget and organise activities. Volunteer sport administrators contribute a significant amount of time to their organisation (Cuskelly, Hoye, & Auld, 2006).

The purpose of this research resides in understanding how non-professional non-profit organisations are able to retain their volunteers without any financial incentives? Sports organisations are not able to function properly without using mass volunteers (Kim, Chelladurai, & Trail, 2007).

The aim of this paper is to explore what lies behind the commitment of volunteers in the sports sector. It will explore what motivates people in volunteering for certain positions, what are the arguments with the retention of volunteers within the scope of the sports activity and how to link these motivations to the sustainability of the organisation in the long run, so that sporting organisations know how to deal with their volunteers and govern over the club. The intent of the paper is to understand the people that allow individuals to play a sport in a competitive setting.

As the answers to these questions are given, the paper will found out more on how these non-professional clubs are able to motivate and retain their volunteers. At a certain point in time, if someone decides to create their own non-professional sports organisation, they may

find in this paper guidance on which type of people they need to recruit, understand their motives and how they can retain them in order to keep the club and its activities sustainable. Moreover, if a non-professional club has members who do not seem motivated to take a role within the organisational part of the club, this paper may give the management team some insight towards motivating them.

Before beginning with this paper, a research was performed on governance within sporting organisations. On more than one occasion, the term “volunteers” and their importance was raised and this is what prompted us into deciding to study volunteers in sporting organisations within non-professional sporting clubs.

The first chapter will expose the theoretical literature on the topic, which is mainly volunteering in the sport sector, the types of governance, the motives to volunteer in sports and the retention of volunteers in sports. The second chapter of this paper articulates the research question based on the literature review, with a presentation of different factors that may play a significant role on volunteers, as well as the field to be studied. This chapter also displays the research methodology applied, using a qualitative study to interview sports volunteers in their field. Finally, the third chapter reflects the analysis of the results obtained, it gives a first answer of the research question and the difficulties and criticism of the research.

2. Literature review

In this chapter, as the interest of study consists of exploring the governance within a non-professional sports setting and how a non-professional sports organisation management team motivates and retains their volunteers, the content we will expose is what the theoretical literature has been saying about sports organisations, sports governance, the volunteers in sports, their motivation and retention. We will provide definitions about sports volunteering and sports governance in order to have a first insight about what the topic will demonstrate.

2.1 Definitions

2.1.1 Definition of Volunteering

There is no specific definition of sports volunteering. Many people define what volunteering is differently. However, in this paper, the following definition of sports volunteering is going to be used as reference, as detailed in the “Law on Volunteering “in 2005: *“Volunteering is any activity which is carried out by a volunteer within, or under the 'authority' of an organisation. Volunteering is not simply an activity but a commitment towards others, such as helping the elderly, assisting children, organising events, etc. Volunteers can be differentiated from (ordinary) members of (non-profit) organisations.”* (Alonso, 2012), (Murphy, 2010). Volunteering was defined as a form of prosocial behaviour (Law & Shek, 2009).

Moreover, volunteering for an organisation means that no payment is received. However, according to the report on volunteering in the European Union (EU) (2012), although it is considered as unpaid labour, volunteers may be reimbursed for some of their expenses. As there are no contractual obligations, they are not forced to engage in any activity. The report nonetheless mentions that once an individual does perform a voluntary action, a sort of “juridical relationship” is put in place (Alonso, 2012).

Volunteering is performed for helping out others, either in an organisation or for society, such as posited by (Wilson & Musick, 1999), in their study on the effects on volunteering. In addition, according to the report on volunteering in the EU (2012), a volunteer cannot be an employee. There must be a significant distinction between “volunteering and professional activities”.

Finally, volunteering can be defined via four dimensions, which include, “Free choice”, “Remuneration”, “structure” and the “beneficiaries” (Cnaan, Handy, & Wadsworth, 1996). The free choice dimension ranges between “free will and obligation”, then the remuneration dimension ranges between “no pay and very low pay”, the structure dimension concerns the “formal or informal structure of volunteering” and finally, the beneficiaries’ means an individual volunteer’s for others or for oneself (Cuskelly, Hoye, & Auld, 2006).

However, it is very important not to confuse the meaning of volunteering and voluntary work. Indeed, voluntary work and volunteering express the same sort of desire to

serve a community through an individual commitment. However, these can be differentiated by two different contexts. Whether the differences reside in their status, their financial rewards or the time spent on their commitment, volunteering and volunteer work have two distinct realities (Ilario, 2016).

Volunteering is a free commitment, irrespective of age or education. Individuals do not have an employment contract, but they must respect the regulations of their host organisation and the statutes of the association. They are subject to a moral commitment by being available in order to contribute to the objectives and achievements of the organisation. Nonetheless, nothing can be imposed on them and they cannot be sanctioned by the organisation they are committed to. Finally, they are free to terminate their participation without due process or compensation. (Ilario, 2016).

On the other hand, voluntary work is a contractual and exclusive commitment. Individuals are therefore subject to a contractual obligation to solely be involved with the organisation they are committing to. At most, to become a voluntary worker, an individual must be at least 18 years of age. The status of a voluntary worker is situated between that of an employee and that of a volunteer. They are not employees because they dedicate part of their life to a mission or a cause of interest. But they are not volunteers both because they engage in a contract and must respect exclusivity rules. Moreover, if they want to stop their commitment, they must give a notice of at least a month (Ilario, 2016).

In terms of time and compensation, volunteering can be regular or one-off; however it is never a full-time activity. Most of the time, it depends on one's availability and willingness. The volunteer will form bonds, establish a privileged relationship with others and will gain a social experience. This commitment can be accommodated with a professional activity. On the other hand, as a voluntary worker, an individual will be hired on a full-time basis as part of a specific assignment. The organisation may propose voluntary commitments for a short term (2 to 3 weeks), medium term (1 to 5 months) or long term (6 months or 1 year) (Ilario, 2016). Volunteers do not receive any remuneration of any form. This is one of the most critical aspects of volunteering. In fact, for most volunteer, they must use their own funds to support their activity (Cuskelly, Hoye, & Auld, 2006). However, the voluntary worker is compensated by the host organisation on a monthly basis according to the contract (Ilario, 2016).

2.1.2 Definition of Sport Governance

As the definition of sport governance is concerned, there does not seem to be a definition that has been adopted universally. However, three concepts can be derived from what sport governance entails: Direction, Control and Regulation (Hoye & Cuskelly, 2007).

Indeed, the definition given by Hoye and Cuskelly (2007, p.9), describe sport governance as *“the structures and processes used by an organisation to develop its strategic goals and direction, monitor its performances against these goals and ensure that its board acts in the best interest of the members”*. In terms of direction, this describes the strategy to be followed by the organisation in order to ensure that the members of the organisation have a hand in how all strategies should be developed and implemented. In terms of control, this means controlling the activities of the organisation, controlling the individuals participating in the organisation, such as the committee members and the technical staff, all in the aim that everyone acts in the interest of the organisation and that everyone works towards its strategic goals. Finally, regulating actions are the element of governance which sets guidelines for the members of the organisation to adopt and follow. This definition is supported by the one offered by Geerart, Alm and Groll (2014 p.281), who describe governance as a *“purposeful effort to guide, steer, control, or manage (sectors or facets of) societies”*.

Hoye and Cuskelly (2007) state that these three concepts are the foundation of good governance that will ensure that the management team of the organisation seeks to provide results for the benefit of the organisation and all its members. The way to do so has to be monitored in an efficient and effective manner.

As the definitions for volunteering and sports governance have been established, we will now focus on what the theoretical literature has to say on the link between sports and volunteering.

2.2 Sport volunteering (Act of volunteering)

In order for sports to be organised, it is crucial to have a human capital delivering and sustaining sporting activities across a wide range of areas. In the sporting sector, this human capital is mainly made up of volunteers (Cuskelly, Hoye, & Auld, 2006). People volunteer in sport for different reasons. The most common reasons are the “love of playing and/or

watching sport”, “the chance to meet people and make new friends”, “the opportunity to use their professional skills to help their community”, the willingness to give something back to their community” or even “the chance to learn new skills”, among others (SportEngland, 2014).

However, as stated by Cuskelly et al (2006), sport volunteering has issues, as the sporting environment becomes more complex in respect to economic and commercial aspects, there are calls to make voluntary sports organisation “professionalized” in order to increase the rate of participation, because the expectations of participants may be increasing, thus resulting in lesser satisfaction. The use of paid staff in order to operate organisations is recommended in some way. However, again, according to Cuskelly et al (2006), this is synonym of tensions arising in the organisation as the motives, values and expectations differ between volunteers and paid staff. With the aim of avoiding any growing tensions within these organisations, it may be very important to retain and recruit new volunteers as well as to reduce turnover.

Extensive research on this issue has been conducted and the ambiguities behind the commitment and time investment of volunteers and the difficulties linked to the performances of these organisations have been recognised. There are many issues that occur when trying to manage a company that bases its core activities on volunteers (Bayle, 2001). But the substantial contribution of volunteers to sustain and develop sport indicates that volunteers are still of central importance to the system (Cuskelly, Hoye, & Auld, 2006).

Developing sports across different communities is one of main objectives of sport organisations and volunteering is essential to achieving these objectives. The performance of a sports organisation lies largely with the motivation and commitment of its volunteers. Many issues need to be managed in a correct and structured manner in order to get the best out of a volunteer. These problems may range from potential conflicts between volunteers and professionals, to changes in organisation, to the lack of volunteers or even to the complexity of their respective roles (Cuskelly, Hoye, & Auld, 2006).

As the sections below will show, volunteers come in many forms in the sports sector such as administrative volunteers, technical staff volunteers and event volunteers (Murphy, 2010). As volunteering, in general, is a projection of the way a society is organised in terms of economic and cultural aspects, the participation expected by the citizens differs. In Belgium, volunteer centres are established to notify citizens about volunteering opportunities, in similar

fashion to other European countries such as France or the Netherlands (Anheier & Salamon, 1999). Indeed, these countries have created “coordinating agencies” to pair volunteers to organisations needing them (Cnaan & Handy, 2005).

2.2.1 Sport volunteering in Belgium

Some activities seem to attract more volunteers than others. For example, social actions and sports are the two main activities in which Belgians volunteer (17.2 per cent for sports and 17.1 per cent for social actions) (Alonso, 2012). According to the report on volunteering in the EU (2012, p.5) “the *distribution of volunteering in terms of numbers of volunteers is largely dominated by culture, sports and leisure (51.8 per cent).*” The report continues by stating that out of the 16,091 non-profit organisations, 23 per cent of volunteers are active in domains such as culture, sport and leisure (Alonso, 2012). As the trend to volunteers keeps growing, this trend is thus “applicable to volunteering in sports” (Murphy, 2010).

In terms of the profile of the volunteer, they are not identical. In fact, there are divergences on the estimated volume of work performed. This volume varies “*from less than half a day per week to more than seven hours per week*”. The age of volunteers differs as well, as the average age is around 40 years old. Nonetheless, the amount of people who decide to volunteer between the ages of 25 and 44 has increased. However, the individuals above the age of 55 who still seek to volunteer have reduced (Murphy, 2010). As regards to gender, volunteering in sports has always been dominated by men. In 2007, among those who volunteer in sports on a regular basis, 83,1 per cent were men and 16,9 per cent were women. More recent statistics show that the gap between men and women is decreasing (for volunteering) but still demonstrates that men tend to volunteer more than women in sports (OECD, 2014). In terms of the level of education, the report on volunteering in the EU (p.4) analyses “*the qualification and educational background of the technical volunteering staff within sport federations of the French Community*”. It states that, “*64 per cent of the technical volunteering staff within sport federations has a specific qualification. Only 5 per cent of the staff has no specific educational background*”.

According to the EU report (2010) different types of sporting organisations engaging volunteers are varied and this is developed in further detail in section 4 (Different sport

organisations). As it is, there are four types of federations and three types of sports clubs. As this paper is focused on sports clubs, these are enumerated as followed:

- 1) Clubs supported by volunteers;
- 2) Clubs with a simple structure
- 3) Professional clubs with a professional administrative structure.

Indeed, sport federations use both remunerated employees and volunteers, whereas sport clubs are in the majority of cases managed by volunteers. The types of activities carried out by volunteers are as well various and can be broken down into three categories of staff: First, there is “the administrative volunteering staff”, which is appointed by the general assembly of the concerned sports club. They comprise the President, Vice-President, the General Secretary, the treasurer, and the members of the Board of Directors. Secondly, there is the “technical staff”, which can be elected or chosen depending on their competences. These include the captains, coaches, technical directors, referees, instructors, medical staff, doctors and physiotherapists. Finally, there are “sport-related volunteering staff”, which are elected or chosen based again on their competences. Their tasks are numerous, such as “*support in travel arrangements of sportsmen, support in the transfer and maintenance of sport equipment, support to lucrative activities of federations (such as organisation of events, receptions, catering, etc.)*” (Murphy, 2010).

2.2.2 Volunteers at sporting events

When defining volunteerism within the scope of a sporting event, the main terms to take into account in the light of motivation would be altruism, selflessness; in terms of activities, leisure oriented and work oriented; and in terms of setting, voluntary organisation and governing bodies (Baum & Lockstone, 2007).

Regarding the organisations, unpaid labourers are not replacement for paid employees. As a matter of fact, the job security for the paid employees remains stable. In the sporting event context, volunteering is still done in manner where financial reward is not expected. As one of the definitions of volunteering suggests, a volunteer is “*someone who willingly gave unpaid help, in the form of time, service or skills, through an organisation or group*” (Baum & Lockstone, 2007). This illustrates the big difference between employees and volunteers.

The case of “free will” is a critical process to understanding a volunteer. Indeed, the willingness of an individual to dedicate their time to an organisation in return of no financial compensation is quite astonishing. In fact, as stated in Babchuk et al. (1969)(cited in Baum and Lockstone, 2007, p.32), variables such as peer pressure and social obligations may play a significant role in their influence on volunteering.

To be able to continue, it is important to separate leisure from volunteering. Stebbing (1996) described “serious leisure volunteering” as “*career volunteering*” and compared the concept to “casual leisure volunteering” which he says “*is momentary; it requires little skill or knowledge but is nonetheless satisfying, perhaps even enjoyable*”. He also mentions that volunteering in sports happens in the context of a short-term project.

Finally, volunteering can be seen in two ways. The first being “formal volunteering”, this type is projected as being “organised” and performed for the collective good, whereas, “informal volunteering” is regarded as “helping out” such as assisting friends or relatives in an unorganised structure (Baum & Lockstone, 2007).

Regarding a volunteer’s motives at an event, these can either be “episodic or discrete” or in turn “continuous or successive”. Episodic volunteering is defined as people who engage in one-time or short-term volunteer opportunities (Cnaan & Handy, 2005). Discrete volunteering means that the activities take place during non-working time, hence the term discretionary (Cuskelly & Boag, 2001). Sporting event organisations that search for volunteers will seek out agencies able to provide “episodic volunteers” (Cnaan & Handy, 2005). On the other hand, continuous or successive volunteers are people who are active in an organisation on a regular basis. This is one way to distinguish the divergence between mega sporting events volunteering and volunteering in a local sports club. As a matter of fact, “collective volunteers” are mostly frequent and continuous volunteers who decide to commit on the long-term. In contrast, “reflexive volunteers” will be selective in their volunteering opportunities; they “*will tend to do so in a series of fragmented episodes*”. Moreover, a sense of identity is felt by unconditional volunteers, those who feel that they can identify themselves with their organisation. On the other hand, distant volunteers are those who participate in mega sporting events, and may prefer an infrequent, not time-consuming and short-term involvement (Hustinx & Lammertyn, 2004).

We have just seen that the action of volunteering in sports can be different, but it is still essential to developing and delivering sports to communities. The participation of each volunteer differs with a range of different activities. However, their importance, their impact and their value need to be addressed with respect to the theoretical literature. The aim of the next section is to understand the human side of volunteers in a sporting organisation.

2.3 Volunteers in sports organisations (The human side of volunteering)

In 1993, the Council of Europe's European Sports Charter described sports as being, *“all forms of physical activity which, through casual or organised participation, aim at expressing or improving physical fitness and mental wellbeing, forming social relationships or obtaining results in competition at all levels”* (Cuskelly, Hoye, & Auld, 2006). Although there are many definitions of sports, the one employed by the Council of Europe seems to align accordingly with Western European societies.

The organisations that provide the opportunity for physical activities in a wide spectrum of sports are in dire need for volunteers to keep operations sustainable (Kim, Chelladurai, & Trail, 2007).

Within the sports spectrum, volunteers are mainly associated with voluntary sport organisations. According to Cuskelly et al. (2006), these organisations are classified as “amateur sports clubs”. Indeed, they are equivalent to non-profit organisations, where no amount of remuneration is given to its members. Furthermore, these clubs and associations must engage in “open memberships” systems that permit anybody to join and use the available infrastructures and facilities.

2.3.1 The importance and impact of volunteers in sports organisations

As stated by Cuskelly et al (2006), almost 98 per cent of volunteers act in non-profit organisations. Volunteer participation is critical to sporting organisations. The input provided by volunteers within the recreational and leisure activity is vastly important (Solberg, 2003). They take on a multitude of roles, which include committee members, administrators, coaches, referees, officials, etc....They are indispensable in the creation and delivery of organised sports (Bang & Ross, 2009). Volunteers are important to the economic growth and the sporting development of the sport they dedicate their time to (Downward & Ralston,

2005). Without these volunteers, the effectiveness of an organisation may not be optimal. For example, international sporting organisations such as the IOC now praise the contribution provided by volunteers (IOC, 2014).¹

Moreover, many sporting organisations may not exist if it was not for the support provided by volunteers (Doherty & Carron, 2003). As most sporting organisation depends on them, there is a growing need for clubs to make sure that volunteers are constantly available to sustain the activities of the organisation (Cuskelly, Taylor, Hoye, & Darcy, 2006). As stated by Costa et al. (2006), the demand for volunteers within sporting organisations progressively rises.

Furthermore, the use of volunteers is the backbone to a reduction of membership fees for an organisation. It is argued that without volunteers, members of an organisation will have to pay more in order to practice the sports they enjoy and the activities or services provided. In fact, volunteers are able to reduce membership fees by more than 50 per cent (Mook L. , Handy, Ginieniewicz, & Quarter, 2007).

The study on the roles of the board in amateur sport organisations (1997) says volunteers have the functions of focusing on the activities of the organisation, overseeing several programmes, ensuring legal and ethical responsibilities and taking care of the financial aspect of the organisation (Inglis S. , 1997). As a matter of fact, the number of hours spent in general by volunteers is proportional to their importance within an organisation (Coyne & Coyne, 2001).

The volunteer workforce acts as the human capital that is needed within an organisation. There are the people who give their time, effort, for a cause without any financial return. Their skills and abilities are put into the necessary context for good delivery of the physical activity (Misener & Mason, 2006). In other words, they have extremely valuable resources that can be used by any sporting organisation. Indeed, volunteers provide their expertise, knowledge, skills and labour for the mission of the organisation (Khoo & Engelhorn, 2011). They are important because “*they provide sport administrators with the*

¹ <https://www.olympic.org/news/volunteers-the-lifblood-of-the-olympic-games> (last accesses) 5/1/18

ability to offer, sustain, or even expand the quantity, quality and diversity of sports organisations services (Giannoulakis, Wang, & Gray, 2007).

Volunteering has an impact on several aspects of the sporting organisations and their respective stakeholders (internally or externally). The literature on the impacts of volunteers shows that they can have an economic, social and cultural effect. Volunteers have an impact on sustaining and developing a community within their organisation. Indeed, most of the important impacts provided by volunteers reside with community members integrated within their respective organisations. If volunteers were not to exist, there would be some repercussions on the everyday operations (Cuskelly, Taylor, Hoye, & Darcy, 2006).

In several countries, volunteers may have an impact on the Gross Domestic Product (GDP) ranging from 7 per cent to 14 per cent (Ironmonger, 2000). Volunteers act as the human capital needed for running the organisation (Misener & Mason, 2006). In that sense, they are non-paid staff members so organisations are able to reduce the human capital costs needed (Vos, et al., 2012). As a result of the effort and time invested, the members of the organisation do not have to pay a higher fee in order to practice and use the facilities and the activities provided by the organisation (Mook L. , Handy, Ginieniewicz, & Quarter, 2007).

The social impact that volunteering in sport can bring resides in the social benefits such as social capital and the creation of cohesion. Volunteering allows people to have fun and meet new people, to try something new and learn something new. As volunteering within sports is regarded as people working together towards a common goal, there is always something for each individual. Moreover, being involved as a volunteer opens up opportunities to take on more responsibilities and acquire experience and skills such as leadership skills for example (Misener & Mason, 2006).

Volunteering gives the opportunity of exercising ones empathy and altruism by giving back to people. This gives a sense of meaningfulness and allows people to get connected with one another (PillarNonprofit, 2012). It allows people to learn and grow in whatever field they are in. It enables people to create community connections and increases social responsibilities, which ultimately may open to new ideas and new social improvements (Faldo, 2013).

It also brings about cultural aspects as well. It delivers cultural capital. Indeed, Spaaij (2012, p.5) stated that “*Cultural capital refers to cultural goods, knowledge, experience,*

education, competencies and skills which an individual possesses and which confer power or status in the social hierarchy.” It is argued that the development of cultural capital can have an effect within informal settings and work place trainings. Cultural capital is closely associated with the social relations perpetuated by the structure of volunteering (Spaij, 2012).

Volunteering has an impact on cultural values depending on the country in which the sporting organisation is located. Indeed, the culture of the country may either be individualistic or collective. *“Individualist cultures are those where the ties between individuals and groups are loose, whereas in collectivist societies people are integrated into close-knit groups from birth”* (Grönlund, 2013). This will be developed in a later section.

2.3.2 The value of volunteering for sport organisations

In terms of the value of volunteering, there are many non-profit organisations that produce benefits for its members such as sports associations, religious congregations and many others. However, there is a lot of debate on whether volunteer labour should be quantified and put in financial statements. As we know, many of these organisations use volunteers for the smooth running of their operations (Mook L. , Handy, Ginieniewicz, & Quarter, 2007).

In the work of Mook et al. (2007), it is argued that the refusal of non-profit organisation to set volunteer labour in their financial results undermines their credibility, which is a paradox because without this workforce, the organisation may not function (Coyne & Coyne, 2001). A consequence of this refusal is the undermining of the value of volunteers.

By valuing volunteers, sporting organisations may give some sort of benefits to their unpaid workforce, thus providing a legitimate reason to continue volunteering. In a sense, every organisation seeks added-value from their operations, whether they are “for-profit” or “non-profit” (organisations). In fact, the volunteers generate added-value for non-profit organisations, making it difficult to adapt value statements of for-profit organisation to non-profit organisations because, as quoted in Mook et al. (2007, p.508) *“volunteer contributions normally do not involve monetary transactions and so are not included in the organisation’s financial statements”*.

It is important to know that any form of contribution from a volunteer may reduce the membership fees paid by members. In fact, if a paid employee made a similar contribution, the membership fee would increase. As already stated, the contribution of volunteers can reduce the membership fee by 73 per cent. However, the reduction of the fee is proportional to the number of volunteers needed within the organisation (Mook L. , Handy, Ginieniewicz, & Quarter, 2007). In many non-profit organisations, the value of a volunteer is undermined by members, who would benefit from the contribution of so called “volunteers”. These people can be called “Free-riders”. Indeed, the term free rider is defined in Public economy as, “*people who take advantage of a collective good or a common resource without paying*” (Investopedia, 2017). In other words, members of a sporting organisation enjoy the facilities and the contribution of volunteers but do not pay their membership fee (Wicker, 2011).

However, as a consequence of a limited number of volunteers in membership organisations, people do not tend to volunteer because they either have not been asked to do so or they do not know how to take the first step or they just do not want to be more involved (Cuskelly, Hoye, & Auld, 2006). If current volunteers invite members (even brand new members) to volunteer for a role within their club, this may increase the demand of volunteers, although the offer may be limited (Mook L. , Handy, Ginieniewicz, & Quarter, 2007).

A study by Bouchet and Lehe on Volunteer Coaches in Youth Sports Organizations (2010), posits that volunteering is not a substitute for paid work, if it was about remuneration that would suggest that unpaid labour is not valuable, when in fact, according to Bouchet and Lehe (2010), it is very valuable to an organisation. Volunteers give their recreation time to sports organisation for the good of society and themselves. The values for non-profit sports organisations are not tangible. Regardless of the fact that the sizes of the sport clubs are similar and the numbers of affiliates different, volunteers have intrinsic, intangible values (Kong, 2008).

2.3.3 The benefits of volunteering in sporting organisations

In terms of the benefit that volunteering can bring, an assumption can be made regarding the motives that influence people into volunteering such as fulfilment, and motives that drive volunteers to leave such as discontent (Willems, et al., 2012).

In short, having satisfied volunteers is crucial to the reduction of the cost related to the recruitment and the training of new volunteers as well as the retention of frequent volunteers. In fact, their satisfaction will be of great benefit to the operation of the organisation, as the overall personnel will be highly skilled and experienced (Cuskelly, Hoye, & Auld, 2006).

Volunteering is a concept that has various backgrounds. Fairley et al. (2013) state that there are many benefits obtained from volunteering. According to Willems et al. (2012), functional motives and contextual motives are major benefits for volunteering. The functional motives being, “*values*”, “*understanding*”, “*social*”, “*career*”, “*protective*” and “*enhancement*”. Contextual motives are trade-offs between, “*potential return of future act of volunteer work; the extent to which people from one’s environment consider volunteer work important; the opportunities to volunteer; and the clarity of volunteer benefits to the individual*”. Volunteering permits one of escaping negative feelings or thoughts, in other words, this is a “protective” function for oneself. When mentioning the “value” motives, it is synonym of a willingness to behave in an altruistic manner towards others, in other words to be of assistance or even to aid in a cause which is viewed as important to one being. Secondly, the “career” motive is put in place when an individual seeks to enhance their careers across volunteerism. Thirdly, the “understanding” function is set up in order for volunteers to learn new things, to discover new horizons and to understand and figure out their personal strengths. Finally, the “enhancement” function of volunteering permits people to feel important, needed and to feel better about themselves (Busser & Carruthers, 2010).

That being said, the benefits of volunteering could truly be different with respect to contrasting cultures. The culture can be highlighted as “organisational culture” or “country culture”. Indeed as cited by the Fairley et al. (2013, p.339) study on considering cultural influences in volunteer satisfaction and commitment, “*it is clear that Japanese volunteers were more highly motivated by social benefits, but it is not clear that the items representing “social benefits” to American volunteers are the same items that represent social benefits to the Japanese volunteers*”.

Retention is a critical element of organisational management and leads to better trained and experienced volunteer. However, as general as this may be, they might be divergences between cultures in the way to entice an individual. (Fairley S. , Lee, Green, & Kim, 2013). It is revealed that the view on the benefits of volunteering is quite different across regions and countries. It was posited that whoever may be a volunteer can be structured

around the public perception of volunteering (Handy, Cnann, Brudney, Ascoli, & Meijs, 2000). To develop on the different culture of the benefits of volunteering, Gillespie et al. defined the term culture as *“an entire heritage of a society transmitted orally, via literature or in any other form. It includes all traditions, morals, habits, religion, art and language* (Schuiling, 2016). Hofstede studied the differences between employees who occupy the same role, in different countries. He found that cultural differences were shown via multiples dimensions, notably *“individualism and collectivism”* (Soares, Farhangmehr, & Shoham, 2007). According to Hofstede, *“individualism can be defined as a preference for a loosely-knit social framework in which individuals are expected to take care of only themselves and their immediate families. Its opposite, collectivism, represents a preference for a tightly-knit framework in society in which individuals can expect their relatives or members of a particular in-group to look after them in exchange for unquestioning loyalty. A society's position on this dimension is reflected in whether people's self-image is defined in terms of “I” or “we.”* (Hofstede, National Culture).

To illustrate, some countries value individualism whereas others value collectivism. For example, North Americans value individualism, Koreans value collectivism and Belgians value individualism (See table 8.1) just like Australians. Based on the tool he developed, Hofstede explained that, *“Belgians favour individual and private opinions, taking care of themselves and immediate family rather than belonging to a group. In the work environment, work relationships are contract based, the focus is on the task and autonomy is favoured. The management is the management of individuals and the recognition of one's work is expected. People can voice their opinion, but towards power holders a less direct style is preferred than amongst peers* (Hofstede, What about Belgium, 2016). Moreover, it was studied that Japanese volunteers were motivated by both material and social benefits whereas Americans volunteers were more determined by egoistic and purposive rewards such as working for the club they support (Fairley S. , Lee, Green, & Kim, 2013).

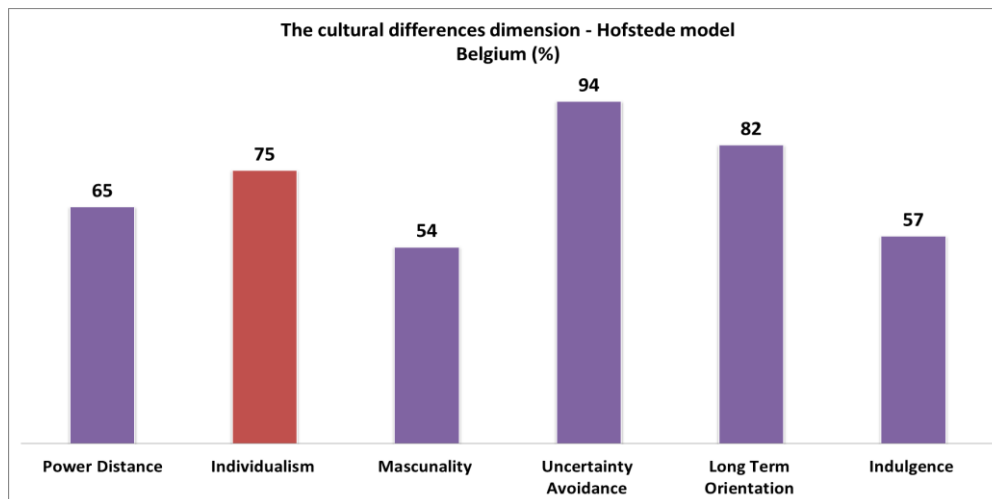


Figure 1 - The cultural differences dimension – Hofstede model

Source: (Hofstede, Geert hofstede, 2017)²

Indeed, it is widely debated about linking volunteering to a collectivist or an individualist nature (Fairley S. , Lee, Green, & Kim, 2013). The latter being related to a sense of autonomy believed to trigger a sense of personal responsibility. However, in collectivist countries, people are more motivated by the interest of the group. In other words, belonging to a group might be the ultimate reason why people decide to volunteer. Moreover, collectivist views may value relationships over tasks whereas individualistic views may value tasks over relationships (Fairley S. , Lee, Green, & Kim, 2013).

Considering the social and cultural dimensions of volunteering in sport, volunteering is seen as beneficial in terms in social building, it also helps with contributing to good health by responding to lack of movement and it indirectly advocates positive values such as “*Fair Play, Solidarity, Team spirit, respect for the rules of the game and respect to fellow players, as well as how to deal with victories and losses*” (Murphy, 2010). Volunteering also promotes civic values such as “*responsibility, personal commitment towards others, independence, and involvement*” (Murphy, 2010). Indeed, the benefits of volunteering can be projected from an educational point of view. Bouchet and Lehe (2010) quote that, “*it is central to the issue of how young people should be taught about their rights and responsibilities to the community.*”

People who volunteer also obtain benefits in terms of social contacts, which reverse social isolation and puts “time” to good use. Moreover, this may benefit the volunteer’s personal health and self-esteem (the feeling of being needed). As stated above, as physical

² <https://geert-hofstede.com/belgium.html> (accessed on 9/7/2017)²

movement stimulates effort, this may be positively correlated with the effects of physical health. In terms of age gaps, the youth will benefit from volunteering as they will be met with these civic values stated above. The elderly will benefit in terms of physical health and psychosocial improvement. And finally, those who are socially excluded will find benefits in terms of social inclusion (Murphy, 2010).

Finally, the passion shown by volunteers in sport will also motivate those who learn and play with them (Murphy, 2010). The benefits of volunteering can be closely linked to how the individual experienced it, as detailed in the factors that motivate people to remain volunteers (Section 6.1.1).

Moreover, excitement is seen as a benefit that volunteers encounter when being selected for an event. Indeed, being involved in a sporting organisation may trigger a sense of excitement because of the “*once in a life time experience*”. The professional and learning development are two benefits linked to volunteering. This should have an impact on younger adults. Indeed, they may learn about the culture of sports, learn about other people and also learn about themselves. Then, the professional development acquired is linked to the development of work experience and the development of a certain set of skills. Altruistic reasons may be the benefit that volunteers seek out from volunteering. Indeed, the desire to help out could be a motive for volunteering. Finally, social benefits such as meeting new people who share the same values may be a component on a global or local scale (Fairley S. , Lee, Green, & Kim, 2013).

To conclude, the benefits felt by volunteers are acquired as part of their experience, linked to their satisfaction. To retain volunteers, it is sensible to explore the benefits that people acquire via their experience. As quoted in Fairley et al. (2013), “*the benefits that individuals achieve through a volunteering experience are believed to impact satisfaction*”.

As the importance, the impact, the value and the benefits of sports volunteering have been introduced, in the next section, the theoretical literature shows that they may be engaged in different kinds of sporting organisations (Murphy, 2010) and those who decide to volunteer come in diverse groups and in a wide array of contexts (Bussell & Forbes, 2002).

2.4 Different sport organisations (For profit, non-profit)

As sport has garnered a lot of interest in western European societies as we can see the number of participants is ever increasing (Enjolras B. , 2002). This increase has sparked a rise of members in different types of sporting organisations, which are crucial for the delivery of sports to populations (Wicker, 2011).

The two major differences that exist between different sporting organisations are the “for-profit” organisations (i.e. commercial purposes) and “non-profit” organisation (i.e. non-commercial purposes). A third form of sporting organisation can be added to list: “public” sports organisation (Vos, et al., 2012).

Non-profit organisations are the kind of organisation that produce goods and services, but do not “produce income for themselves, they do not provide profit or any other financial gain to the institution that creates, controls; and finances them”. In fact, they are more concerned by their mission than the financial aspects (Dolnicar, Irvine, & Lazarevski, 2008). They are closely linked to the public sector unlike commercial organisations. This means the way “non-profit” sports organisations are run is different from “for profit” businesses. Their decision process takes into account different factors as their objectives differ (Vos, et al., 2012). According to Bayle (2001), these factors range from their professional status and career to their personality and many other factors. When mentioning the decisions that have to be taken within non-profit sports businesses, these range from strategic orientations to the relationships they will build with their volunteers as well as their recruitment policies (Cuskelly, Hoye, & Auld, 2006). In that sense, with the definition given by Hoye and Cuskelly (2007) on sport governance, the governance will also differ with respect to the type of organisation.

It is interesting to draw a comparison between the different types of sporting organisations. First of all, the nature of these respective organisations is different. Local sports authorities such as “sporting complexes” in cities provide sports and services offered by the “government” (whether national, regional or local). Secondly, commercial sporting organisations provide services that are non-governmental. Indeed, they are detached from the public domain. Finally, non-profit sports clubs are mostly attracted by “social and intangible benefits, such as social capital” (Vos, et al., 2012).

2.4.1 For profit clubs and non-profit clubs

As illustrated by Vos et al. (2012), non-profit sports providers and for profit clubs are the main type of sports providers at the grassroots levels of Belgium. They seem to be active on the same “market”. However, they are divergent in respect of human and financial resources management as well as economic objectives. For example, for profit sports club employ paid staff; whereas, non-profit sports club use volunteers. However, volunteers may also be recruited to work in a for profit organisation (Ellis, 2000). However, Ellis (2000) believes that using volunteers in a for profit setting is seen as exploitation.

Mook et al.(2007) state that “non-profit organisations” also differ from “for-profit organisations” in the way that they take into account various stakeholders, use volunteers and seek to achieve social and economic objectives. Today, basic sports providers can be described via three main sources: the voluntary sector, the public sector and the commercial sector. They all have specific protocols. For example, “sports clubs” use the voluntary model, “for-profit” clubs use commercial models and local sports authorities use the public sports model.

As the benefits of sports have been recognised, the establishment of local sporting associations is growing. In fact, since the 1970’s, non-profit sports club are now in serious competition with commercial sports clubs, like fitness and wellness clubs for example. This is portrayed by the growth of the wellness industry since that decade (Andreasson & Johansson, 2014).

2.4.1.1 Economic objectives

In terms of the economic objectives, the main difference between profit based organisations and non-profit based organisations is that the former are influenced by economic profits for their shareholders. By contrast, the latter’s primary goal does not reside in the maximisation of profits. The same can be said about public sports providers (provided by government). Indeed, non-profit sports clubs cannot distribute the revenues and earnings. This is what defines non-profit organisation (Vos, et al., 2012). According to the study conducted by Mook et al. (2007), we do know that the economic structures of the two types of organisations differ. Thus, automatically transferring a for-profit approach to non-profit organisations would not be suitable.

As Handy and Brudney (2007) stated, non-profit organisations usually have a distinct economic structure, notably because of their use of volunteers and the effort they put in. As mentioned, the values of these volunteers are not taken into consideration because there is no financial remuneration for their services. However, non-profits are an economic force. Indeed, in an economic setting, since non-profit organisations seek volunteers; there is a large demand for them because they generate low costs for the organisation (Vos, et al., 2012). But on the other hand, research on the “Characteristics of Voluntary Sports Clubs Management”, it is stated that board members work voluntarily but because of this organisational structure, work for economic efficiency is not relevant (Thiel & Mayer, 2009). Indeed, efficiency is not the strong point for non-profit organisation as the staff is not remunerated. Thus, it has been confirmed that “*the economic rules of for-profit sports organisation cannot be transferred blindly to voluntary sports clubs*” (Vos, et al., 2012).

2.4.1.2 Financial resource management

Another aspect of differentiation between the two types of sporting organisations resides in their financial resources. Non-profit sporting clubs have multiples sources of (financial) income, which range from subsidies, membership fees, licenses, sponsoring or other types (Murphy, 2010). In fact, the main focus for sporting clubs is to promote sports for all, to increase participation in sports. On the other hand, for-profit sports usually have sales profit in as revenue (Wicker, 2011).

2.4.1.3 Human resources aspect

With respect to their human resources aspect, it has been well documented that sporting clubs use volunteer workers as human capital (Cuskelly, Hoye, & Auld, 2006). In fact, these volunteers have a very high economic value. For profit organisation use paid workers. Local sporting authorities mainly depend on civic engagement, but they also rely on a voluntary workforce, especially to promote their activities (Vos, et al., 2012). As a result of non-profit organisations being able to welcome new volunteers at any moment, and commercial organisations not being able to do so, (Handy & Brudney, 2007), Vos et al. (2012) state that it is probable that non-profit sports clubs exceed for-profit clubs in terms of the economic value of the human resources. However, it is expected that, in terms of human resources, for profit commercial clubs manage them in a more efficient way.

Moreover, according to Handy and Brudney (2007), managers in general, may prefer to work with volunteers because of the positive externalities that they provide and/or create. This despite of their lack of efficiency compared to paid workers.

Regarding the size of a club, Vos et al. (2012) state that the number of board members may be the same in any sporting organisation. However, the number of members differs. Thus, in terms of human capital, a larger and older club may be more efficient in finding volunteers because of the scale effects and because it may have more organisational experiences managing these volunteers. Thus, the difference resides with the competitive advantages in the cost of human resource. Vos et al. (2012) also state that within sports organisations, and specifically in non-profit sports organisations, recruiting volunteers is a simple process, as most clubs accept and welcome new volunteers freely. This means that as “for profit organisations” are in need for economic values, variables such as satisfaction, commitment, social cohesion, learning development and enthusiasm will be ignored. However, these variables are important sources for volunteer retention in sporting clubs.

As the rewards are concerned, these may be received by volunteers in different manners and are not always controlled by the organisation (Cuskelly, Taylor, Hoye, & Darcy, 2006). Volunteers may only receive intrinsic or extrinsic rewards in return for their services. In fact, according to Heinemann (1988) (cited in Vos et al. 2012 p.10),” *from an individual perspective, volunteering increases human (i.e., individual), social (i.e., the result of interaction) and cultural capital, augments personal and professional status, enhances social and professional connections, etc*”. Intangible rewards consist of recognition, self-development, importance and control. As for “for-profit” employees the rewards offered are mainly financial, promotional opportunities or improved conditions and benefits (Scott-Ladd, Travaglione, & Marshall, 2006).

Finally, it cannot be stressed enough that the input provided by volunteers is crucial to the sustainability of this sector (Kim, Chelladurai, & Trail, 2007). Since, it is been shown that the economic structure of commercial sports cannot be linked to those of voluntary sports clubs, the positive externalities and social benefits need to be assessed. Indeed, the positive externalities provided by the added value of volunteers in non-profit organisations are usually overlooked. These positive externalities provided by volunteers in non-profit organisations are various. These are translated for example by social cohesion or the improvement of health, or even democratic values. (Handy & Brudney, 2007).

As there is a massive increase of commercialised sports accessible to all, active volunteering is reducing and the debate being considered is whether sports clubs at local level need to be managed in a professional way (Cuskelly, Hoye, & Auld, 2006). However, as stated in section 2 (*Sport volunteering*), many more issues may arise from this alteration, most notably, the lack of awareness of social benefits and positive externalities (Cuskelly, Taylor, Hoye, & Darcy, 2006).

2.5 Types of governance (Democratic governance, Oligarchic governance)

As the definition of sporting governance has been given in Section 1.2 of this chapter, it would be now wise to give further explanation on the different types of sporting governance displayed by the theoretical literature. The two types sporting governance that were mentioned in majority were those with democratic style governance and those with oligarchic style governance.

2.5.1 Democratic governance

Sport organisations can be run in a democratic way. As a matter of fact, it is debated whether sporting organisations should be seen as democratic or oligarchic. In many cases, in the European model of sports, the organisations are run based on a democratic system. Members of the committees are appointed via a voting process involving each member of the organisation. The members are people affiliated to the organisation (Enjolras & Waldahl, 2010). The European model of sport is a document written by the European Commission in 1998, which explains “*the features of sport in Europe as well as the importance and problems of sport in Europe*” (García, 2009).

As quoted in a research on the democratisation and governance in international sport in (2010, p.7), “*Increasing democratisation of sport organisations involves the voices and concerns of all organisational actors including athletes, coaches, officials, volunteers, managers and other internal stakeholders*” (Kihl, Thibault, & Babiak, 2010).

There should be a formal level of governance within non-profit sport organisations based on a membership principle. This is linked to democratic rights. These members should be allowed to give their opinions and be involved in the election either as voters or nominees (Enjolras & Waldahl, 2010).

To support this fact, the study on good governance in international sports organisation (2014, p.3) explains that a democratic environment is an essential variable to good governance (Geeraert, Alm, & Groll, 2014). Furthermore, a research on “*good boards are strategic*” in 2012, states that boards in this context should allow “*democratic ideals*” of an election process (Ferkins & Shilbury, 2012).

To illustrate this, according to Enjolras and Waldahl (2010), *local organisations elect representatives to the regional and national levels of the federation*. The aim of the process is to ensure that every sports club has a voice in the federation. For example, every football club has to nominate a club secretary (even in non-professional clubs), who would be in close contact with the federation/league in order to ensure the umbrella organisation takes into account the voice of the club.

In addition, democratically governed organisations are run either via a bottom-up or a top-down approach. At the state and nation level, the governance is seen more with a top down approach, on the other hand, at a non-state level, the governance contains informal non-governmental approaches and thus seen as a bottom up approach (Geeraert, Alm, & Groll, 2014). That is, for a top down approach, the strategies are both developed and decided by the top of the hierarchy and trickles down to the low end of the hierarchy, whereas, a bottom-up approach suggests that decisions and strategies can be decided from the bottom and transmitted to the top level (Sabatier, 1986).

In sports, the process which shows the level of democratisation of an organisation resides in its Annual General Meeting (Hoye & Cuskelly, 2007), (Geeraert, Alm, & Groll, 2014), (Enjolras B. , 2009).

It should be reminded that most sporting activities are in theory organised by volunteers (Cuskelly, Hoye, & Auld, 2006). In most sporting organisations, the Annual General Meeting (AGM) is the most important meeting. According to the research and stated in Enjolras and Waldahl (2010), “*in some cases (e.g., national federations), the general meeting is biannual.*”, but not every sporting organisation holds an AGM. Executive board members, who lead the organisation, are elected during the AGM. Every member has the right to vote during this process. The AGMs aim at protecting and promoting democratic rights within the sporting sector. The AGM’s criteria to be met are multiple. *These are listed in Appendix 5.*

According to Enjolras (2010), at the local level, finding people that are willing to fill in leading roles is difficult. As a matter of fact, the issue that arise when an organisation has low participation is that it diminishes the legitimacy of the representatives at a higher position. It cannot be stressed enough that participation at sporting clubs at a local level and especially at their AGMs is important because it is at that moment that people can express their views and opinions on the way the club is managed. Moreover, this “*loss of legitimacy*” may hamper the relationship with the national, regional or local federation, which acts as an umbrella organisation.

2.5.2 Oligarchic governance

Almost every voluntary sport organisation was distinguished by an oligarchic way of running operation. In other words, the control was in between the hands of executives, which meant that members did not have any decision making power. (Enjolras & Waldahl, 2010).

However, the level of professionalization in non-profit sports organisations is currently an issue (Cuskelly, Hoye, & Auld, 2006). Nowadays, oligarchic style of governance can be found in more professionalised sporting organisations, such as elite sporting clubs. Indeed, and in accordance with researches conducted by Enjolras and Waldahl (2010), there are three factors that drive oligarchic style governance. Firstly, officials in large organisations may have a near monopoly position when it comes to power. Then, the owners would like to stay in power for the benefits perceived and for the prestige. Thirdly, the members of the organisation (including volunteers) do not have their say. However, without an active membership in the organisation, it would be very difficult for the leaders to get the support they need. Another study by Enjolras (2009), mentions that oligarchic tendencies may have an effect on the governance structure of the sporting organisation and thus threaten the steadiness and the efficiency of the organisation.

2.6 The motivations and retention of sports volunteers

The volunteer workforce is undoubtedly the critical factor regarding the organisation of sports. However, many articles suggest that the participation in sports has increased but the number of volunteers has decreased, which suggest a demotivation in the act of volunteering in sports (Cuskelly G. , 2004), (Doherty A. , 2009), (Costa, Chalip, Green, & Simes, 2006). In this section, we hope to find a link between the factors that motivate people into wanting to volunteer in a sports organisation and that of their retention (Hoye, Cuskelly, Taylor, &

Darcy, 2008). The factors that have been chosen all stem from section 3 (Volunteers in sports organisations).

2.6.1 Factors that motivate people to remain volunteers in sports

There are many factors that actually play a role in reasons to volunteer in sport particularly. According to the study on volunteering in the EU (2010), the report states that different kinds of factors motivate volunteers to initiate volunteering in sport. For example, for “volunteer technical staff”, the motivation may range from the need to belong to something, to an increase of self-esteem. If a person does not have the necessary skills to work as an instructor, the motivations to work for a sports organisation are based on human emotional needs (belonging, self-esteem). On the other hand, an instructor with an education in the domain may be motivated by “a desire to develop and improve their skills” (Murphy, 2010). For volunteer administrators, the report suggest that as far as the presidents and secretary of a sports club are involved, the driving factors which motivate them to undertake and remain a volunteer are the *“contribution to the promotion of sport, the strengthening of human contacts, being active in the sport sector, to be active in another environment, ...”* (Murphy, 2010).

The motives can be divided into two types of motivations: motivations for oneself and motivations to help others. The motives for the first include, *“experience, skill, social, meeting new people, career and expanding their network of colleagues”* (Bouchet & Lehe, 2010). It is also suggested that many volunteers are in search for experiences that will lead to the development of skills and knowledge. Others volunteer seek to *“fulfil a void in their own lives and feel better about themselves”*. Others state that *“empathy is a great motivating factor”* towards their willingness to volunteer. By contrast, the motivation to help others comes from the idea that individuals have a need to give back to society or for a cause. A common question that they ask themselves is *“How can I give back?”* (Bouchet & Lehe, 2010).

As described by Knoke and Prensky (1984), motivation incentives can be used to study volunteer retention. These incentives are utilitarian, affective and normative nature. According to Cuskelly, Hoye and Auld (2006), utilitarian incentives are described as *“material incentives”*, which are seen as the personal rewards obtained from volunteering. For example, gaining work experience, expanding one’s network. Then, there are affective

incentives, which are described as “*Solidarity incentives*”. They stem from the social benefits obtained such as, friendships created, identifying with a group and social interactions. Finally, there are normative incentives, which are described as being “*Purposive incentives*”. These incentives are seen as being unselfish, altruistic.

According to Bouchet and Lehe (2010), another manner of motivating and retaining volunteers is to find out how to change the management style in relation with the volunteer. They say that this approach is very useful in terms of retention rates among sport volunteers. They stated that volunteers have four types of basic personalities: Dominance, influencing, steadiness and conscientiousness. “*Dominant individuals like getting immediate results, causing action, accepting challenges and making quick decisions to solve problems.*” These people are the ones who do not need any training and can get to work instantly. Next, “*Influencing individuals are verbal and enthusiastic and enjoy contacting and entertaining people while making a favourable impression.*” These people work really well in groups and can understand and take instruction very easily; they are very good in starting conversation as well, greet and thank people very easily. Then, “*Steady individuals are loyal, patient, and good listeners, and like staying in one place while concentrating on the task at hand.* These are the people who are very shy and take time to get acquainted with people. They prefer working alone. They are of great need to trust their organisation. Finally, “*conscientious individuals prefer following standards and procedures, concentrating on details, and working under controlled circumstances.* This is the person who would be very loyal to the organisation, although it may take some time before they can give their full effort. They would know the inside outs of the organisation.

In order to grasp some of the factors that have been mentioned by the theoretical literature above, some of these dimensions should be looked at in more detail. As the experience, the cohesion, the sense of community, the wellbeing and the satisfaction in terms of pleasure have all been mentioned on the motivation and retention of volunteers within a sporting organisation, this is what the literature says about these factors.

2.6.1.1 Volunteer experience

Starting off with the dimension of experience, this section will detail the motivation behind continuing the act of volunteering. Indeed, as mentioned, a volunteer creates bonds and experiences with other volunteers (Ilario, 2016). Moreover, volunteering allows an

individual to acquire experiences and skills (Misener & Mason, 2006). As noticed, the term “experience” can have several connotations, especially in terms of the experience felt and the experience gained (Cambridge, 2017).

As we have seen volunteering in sports comes in many forms (Murphy, 2010). On a study conducted on people who volunteer in youth sports as coaches, trainers and administrators, there are many sports volunteers who take part in sporting organisations, either at local, regional or at international level (Kim, Chelladurai, & Trail, 2007). Indeed, volunteering within these different spectrums brings about differences on the act of volunteering as exposed in section 2 (Sports volunteering).

The experience of a volunteer during their work is a very important factor that is able to drive this person to want to volunteer in the future or even remain a volunteer within their organisation. The experience is equally a high factor of retention. Authors such as Kim, Chelladurai, and Trail (2007) posit that when their experiences are positive, volunteers will feel a greater sense of empowerment, which is essential as a way to reward the volunteer.

Moreover, if volunteers are overally satisfied with their experience, they will be willing to return volunteering. As a matter of fact, the experience of the volunteer is closely linked with their satisfaction (Pauline, 2011). As Cuskelly, Hoye, & Auld mentioned in 2006, “*volunteers constitute a significant labor source for a sport organisation, researchers and practitioners have recognised job satisfaction of volunteers as an outcome of volunteer experiences*”. Thus, the importance of providing a good experience to the workforce in a sports organisation is a driving factor towards its success in the long term (Gillespie, 2014).³

The sense of empowerment can be derived from the significance of the work carried out and its impact. Empowerment is related to the freedom on how the work will be undertaken (Garner & Garner, 2010). It has been stated that there is a negative relationship between empowerment and turnover intention (Chen, 2005). Which means that the feeling of feeling in power will not result in volunteers intention to leave the organisation.

In the case of event volunteering for “mega sporting events” (e.g. Olympic Games, FIFA World Cup) training is an important factor for the satisfaction of a volunteer. As the studie from Gina Pauline (2011, p.13) demonstrated, “*training was important for satisfaction*

³ <https://www.theguardian.com/voluntary-sector-network/2014/jun/04/how-to-recruit-and-keep-volunteers>
(Last accessd 7/1/18)

as it provided the opportunity for volunteers to share their opinions and experiences. In doing so, this contributed to their sense of community at the event itself, which positively impacted their level of satisfaction". This statement by Gina Pauline reveals that sharing opinions will lead to a satisfaction and this linked to what was said in terms of democratic sports governance "Being able to give opinions is conducive to a willingness to become a volunteer in sports" (Pauline, 2011), (Hoye & Cuskelly, 2007).

2.6.1.2 Cohesion

The second dimension is cohesion. As Vos et al. (2012) mentioned in their study, cohesion is a factor of retention within a sport organisation. It is one of the important social impacts that can act on a volunteer (Misener & Mason, 2006). Being able to understand the different experiences of volunteers in amateur sports organisations is compelling to the effective management of non-profit organisations (Doherty & Carron, 2003).

Doherty and Carron conducted a study regarding the main factor of cohesion within volunteer sports committees. The result of the study showed that it exists two types of cohesion. The first one is "Task cohesion" and the second one "Social cohesion". The two are critical to the satisfaction of a volunteer and the perceived effectiveness of a committee. According to their study (p.116) "*volunteer effort and intent to remain with the committee were predicted by task cohesion*" (Doherty & Carron, 2003). Furthermore, they found that the forces for task cohesion were stronger than the forces for social cohesion.

A way to define task cohesion could be "*the extent to which all members of a team are attracted to the task. These members successfully completes the task by working together through their common skills and abilities*" (Nugent, 2013). On the other hand, social cohesion can be defined as an organisation that collaborates together to contribute to the wellbeing of its members, it creates a sense of community, promotes trust and it delivers the chance for its members to increase their social classes and statutes (Estelle, 2011). Finally, according to a study published in 1985 on the development of an instrument to assess cohesion in sports teams, cohesion can be described as a process which illustrates the togetherness of a group and the retention of unity while pursuing the same goals and the needed satisfaction of every member (Carron, Widmeyer, & Brawley, 1985).

It has to be noted that most non-professional sports organisations rely a lot on the work performed by volunteer Executives Committee Board Members (Cuskelly & Boag, 2001). According to Doherty and Carron (2003), these members are called “Systematic volunteers”. In other words, these volunteers have a specific role requiring a systematic commitment to run the operations of the organisation. They do not receive any financial remuneration in return of their efforts and time spent for their organisation. The commitment of volunteers will be developed later in this paper.

This enhances the fact that most sports management need to understand the multiple motivations that influence individuals into wanting to commit to the volunteer workforce. Because little is known about the “*perceptions of their experiences within committees*” (Cuskelly, 1995). The indicator that perhaps shows the experience of volunteers is the group cohesiveness.

The cohesiveness can be illustrated as a form of togetherness or a harmony of a group. It can be found in different contexts including sports team (Cota, Evans, Dion, Kilik, & Longman, 1995). According to these authors, there is a correlation between cohesion and absenteeism, satisfaction and effort.

In non-profit sports organisations, the committees are considered as being small groups of people, including the chairman, vice chairman, the club secretary, the treasurer, the social and media secretary... These people are responsible for ensuring that the organisation is operated in a efficient and effective manner (Cuskelly, Hoye, & Auld, 2006). For this reason, it is very important to understand the cohesiveness in such a group. Indeed, the collective spirit is declared as being an important attribute to the perfect organisation committee (Doherty & Carron, 2003). In 1995, Cuskelly (1995) even added that “*volunteers in sport who perceive their committee as cohesive . . . are more likely to report higher levels of commitment.*” There is a substantial link between cohesion and satisfaction as well as between cohesion and commitment (Doherty & Carron, 2003).

In terms of volunteer retention, once a member of the board feels a strong cohesion among the group, they might be more eager to remain within the committee. The idea of feeling integrated and part of the organisation is a driving factor towards the retention of these individuals. Moreover, those entities linked to the National sport organisation which are “*truly integrated and have coherent boards*” are crucial to the performances of those boards, especially with respect to their decision making. (Doherty & Carron, 2003).

In the article by Carron et al, (1985), a group cohesiveness resides in members personal attachment with the group and their sense of closeness with the collective. In addition, according to Doherty and Carron (2003, p.118) *members' perceptions of group cohesiveness are primarily focused on task aspects (e.g., group goals) and social aspects (e.g., relationships) of the group.*

The study that was carried out mentioned many motives that would drive a person to volunteer as a board member of a sporting organisation. These motives range from *the desire to work with others, the desire to meet new people, and the need to develop personal and professional relationships* (Inglis S. , 1994). Furthermore, many other factors should be studied in concordance with the concept of cohesiveness. Factors such as, gender, position within the committee, seniority in the committee, its size and the frequency and length of the meetings should be taken into account when analysing the cohesiveness of a group (Doherty & Carron, 2003).

The factor regarding gender, as reported by Inglis (1994), suggests that women volunteering as sport executives identified relational and growth needs as significantly more important than men in the same functions. Then, the position inside the committee suggest that if the committee member holds an administrative function, such as president, vice-president, secretary or treasurer, their perception of social cohesion would be greater than those of the members playing a less important role (secondary functions). The tenure within the committee had no significant results on the cohesiveness of a group. However the size of the committee does have a significant impact on the cohesion of a group. Indeed, as explained the article, those belonging to smaller groups are expected to have an easier time bonding and coordinating their activities. The meeting frequency can play a role on the cohesiveness of a group and thus on its satisfaction, which could result in a retention within the organisation. It is probable that individuals who meet up frequently are more bound socially. Thus, it is considered that the frequency of the committee meetings and the number of people attending the meetings would have positive effects on task and social cohesion (Doherty & Carron, 2003). The study posited that factors such as satisfaction, effort and intention to leave are reflections of the outcome of cohesiveness. (Doherty & Carron, 2003). First of all, satisfaction is seen as the difference between what one wants and what one gets from their work.. It is closely identified with cohesion within context of sports management. The satisfaction variable is supposed positive with cohesive variables (Chelladurai, 1999).

The other factor which contributes to cohesiveness resides in the effort given by the individual to the organisation. As explained in Chelladurai's article (1999), effort is considered to be the behavioral reflection of one's motivation state. Research regarding groups team and training in the sport sector brought to light that cohesiveness is linked with a member increased, effort, motivation and participation in the group. Moreover, cohesion is associated with a reduced loafing, in other words, there is a reduction in people spending their time without having a specific objective (Doherty & Carron, 2003). Effort is reflected by the work output which is considered as behavioral adherence to the cause of the organisation and thus closely linked to cohesiveness.

To conclude, both task and social cohesion seem to be similar in terms of motives to remain involved with volunteering in sports organisation committees. According to Doherty and Carron (2003, p.132), *taken together, volunteers reportedly become involved to make a contribution to a committee's work and to develop social relationships, and they perceive their committee to be integrated around those same aspects, but particularly the tasks of the group.* (Doherty & Carron, 2003).

A committee which includes at least 13 members could be synonym of being most likely to generate social cohesion. As stated in Doherty and Carron's article (2003), the number of volunteers present in a small committee may not be enough to engender social cohesion. As a matter of fact, a group might need a sufficient number of members in order to be able to find the individual whom they could potentially create a bond with.

2.6.1.3 Sense of community and Wellbeing

This part will explain why community is the social dimension behind volunteering within an organisation. It is conducive to the retention of volunteers within their organisations. A sense of belonging can be linked to social cohesion (Misener & Mason, 2006). This paper takes the hypothesis that identification to an organisation could have a significance on the intention of volunteering and remain a volunteer. We also saw that social cohesion can contribute to the wellbeing of its members, it creates a sense of community (Estelle, 2011). Moreover, Brief and Motowidlo (1986), state that wellbeing is one of many factors that play a significant role in the motivation of the potential and existing volunteers.

The term “sense of community” generally refers to social organisations where interests are identical (e.g. sport clubs, art clubs, and charities). Moreover, a sense of community is significant on the satisfaction and commitment of a volunteer (Fairley S. , Lee, Green, & Kim, 2013). The feeling of being part of a community plays a crucial role on the individual’s wellbeing and influences as well someone’s active participation. The benefits that can be taken out of being a member of an organisation include integration and a sense of fulfilment (Cicognani, et al., 2008).

Authors such as Bauman (2001), state that people are looking for civic participation and a sense of community because “*they are becoming more psychically isolated*”. People seek to connect with each other through various ways. It is suggested that the increase in globalisation is making people lose their sense of place and identity (Misener & Mason, 2006).

Finally, the particular degree to which a person’s identifies with their community is an important feature with regards to a “sense of community”. Thus, social involvement is key in garnering a sense of community. This pushes forward the level of participation within an organisation. As described by Cotterell (1996), involvement in sports organisations offers the possibility to enhance social ties with people from different social settings. As a consequence, this will help the individual secure a sense of belongingness and tighten their identity to the group. This was confirmed by the report on volunteering in the EU (2010).

In terms of wellbeing, this can be described as having a good state of comfort, health and happiness. It can be linked to an individual or a group. There are many aspects of wellbeing that can have an effect on someone. Authors such as Thoits and Hewitt (2001) studied several aspects of wellbeing, most notably happiness, life satisfaction, physical health and self-esteem. As the retention of volunteers is put into question, management teams should not neglect the relationship that exists between wellbeing and volunteering.

Research on this regard have been tackled, researchers such as Prilleltensky et al. (2001) found that possibilities for participating and contributing to their community is critical in enhancing one’s psychological and social wellbeing. Therefore, middle class men and women with a university education alike tend to participate as volunteers with the indirect goal of satisfying their social needs (Cicognani, et al., 2008), (Thoits & Hewitt, 2001).

In addition, an individual who desires to participate and be involved in a non-profit sports organisation can enlarge his or her personal identity and therefore increase their social wellbeing (Cicognani, et al., 2008). As stated in Thoits and Hewitt (2001), volunteer motivation can come from a need to express community commitment or even to reduce identity threats.

Finally, volunteer work does enhance several aspects of wellbeing, in concordance with the study provided by Thoits and Hewitt (2001). One important factor of volunteer work resides in the role identity of the volunteer. Indeed, in non-profit sports organisations some individual members of the committee each have specific roles to fulfil (Cuskelly, Hoye, & Auld, 2006). Research with regards to the role identity posits that past volunteers will create their role identity, which in turn will be a function of their future volunteering activity. According to Thoits and Hewitt (2001), this process is critical to understanding the sustainability of volunteerism. Equally, the model deemed “group identity model” proposes “*that individuals are motivated to help others with whom they are collectively identified*”. For example, people who enjoy sports will be more likely to help out other who cannot participate in sports.

To expand on the “role identity theory”, this is characterised by functional and contextual motives. The functional motives being those characteristics that are exclusively individual, whereas contextual motives are those made up of “continuous interactions” with a context (Willems, et al., 2012). These motives have been further detailed in section 3.3 (the benefits of volunteering in sporting organisations).

Another motivation resides in the personality traits of an individual. To put it in another way, a prosocial behaviour is linked to human traits such as empathy and helpfulness (Law & Shek, 2009). Thanks to these characteristics, it is set a light that the time and length of volunteering will be increased (Thoits & Hewitt, 2001).

Allen and Rushton (1983) concluded that those individuals with a certain level of control and with a positive self-esteem will be those eager to participate as volunteers. As cited in Thoits and Hewitt (2001, p.117), “*Such results hint that people who generally have greater personal coping resources (e.g., high self-esteem or an internal locus of control) and who are in better mental health might be more likely to volunteer.*”

As proposed in Jahoda's review (1958), when someone decides to become a volunteer, this would probably require him or her to keep a certain level of activeness. Therefore, the intrinsic and extrinsic rewards generated may trigger a sense of happiness, self-worth and satisfaction. In other words, there is an expectation to believe that volunteering will enhance an individual's wellbeing.

Researches like Thoits (1992) have suggested that volunteer participation provides a sense of identity, which in turn can provide a purpose in life within a given organisation and thus increasing one's wellbeing and this rewards might stem from providing a service.

2.6.1.4 Pleasure

The pleasurable factor is dependent on the wellbeing, as pleasure is linked to happiness, triggered either by extrinsic and/ or intrinsic motivations and rewards (Thoits & Hewitt, 2001).

Pleasure can be defined as the conscious experience of reward. However, the definitions may vary from one human being to another, as there is not one single definition (Berridge & Kringelbach, 2008). Another definition of pleasure is a feeling that individuals seek to bring into their consciousness and retain it (Goldstein, 1980).

Volunteering can be a means of obtaining pleasure from the activity (Emrich, Pitsch, Flatau, & Pierdzioch, 2014). The pleasure comes from the satisfaction from doing the job (Solberg, 2003). Although the pleasure felt while being a volunteer stems from the experience of volunteering, it is crucial to the motivation and retention of the volunteer within the sport sector. In order for an individual to remain in his or her position, the volunteering act must be seen as pleasurable (Roberts & Devine, 2004). According to Roberts and Devine (2004), an important factor regarding volunteering in whatever sector, is the pleasure and enjoyment that is obtained from the organisations activities.

If the pleasure was to decline for the volunteer activists, this may have a negative impact on the sporting organisation. As we know, volunteers bring in social capital and their knowledge, which in turn are important to sustain the activities of the organisation. A sense of pleasure, which is linked to happiness, is critical for a good social capital, which is a major benefit from volunteering (Spaaij, 2012).

We will thus see in the field study if pleasure is shown to be a major benefit, motivation and retention factor for volunteers. Without this factor it would be difficult to keep the activities of the sporting organisation sustainable. As it is seen, the pleasure of volunteering is a win-win situation for the individual and the organisation.

2.6.2 The retention and recruitment of sports volunteers

Retaining volunteers is easier than recruiting new labour forces because of the cost effectiveness of the procedure. However, it is posited that increasing recruitment efforts, increasing the workload of current volunteers, or retaining the current volunteers could bolster the volunteer work in the sports sector and thus balance out the decline in sport-volunteer participation (Kim, Chelladurai, & Trail, 2007). Indeed, if all three suggestions are implemented by a sporting organisation, the number of volunteers may cease to decline.

It has been revealed (as cited in Inglis et al. 2005) that retaining skilled volunteers is more cost effective than searching for and replacing them with new volunteers. A link can be established with the marketing strategy for the retention of employees in a company (Giannoulakis, Wang, & Gray, 2007). For example, numerous students who have obtained a student job within a company have a better chance to be recruited the following year based on their knowledge of the company. In marketing, there is considerable emphasis on cultivating relationships with customers and donors with the goal of retaining them (Kim, Chelladurai, & Trail, 2007).

Retaining volunteers in a non-profit organisation would probably be more cost-effective than recruiting new ones in terms of Human resource management (Cuskelly, Taylor, Hoye, & Darcy, 2006); this would ultimately bring about a sense of continuity of interpersonal relationship between the volunteer and the end user of the service provided. This would result in an increased quality in the relationship between both parties (Kim, Chelladurai, & Trail, 2007).

In a study of Wymer & Starnes published in 2001, the number of non-profit organisations and the demand for volunteers are growing. Therefore, the retention of motivated and skilled volunteers is significant for most non-profit organisations (Kim, Chelladurai, & Trail, 2007).

However, the next section will explain several dimensions that can play a role on the retention of volunteers and their loyalty towards their organisation. In short, dimensions such as, the position held within the sporting organisation, the commitment of the volunteer to the role, the satisfaction with position, the length of time in the role and, finally, the transition extension concept, indeed all these dimension can have a significant impact on the retention of a volunteer.

2.6.2.1 The role of committee positions

This section will explain what the literature says about the positions held within the organisation and if they can play a role on the retention of the volunteer. Indeed, as sports organisation need committee members in order to function (Cuskelly, Hoye, & Auld, 2006), the satisfaction and commitment with regards to these positions may differ.

Furthermore, committee members are either involved with a “membership’s management organisation” style or a “programme management organisation” style. The first one differs from the latter, as the volunteers are more loyal and have “*a lengthy involvement*”. This leads to a lower turnover, whereas, “programme management organisations” are used to dealing with high (volunteer) turnover. But, for membership management organisations, if a volunteer decides to quit his position, this type of organisation will find it problematic to replace him/her (Cuskelly, Hoye, & Auld, 2006). Indeed, according to Cuskelly, Hoye and Auld (2006, p.92), “*because volunteer satisfaction is multifaceted and shaped by the needs of members, compared with programme management organisations, satisfaction is less likely to be influenced either directly or predictably by management attributes in membership management organisations.*”

Another issue that may occur regarding volunteer committee members in non-profit organisation is the fact that the number of positions is limited. As stated in Mook et al. (2007, p.518) “*the core volunteers will be associated with the executive and other key roles such as board members.* Indeed, in sporting organisations, there are other roles that may require less time such as leader of a team or associate leader for example. But, as the research shows, many members of sporting organisations may want to be more involved in the operations. However, one the main reasons why people do not take the initiative to volunteer is because “they have not been asked to do so”. Therefore, within an organisation, there must be strategies put in place to accommodate more volunteers, as long as this is done in accordance

with the organisations' values and objectives (Mook L. , Handy, Ginieniewicz, & Quarter, 2007).

In terms of the duties of a committee, its focus is on the administration and management of the club. These duties are conformed to tasks, results and strategic implementations. The committee acts on behalf of the members in the organisation (Cuskelly & Boag, 2001).

According to Cuskelly and Boag (2001), the functioning of the committee refers to how it perceives the tasks and the human relations within their group.

These people are critical to the administration of the club. However, in non-profit voluntary organisations, there are several issues in relation with the retention and turnover of committee members. As stated in Cuskelly and Boag's research (2001), "*For many volunteer administrators, especially those who do not take on other roles (e.g., coach or player) their major source of formal contact with organisational members is at committee meetings*".

But, the key issues linked to the efficiency of committees are the members' turnover. Indeed, if someone quits the committee, this will create organisational issues. As quoted by Cuskelly (1995), *inefficiencies in committee operations impact on the willingness of members to maintain their involvement and like other areas of sport volunteering, the administration function is under threat from recruitment and retention problems.*" (Cuskelly, 1995). It is said that a positive image of the functioning of the committee is significantly correlated with organisational commitment. This is once again linked to the retention or turnover of committee members (Cuskelly, 1995).

As stated above in relation with the democratic governance, "*committee meetings are an essential component of a democratically run sport organisation*" (Cuskelly & Boag, 2001). In turn, if a volunteer has a bad image of the functioning of the committee that may be a deciding factor on whether the volunteer leaves or remains in the organisation (Cuskelly, 1995).

Retention is one part of the research; however, turnover is more difficult in sporting organisations. Indeed, the departure can either be decided by the member or imposed by external circumstances. This may happen to either a committee member or someone involved in daily operations (Cuskelly, Hoye, & Auld, 2006). Moreover, as confirmed by Cuskelly and Boag (2001), this may happen at any time during the season (before, during or after).

Furthermore, a committee member may leave their position. However, they may still remain an active member of the organisation. It has to be noted that people never get “fired” from voluntary organisations, but in accordance with the rules at the Annual General Meetings may not get the majority to continue and retain their position. According to Cuskelly and Boag (2001), “*in some instances, committee positions, by virtue of the constitution and by-laws of sport organisations, have limited tenure*”. In other words, these members need to stop with their commitment.

2.6.2.2 Commitment

This section will explain the dimension of the commitment of volunteer’s *vis-à-vis* retention. As Doherty and Carron (2003) stated, volunteers have a specific role requiring a systematic commitment to run the operations of the organisation. As Thiel and Mayer (2009) described, non-profit sporting organisations need committed volunteers. According to Fairley et al. (2013), commitment is linked to a sense of community. It can be confirmed that the more a volunteer is committed to their organisation, the more likely the person is to continue volunteering in the future (Green & Chalip, 2004). As a matter of fact, commitment provides a foundation for understanding the links between a volunteer and their organisation (Cuskelly & Boag, 2001).

If we are dealing with a high commitment, chances are that productivity will increase which will lead to a reduction of absenteeism. On the other hand, if the commitment is low, that means that the volunteer will chose between particular activities, such as attending meetings or not (Fairley S. , Lee, Green, & Kim, 2013).

“Behavioural commitment” reflects the level at which a person is linked to an organisation. “Attitudinal commitment” implies someone’s reaction towards the objectives and the goals of the organisation. The latter plays a role in the relationship between the volunteer and the organisation because as described by authors such as Costa et al. (2006),” *it is believed to be an important indicator of ongoing and persistent behaviours*” (Fairley S. , Lee, Green, & Kim, 2013), (Costa, Chalip, Green, & Simes, 2006).

Furthermore, in Cuskelly and Boag’s research (2001), it is stated that organisational commitment is able to predict departures among volunteers. In fact they state the importance of having volunteers with a strong sense of commitment to the values of the organisation. “Organisational commitment” is an outcome of satisfaction. However, it might be the

contrary for volunteers. That is satisfaction is a result of commitment. Indeed, being committed to an organisation may be the trigger to an active or passive participation for the organisation. (Costa, Chalip, Green, & Simes, 2006).

However, if a volunteer is not satisfied and not committed, he or she will not have to spare any tangible benefits such as money if they decide to quit a voluntary organisation (Cuskelly & Boag, 2001). It is a fact that organisational commitment is a factor in the retention of volunteers (Cuskelly, Hoye, & Auld, 2006). According to Mowday et al. (1982) (Cited in Cuskelly et al. (2006), organisational commitment can be defined by “*a strong desire to maintain membership of an organisation.*” There is “*affective commitment*”, which is the matter of a volunteer “wanting” to be committed. Secondly, there is “*continuance commitment*”. This occurs when internal or external issues arise and forces volunteers to be removed from their positions and thus another volunteer must be committed as a sacrifice or because of a lack of options. Finally, there is “*normative commitment*”, which suggests that someone should be committed based on organisational investment and socialisation strengths, in other words it is seen as an obligation (Cuskelly, Hoye, & Auld, 2006).

As explained in Cuskelly, Hoye and Auld’s book on “working with volunteer”, the utilitarian, the affective and normative incentives are related to the organisational commitments. So, commitment can be a factor that decides if a volunteer stays or leaves the organisation. This may be critical to understanding the retention of volunteers.

Studies by Cuskelly and Boag (2001) and Green and Chalip (2001) on organisational commitment were performed in companies. There are two main reasons why it would be improper to transfer their findings to sports organisations: the first being the “*supply*” of workers and the second being, the financial remuneration. Furthermore, sporting organisations are seasonal, which is not important for employees, but very important for volunteers (Cuskelly & Boag, 2001).

The organisational commitment variable can be added as a factor that is related to retention or turnover. In fact, according to McCudden (2000), commitment plays a role in determining how long a volunteer may remain in or leave an organisation.

The limit to organisational commitment may be that a member may have to give up their position because of a lack of confidence from the other members of the organisation for example, despite possibly having a large level of commitment. In other words, because of

certain club or democratic rules, members of the committee may not be able to retain their position, (Cuskelly, Hoyer, & Auld, 2006) as stated in the section involving the positions within a sporting organisation.

2.6.2.3 Volunteer's job satisfaction

The job satisfaction of individuals could be linked to their intent to remain in the job. As Cuskelly et al. (2006) stated, the expectation is linked to the satisfaction. Moreover, in terms of social cohesion and task cohesion, Doherty and Carron (2003) said that the two are critical to the satisfaction of a volunteer. Like satisfied employees, there is a high probability for satisfied volunteers to continue volunteering for the same organisation as satisfaction is known to be a signal of intent to volunteer in the future (Doherty A. , 2009). Organisations have to understand why people volunteer and what factors could make them stop (Willems, et al., 2012).

Job satisfaction is linked to the retention of an individual in their respective work place (Doherty A. , 2009). The definition of job satisfaction is multidimensional. When referring to job satisfaction of volunteers, the key focus should be how they experience working for no salary (Farrell, Johnston, & Twynam, 1998).

As we have seen, many sporting organisation rely on the work performed by volunteers, an unpaid labour workforce. The development of a retention strategy seems important in order to ensure the sporting activities are sustainable.

The organisers are involved in multiple tasks, including the recruitment and supervision of volunteers. In fact, a team of unpaid workers is of crucial importance to the success of the sport competition. The management team plays a critical role with regards to volunteers reaching their much-needed satisfaction to be able to retain them. The satisfaction can come from various sources: different points of view, management factors, extrinsic motivations, and intrinsic motivations. How well the management team understand the satisfaction and dissatisfaction of volunteers is crucial to the smooth running of sporting organisation's operations. Moreover, if these volunteers are properly managed in a positive way, there will be a strong foundation for their retention (Farrell, Johnston, & Twynam, 1998).

To come back on extrinsic motivations, these appear when an individual or a group is motivated in engaging an activity with the aim of earning a reward. For example, an individual may participate in a sport in order to get an award. Secondly, intrinsic motivations occur when an individual engages in an action because considered as personally rewarding. For example, one would participate in a sport because he or she enjoys the activity. Also, management and organisational factors come into the equation as well in the following manner: the communication style, the working environment, and relationships with other volunteers. All these elements can play a significant role on the satisfaction experienced by a volunteer (Farrell, Johnston, & Twynam, 1998).

The understanding of the satisfaction, motivation and the behaviour of volunteers will lead to the improvement of planning management and recruitment strategies in maintaining a strong volunteers' base (Williams, Dossa, & Tompkins, 1995). Following a study carried out by Caldwell and Andereck (1994) about identifying the motivations for participating in a recreation-related voluntary zoological association, three types of incentives were highlighted. "Purposive incentives" is defined by doing something useful and chipping in to society; "Solidary incentives" are based on networking and social interactions. Finally, "material incentives", comprise tangible rewards such as concrete advantages or good memories (Farrell, Johnston, & Twynam, 1998).

We understand that volunteer satisfaction is based on the correlation between motivations and experiences. As described earlier, individuals will continue to volunteer considering the experience as rewarding and satisfying to their requirements (Cnaan & Goldberg-Glen, 1991). The satisfaction of volunteers does stem from their expectations, creating motivations. Furthermore, the experience will include several attributes that are linked to the administrative and managerial aspects of the organisation (Farrell, Johnston, & Twynam, 1998).

When choosing volunteers for any roles in the organisation, the management team must make sure that there is a good balance between the interest of the volunteer and the task to be undertaken. Indeed, if the balance is not right the volunteer may not be entirely satisfied. This might hinder the management of the organisation and refrain continuing volunteering in the future (Farrell, Johnston, & Twynam, 1998).

It is also suggested that volunteer satisfaction might also be dependent on many other factors such as, the training, the planning, the scheduling and the negotiating of the daily

activities (Hill, 1991). Many more important factors can play a role in the satisfaction of an unpaid worker, including recognition received, interaction with other volunteers, etc. (Fisher & Ackerman, 1998). For example, in the case of a sport tournament such as the FIFA World Cup, fans from the countries represented will have expectations with regards to the performance of their respective country at the conclusion of the tournament. As a consequence, their satisfaction will be correlated with their level of expectation. In this respect, this analogy can be transferred to the satisfaction of volunteers with regards to their expectations with the organisation (Downward & Ralston, 2005).

Finally, and according to Cnaan and Goldberg-Glen (1991), volunteers have different motivations that can lead to possible rewarding experiences. The people in charge of a sporting organisation need to ensure an important satisfaction of their volunteers in order to bolster their commitments for the future (Farrell, Johnston, & Twynam, 1998).

2.6.2.4 First time volunteers versus veteran volunteers

The individuals who volunteer in sporting organisation, and thus hold positions within the committee or within the staff, could either be first time volunteers or veteran volunteers (Pauline, 2011). The demand for volunteers in non-profit sports organisations is ever increasing. As stated, most organisations rely heavily on them in order to successfully and efficiently function (Cuskelly, Hoye, & Auld, 2006). The study conducted by Pauline (2011), showed that there was a significant difference between first time volunteers and veteran volunteers (or returning volunteers) with their intent to continue their support to the organisation. The two groups have different motivations.

Indeed, in a research conducted in 2007 on “volunteering abroad”, it was shown that first time volunteers were mostly concerned about “the financial effects” their involvement would have on themselves. On the other hand, veteran volunteers were more concerned about their social relationships (Fairley, Kellett, & Green, 2007).

In order to know whether retaining volunteers or recruiting volunteer is the best and the most sustainable strategy for the organisation, the focus should be put on the veteran volunteers. The authors mention that to be able to attract volunteers, especially in a sporting organisation, the “Love of the game” is an essential condition, according to veteran volunteers (Coyne & Coyne, 2001).

The economic efficiency of many non-profit sports organisations depends crucially on unpaid volunteers. As mentioned in Coyne and Coyne's paper on unpaid volunteers (2001), some of these volunteers can be non-employed, students, retirees or employees who take time off from their day job for a fixed and variable remuneration. Indeed, as stated above, the labour provided by volunteers is cost efficient but still generates the much-needed assistance needed by the organisations. The question that has to be asked to non-profit sporting organisation towards first time volunteer should be "How can they reach them?" and towards veteran volunteers, "How can they retain them?" (Coyne & Coyne, 2001).

There are multiple potential motivations that come into play when trying to reach new volunteers. First of all, the volunteers must feel that they get something out of the experience. As explained by Coyne and Coyne (2001), having a tangible benefits and practicing the sport is a major motivation. Secondly, the organisation is a place where volunteers are able to meet new people who might share their interests and create social bonds. This helps building a sense of community. As for some volunteers, the passion for the sports plays a role in the willingness to participate and be an additional motivation for volunteering.

On the other side of the spectrum, veteran volunteers similarly have the "love of the game" as the main influence to continue volunteering. However, in their case, technical details about the management do play a significant role in their continued involvement, details such as, 'good volunteer supervision' is an equal to "love of sport" (Coyne & Coyne, 2001). The idea of getting something out of the experience is similarly an influence on their participation. Feeling part of a community is also a strong motivation for veteran volunteers.

Finally, as quoted in Coyne and Coyne in 2001, "*Retention is the result of sound volunteer management (especially at the first level of volunteer interface)*". Moreover, a good management may lead to a sense of recognition. As (Fisher & Ackerman, 1998) mentioned, "*Academic studies of volunteerism support a common theme – recognition for good work is especially vital to the unpaid volunteer*".

2.6.2.5 Transition – Extension Theory

Finally, this section reveals the transition extension, as the dimension that will explain the thinking behind what occurs when an active playing member of an organisation is not

being able to practice the sport anymore and the link it has with the retention to the organisation.

The involvement of former players in the volunteer's workforce is a topic that should not be neglected. In fact, studies such as Cuskelly's in 2004, suggest that former athletes do turn to sports volunteering in order to continue their involvement. In his view, the transition from a player to a volunteer role in sport is linked to a broader sense of engagement. A player transitioning to volunteerism either acted out of self-interest, altruism, or feelings of social pressure in order to increase their knowledge and commitment to a sporting activity or a particular sports organisation (Kim, Chelladurai, & Trail, 2007). This confirms what Bussell and Forbes (2002) said; people do not only volunteer for altruistic reasons.

Indeed, many sports organisation give the possibility and opportunities to former players to stay in touch with the sport they have practiced for several years. These opportunities range from "*offering mentoring and career advice to other former players in their area, to providing leadership at the local and national level, to making a difference in the community*" (NFLPA, 2014). Former players already have an advantage regarding the organisation and the sport they are involved in. As a matter of fact, through their continued commitment to the game, they give the possibility for the current players to enjoy the sport (FA, 2017).

The term used by Cuskelly regarding the continued involvement of former players is named "Transition extension". This process of retention of volunteers in the community sport system and how volunteerism might be sustained and further developed is an important question and hypothesis (Cuskelly G. , 2004).

This hypothesis was conducted based on Atchley's (1989, 1999) continuity theory. This theory states that at first, when current players join a sport organisation or community, the human resource system regarding this organisation can be a function of players being recruited and performing the transition to a volunteer role while still being actively involved as players. Eventually, these volunteers will extend their participation further and will become sole volunteers' thereby contributing labour to the community sport system (Cuskelly G. , 2004). The article on the social psychology of leisure says that "*those activities and relationships that have been cultivated and maintained over a long period of time in people's lives are the most likely to contribute to well-being and a sense of integrity*" (Mannell & Kleiber, 1997). Indeed, wellbeing and integrity are two of many factors that play a significant

role in the motivation of the potential and existing volunteer workers (Brief & Motowidlo, 1986).

The fact that individuals do find it extremely satisfying to extend their involvement in sport which allows them to continue their participation asserts that "*adults are drawn by the weight of past experience to use continuity as a primary adaptive strategy for dealing with changes associated with normal aging*", as quoted by (Atchley, 1989), (Cuskelly G. , 2004). For example, if a football player is no longer able to participate in the (physical activity that is required by) sport, there are possibilities that this individual might lose sight of their own identity. In order to retain this identity, making an adaptive choice to take a position as a "*volunteer coach or administrator*", will help keep their identity intact (Cuskelly, 2004).

Moreover, a positive factor about this "transition extension" theory resides in the matter that individuals will probably be able to maintain and develop social relationship with the current members of the organisation (Chelladurai, 1999).

Kim and Feldman are two authors who conducted a study on active retirees. They state "*evidence of a relationship between quality of life in retirement and participation in volunteer work. Not only do individuals benefit from extended involvement in sport, Community Sports Organisations that retain individuals by facilitating their transition to volunteer roles can sustain or further develop their capacity to service the expressive needs of players and other participants*" (Kim & Feldman, 2000) (Cuskelly, 2004). Thus campaigning for playing members to become volunteers in the future is beneficial to the individual and their associated organisation. As a matter of fact, for some, volunteering even develops into a form of serious leisure that can be considered as "career volunteering" (Stebbins, 1996). Indeed, career volunteering is a concept that can extend someone's involvement many years ahead.

The participation towards volunteering is most of the time promoted in every sport organisation, especially with regards to non-profit sports organisations (Murphy, 2010). Clearly, this is a way to contain the cost of playing sports. As Cuskelly (2004) wrote in his research, "*Players often realise that their fees would increase if paid labour were substituted for volunteer labour for all tasks in Community Sports Organisations. Whether through past experience or through pressures from within the social environment, some players make the transition to volunteering or extend their sport involvement by continuing to volunteer in the belief that they might benefit by alleviating cost pressures*".

Finally, a sense of identity with the community within the organisation and a sense of loyalty to the organisation can engage players to transition to volunteers in order to maintain the established social relationship in the organisation. As Cuskelly (2004) proposed, *“the value of “continuity theory” and the “transition-extension” hypothesis in explaining volunteer participation in Community Sports Organisations is likely to be assessed by the nature and the strength of sport involvement”*.

In contrast, current active participants (players) can be involved as committee board members as well. As the transition extension shows, current players can volunteer to be part of the committee. In non-profit sports organisation, at the level of the local sporting environment, players can take on multiple roles within their respective organisation. These roles range from participants to volunteers. Indeed, as cited by Cuskelly (2007), it is not out of the ordinary for some playing members to express their belief that they can organise and run the organisation better than the current volunteers. In fact, Cuskelly and Harrington reported in 2007 *“that for some sport volunteers the “perceived incompetence of others” motivated their initial choice to volunteer (Cuskelly G. , 2004). Players who perceive they are more competent to organise and run sport than incumbent volunteers may be sufficiently motivated to make the transition to a volunteer role. If their competence is affirmed after some experience as a volunteer, the likelihood of extending their volunteer participation may be increased (Cuskelly G. , 2004).*

3. Research Question

In the first chapter, a literature review was conducted in order to have a broader view on the topic and assemble a list of variables that may play a role on the topic discussed. It enabled to identify consequences and motivations related to the retention of volunteers and the impact these can have on non-profit sporting organisations. It also supported the selection of the potential relevant variables that may have an impact on the retention or turnover of volunteers within their respective sporting organisations.

Following the course of this paper, a qualitative research will be undertaken with members of non-profit amateur football clubs in Brussels, in order to figure out the different variables that relates to the retention of volunteers and benefiting from the member’s point of view. These factors can either confirm or contradict the variables identified in the literature

review. Finally, the results can be compared to the research conducted and a response to the research question will be developed.

3.1 Research subject

The objective of this research is to question a number of variables, which are linked to volunteer motivation and volunteer retention within non-profit voluntary sports organisations. In most of the research conducted, the author Graham Cuskelly was inspiring in terms of this research being carried out in Western Europe.

This paper will focus on amateur football clubs in Brussels and the Walloon Brabant in Belgium. The aim is to find out how these clubs are run and governed with respect to the motivations of individuals. The question relates to how committee members, administrators, technical staff and members are motivated and what influences them to take on responsibilities, stay or leave their organisation.

On the basis of the theoretical research, there remains the question of the retention of volunteers in this type of organisation. More specifically, studies tend to show that a very important point for retention of volunteers is to work on “motivation” and the “reduction of turnover” with regards to sports administrators, committee members and technical staff in order to sustain the activities of a given sport organisation in a non-profit environment. It is true that sports participants may not always be aware of who organises and plans the sport in which they take part. However, these volunteers are essential to the delivery and viability of the sport (Cuskelly, Hoye, & Auld, 2006). Nonetheless, this point has not yet been taken into account in the literature.

As the literature review showed us, there are many types of volunteering opportunities in sports. The research conducted followed sport event volunteers and volunteer sport administrators. However, these types of volunteers differ in their context. Transferring the findings of one to another cannot be automatic. Therefore, the qualitative research will exclusively focus on committee sports volunteers, sports administrators and the technical staff within non-profit sporting organisation, rather than on volunteers in sporting events. As a matter of fact, it is assumed that sport administrators, committee members and technical staffs

are committing for a longer period (usually, yearly). On the other hand, sporting event volunteers are committing for shorter period (seasonal commitments).

Based on the literature review, the research question to be considered is the following:
How can non-professional level sports clubs motivate and retain their volunteers?

This question appears to be very relevant because an issue that was raised in the multiple reviews was that, the participation of volunteers was decreasing, threatening the survival of several sporting organisations. They are the individuals who plan, budget and organise activities. Volunteer sport administrators contribute a significant amount of time to their organisation. As a result, the motivations and influences are key to understanding volunteers in a sporting environment (Cuskelly, Hoye, & Auld, 2006). Administrative roles need a strong (seasonal or continuous) commitment from individuals compared to others.

3.2 Variables from literature review

3.2.1 Motivation variables / Retention Variables

The table 1 aims at providing the different variables that were mentioned in the literature review by the multiple studies on the motivation and retention of volunteers in their respective sporting organisation. These factors will be compared with what the participants of the field study would say. The similarities between the variables from literature review and the variables of the field study will be highlighted. This will thus confirm the potential factors linking motivation and retention.

• Financial incentives	• Satisfaction
• Size of the club	• Organisational commitment
• Intangible rewards (recognition, control, self-development)	• Enthusiasm
• Positives externalities (Social cohesion, health improvement, democratic values)	• The value of the organisation
• Involvement	• Asked to continue volunteering
• Was asked to volunteer	• The position in the organisation

• Promotion of sport	• The tasks
• Being active in the sport sector	• The identification with the organisation
• Empathy	• Purposive incentives (Doing something useful)
• Wellbeing (happiness)	• Solidarity incentives (Social benefits)
• Intrinsic motivations	• Material incentives (Personal rewards)
• Extrinsic motivations	• Excitement
• The passion for the sport	• Experience
• Pleasure	• Social obligations
• Attitudinal commitment	• Affective commitment
• Normative commitment	• Continuance commitment
• Human contact	• Learning development

Table 1 - Volunteer motivation and retention variables within sports clubs

3.3 Research Methodology

When conducting a study on a subject, one can collect primary and secondary data. With primary data, two significant data collection can be conducted, quantitative or qualitative data. The first can be undertaken as descriptive using a market study or an observation method. It can also be used as explanatory; in this case experimentation is acute in order to get intended results (Malhotra, Décaudin, Bouguerra, & Bories, 2011).

On the other hand, a qualitative study is synonym for an intensive, open approach to collecting data. This method is non-directive, permissive and largely indirect. However, it is not always possible (or even desirable) to obtain formal structured information, because some people may not be willing to answer certain questions or could not respond to other type of questions because of privacy, modesty, their status or even their ego. The questions asked must be able to penetrate the interviewee's unconsciousness. In that sense, a qualitative study will provide the information sought for.

The objectives for the different types of studies differ. A qualitative study aims at understanding from a quality perspective, the underlying reasons and motivations, whereas a quantitative study aims at quantifying data and generalising results stemming from a sample of a given population (Malhotra, Décaudin, Bouguerra, & Bories, 2011).

Regarding the sample needed, a qualitative study does not need the same amount of cases as a quantitative study. The data collected within a qualitative study may not be structured, which is not the case for a quantitative study. Quantitative studies must be backed by statistical data, unlike qualitative studies. Finally, the results obtained from a qualitative study allow starting to understand the question, whereas a quantitative study leads to a recommendation in order to take action.

As the study is focused on the motivation of volunteers within sporting organisation and what motivates them to continue volunteering within the same organisation, it is very important to conduct a qualitative interview in order to understand their underlying motivations.

Qualitative studies can be performed in multiple manners. The most famous ways are either direct or indirect. As regards the direct manner, the most popular ways would be the “in-depth interview” and “focus group interviews” with a questionnaire guideline. For indirect ways, projective techniques require non-structured, vague and ambiguous scenarios.

This study has been conducted via individual in-depth interviews, in order to figure out the underlying motivations, opinions, attitudes and feelings with regards to the topic of volunteer motivation and retention within sports organisations. These were face to face or phone interviews and their main objectives would be to understand the volunteer.

The advantages of this interview style reside with a better exploration of the topic with the interviewee. There is fluidity and freedom of exchange with respect to the information that is transmitted. The social pressure is low. Discussions about sensitive topics are facilitated. However, this method may lead to some confusion and to a slower process for gathering the data. Finally, there may be some bias in interpretations (Malhotra, Décaudin, Bouguerra, & Bories, 2011).

3.4 Field of study

As the literature review showed, there are many types of sporting volunteers. Sport event volunteers and sports administrators, technical staff, sport related volunteers. They may have the same motivations however their personal reason to volunteer and to remain a volunteer may as well differ.

A major difference that resides between sport events volunteers and the other types of volunteer is the length of time of the volunteering experience. On the one hand, sport event volunteers may perform their task on a short-term basis whereas sports administrators and technical staff volunteers may perform the tasks for a longer period. For this reason, it would be wise to investigate the motivations and the reasoning behind volunteers who hold long-term tasks, in order to understand how and why the activities of a certain organisation may be sustainable in the long run.

The study is conducted in Belgium, in the capital city, Brussels, and in the southern region Wallonia. The focus of this study will be centred on voluntary sporting organisation in football.

As explained earlier, the country has divided its sporting federation into a Flemish and Walloon section, but still including an umbrella organisation, set up in order to support the national needs of the clubs.

As football is concerned, the list of organisation and their hierarchy is as followed: The National Belgian football Federation, followed by regional football leagues, all part of the national Belgian Federation. Then, there is the Amateur and corporative organisations, where in, “Absa”, Regional Amateur leagues and many others leagues and tournaments lay.

3.4.1 L’Association Belge Des Sports du Samedi Après-midi (Absa)

The amateur spectrum of football in Belgium is quite vast, with numerous football clubs enjoying the physical activities provided by their respective umbrella organisation. The field of study for this research will be football clubs included within the annual seasonal amateur level football tournament within Brussels and Walloon Brabant called “Absa” (L’Association Belge Des Sports du Samedi Après-midi).

Abssa is a non-profit organisation, it includes approximately 178 voluntary football clubs, the number may vary as the season unfolds, in which around 265 teams divided into 6 divisions and 19 respective leagues ranging from division 1 till division 5 for senior teams aged 16 to 37 and a 6th division for veterans aged 38 and more. All football clubs represented within this league hold volunteers for the running of their respective organisations.

These teams play each other every Saturdays within their respective leagues. The season takes place from September until May. The rules follow the European law of Sports, with relegations and promotions at the end of season.

This non-profit organisation holds board meetings weekly, the decision-making body for governance, operations and management aspects of the organisation.⁴

3.4.2 The football clubs

Concerning the football clubs, it has been mentioned that several clubs play a part in the amateur level organisation, by playing each other week in and week out. It is estimated, on a regular season, that approximately 178 clubs with 265 teams participate in the sporting organisation.

Every club has to pay an subscription fee in order to be affiliated, which includes a right of entry to the organisation, a guaranty, an annual fee to the National Belgian Federation, an annual fee to the amateur organisation with add-ons depending on the number of teams in the club and most importantly, insurance.

Moreover, every club has to pay a fee for every affiliated player and Every Saturday, a compensation fee has to be paid to the referees, who look out for the good handling and the fairness of the matches.

As for the pitches, these have to follow the general regulations of the umbrella organisation. Finally, each club has to ensure that their members (either a player or not) are registered by signing a registration form.

The clubs applying to register with the organisation must have and produce an official statute of the club in compliance with the regulation of the umbrella organisation, the Belgian Football Federation. In fact, these aspects reflect certain fields such as the name, the founders,

⁴ http://www.abssa.be/documents/34_Qui_sommes_nous.pdf (last accessed on 12/12/17)

the objectives of the club, the headquarters, the terms of office of members of the club committee and powers of the committee, the way committee members are appointed and their re-election, the frequency of the club meetings, the obligation of players and other members of the club, the General assembly of the club and the arrangements taken in the event of dissolution of the club.⁵

3.4.3 Members of the sporting club

As the members of the clubs can be players or non-players, two different types of affiliation are authorised, “playing members” and “committee members”. It should be noted that players can be members of the committee and vice versa. However, a player cannot be a member of a professional and amateur league at the same time.

Playing members must have an official Belgian ID card. As for foreign players, a certificate of registration is needed in order to participate in the activities organised by the organisation.⁶

3.4.4 Case Study

The case study is performed on three separate voluntary football clubs, based in Brussels. As the research conducted will look for quality instead of quantity, it would be wise to focus only on a selection of football clubs. These clubs are all run and governed in similar ways. They are also football clubs for “expatriates” in Belgium, thus synonym to a potential high turnover of volunteers, which gives this study an overview of the governance of these clubs.

3.4.5 British United Football club (membership management organisation)

British United was formed in 1972 and is one the largest amateur football clubs in Belgium. It is considered to be the friendliest expat football club in Brussels, with members from over 30 different nations. The club runs eight teams, which include four men’s teams, three veteran teams (individuals older than 38 years of age) and one ladies team. The men’s and Veteran’s teams play in Brussels and in the surrounding province of Brabant, as part of the ABSSA league. The Ladies play in the “Union Royale Belge des Sociétés de Football

⁵ http://www.abssa.be/documents/32_Instructions_aux_responsables.pdf (last accessed on 12/12/17)

⁶ http://www.abssa.be/documents/35_Reglement_Sportif_edition_2016.pdf (last accessed on 12/12/17)

Association (URBSFA) league which takes them all over Belgium. The men's and Veteran's matches are held most Saturday afternoons between September and May. The Ladies' matches can take place on Friday evenings, or Saturday/Sunday afternoon. The home ground of the club is located in Mechelen. In order to ensure that the club creates social link, it tries to make sure that most teams play their home games on the same day. The training sessions for the men's teams, the veteran's teams and ladies team are split. The senior men teams train on Thursdays, the veterans train on Wednesdays and the ladies train on Mondays. The players must not be affiliated with another club to be able to join. Once players are registered they are members of the club and will be obliged to follow its rules.

The club has always had a lively social scene and annual events include: Captains' Cocktails, Quiz nights, Christmas Dinner, and an end of season Awards Dinner. Also, out of season the club usually organises one or more tours abroad.

The club is run and governed by willing volunteers on an annual/seasonal basis. The club holds a committee of six officers, the chairman, two vice chairs, a treasurer, the Abssa/league secretary and a training and recruitment officer. These committee members perform tasks in accordance with the club rules.

Every team is led by a coach/captain who is responsible for the smooth running of teams within the club. More specifically, the captains need to promote fair play on the pitch, keep every player involved, keep an accurate squad list and publish it to other teams, get squad availability in advance. They also need to collect match day fees regularly, keep team finances up to date, and participate in committee meetings.

3.4.6 Royal Brussels British football club (membership management organisations)

Established in 1933, the club has become a cornerstone of the Brussels expat community. Royal Brussels British includes six teams who play at different levels in the ABSSA amateur league, including two veterans' teams (38+). The 150 members come from all corners of the world and are aged from 16 to 60.⁷

⁷ <https://expatsinbrussels.be/en/places/royal-brussels-british-football-club> (Last accessed on 17/12/17)

3.4.7 FC Ireland (membership management organisations)

FC Ireland was set up 25 years ago. Organised football started with Royal Brussels British football club and British United Football club, which were the only teams that were around in the time.

In 1983, a midweek team was formed, which included teams who still played on Saturdays for the British teams, but semi friendly matches were played during the week.

A league was thus created, and was the foundation for FC Ireland. As time went on, even though many players were still playing football on Saturdays with the British clubs, the urge to start their own club was growing. So with more players coming in, they decided to create their own club. In 1989, they joined ABSSA and as a result, the teams went from one division to the top (one). Currently, the club has about 160 members. The club governs over six men's team and a ladies team.

3.5 The nature of the interviews

Before starting with the interviews, it was important to have a guideline to follow. The interview guideline was created as a semi directive guideline. Four different themes were inserted within the questions; Governance, Volunteering, Motivation and Retention. The interview guideline was created based on the extensive literature review. The questions had to be quite open in order not to guide the interviewees towards a preferred answer. The main objective of the guideline was to get some in-depth insight regarding the participant's point of view, in the context of the research question. When coming up with the questions, searches were made to find interview guidelines that reflected studies regarding volunteer motivation. Most of those studies were quantitative studies.

Once the interview guideline created, it was time to find the participants that will take part in the study. As the sports season in Brussels usually starts September, it was sensible to find potential participants during the course of a season. The participants had to be unpaid volunteers within their sporting club; either sport administrators (such as committee members) or even technical staff volunteers such captains or coaches. I approached members that are part of the club where I am active as well as members that are part of other organisations in Brussels or Wallonia. The participants are both committee members and technical staff.

The potential participants approached for the interviews, were explained the content and objective of the study. Once they accepted to participate, the next step was then to find a date and time to conduct the interviews, which were settled on the participant's terms.

Most of the interviews were conducted face to face. Two were made over phone. The moment the interviews were conducted, a brief explanation of the study was again made, but in order not to divulge anything from the literature review (in order not to influence their answers), this presentation remained high-level. The consent of the participants was asked in order to record the interview. The unfolding of the interviews was straight forward, the questions were asked and the participant responded, in a manner of a discussion. If the questions were not clear, a quick explanation (or reformulation) was provided.

3.6 Participants

Participants	Age	Status	Gender	Role	Nationality	Volunteer Length	Membership Length	Size of the club	Considered a volunteer	After Interview	Number of teams
Sample 1 (S1)	36	Part time worker	M	General Secretary	Belgian English	3 years	17 years	Large (300 members)	Yes	Yes	8
Sample 2 (S2)	47	Full time worker	M	Chairman	Greek	2 years	10 years	Large (300 members)	Yes	Yes	8
Sample 3 (S3)	27	Full time worker	M	1 st Team Captain	Belgian Italian	3 years	6 years	Large (300 members)	Yes	Yes	8
Sample 4 (S4)	28	Full time worker	M	Training officer	English	2 years	4 years	Medium (100 members)	No	Yes	5
Sample 5 (S5)	28	Full time worker	M	Treasurer	French	1 year	2 years	Small (40 members)	No	Yes	1
Sample 6 (S6)	24	Student	F	Social Secretary/Treasurer	Finnish	4 years	5 years	Large (300 members)	Yes	Yes	8
Sample 7 (S7)	25	Part time worker	M	Youth Team captain	English	2 years	3 years	Medium (100 members)	No	Yes	5
Sample 8 (S8)	36	Full time worker	M	3 rd Team captain	Italian	2 years	6 years	Large (300 members)	Yes	Yes	8
Sample 9 (S9)	39	Full time Worker	M	Vice Chairman	Norwegian	2 years	9 years	Large (180 members)	Yes	Yes	7

4. Analysis and Results

4.1 Insights of the participants

In this section the responses of the participants to the questions of interview guideline will be presented. The section is divided into 4 types of categories based on the structure of the research. The categories are as followed: Governance, Volunteering, Motivations and Retention.

4.1.1 Category 1: Governance

First of all, not all participants felt they were volunteering for their organisation. As they were explaining the definition of what volunteering is, they found themselves identifying to it, like a revelation.

Globally, sports seem to mean the same for all participants, which is being active in a fun and competitive way, providing the opportunity to socialise with one another and reaching the goals set by the organisation. It can also be a way of reaching the goal set by the individuals themselves. As S4 quoted (p.140) *“Sport means...for a lot of people it means having fun, but it also means been able to keep fit and being active, but in particular here as an expat here in Brussels, a big part of joining a sports club, is the social aspect of it as well, meeting people”*.

The reason why the participants decided to take part in the organisational aspects of their club was both similar and divergent. On the one hand, the participants had been asked by their peers if they would be willing to commit to the role, as they accepted, altruism seemed dominate. As S1 quoted (p.103), *“I don’t mind helping the club because I think the club is a great club and I want to help it anyway I can and I have always done that, by being a captain, by helping other teams that do not have enough players, now secretary”*. Moreover, the experience gained by some participants having been involved in the past made them want to use their skills and knowledge to improve their organisation. The love of the sport is another big factor. This is supported by the answer given by S8 (p.188), *“I have more or less 23 years of football experience in club as player and also as captain in Italy. So I think I can maybe give a contribution based on my experience but also my motivation, it is a key as well. Maybe I don’t want to be captain forever but I was asked to do it and then I was happy to do it.”* Furthermore, the need to give back to an organisation that has given to them in the past was

an important variable, as quoted by S1 (p.101), *“I’ve been playing 14 – 15 years when they asked me, so I’m kind of giving back let’s say”*. Then again, the need to feel a strong support played a role in joining as well, as S3 mentioned (p.123), *“Si je n’ai pas ça, et bien j’arrêtera demain. Il y a aucune raison pour moi de faire cela si les gens dans mon équipe ne me soutiennent pas. Et puis au-delà de cela, tu as aussi, le soutien de club qui est très important”*. Finally, being part of a sporting project was needed as said by S2 (p.112), *“I really like being around and doing things for the club. To give chances to young people, I mean I’m at a certain age where I can do things, help people get closer to the sport”*.

For most participants, the possibility of offering people organised sports in a competitive setting was the largest benefit, as posited by S3 (p.124) *“C’est toujours bien d’avoir des membres qui sont prêts à s’impliquer plus, qui sont prêts à réfléchir pour trouver des moyens de faire bénéficier le club, faire avancer le club, que l’organisation soit meilleure”*. The roles of technical staff members such as the captains confirm the positives of team management. However, as the roles differ, what each role may bring to the club differs equally. For example, the chairman is able to bring his/her negotiation skills to their club, whereas, the training officer benefits the club by providing facilities. The treasurer allows a good control of the finances in order to ensure the wellbeing of the club. The social secretary supports the creation of a social link. The typical verbatim was quoted by S6 (p.163) *“...it is quite important that the budget is well managed and there is someone responsible behind the budget, in control of the account, so it is important for the wellbeing of the club and the functioning of the club”*

The difficulties in governing the sporting organisation were perceived differently. The main one posited by most participants is the difficulty of satisfying the needs of every single member and to manage people in a context where the “manager” does not have any lever (control) on the members. This could also be made even more complex due to the lack of experience or expertise. As confirmed by S8 (p.189), *“I know when you have a big group, everybody has different opinions, everybody has different views, and at the end it is not easy to always make the best choice and to be fair and to involve everybody”* However, the differences lie in the roles, as some people have either too much or not enough responsibilities and may feel their role is limited. As posited by S4 (p.143), *“I guess my role is perhaps, it could be, it is sometimes limiting”*

As the importance of the different roles to govern with the club comes into play, most participants agreed that their positions and roles are essential to the good running and governance of their club. There is a need for a point of contact, a coordinator, an organiser. For example, the treasurer holds an important place as without him or her the financial transactions will not be managed, thus hindering the activities of the organisation. As confirmed by treasurer S5 (p.153) *“il a quand même une grande importance pour le fonctionnement du club, à la base je mettrai un 10/10 car ce poste est indispensable, mais n’importe qui peut s’en passer pour quelque temps”*. However, if certain positions are not filled, the tasks related to that position will be transferred to another person, as quoted by the training officer S4 (p.144) *“If the training officer was not there then that task would get put into someone else on the committee list of tasks”*

In order to have people filling certain positions, the sporting organization needs a formal approach to appointing members. With regards to the participants, most of them were appointed either by their predecessor or by recommendation. However in order to formalise this, every sporting club holds an Annual General Meeting during which appointments are formalised. The typical verbatim to support this was quoted by S1 (p.105), *“Then, at the AGM, the Assemblée Générale, you have to be voted in”*. However, depending on the size of the club, the AGM may not always be necessary, as quoted by the committee members of a club only made up of one team, (p.156) *“Mais en fait je l’ai déjà dit, c’est l’ancien trésorier qui m’a demandé, il y a pas eu de discussion, personne l’a empêché, il y avait pas un processus démocratique.”*

In order to govern a sporting organisation properly, a committee is important. All participants agreed that the committee is necessary, for the smooth governance and management as the committee helps in various tasks. It was suggested by all respondents that cohesion in terms of tasks and communication is important and should be trickled down to the active members. Indeed, S6 (p.170), says *“the communication is well set up, the respect should be mutual I would say, if we the players and the committee members, everyone should respect each other in order to be able to move forward all together to reach the goals of the club.”* And S5 (p.157) said *“Oui, en fait il est primordial que tout le monde soit d’accord sur les décisions qui sont prises et du coup, les joueurs ne vont pas commencer à râler, en fin de compte c’est les joueurs qui font le club et non le comité même si on est là pour organiser la gestion des activités”*. Moreover, the professionalization was in dire need in order to govern over a club as S1(p.100) mentioned *“I think we have also become more professional, when I*

started it was a bit like, you come and train if you want". However, the sustainability of the committee was put in question. Indeed, if the same people are in the committee for a long time, creativity is one of the factors that could lack. This was mentioned by a technical staff captain S3 (p.138) who said *" il ne faut pas les garder trop longtemps non plus, comme dans les entreprises, il faut assurer qu'il y ait un certain changement, si ils restent trop longtemps, ils peuvent perdre un peu de créativité, de motivation, maintenant je sais pas si cela est possible dans notre club a motiver les gens de rester plus longtemps"*. But through the eyes of many people, the committee members seem underappreciated by they work, as quoted by S7 (p.183) *"I would say they are massively underappreciated but they do it"*

As the need for volunteers in sporting organisation is critical, when deciding on the members who might be willing to take up a role, it is wise to mention the positives and negatives of working within a non-profit context. During the interviews, the participants believed that the positives reside in the fact that people work for the organisation because it is a passion that is shared with other people. The financial pressure is removed which makes the work enjoyable. As for the negatives, paradoxically, 7 participants agreed that monetary gain is not the issue, the good organisation is the most important. The response given by S8 sums it up by saying (p.197) *"The positive, is that you have less pressure because finance is not the first priority, sometimes the money can pollute a bit amateur sport... And the negatives, of course is that if you have more money you could have, sometimes better facilities, professional coaches, in order to improve that would help"*. However, on a more personal note, the positives offer a beneficial experience outside of a professional context. However, the negatives reside on the fact that it can be time consuming or even a waste of time. This is summed up by S2 (p.118) and S6 (p.171) who respectively say *"The positives are that you get experience, it is a different thing, it has nothing to do with my professional....with my profession. And I find it very important"*. *"It can take your time away from things that can be considered as more important, the main things you do in life"*

As the importance of motivation and retention plays a key role on the success of a sporting organisation, the recurring theme that spring along from the participants is the fact that motivation is primordial to the creation of success, the creation of a good atmosphere, the creation of a good experience which then leads to a sustainable club. Indeed, members stay if the governance is good, this comes from the culture foundation built by the club. S5 summed this up by stating (p.158) that, *"La motivation est très importante, car elle crée déjà une bonne ambiance qui entraine donc une certaine rétention au sein du club"*. However,

durability and motivation are two different things, as in the first remains whereas the latter may dissipate if the organisation is not well governed. Moreover, the “members of the club make the club”, which means that their commitment and motivation is what matters. As S3 (p.207) said, *“Maintenant de savoir si la motivation est synonyme à la durabilité du club, je ne pense pas, c’est les membres, joueurs du club qui rendent le club durable, mais c’est vrai que le comité peut y jouer un rôle”*.

If the club is ambitious and seeks to be successful on a long term, it is vital to know what is needed by the personnel of the organisation to be a success in a non-profit sports environment. More than half of the participants suggested that being “organised” is a strong point needed to be successful within a sports organisation, followed by being “passionate”, “committed” and “loving the game”, and finally being “disciplined”. S3 had a typical verbatim quoting (p.138) *“Il faut être un peu passionné et impliqué, si tu veux réussir en tant que capitaine, cela doit intéresser, tu dois être motivé, tu dois le faire parce que tu as envie de le faire, pas parce qu’on te l’a demandé, ce n’est pas une obligation.”*. However, one respondent said being valued is a strong point to be successful. Furthermore, variables such as being altruistic, empathic and assertive were mentioned. S7 (p.185) was supporting this by saying *“...for the club to be more successful than other clubs, if you got group of players that feels valued, that enjoy spending time with each other, that develops that team moral, develops the understanding of each other, that develops the team has a team, but also the club as a solid entity, they will be much more successful.”*

Finally, in terms of retaining or finding people to fill in a certain position is not always easy. 4 participants said it is difficult to find volunteers for certain positions in a membership management organisation. The roles must be advertised and sold to the members in order to encourage more people to get involved, such as quoted by S6 (p.173) *“Encouraging people to take tasks and doing them is actually pretty difficult”*. 2 participants said, the difficulty depends on the vacant role. Indeed, some roles rely on specific required set of skills, and it also depends on the size of the football club. A small club may not need many people to volunteer, however a large club will need volunteers. However, S4 (p.149) said that *“...there is usually one person putting their name forward, there is always that one person.”* This suggests that it is easy to find volunteers, because someone will always be willing to do it, in an open membership organisation.

4.1.2 Category 2: Volunteering

In terms of volunteering, most participants acknowledge the fact that it means giving free time to others without any financial gain. In addition, volunteering for most of them means getting satisfaction by helping others and being altruistic and enjoying it. The typical verbatim to sum this up was quoted by S1 (p.98) saying *“I suppose volunteering means doing something good for an organisation or for the world, depending on what situation you are volunteering for so.... It is giving free time for doing “good” for something or someone”*

The incumbent members agreed that without volunteers, sport events and sporting organisation at the amateur level might not function. Indeed, volunteers are the key to giving people the opportunity to play sports. S6 (p.162), summed this up by saying *“I don’t think they can be organised without the help of volunteers and that kind of encourages many people to take on sports and live a healthier life, without all these volunteers, people will not participate”*. However, the need for volunteers in a professional environment gives a different opinion on the matter, it was largely felt that volunteer were not suited for professional sporting organisations. Indeed, S7 (p.174) was quoted saying *“...it is absolutely enormous and unless you are let’s say in professional sport it think it absolutely relies on volunteers to kind of, to make it run.”*

As the people who govern over a sporting club need to recruit new members, they must outline the benefits that working within sports club can bring. In that sense, volunteering in any organisation allows building skills, such as (group) management, communication and even negotiation skills. Individuals get organisational skills, they get to bring added value to the governance by contributing to decisions. Moreover, the work experience gained is a benefit, as such as the experience of working in another sporting culture was rewarding. Another benefit comes from an increased satisfaction of getting results. This is summed up by S5 (p.152) and S8 (p.189), saying *“...cela m’a permis de plus participer et m’impliquer dans les décisions plus générales du club. Ensuite, je pense que connaître le fonctionnement de notre club était un défi que je voulais réaliser...”*. *“The fact that I enjoyed that especially that I get satisfaction that, together, we have a good time, we get good results... because I learnt last year... before... I keep learning how to manage a team because for my work it is important.”* S6 (p.163), was also quoted saying *“I get some work experience from that because it is related to my area of study.”*

To continue on this line, what people learned from their experience of being a volunteer in sports must be put to light for potential new volunteers. However, the learning development is dependent on how people conceive the role and their position. For some participants, they learned how to organise themselves, they learned how to adapt their communication style, learned how to motivate others or even learned basic accounting skills. The treasurers S6 (p.167) and S5 (p.155) confirmed this by saying respectively *“I have learned clear communication as well, how to get your message through to people.”*; *“j’ai appris à créer un budget et de gérer un budget et de le suivre tout au long de l’année. J’ai mis en pratique de la comptabilité”*.

As sports can be seen as either been professional or non-professional, it is important to see if there are differences in volunteer for one or the other. For 7 participants, the main reason they would not want to volunteer for a professional club is dependent on the logistics, the role offered and the duration. They would prefer to volunteer for an organisation in which they friends are members and where an impact can be made. Another reason why people would not choose to volunteer for a professional team is because they won’t be able to play the game. Indeed, participants such as S3 (p.133), S6 (p.168) and S8 (p.194) all responded with the following statements: *“je me vois mal personnellement arrêter d’être bénévole de mon club, où je joue au foot avec mes amis proches et être bénévole dans un club où mon impact ne sera pas aussi important que ça.”*; S6: *“I would probably say yes if it is near where I live and where I work at the moment, I would not go cross borders just for volunteer work”*; S8: *“Volunteering I would do but it depends for what position because I have to say that I volunteer at my football club because I am a player as well, so I can play”*... However, 3 participants would gladly do it because it can be considered a once in a lifetime experience, and get tangible advantages from the experience. S7 (p.182) was quoted saying *“If it was a really important match, like a sort of once in a lifetime experience I would probably go to that actually”*...

Finally, as volunteering seems important in the sporting sector, knowing if the members can have an influence on them wanting to volunteer seems interesting. Indeed, all participants share the same view, if the members are satisfied and happy, the volunteer would be happy to carry on in the future. On the contrary dissatisfied members can play a crucial role on their motivation. S4 (p.149) confirmed this by stating *“when people moan to me about not having enough training space, which often is completely valid, I understand it, that gives*

me motivation to try harder to find training space, but the other thing is just wanting them to have a good experience as part of the club”.

4.1.3 Category 3: Motivations

In terms of motivation (to start volunteering), in case a sporting organisations wants to know how, why and who are people who decide to volunteer, the current crop of incumbent volunteers need to seek the factors that can bring people into wanting to be part of their team. From the responses given, it seems that as technology advances, it makes the job a lot easier, indeed, S5 (p.152) stated “*...avec la technologie maintenant, je peux tout faire avec mon téléphone, donc cela rend le tout beaucoup plus pratique*”. Then again, if the people who run the organisation are able to identify the people willing to give back and who feel extremely passionate about the sport, those are the main targets. As quoted by S1 (p.101) and S8 (p.190) respectively, “*I’m kind of giving back let’s say*”, “*I think, for two organisations that I think in the past gave me a lot, and now I’m ready to give something back*”. There is a need to identify those who seek more responsibility and those who may want to put into practice a specific expertise. Indeed, S4 (p.143) and S7 (p.178) were quoted saying, “*I think it is partly a feeling of responsibility*” and “*I wanted to make the most of my expertise at being captain in the past*”. However, it is important for some volunteers that a social experience is at stake and is needed in order to feel committed as S3 (p.127) described “*...cela reste une expérience social pour moi aussi, ça me prend beaucoup de temps mais cela devient un cercle social ...*”. Moreover the benefits of enhancing one’s Curriculum Vitae should be highlighted as S4 (p.143) said “*It is very...well selfishly it looks good on a CV, an extra line on the CV, showing that you give up your time for other people*”. Furthermore, an individual may seek to be a volunteer in the committee for democratic reasons and have a voice for a group of people, such as stated by S6 (p.164) “*we especially need in our club, someone from the women’s team to participate in the decision making, to make sure that we are not forgotten*”.

The reason why some people decide to continue volunteer for several years is also dependent on the volunteer. The common reason exposed by the interviews was the results and past experiences and sporting results, indeed sports remains an industry based on results. As S3 (p.148) described it, “*les résultats sont bons. D’ailleurs cela est très important, on est une équipe de foot très compétitive, le fait de gagner c’est l’argument ultime, un gérant qui gagne a toujours raison, donc si on gagne et que les joueurs sont derrière moi et qu’il y a une*

bonne ambiance, moi je continuerai” and S8 (p.193) “*In sport, in general, not only in sport if you have a look, winning helps to win, because it gives you more motivation, more confidence and more satisfaction. That is why “results” really count.*” Moreover, as these are volunteers, they all have a private and professional life, in that sense, if both permits it and that their role is enjoyable and satisfactory, the willingness to continue will not be hindered. As S4 (p.143) stated, “*I’m lucky now with my job, my full time job allows enough time during the evenings to commit in doing this, if I was working more then it would be more difficult to commit my full time to volunteering...*” and S2 (p.114) confirmed, “*I really enjoy it, I have never thought about quitting to be honest...*”. Then, the need to feel part of a project and be responsible in order to achieve the goals of the organisation played a part as S1(p.103) and S8 (p.191) respectively described, “*So I enjoy it to a certain level, getting involved and helping, and to improve the club as well, working in the backgrounds of the club*” and S8 “*motivate people to come to training, organise training, organise the match, be sure the people stay involved, be sure to take the responsibility to achieving the objectives of the team of the club*”. Finally, if no one else decides to take up the role, those already in charge are likely to carry on, this was summed up by the statement of S6 (p.164), who says “*I guess, because there is no one else to like say, “I want to do it...”*”

The motivations to leave a position within the organisation are the factors that need to be avoided in order for the organisation operational activities to be durable in the short and long term. Several responses hinted that the willingness to leave depends on how the work is performed, and the satisfaction of the volunteer and the other members. Moreover, if the current volunteer sees that someone else can take charge of the position, this can push them to withdraw for their current position. As stated by S2 (p.118) and S3 (p.128) “*Maybe I would quit or I would give some space to people who would like to take over, it is not always good to have someone who stays in their position forever, it is also to give a chance, the opportunity to take ownership*” and S3, “*ce qui pourra me faire arrêter définitivement c’est si je vois que cela fonctionne plus très bien et surtout si je vois que quelqu’un d’autre pourra reprendre ma place et que moi je suis prêt à soutenir...*”. As mentioned before, the private or professional life may play a role on their decision to quit, which is out of the hands of any non-professional sporting organisation, as quoted by S9 (p.203) “*si le boulot me le permet plus, je quitterai le poste*”. The time spent on a task can be directly correlated to the (amount or type of) work given by the organisation to a volunteer. This implies, the organisation can play a role in the time management of the tasks. The time spent on a task is a factor that could make people

drop from their position, as S8 (p.191) was quoted saying *“Because, it is really time consuming, it takes a lot of energy, I really need a lot of motivation”*. However, other factors such as the lack of focus on playing the game might hinder their willingness to volunteer. The participants mainly volunteered because there are still playing with their team and enjoy it. As described by S8 (p.194), *“...it is my football club, I would be very motivated. I would be very motivated myself because I like to play and maybe in the coming years when I get older”* and S1 (p.103) *“I see the difference when I am playing away, because you only have to take care of one team and I don’t even have to do anything, I just go and play. That would really be a factor, if I’m not enjoying my football anymore, I will stop volunteering has secretary.”* Finally, the lack of support from the members and the possible bad sporting results may influence a lack of commitment, thus hindering their willingness to volunteer, as quoted by S8 (p.197) he said *“...of course when the results are not coming, maybe when you don’t receive enough appreciation as well, when it is a difficult moment, in the end you question yourself, you start to wonder why I am still here.”*

Regarding the time spent on the tasks by each type of volunteer and the motivation to remain within the club, it seems that there are divergences between technical staff and committee members. The technical staff says that the time they spend on their duties does affect their motivation. Their tasks requiring more management efforts and if the results do not follow, there is a risk of demotivation, despite the fact that they all enjoy what they do. As described by S7 (p.180), he says, *“The longer you spend doing something, the more you want to see, a positive outcome in the end, if you spend a lot of time doing, not necessarily enjoyable administrative tasks, then at the end of it you sort of think, why did I just do that?”*. However, committee members all say that the time spent with their task does not affect their motivation because, it does not require so much time per week. If their required task is enjoyable and seen as useful for the club or for themselves, there is no risk of demotivation. As stated by S6 (p.167), *“ it does not affect my other life, because at the moment for me it is useful, I struggled with the accounting aspects of the treasurer last spring, but now I am starting another course of accounting, so I am learning the thing that I did not understand last spring.”* From the perspective of people governing sports club, it is important to adapt the message to the type of volunteer.

4.1.4 Category 4: Retention

Remaining a volunteer is an option for many participants because it is practical (e.g. living close by the training centre). Indeed, S6 (p.171) said they would remain in their position *“For the next one and a half year of course, because I will be in Brussels for sure for the next one and a half year, until I finish university I will be here for sure. I can continue in the committee until then, unless of course someone else wishes to take over, but even then I would not mind continuing.”* Furthermore, if the past experience is positive, the chances to remain a volunteer are increased, that is why S1 (p.106) said *“that is probably the reason why I continued for a second season to see how... like we always say first impression is just a first impression, everything goes well, we see things go well, but if we see things go bad...”*. Finally, a common factor sprung to light suggests that not many people seem to be willing to dedicate time to volunteering, which is question at the centre of this research, as S8 (p.191) said *“I did it mainly for the people, for the club, as I thought it was time... it made sense that most experienced people to be captain... I also did it because I thought there were no really motivation of someone else, and I could not leave the team without a captain.”* Then again, if the volunteers are players as well, this will help retaining them within their sporting organisation as volunteers, as S1 (p.103) had posited *“That would really be a factor, if I’m not enjoying my football anymore, I will stop volunteering has secretary.... As long as I’m enjoying it, that would be the reason why I would stop if I’m not enjoying it”*. However external factors may push individuals to continue volunteering such as their professional life or other commitments. S4 (p.143) said *“...my full time job allows enough time during the evenings to commit in doing this”*.

As the expectations before taking up a role as volunteer in a sporting organisation are various, it has to be understood that one’s expectation can either be met or not, thus playing a role on the satisfaction of the volunteer. In that sense, the interviews of the participants suggested that the expectation of the role is dependent on the position held within the football club. Expectations were high technical staff, whereas, they were low for committee members. As S2 (committee side of the club) (p.115) and S8 (p.192) (operational side of the club) respectively asserted, *“I did not have any expectation, I had a vision for the club and I still have it, it is to keep it at a high standard has a found it, and if possible to make it better, to put my personal touch on the history of the club”*; *“Yes, honestly, I thought it would be a bit easier and I also thought I would get more support from the club. At the end, I realised the*

captain is most of the time alone". However, the expectations were usually revealed by the predecessors in the club and it remained the choice of the volunteer to carry on with role and task given. As S7 (p.180) described *"I had spoken quite a lot with the previous captain, he made it very clear that he was stepping down because he did not have the time to do it anymore. I realised that and at the same time I wanted to bring a new approach to that, based on my experience in the past, so I took a lot of his advice"*.

Undeniably, enjoying the role is a massive factor sustaining one's willingness to remain a volunteer in the future. The people in charge need to assess what are the positive points coming from their roles inside a sporting organisation. Indeed, in their perspective answers, each participant agreed to take on the role offered because they found joy in what it could bring, to either themselves or to other people. As S2 (p.112) mentioned, *"I mean the joy, the psychological part, of you giving, either to a team, either to a group of people or individuals, I think it is the best reward to you can have, something you cannot buy with the amount of money in the world. This feeling that you contribute to something it is very important"*. As on the operational side, in their view, the result plays a key part in someone's happiness for the role. As mentioned, when one person spends a lot of time on a task, and does not see the fruit of his or her labour, that could be detrimental to the retention of the volunteer. S8 (p.193) summed this up by saying *"In sport, in general, not only in sport if you have a look, winning helps to win, because it gives you more motivation, more confidence and more satisfaction. That is why "results" really count."*

Finally, it is suggested that the satisfaction comes from the experience gained. The average score for the participants was 7, 9/10 for both their satisfaction and experience. This suggests that the retention rate of the volunteers within these football clubs is strong, and thus the indirect strategy put in place by the members is favourable to the continuation of their activities in the future.

4.2 Comparison between literature review and interview variables

• Financial incentives	• Satisfaction
• Size of the club	• Organisational commitment
• Intangible rewards (recognition, control, self-development)	• Enthusiasm
• Positives externalities (Social cohesion, health improvement, democratic values)	• The value of the organisation
• Involvement	• Asked to continue volunteering
• Was asked to volunteer	• The position in the organisation
• Promotion of sport	• The tasks
• Being active in the sport sector	• The identification with the organisation (sense of community)
• Empathy	• Purposive incentives (Doing something useful)
• Wellbeing (happiness)	• Solidarity incentives (Social benefits)
• Intrinsic motivations	• Material incentives (Personal rewards)
• Extrinsic motivations	• Excitement
• The passion for the sport	• Experience
• Pleasure	• Social obligations
• Human contact	• Learning development
• Attitudinal commitment	• Affective commitment
• Normative commitment	• Continuance commitment

Table 1 - Volunteer motivation and retention variables within sports clubs

The table 2 represents the variables that were taken out of the literature review. But in this occasion, these variables are compared with what the interviewees of the field study mentioned. If the variable was in any way projected in a way by the participants, this means that there is a parallel between both the theoretical and practical review. This table either

confirms, denies or does not mention the variable. Indeed, there may be some bias as to whether the participants thought about the variable but did not mention it or that answers the questions asked did not lead to necessity of bringing up a variable.

<ul style="list-style-type: none"> Financial incentives (Unmentioned) 	<ul style="list-style-type: none"> Satisfaction (Confirmed by all)
<ul style="list-style-type: none"> Size of the club (Confirmed by S1, S2, S5) 	<ul style="list-style-type: none"> Organisational commitment (Confirmed by all)
<ul style="list-style-type: none"> Intangible rewards (recognition, control, self-development) (Confirmed by all samples) 	<ul style="list-style-type: none"> Enthusiasm (Confirmed by S2)
<ul style="list-style-type: none"> Positives externalities (Social cohesion, health improvement, democratic values) (Confirmed by S3, S6) 	<ul style="list-style-type: none"> The value of the organisation (Confirmed by S7, S8)
<ul style="list-style-type: none"> Involvement (Confirmed by all except S8) 	<ul style="list-style-type: none"> Asked to continue volunteering (Denied)
<ul style="list-style-type: none"> Was asked to volunteer (Confirmed by all except for S9) 	<ul style="list-style-type: none"> The position in the organisation (Confirmed by all except, S3,S7,S8)
<ul style="list-style-type: none"> Promotion of sport (Unmentioned) 	<ul style="list-style-type: none"> The tasks (Confirmed by all)
<ul style="list-style-type: none"> Being active in the sport sector (Confirmed by all) 	<ul style="list-style-type: none"> The identification with the organisation (sense of community) (Confirmed by all)
<ul style="list-style-type: none"> Empathy (Confirmed by all) 	<ul style="list-style-type: none"> Purposive incentives (Confirmed by All)
<ul style="list-style-type: none"> Wellbeing (happiness) (Confirmed by S2,S6,S8) 	<ul style="list-style-type: none"> Solidarity incentives (Confirmed by S1, S3, S7, S8, S9)
<ul style="list-style-type: none"> Intrinsic motivations (Confirmed by all) 	<ul style="list-style-type: none"> Material incentives (Denied)
<ul style="list-style-type: none"> Extrinsic motivations (Confirmed by S3, S7, S8) 	<ul style="list-style-type: none"> Excitement (Unmentioned)
<ul style="list-style-type: none"> The passion for the sport (Confirmed by all except S6) 	<ul style="list-style-type: none"> Experience (Confirmed by all)
<ul style="list-style-type: none"> Pleasure (Confirmed by all) 	<ul style="list-style-type: none"> Social obligations

	(Unmentioned)
• Human contact (Confirmed by S3, S7)	• Learning development (Confirmed by all)
• Attitudinal commitment (Confirmed by S2, S6)	• Affective commitment (Confirmed by S9)
• Normative commitment (Denied)	• Continuance commitment (Confirmed by all)

Table 2 - Volunteer motivation and retention variables within sports clubs

4.3 Response to the research question

Research question: How can non-professional level sports clubs motivate and retain their volunteers?

As the variable for motivation and retention were enumerated, linking these variables to an infield study should allow us to figure out why people tend to be motivated by joining the organisational part and staying within the sporting organisation.

As every sporting organisation studied has a selected committee within its ranks, it is critical that the members of those organisation play a role on the development and image that volunteering can bring to a club or even to the members participating within the club. It is their role to push members into wanting to be involved by providing potential new volunteers or ensuring incumbent volunteers remain in their club in order to keep the activities of these organisations running.

There are some factors and variables on which every sporting organisation can work on in order to make that happen. These can either directly impact or indirectly impact the volunteer. On the other hand, a person is pushed to volunteer because of more personal motivations. Human factors play a big role.

Firstly, analysing how the clubs should be governed, it has been studied that good and fair governance can push someone to either start volunteering or even remain a volunteer. Most people join a sport club because they are either competitive, they need to blow off steam, or just seek to be active in a healthy manner. If the sporting club is able to promote

such values, they will have a good chance of getting more people involved and committed to their organisations. As the human characteristic of several incumbent volunteers show, the first step towards agreeing to volunteer resides in altruistic views. Purposive incentives play a significant role in deciding to volunteer. Furthermore, depending on the amount of time spent being a (playing) member of the organisation, there comes a point when a member may decide to transition into a volunteer in order to give back to their organisation. To make this happen, it is imperative that the experience and satisfaction of the member be high enough. This can for instance be done by a great support from committee members and even playing members.

As the positions within the organisation comes into play, it can be highlighted that the motives to choose a certain position mostly comes from incumbent volunteers, who wish to give their positions away to someone who they consider able of handling the duties. Indeed, every position within the club may bring their own benefits and difficulties. If the expectations of the incoming volunteer are high, there is a risk that this person may not be willing to continue volunteering in the future. In other words, the task of the committee is to find the right way to communicate the benefits and difficulties to their potential volunteers. As the literature review showed, the tasks at hand can play a pivotal role in leading a volunteer to pursue their role within a certain position as Doherty and Carron (2003) described, “*volunteer effort and intent to remain with the committee were predicted by task cohesion.*”

The volunteers stay committed to their role, if everything is going well. It is true that some volunteer find difficulties in their tasks at times, but unless major issues, their commitment remains vital.

The fact about being an active member within the club plays a role into wanting to volunteer and even remain a volunteer. If a member keeps playing, the chances of these people to volunteer, to have a bigger involvement and impact on the club, are quite high. From information collected from the interviews, it would be very difficult for new people who have just been recruited to jump in and join the committee or even take a role as a technical staff member because they would need to get acquainted with the organisation first, especially given the fact that no financial remuneration is provided.

Moreover, in terms of governance within non profit sporting organisation, there are several positive aspects which play a role on why to volunteer for them, for instance sharing a

passion with other people without having the pressure of focusing on the economic side of the game. However, the time to be spent working for these organisations should be highlighted from the very beginning. Indeed, there are risks of spending much time on a task without seeing it come to fruition. This is a difficulty underlined by several incumbent volunteers. This is a factor which could hinder the commitment of the volunteer within his or her organisation.

The committee members and technical staff volunteers must be supportive and encouraging with the objective of finding new volunteers or to keep them. As a matter of fact, the image projected by the committee equals its reputation. If the club has a good reputation, they will not find it difficult to fill in important positions.

In order to govern over a non-profit sporting club, the roles which ensure the smooth runnings are essential to the organisation. Although not every role is critical, they all have an underlying purpose. For example, if a training officer cannot fulfil his or her role within the club, the activities may still be able to continue. However, the role of the treasurer is quite important, though financial aspects minimal in a non profit organisation, if not correctly managed, this may end up seizing the activities of a club. The same can be said in terms of coaches and captains, who manage teams of around 30 people. They aim at increasing each members' satisfaction, while offering a social experience.

As motivation is the ultimate factor leading to a successful club, being sustainable does not necessarily mean being well organised. Indeed, motivation can disappear from one day to another. On the other hand, organisation is built on the motivation of the volunteer.

In sports, the success of the club, in terms of results, has a significant impact on the motivation of the volunteer, that is, if the results are continuously bad, this may hinder the motivation of the volunteer and eventually lead to a higher turnover. On the other hand, good results lead to an increased level of motivation which then leads to the retention of the volunteer.

Within a club, creating a social experience can smoothen the good or bad results. Indeed, the experience can bring people together and this is ought to be underlined by the sporting committee. There is a causal link between the social experience and the activities. The togetherness leads to the motivation which leads to organisation which finally leads the continuous activities of the club and thus a good governance.

A volunteer remains a human being. He or she has their private and professional life and as the literature review described, time is essential to the willingness to volunteer. During the interviews, many participants said that if their own private and professional lives allowed it, they would be willing to continue volunteering in the future.

In terms of the size of the club; it can play a role in helping volunteers to find their place. For example, within a club of +300 members, the task of a volunteer can be multiplied by the number of members. On the other hand, in a club of around 30 members, volunteers can find their task facilitated.

The love of sports is an undeniable factor playing a key role on volunteers. If the individual is passionate and enjoys the sports, the causal link will reveal a strong sense of motivation to do well and a stronger sense to remain a volunteer within that beloved sport.

Asking people to volunteer is a major factor, as simple as this may be. People still find it difficult to figure out how they can volunteer or may feel shy to seek out how to become one. It is up to the committee and the incumbent members to use their experience and knowledge to offer a good opportunity to their active members. As the current players within the club are already active in the sport sector, the need to help others seems embedded in every participant. Indeed, participation in sports reveals intrinsic motivation from all parts of the sporting spectrum. The sense of wellbeing, happiness and satisfaction will be a consequence of the positive experience.

However, retaining volunteers can be done simply by asking them to remain involved, it can also be done by valuing the position at stake. If the tasks to be fulfilled are clear, this will lead to a greater commitment from the volunteer. Moreover, it is up to the people who govern the organisations to highlight the positive learning development arising from the volunteering experience.

4.4 Critical analysis

This study focuses on volunteers. That means they are not experts of the specific field. Thus, the responses given must be taken with a critical distance. Secondly, there are a multitude of sports that exist, however, this qualitative analysis focused solely on sports administrators and staff in football. It has to be seen whether the findings of this thesis can be transferred to another sport. As far as the clubs go, the non-professional league contains

around 178 clubs, so it is possible that the findings may differ depending on the club and the people in charge.

With regards to the term volunteer, there may be ambiguities between volunteering and volunteer work. The differences have been stated, however ambiguities between the two terms may still arise.

As the interviews were conducted during the season, there is a possibility of bias, the reason being that their thoughts and judgements may be clouded by their weekly work and weekly sporting results, thus not bringing enough distance.

Interviewing mainly expatriates means that in terms of retention at club level, this is dependent on their professional and private life.

Myself being a football player for one of these clubs, my presence could have influenced their responses to the questions that were asked. In the same way, I could have been influenced by personal feelings.

In terms of the interview and the comparisons of the variables with the literature, there is certainly bias, in the sense that, the variables of the theoretical literature may not be mentioned by the participants because the questions do not guide them towards a certain direction. However, this is the objective of a semi directive interview. At the same time, it can be possible that a variable may be positive for one and negative for another.

The study aims at many subjects, such as seeking the reasons why people decide to start volunteering in sports, why people decide to remain a volunteer in the sports context or even to step down as a volunteer. All this subjects are linked to the research question that is “How can non-professionals sports clubs motivate and retain volunteers?” There is a possibility that many other crucial factors may be more relevant and have not been mentioned in the study in the place of the ones cited, as the platform for answers is wide open.

5. Conclusion

This study aimed at demonstrating how non-professional sporting clubs manage to motivate and keep their volunteers within their organisation with the goal of sustaining its activities. Indeed, the number of volunteers and the willingness to volunteer is decreasing whereas the number of participants is increasing. There seems to be a lack of motivation to

become a volunteer and remain a volunteer, thus threatening the survival of many sporting organisations.

At first, a research was conducted on how, why and by whom non-professional sporting clubs are run and governed. Out of this research, the importance of volunteers within these organisations was underlined as crucial to the sporting sustainability of the organisations. A plethora of articles were written on the use of volunteers and their motivation.

A qualitative and field-based study was therefore undertaken on the topic. The research was concluded by an answer to the research question (How can non-professional level sports clubs motivate and retain their volunteers?), based on the literature review and the field study.

Several factors were in concordance, as some similarities between the literature review and the field study were aligned in terms of the underlining motives and retention of volunteers in sports organisations. The factors that were found to be similar are the ones that need to be highlighted by the committee members of the sporting organisation in order to find, recruit, motivate and retain new volunteers or even retain incumbent volunteers.

In terms of those variables, factors such as, being active in the sports, intrinsic motivation and intangible rewards like self-development and recognition for the work were seen to be a motive to remain a volunteer as these give the members some value for their contribution. Furthermore, a passion for the sport is what is needed to attract people into starting a voluntary experience. As long as this experience is a good, social and pleasurable one, their intent to remain will be strengthened because their satisfaction will be proportionally increased. However, when people are governing over a sporting organisation, their tasks at hand can play a role on their willingness to stay or leave, as they are working on a voluntary basis, if there tasks seem easy or difficult, their reaction would be proportional to its facility or difficulty. So it is very important that the tasks of the club be well distributed in order to find the right balance of work between the members in charge and the impact these tasks can have on the organisation.

Most members, part of the organisational side of the clubs, all have purposive incentives to volunteer, that is, their act of volunteering in sports is based on altruistic measures and their identification with the club their support. Indeed, if one supports the club and identifies himself or herself with it, the process of volunteering for it is facilitated.

Moreover, the benefits should be highlighted. Indeed, people who already volunteer must sell their positions by sharing their experiences and the benefits that they have had. Indeed, learning and development variables were posited by all participants during the interviews.

Finally, sports remains undeniably a sector based on sporting results, winning, losing or even in the case of football, drawing. This means that, sporting results can play a part in the willingness of a volunteer to remain and stay motivated. In terms of a nonprofessional club, as long as the social experience and the support from all members of the organisation is still strong, this may simplify the willingness to carry on with the job. However, as the work is performed on a voluntary basis, there is no obligation for members to remain or start an act of volunteering in sports. However, if these variables are put to light in terms of a sporting organisation, this may smoothen the level of continuance commitment which states that internal or external issues may force a volunteer to leave but then they are replaced immediately.

Although the members interviewed cannot be considered as real experts in the domain as they are volunteers in their respective clubs, performing different roles, the experience they have is a live representation of what is expected in order to govern a sporting organisation.

This was an exploratory research, supported by semi directive interviews carried out on both committee members and technical staff members of sporting clubs. Consequently, in order for the factors and variables found to be proven on an analytical basis, it would have been wise to conduct a mix between a qualitative study followed by a quantitative study, with the idea of evaluating the weight of the different variables expressed by the participants.

In terms of management of sporting organisation, this paper demonstrated the importance of marketing the volunteer positions to the playing members, with the aim of enriching the human capital needed to keep the activities of the sporting clubs going.

After analysis of the comparison between the factors, it is believed that motivation is indeed one of the levers that brings good governance within a non-professional sporting organisation. If a sporting club puts motivation at the core of its value system, it will see its activities grow season after season. In fact, motivating people to volunteer is fruitful to the organisation. Once in the position, it is essential that all members of the committee offer a good experience to their playing members in order to recruit potential new volunteers or retain those already active. This will allow volunteers to take on tasks and responsibilities

they might have thought of doing, thus increasing their commitment to the organisation. As for their satisfaction, it is the role of the entire organisation, and specifically the committee members and the technical staff members, to provide the satisfaction to each of the members of the organisation and ultimately their own satisfaction.

This research on the motivation of volunteers within sporting organisation and their retention leaves us to believe that the work performed by these volunteers is important to provide physical activities to people.

To conclude, this research will give information to someone willing to create a non-professional sporting organisation. It will give them an overview of what is needed from the people who will run, manage and govern over the organisation. The people supporting the organisation will be considered as volunteers, even though they may not consider themselves as volunteers. In reading this paper, the potential founders of a new club may learn what motivates people when recruiting volunteers and what can ensure their retention in their positions. The founders may also learn what are the factors that influence a volunteer to remain (in) or leave an organisation. These variables can be addressed during committee meetings.

If the organisation is ambitious from a management and sporting point of view, and wants to be successful for a several years, the management team holding key positions within the club need to ensure that they take these factors into consideration.

This research was very personal to me, as it has enabled me to seek the opinions of volunteers who, in general, provided me with the opportunity to learn how non-professional clubs are governed.

As the term volunteering outside of sports usually refers to charity work, it is not seen as such in non-professional sporting organisations. This subject matter was interesting to study since it has highlighted the fact that, volunteers do not only identify themselves as volunteers, but they do not even think about the reasons why they decided to join the organisation of a sporting club.

Further research can be conducted into the governance of other types of sporting organisation. Why some of them function well and why some do not. Studies could be conducted within sporting organisation on their volunteers to estimate how long it may take

for a new member to become a volunteer (*vis-à-vis*, for instance, already established members).

Finally, the question that can be asked is “how do these findings convey in terms of a semi-professional or professional sporting club?” Are the desires of the workers similar or different to those of a nonprofessional sporting club?

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7. Appendix

7.1 Appendix 1 - Interview guideline

7.1.1 Introduction

Hello, first of all I would like to thank you for agreeing to participate in this study which deals with the motivation and retention of volunteers within their sports club. I will ask you a series of questions, you answer as you want because there is no right or wrong answer. I ask you to express yourself spontaneously and clearly. To avoid having to write down, I would like to record this conversation if you do not mind. This should last about an hour and a half.

7.1.2 Warming up

In order to get to know each other better, can I invite you to introduce yourself by giving me your first name, your age, your current work status, your favourite pass time and your role within the sports club.

7.1.3 General questions

How long have you been a member, playing or non-playing within the club?

How long have you been an active volunteer member within your club?

The aim of these questions is to know the durability of the participant within the sport sector.

What does sports means to you and what do you enjoy about the sector?

The meaning of sport can give an insight into the motive of why people enter the sport sector.

What does volunteering mean to you?

Is volunteering important to you and why?

The aim of these questions is to figure out, what volunteering and sports mean to the participants.

The aim of these questions is the figure out the link the participant makes between the sport sector and volunteering within this sector.

How did you come to decide to be involved with the organisational part of the club?

This question should allow the participant to explain his or her motives for joining the organisational part of the club.

What are the benefits that your role within the club can contribute to the organisation and to yourself?

The answers awaited here must bring about the underlying benefits perceived by the volunteer and the club.

What are the tasks that you need to fulfil?

Are you aware of the disadvantages of the role and the position, if any?

In case of disadvantages, these might hinder the motivation of a sporting volunteer.

Do you find them difficult in any form? Yes, no and why?

What motivates you to volunteer?

Do you know why you decided to stay on as a volunteer?

These are vital question to be asked to really understand the underlying motives to volunteer.

Finally, what would be the reasons why you would be willing to give up on volunteering within this club?

What would be the problem if your position within the club was not filled?

This question raises the importance of sports volunteers within their respective sports clubs.

7.1.4 Specific questions

- *What is your story behind your relation with the football club?*

This question aims at understanding how and why the participant got involved with this specific club.

- *How do you motivate yourself to take up such a role?*

As the roles in sporting clubs differ, it is possible that these volunteer may motivate themselves differently according to their roles.

- *What influenced you to take up a role within the club?*

The question aims to explain, what factors pushed the participant to volunteer.

- *Did you have any expectations before taking up this role?*

As the literature review shows, the expectation of a role plays on the satisfaction of the volunteer. So this question aims to know whether the participant's satisfaction was met.

- *Do you enjoy what you do within the club?*

The enjoyment is linked to the participant's retention within his or her role.

- ***Regarding your tasks within the club, does the time spent with each task affect your motivation and your willingness to remain a volunteer?***

As the literature review shows the time spent volunteering can be a hinder to the motivation the continue volunteering.

- *What have you learned from being a sport volunteer?*

With the duration of their volunteer career, the participants need to enumerate what they have learned from their experience.

- *Do you have a favourite professional team that you like to follow? Which one and why?*
- *Would you be willing to be a volunteer for that team? If so, can you tell me why?*
- *If your favourite team were to be playing at the same time as your volunteering time for you club? Which one would you choose to fulfil and why?*

These questions aim to see whether a loyalty factor can play a role in the motivation to volunteer. The fan base factor could perhaps play a role as well.

- *How were you elected to the committee or how were you appointed as captain/coach?*

As the literature review showed, most sporting clubs may be governed in a democratic manner; this question aims to see whether the volunteer's position was given in such a way.

- *How satisfied are you with your position and the tasks you need to fulfil within the club?*
- *How satisfied are you with your experience being a volunteer within this football club?*

These questions are directly related to the satisfaction and the experience of the volunteer. A high number of satisfaction will be correlated with a high number for their experience, and thus push the volunteer to remain in that position in the future.

- *How important is it for the whole committee and members to get along?*

This question raises the point of cohesion between committee members and members of the club.

- *Has there been any moment in time when you have wanted to change football club and why?*

This question aims at knowing whether any factors have pushed the participant to want to leave the organisation.

- *What are the positives and negatives of working within a non-profit football club?*

By given, their opinions on what are the good and bad points of working within a non-profit organisation; their answers will permit us to see what are the constraints and freedoms with the non-profit sport environment.

- *What are your thoughts on motivation and retention with regards to the success of the club in terms of organisation and durability?*

This vital question will allow this paper to know to importance of the volunteer's motivation in terms of success and longevity of the clubs activity.

- *How do you sustain your motivation throughout the footballing season and why would you decide to carry on volunteering?*

Again, this question is directly related to the motivation of the volunteer.

- *Can members of your club play a significant role in your motivation to continue volunteering?*

As a volunteer member of a sporting organisation, this suggests that the participants have to deal with other people. In other words, man management. The size of the club could play a role on the motivation of the participant.

- What are the strong points needed in order for you to be a success within your club and for the club to be more successful than other teams?

This topic reflects the important features needed to be successful within a club, which in turn increases satisfaction and thus reinforces the desire to remain with the club.

- Does your role within the football club ever conflict with your paid work?
- Have you encountered any major difficulties while volunteering?
- As chairman/vice chairman/.... Is it difficult to find people willing to volunteer in certain positions?

This question tries to get insight on the difficulties in finding new volunteers for certain position.

7.1.5 Conclusion

- Here we are at the end of the interview. What were the most interesting points that emerged from this discussion and why? Did it meet your expectations? Do you have any criticism?
- Thank you very much for your cooperation.

7.2 Appendix 2 - Interviews

7.2.1 ABSSA secretary - British United Football Club

First of all thank you for participating in this interview. There is no right or wrong answer. It is just a discussion.

Before starting, I would like you to introduce yourself, your age, your current work and what you do in the club.

So, my name is Thomas, I am 36 years old, I work at a swimming pool in Brussels and I represent British united football as the ABSSA secretary.

So the interview is about the motivations and retention of volunteers within sports clubs. So the first question I have is what does the term volunteering mean to you?

Well I mean... I don't see myself as a volunteer. But I suppose volunteering means doing something good for an organisation or for the world, depending on what situation you are volunteering for so.... It is giving free time for doing "good" for something or someone.

So free time for other people?

Yes, I suppose, I mean it depends what you are volunteering for, if it's for an organisation like green peace or whatever, you are given your time for the well of something, someone or you can volunteer for helping old age pensioners. It is mainly good, helping others without having any money, money is not involved when you volunteer, you don't expect anything like that. You do it because you want to do it, I don't think you will volunteer because you don't want to do it. Helping people in organisations.

What is your role in the football club?

So I'm secretary, so I help with the paper work, a lot of paper work for inscribing players, dealing with problems with the league and match day organisation such as getting the team sheets to the league in order for everything to be officialised, dealing with problems that occur in the match or off the match, so I'm the liaison of the club towards the league. So we call that "Absa Secretary".

What is your main Job outside of the club?

So I work at a swimming pool, like administration and I work at the till, I'm also the person at the till.

Are there any similarities in the work you do at BUFC and at your work place?

Not really, I'm more in public relation, HR, all the paper work I have there (swimming pool), has nothing to do with what I do with BUFC. I mean it is filling in stuff but it is not at all the same point, the same direction, it is a different domain.

When you hear the term "sports", what comes to you mind? And what do you think of it?

Firstly, because I think it is my nature but I think of competition. I have always associated sports with competition so, that is my nature I like to compete, win, do the best.

But I suppose, that globally, sports is good for the health, anybody can do sports, which is great, instead of being a high athlete, you can just go out for a run, get on your bike, go for a swim or something like that so... For me the first thing that comes to mind is competition, because that is how I am, but globally, doing something physical, exercise is good for the life.

What I like is betting myself against people who are better than me. Playing football or even it in the past I played tennis, I could never just take it lightly, and even at trainings I want to win. I put in my best. I have come to an age where I am playing with younger lads, who are a lot better than me physically, so it gets frustrating at times when you can't compete with them but it is good at the same time because it makes me better, it keeps me younger.

As age goes by, do sports seem the same?

No, you have to adapt. If I think about when I first started as a kid, you don't think about the whole preparation after match even after training, because, when you come to certain age, I think when I was 30, 31, you start thinking "well, I'm getting little niggles in my legs" and you feel it a day after, and you take more time to recover. So you have to prepare a lot better.

How long have you been a sports administrator for BUFC?

Officially this is my second season, but I did a season before that when I was sort of "interim" so I was second secretary behind Mohammed (former Absa secretary). So I had already started with one year of being officially named as Secretary, so I would say two years.

How long have you been a member of the club?

Since 2000, so it is around 17 years

Have you seen any changes from the beginning until now in the club?

I have seen a lot of mentality change, the club has grown better. We have grown has a club, we have more playing members, we have more teams now. When I started we had 4 teams and two veteran teams. We had five senior teams, but this year we are back to four teams, three veteran teams, the girls team has changed a lot as well, because when I first started, the was not an official girls team. The ladies were not playing in an official league. However, now, they are entering their fifth year now. But yes, it has totally changed, generations have changed and a lot more foreigners. When I first started, they were some

foreigners, but there were more British players. So now, we can see that the Chairman is not even British, he is Greek, we had always a British core, but the change has gone good. I think we have also become more professional, when I started it was a bit like, you come and train if you want, you are picked on Saturday, it was all about being “with your mates”. Now, it is more like you come to training to play, let’s try and keep the members fit even outside of training hours , something we would not have done when I started.

So the organizational part of the club as grown?

Yes definitely.

So the difference is also the professionalization of the club?

Well I can’t actually say, how it was in the committee when I started, but definitely things have changed for the better and organisation has become.... Well, we have adapted to our times, for example back in the day we did not have internet, we were contacting people by phoning on a normal phone, you would not send an email to the team to know who would be playing, since trainings were on Wednesdays, on that same day, we would know if someone can play, that is how it was. Last minute calls would be hard to get, without a mobile phone.

Wouldn’t that lack of technology make it easier to organise?

Well, maybe, now with the WhatsApp and messenger, and all this places where we can talk to each other, at any time in the day, makes it easier to get information. But maybe yes it was simpler back then when it is just “can you play? Can’t you play?” on the Wednesday and that was it. And if there was a last minute problem, then yeah you will need to phone and seek players, but I was not a captain back then, so I can’t really say if it was better or worse than now, but yeah probable simpler. But I remember the days when my dad was coach of a kid’s team; you get the register out, and look at all the phone numbers. And you will get a paper saying that you are playing on a Saturday or on a Sunday.

Why did you decide to be involved in the committee?

Funny question that. I don’t know. They asked me and I said yes. I probably didn’t think it was going to be this much work I admit at first, but it was the old chairman who asked me. They asked me because I spoke French and English, and I am based in Belgium, so I was not going to leave Belgium in time like expats, they can leave anytime. I think I said yes without realising how much work it was. But it is not the end of the world, there was not a

real reason to why I said yes I wanted to get involved. I've been playing 14 – 15 years when they asked me, so I'm kind of giving back let's say.

Are there any benefits that you take out from your work as Secretary?

Well I guess all the paperwork and communication as helped, even in my job, because I changed jobs at the same time. I was going into the world of more paperwork stuff, and communicating with hierarchy, like Absa, who are very strict. Having to say things in certain ways, communicate without having to get people angry, making points. It is helped me to grow a bit more and even in my work it has kind of help. It is not like I am working every day for BUFC, I take my time when I have too.

Do you feel any disadvantages of you been a secretary for BUFC?

I am less concentrated on playing football. Because Saturday's at home games, it is a lot of helping others out left and right. And sometimes you just want to go out there and play some football. Last couple of games I haven't really gotten into the warm up. That can be dangerous, because you can get injured if you don't get warmed up. When you take up a role such as this one or being captain or vice-captain, when you are organising a team, you think less about playing and you probably don't concentrate on the game as much. So yes, this is pretty much the disadvantage of the role. And it is time consuming as well of the pitch, because you have to deal stupid people who have done stupid stuff or paperwork.

As secretary is there anything that you found difficult?

Most of the time I am dependent on other people, like say registering a player, I need all the information, but if there is something missing, it takes more time to register the player. And once I do get everything and send it to Absa and they don't get registered straight away, I have people asking me "oh but it has been two, three weeks", so I want things to be done quickly but the system does not help it to be quicker. It is still the old method of sending a paper by mail, when the Official Belgian league, you can do everything on the internet.

The official Belgian league as in the Union Belge?

Yes, l'Union. You can inscribe a player on the internet, all you need is a copy of his ID card and that is it. So here, with Absa, it is a lot more complicated, once you have missed the deadline of the week, you have to wait another week, you can't just do it the next day. So a lot of people in the club don't really understand, it does take a lot of time for a player to be

inscribed. I want it to be done quickly but most of the time my hands are tied. I am not going to start running after players who want to register but do not answer my email. I have up to 20, 30, players to register so if I have to go through everybody, I will spend my whole week getting information from them wanting them to sign the papers. It is a little stressful but you get used to it I suppose.

How many hours per week on average do you work for BUFC?

I suppose it depends the moment of the year, like in September and August; there is a lot more to do because we try to register players quickly. On an average per week, it could be 3 to 4 hours if you cumulate the whole week. But then, once October and November comes along, unless I have to go to a meeting on a Monday, to deal with a problem, I could go a week without doing anything. So mainly more in pre-season and then every Monday I have to go to Abssa headquarters, that can be a waste of one to two hours, probably maybe more depending on what the situation is. You usually have to have someone from the club there represented.

So basically August and September are the month where most work is performed?

Yes.

Do you have any specific reasons why you decided to stay as a volunteer?

Not really I said I will do it again, I think the first season went well apart from the fifth team situation, but mainly everything went really well, all the teams had a good successful year, so it was not taking too much of my time apart from August and September. So I enjoy it to a certain level, getting involved and helping, and to improve the club as well, working in the backgrounds of the club. There wasn't any specific reasons why I continued but we will see next year, assess it at the end of the year, I never promised I will do it more than two or three years.

What would be factors when you are assessing?

Well, when I'm playing football at a home game, I'm not concentrated on playing the football game; you don't enjoy it as much. However, I see the difference when I am playing away, because you only have to take care of one team and I don't even have to do anything, I just go and play. That would really be a factor, if I'm not enjoying my football anymore, I will stop volunteering as secretary.

So the main factor that would make you stop would be not focusing on playing football?

It is more that if I'm not enjoying... the reasons I'm there is to play football, I don't mind helping the club because I think the club is a great club and I want to help it anyway I can and I have always done that, by being a captain, by helping other teams that do not have enough players, now secretary, if there is another evolution I might be president. As long as I'm enjoying it, that would be the reason why I would stop if I'm not enjoying it.

How do you relate to the football club? What is your history?

Well, my history is because of family, my dad was part of the club when it first started, when I was playing provincial football... long story short, I had a disagreement with my coach and my friend Edmond proposed that we go play for an amateur team and talk to my dad about British United and we decided to come play with British United. It is kind of in the family because my uncle as well played. So that is how the relationship with BUFC come in, over the years, it has grown more and more as my club and I am part of this and it is part of me.

Do you have any personal goals, which motivate you, to continue volunteering?

I don't have any personal goals, I think. I think as long as each team and the club is doing well, that really is the only goal. Like last year, in exception from the third veteran team, everybody did well. And you are kind of proud of the fact that you are part of helping that. But no personal goals, I am just there to help. If I can help the relationship with the abssa league because we have not gotten a great relationship from what I understood when I took over. Last year and this year it has gotten a lot better. It is not really a goal, but if when I leave, I want the club to have a good relationship with the league. That is kind of a little goal. But it is not what I am focused on to make better if I can I will do it but the league was not very easy to talk to but now we have gotten better but still got a long way to go.

Do you have a favourite professional team that you like to follow?

Liverpool Football Club in England.

And you have been a fan since when?

1986, I had to choose between them and Everton FC, it was the FA cup final and half my family is from Liverpool. Before the game, I had to choose if I was a red or a blue, and I

chose red, and Liverpool won, and Ian Rush scored two goals. Ian Rush was my idol and Liverpool was my team.

If Liverpool FC came over to you and said “Thomas” would you be willing to volunteer for our club? What would you say?

If I can go there and live and work then, yes definitely. If there are asking me to volunteer, that means I need a job next to it and I will have to move, but yes I would.

Why would you want to volunteer for them?

I think a lot of fans can be.... It is part of my life, mainly because I support them and I have family there, well used to have family there, so it is in the blood. It is a bit like a loyalty, a bit like BUFC, it is my club, you want to help them as much as you can, I'm not going to help them on the pitch, but if I can help them in another way.

Let's say you have Liverpool FC has a match or an important event and you also have an important event with BUFC? Which one would you choose and why?

I think it depends on the Liverpool event.

Let's say it's a Champions League Final

Definitely will be watching the champions league final, sorry if it falls on the club dinner. Or I will try to get the club to show the game at the dinner. The game that would win them the league, I would still go with Liverpool.

But what if it is someone that you cannot miss for BUFC? How would that make you feel and what would you do?

I would just say the truth, I'm sorry but Liverpool is bigger than BUFC, I would always try to figure a way out. This is my daily work as well, figure things out. I mean if there was no choice, well I'm not paid by BUFC; there is no demand on me being there. And there have been situation where they have done a meeting or an event, like I will not be able to be there. Like this weekend, there is a captains events but I cannot be there because I've got my best friend's wedding at the same time.

How were you elected to the committee?

So initially, they ask me, and I said yes. Then at the AGM, the Assemblée Générale, you have to be voted in. So, somebody has to say “I nominate Thomas” and you have to have someone to second it, and everybody votes and the majority rules if you are facing somebody else but I was not facing somebody else. So that is how I became secretary. And this year after, same thing, to take it another year who have to be voted back in.

But you chose to continue?

Yes, but I still have to be nominated.

On a scale of 1 to 10 are you satisfied with the position in the committee?

I would give it a 7 because, I think, I am happy with what has been going on, it could be better. I said it in the last committee during the summer, I think last year, we need more help from committee members and even people from the club, because last year it was just me and Harris dealing with everything, which is not supposed to happen when we have a committee of seven people. So yes, there is a lot to improve, but it started quite well, with what we did to have a successful season last year. It was a little bit troublesome with not a lot of players, but a lot of positives, to become really good.

On a scale of 1 to 10 how has your experience been and the experience you have gained? 10 being a good experience and 1 being a bad experience?

I would give it another 7 because, I think it has not always been rosy, and there have been times when it is stressful and annoying. Yeah, I think I would give it a 7. To be fair I was not expecting so much work. And the experience gained; well I have gained a lot so I would probably give it an 8. That is because I had never done anything like that before, even in my work I just changed work at the same time so, I was a chef before, it is a totally different types of stress.

So you have gained a lot of positives?

Yes definitely, that is probably the reason why I continued for a second season to see how... like we always say first impression is just a first impression, everything goes well, we see things go well, but if we see things go bad, we had a little mishap with the fifth team last year, but apart from that, nothing really went bad so.... And this season already the first two games, I have had two situations where I knew exactly what to do, to resolve it and managed to resolve it straight away. Instead of last year, it was like “What should I do” I would contact

Momo, because he was too old secretary and I did not know how to do things properly, but now things come a little bit more easier.

How is the sense of community, the social sense of the club, the connection between committee members?

Ideally, you want the whole club to be... you know social, you want everyone to get on and do the same things and get involved. But I have always felt, even from day one that, the club is separated by teams, there are groups that are made, but it is kind of normal because, you have team one, team two, three and four, you are playing with the same lads every week so you are not seeing the other lads, except maybe at training, and even at training you train separately so. It is a very good social club, that brings communities together, but at the same time we are kind of divided, and the only reason some teams get on better with others is because, players have gone from one team to another, so they socialise outside with new guys, but it could be a lot better.

And what about in the committee do you guys get along very well?

We do get along very well, but it is more official, I think it could be a lot better but like I said last year, at one point, I ended up thinking it was just me and the chairman, and at times, he was not always a help and I did a lot of things on my own but it can be a lot more better, a lot more solidified, a unit than we are because... Everybody is a bit different, very different personalities, ages, two women as well so, they see it differently, they don't see the men's side of it and we don't see the women's side of it, when there is a problem with the men side, well they don't see it because there are not in it. Then you have the age gap with two that are veterans. Then there is myself and Luke and the treasurer who does the counting so, who really does not get involved in the other business which is understandable, so yeah we are very different and separate. But we could be a lot better as a unit.

As a football player at the club have you ever wanted to change football club? If so Why?

I did think of that once, a couple of years ago, where I still had the age of playing provincial football and I had registered with them, but then the club kind of, financially was not going to pay very well, or was not going to pay correctly so, I quickly changed my mind. But for all the time I have been there, that was the only time I have thought of changing club.

We have all wanted to be professional football players, now I have had to opportunity to play semi pro and play in P2, but I think at one point you realise that you are not going to be a professional. So I found a team that I enjoy working and playing with, met a lot of people, a lot of different nationalities, and a lot of different characters. That is one of the great's perks of this club, meeting everybody and anybody, it is very social.

How do you perceive motivation in order to bring to durable success to the club?

You definitely need to be motivated, if you want to have success, you can't take it lightly, so you got to.... Easy example, we won the league last year because, every week, we were telling the players to get to training and that is motivating the lads around you to come and train, you give a 100 per cent and it worked like that. If not we would not have had the success we had last year. And as a club, it is the same thing, that was maybe a little problem we had last year, a lot of... it was just me and my chairman, maybe we should have motivated the rest of the committee to get them to get more involved, which we did not do but yeah motivation has a big key to the success of the club.

And what about the durability of the club?

I think that is more, well for durability, you need more organisation and not motivation. Motivation comes after you have organised everything correctly because you are thinking for the future. Motivation you can lose it, then you can get it back. Organisation, you have to really build correctly to get durability.

So in order to keep the activities sustainable for BUFC, you need to have better organisation in the committee?

Yes, that is why, you need a good committee, that filters out the what we call captains for each team and the captains need to organise well there team, because if you have a captain who does not organise or does not involve, or not motivated to do it, they are not going to go far but, yeah you need to start at the top and filter out to the rest, but you have to have a plan at the top. So yeah, durability is not a given.

On any given day when you know, you will have to work as a secretary, what motivates you?

Well during the season, it is mostly on match days that I work. So, on away games I don't have much to do. But on home games, the main thing to do is dealing with the match sheets and sending it in to the league. I get ready on the Friday night because, now we use

tablets so, we get everything done on tablets, as long as it is 100 per cent the tablets and running, then it is okay. The stress comes more at the moment when people come over to you asking “what should I do there? What is the code?” then you need to send in the sheet. But getting ready is very simple.

Has there been any time when you have told yourself “today I don’t want to volunteer for the club”.

I think the only thing that kind of bothers me and that I would like to change is (talking to all the captains) is... Mohamed had decided that the secretary would do the match sheets and send in the scores to the league every home game, so he would not give the tablets to the captains and I would want to change that and ask the captains to deal with their own tablets. They are responsible for it so, it would be kind of less work for me and I can concentrate on the football but to continue the way Mohamed did it, is more stressful so you kind of have to organise yourself, to make sure that you have seven tablets that are ready. That is the only type of preparation. But for motivation, I have never rally woken up saying, oh I don’t want to do this, there are moments when you tell yourself, I have to get this quickly done. But I have never been demotivated to do something, because it is not really hard or complicated to do, but it is repeating yourself a lot.

Has your work at BUFC ever conflicted with your paid work?

Not yet, there have been moments when I am at work and I have to deal with stuff, from BUFC, but it never really clashes. I can do everything with my phone, and can be at work and at the same time work for BUFC, but I have never really had a clash, no.

Is it difficult to recruit volunteer in the committee and do you have your own say on that?

Not particularly, I think, we are open for people to get involved. Of course, I became secretary because they had to vote me in, but I have never seen a case where we had to vote somebody in and someone said no. And we have never had a case where two people apply for the same job. So, it has been pretty simple. So I don’t really have a say in it, because it is done by voting. We usually... well somebody comes in... the webmaster or merchandising, we have been lucky to have people who do it.

So it isn’t very difficult to find volunteers?

Well it is very difficult to find volunteers, I think we don't have enough, like this season we need more people to get involved, I don't think we do enough advertising to the club saying "you can be involved", "you can be part of the committee", "there is always something to do", so yeah I think we can be a lot better to recruit committee members. But then at the same time, we have a committee that is missing maybe one person, but we are doing ok without that role.

Does the size of the club play a role? If the club was smaller for example how would your job be?

I think it would be a lot easier, I have already thought about that. That is one of the reasons why I wanted to scrap out the fifth team this year. Because, I think seven teams... ok, I don't deal with the women's team, but seven teams and one women's team is a lot. I personally think it is a lot, I think we will get more out of our teams if we had fewer teams, but at the same time, we have proven that we can deal with it. I mean for me having one team or seven teams, what I have to do is essentially the same thing, maybe match day is a bit easier, so less tablets to use.

You enjoy the fact that it is a large club as well?

I think it is a big positive, because, like I said earlier on, I have been here for 17 years and I have met so many people, And I have played for every team, not vets yet, but I know a lot of the vets, I played with a lot of them over the years. I have met a lot of people and one of the massive positives of the club is that the social side, brings in a load of different type of people and nationalities and people go and come back and you have different generations with the vets. So yeah, the size of the club is very good. We have over 300 players. Last year we had almost 400 players. A lot of players are registered but are not here anymore but yes it is a big club.

When you decided to become a volunteer, were there any expectation from your part and from the club?

For myself, I had no expectations, I just wanted to make... I did not have any goals and just wanted to help and make things smooth for the club, and the reason why they ask me is because they knew I spoke French and English, so maybe having a secretary who speaks French, because the league, well they do speak some English but it is better to speak their language. That would makes thing better, but no I did not have any expectation for myself,

because I did not know what to expect to be honest, I was in the dark, that is why I had that one year, where I help the previous Secretary.

Finally, I don't know if the club had any expectation from me. I don't know if they... Maybe they just thought it would be a good idea to have a French and English speaking guy living in Belgium, who is part of the club for nearly 15 years.

7.2.2 Chairman / President – British United Football club

Thank you for agreeing to participate to the study which deals with the motivation and retention of volunteers with their sports club. There is no right or wrong answer. It is just a discussion.

Before starting, I would like you to introduce yourself, your age, your current work and what you do in the club.

My name is Harris, I am 47 years old and my current profession is project manager for an IT project working with the European commission.

What is your favourite pass time?

Well, football is my pass time; it is all about football that is my favourite sport. Ok, I have a lot of hobbies but football is on the top of it.

What is your role in the club?

I am the chairman, elected in the club for the last two years.

How long have you been a member of the club?

This is my 10th season actually. It is my fourth year has a committee member.

When you hear the words sports, what does “sports” mean to you?

How can I put it...? It depends for the people, for me it depends on the period of your life. When you start as a kid the first effort would be to socialize, at the same time you will do sports because you need to exercise. Getting older and older, if you do not want to become a professional sports man, you do that in order to have an activity and to meet your friends, and

to let some steam out after work. So it can work as a type of relaxation. If now we are talking about football, for me it is not only a sport, first of all it is a game, this is the way people need to see it. This means that you have to have fun in the game as you do when playing cards with your friends or if you have other activities. To have fun, that is the most important element for me.

Is there anything else?

Well, it is a way of life also. Football is very special has a sport because I don't know anyone at least personally, that started playing football and dropped the sport as a player or even has a supporter, when watching football so. As long as you get involved with football, you can never give it up. That is the difference with other sports because, individual sports like tennis, you can start and continue playing, however it is not that easy to follow it up. The difference with football is that it is a mass sport and for me, I heard once on the radio that "Football is the most democratic sport", in the aspect that everyone can play the game, it does not matter you physical abilities if you are short or tall, it does not matter. While in Basketball, you need to have a certain height. And for football it is very simple to have let's say game, you just need a couple of jackets, an empty space and a ball and that is it. You don't need something special. That is what makes football different if you compare it to others sports. For the others sports, you kind of need to have the facilities, basketball you need to have the basket, football it is different, you can play everywhere, you can play on grass, on the beach, on the streets. It is easy.

What does volunteering mean to you? Many people of sports clubs can be considered as volunteers. When the word volunteer is mentioned to you, what do you think of it?

You have to do something... volunteering means you have to do something that you love, and it is also to give, it is also to contribute. What I mean with that is... if you decide to volunteer, not only in sport but in any aspect in your life, you will realise that...giving because actually "volunteering" is to do things for other people, giving never hurts so you give something and you get back to joy of offering either a sports club or friend, it does not matter. Volunteering for me, you have to do it by all the means and with you heart otherwise do not do it.

So if someone does not feel it being right in the heart, they will not do it?

Yes, indeed. But, the payback to you get is so important, I mean the joy, the psychological part, of you giving, either to a team, either to a group of people or individuals, I think it is the best reward to you can have, something you cannot buy with the amount of money in the world. This feeling that you contribute to something it is very important.

How did you get involved with the organisational part of the sports club?

Well, it is not the first time that I am involved in such an activity. I used to be part of another club beforehand, so. But, I really like being around and doing things for the club. The give chances to young people, I mean I'm at a certain age where I can do things, help people get closer to the sport, instead of being in the pub for example. You know it is not... It is also the fact that I feel me being in such a process, is also to give my advice as a more senior person, using the experiences I have so far in life and to give this advice to younger people. The ancient Greeks used to say that, "The mind is healthy when the body is healthy also, and the other way round so being around in the sports, for me it is very important, besides the exercise part, you are also a part of something, which is very important. I started with British United... not by mistake but, it was a period when one of the chairmen wanted to quit because of personal and professional reasons, he did not have the time anymore, because as I said if you are about to start contributing, start volunteering, you have to do it full time. So I was actually offered the position by the chairman at the time, he told me and ask me "Are you interested of being part of the committee? Because one of the chairman that we have is busy and he would (not really quit as he is still around the club) but his professional commitment does not allow him to give so much time to the club and after all this years he has given a lot already. It is also in the principal of the club, that they are quite open, it is not a closed cast of people, and they would love to have new people around the club, who participate. So that was the first contact that I had, then at the next Annual general meeting I was one of the candidates, well the committee proposed my candidacy and the members of the club voted.

What are the benefits that your role as Chairman brings to the football club?

I think the members are the ones; you have to answer that question. To be honest, I have been elected for the second time in a year; it seems people appreciate what I am doing for the club. Personally I think that having the responsibility and working for the club is giving me first of all as a person, an added value to lead such a big club, with so many members, I think first of all, it is a big honour, the second thing is that, it gives you some kind of added value as a person, it is good, it is an experience to lead a team or a club, and I think

that I benefit from that. On the other hand, what I am trying to do, with my knowledge of the area for so many years... to bring some stuff for the club and the members is for example, sponsorships or making good deals to have discounts in some shops, anything that will benefit the members of the club in such, it think it is very important, as I said before, you can see that by doing things for a team or a club, the joy that you get back, when people are happy with things, it is very important.

Are you aware you the disadvantages that you role in the club can have or are you aware of any difficulties?

As I said before, it is a big responsibility to lead one of the biggest amateur clubs here in Belgium of courses. I don't see any disadvantages, it is just that you have that feeling... that...the chairman is representing the club in different occasions, you have responsibilities on the good organisation, don't forget that there is a committee that is working as well, it is not just a one man show, I have a vice chairman that is working with men, I have the captains, the treasurer, all the committee is working for the club. No disadvantages, it just that sometimes, you have this feeling that there is some responsibilities, that is why sometimes, I am strict on some parts. Also, this club has been here for the past 45 years, which makes this feeling more intense, because, by taking such a role, you have to first of all to respect the principles and the basis on which the club was founded and started and the heritage behind, which is there for 45 years. There were people, you were doing things for the club in order for us they have the chance today they have a club, to play and spent our time in this sport which is very important, and nothing is done by chance, there were people not only chairman and the committees, leaders in the past who did lots of things in order to keep this club alive. This is very important, and this is how we have to torch this idea and principles to the rest of the members. That is why, as the chairman, I would like to have more and more people participate and getting involved with all the events, not only the social ones, but also the organisational part of the club as such. This is something that I am trying to pass as a message, that the club is open, that it is not only the club and the committee but its members, each and every one that has an idea or something that can help either, a team or a team mate to get better, we are free, me as a person and the committee will be glad to hear. Any ideas are always welcome.

What motivates you to come and volunteer for the club every day?

Okay, so every day is difficult. I try to be there as much as I can. You know, when I see all these young people, men and women being so happy to have good equipment, to have the facilities, it is something. This is what you gain back; this is the payback, the smile of people, the joy and the feeling that people are having a good time. I think this feeling is priceless.

What would make you quit or what would make you stay on for the next two three years for example?

Well, I really enjoy it, I have never thought about quitting to be honest, but you know sometimes and as we have said before, we have to give the chance to younger people to get involved. Because, being part of the committee or even being a chairman in the club, we give you some benefit to your personal and professional potential in life, because if you manage to drive and lead the team, like that of such a big club, you can do exactly the same with your professional career and even in your personal life. Taking responsibilities, initiatives, it really helps and of course with football it is also something even more, because I am doing something that I really like. Yes, I can see myself, well, I'm not thinking of quitting at the moment, okay well, you never know, I'm happy with what I am doing.

What would the problem be if the role of the chairman was not filled?

The model in everything in this earth, it is either team or small or a bigger one, if it is an organisation, no matter what, somebody has to have the lead, somebody has to be in front, not to run all the show, but just to coordinate. You need to have someone to lead, and this is in a good manner, not just somebody who leads, you need someone to guide, that would be the best way to express... The lead means perhaps, the rest of the people don't have an opinion, the rest don't have a say. It is to be there and guide people.

Before you were offered did you ever think about becoming chairman of the club?

As soon as I became the vice chairman, I said okay "if I have the chance, because I like to do things for the club". So yeah I was vice chair before taking the job.

Did you have any expectation when you took over this role?

No not really, I did not have any expectation, I had a vision for the club and I still have it, it is to keep it at a high standard as I found it, and if possible to make it better, to put my personal touch on the history of the club, but as expectation no not really. Just the thing that I

am involved and the fact that the people really like the way that the club is organised for me that is very important.

Are they any way people show their appreciation for what you do?

That is true, I have seen that the members of the club appreciate what I am trying to do because, it has been quite a long time since I have been in the club, the reward I receive is seeing that people really enjoy and like it and to have a healthy and very well organised, and for people to have an opportunity for decent sports.

Regarding your task within the club, does the time you spend for each task, does it affect your motivation and your willingness to remain in the club?

I will tell you that, according to the club rules, the club has certain rules and there are rules for the chairman himself, which are well dictated in the clubs general club rules that we have. And I am discovering more and more things that the chairman can do for the club besides these written rules. I don't mind the time spent because as I said when you do something that you like, you don't really care about the time. Of course I have my professional and personal life but I can tell you that the club has a significant part of it and I really do not regret it. I really enjoy it, I really like it.

So it does not affect your personal life?

No, you can do lots of things, you can find the time, it is not my only activity that I have but you can balance your time, you can find ways to do things. I am trying to do things in such a way not to... in order not to... let's say... affect the club itself, like if I have deliver something I do it in a proper timing and deliver on time.

What have you learned since been a sports volunteer?

I have to admit that it is not the first time that I am volunteering. I have been a volunteer for other teams, social related teams. It is another experience added to the experience that I have had so far in volunteering. But you know, in life you can get experiences from different things. So yes... I have never been in a committee or chairman of a club before but it is not that different, it is just to invest some time, to do the things that you have to do and to do them with all your heart. That is the most important thing.

Do you have a favourite professional team that you like to follow? Which one and why?

I don't only have one team that I follow. I have a team that I have been supporting since I was a little kid back at home in Greece, which is AEK Athens, but there are two or three big clubs around Europe that I really admire, so there is FC Bayern in Germany, I follow their results and their history since I was a kid, Manchester United in the UK and Ipswich Town in the UK believe or not. This started how? It is a funny story because, when we were kids, a cousin of mine, had to travel to the UK and on the way back I brought us two teams kit, one of the teams was Ipswich Town and the other was Saint-Etienne in France. I was quite a present for us at that time, when you are 8, 9 years old, and you see that. Because of that we started collecting magazines, following the results, the newspapers; there was no internet at that time so we had to wait every Saturday to get the match magazines coming from the UK. So these are the clubs that I like and still follow to this day.

If one of those told ask you to come and volunteer for them would you agree?

By all means, definitely

Why?

Because it is all about football, these are my favourite club. Three years back my team was playing here against Anderlecht and I managed to meet the person from the committee that was in charge of the ticketing and after I had a coffee with him he said "I need to go to the stadium but I don't want to take a taxi, so I said I will drive you there" and for me that was one of the biggest present, and not only that, I also had the chance to get into the stadium, because I was escorting him, I was his driver for the day, I did not have in mind that I was volunteering, but I just said "ok, I will drive you to the stadium and then, when it is finished I will drive you back". Actually, the guy had the kindness to offer me a ticket to watch the game. So he offered me a ticket.

Is this a loyalty thing or is it because it is the team you have in your heart?

Yes it is true. But I have to say, volunteering for such a big club, the same minute you are part of this club and we are talking about big organisations followed by millions of people all over the world, so it is a big thing. I would do it by all means yes.

So if one of the big clubs that you like to follow has an event you cannot miss but at the same time BUFC also has an unmissable event which one will you choose and why?

It is British United for sure. You know the difference is of course, this clubs are.... We follow the clubs, we follow the results, we are fans but BUFC is another thing, it's like family to me and honestly, it is very rare to say such a thing but the people of the club, they put me inside the club like a family since the first day. I was all alone in Brussels, I wanted to find a club and to be honest, I was trying to find a Greek club but that club sort of rejected me because, they were already full and they have a close cast, and when I came here and I met Dave Lees, is was so welcoming, he was the chairman of the club at that time and since then I felt that I found a family here in Belgium. So no, I would not drop BUFC for any small reasons. I did have the chance to go to another club, and I said no. When we talk about loyalty, this is what I feel; I am loyal to my club.

How satisfied are you with your position as Chairman and the task you need to fulfil in the club on a scale of 1 to 10?

Well, I am quite happy to be honest, and the members appreciate what I am doing, but there is always some space for improvement to do things better, I'm learning, I'm mean I don't know everything about how to run a club but I'm learning. When I make a mistake and I have made mistakes, I try to learn from my mistakes and to try and avoid making them again. And also, I'm always thinking about ways to make the club better. I think so far this is how I see it in my mind, but again you always have space to improve.

If now you felt unhappy about your position would that be a catalyst to you wanted to stop?

I can tell you that I had difficult times, especially in the first year, there were things that happened, there is a saying that "never take decision when you are in a low point" I was appointed I have to admit, but I have as moto in life that I never give up so, I can see even from problems and disappointments an opportunities to make things better, so you can always find the way even in difficult times so I believe that there is nothing that can make me, be disappointed in such a level to tell myself I would quit. Maybe I would quit or I would give some space to people who would like to take over, it is not always good to have someone who stays in their position forever, it is also to give a chance, the opportunity to take ownership.

The experience you have had has it been a good one or a bad one?

It has definitely been a good one. The experience is excellent, I enjoy it every single day, not matter what problems, and it is a live organisation. Nothing can be perfect, be we try and do things better. I enjoy every single moment.

How important is it for the whole committee and members to get along?

Well, first of all, there is a good cohesion in the committee. When we met each other, we said that we would not split the tasks but each person will get one sector of the organisation, to have flexibility. So far, we have good communication and we have good cooperation. So I would say that things are going well. I really rely on the other members of the committee, the club is not run by only one person, and it should not run by one person. I can you that all the people with who I work in the committee are doing a very great job, you can see that in the organisation of the club itself, the training that we have, the treasurer, the vice chairman, I think everything is going well, but there is still room for improvement but I think so far we are doing well.

And that cohesion within the committee, should it stem towards all the members of the club for the good governance of the activities?

Yes, that is one of the roles of the committee, it is to pass the message and give the pace of how a club should be run and we are there as well to avoid potential conflicts between the members at any aspect.

What are the positives and negatives of working within a non-profit football club?

I don't think that this has to do with the fact that we are a sporting organisation, I think the same could apply for all types of organisations. The positives are that you get experience, it is a different thing, it has nothing to do with my professional....with my profession. And I find it very important. Negatives, would be only the aspect of time, we don't have that much time to work with.... I don't really see anything. You know, we do this as a hobby, it is by nature, people do their hobby by all means and with all their heart, that is how it happens, but you do it as well to get some joy. So I don't really see any negatives.

What are your thoughts on motivation and retention with regards to the success of the club in terms of organisation and durability?

Like I said before, this club stands for 45 years, How it started, people wanted to find... create something, a team that will actually help them to do what they really love, which is the play football, so this is how the thing started. And you can see that those people

actually succeeded because it has passed from generation to generation and it is between the people and because of the people that the club has been standing for 45 years and the club is still expanding, with now 8 teams, more than 300 members, it is very important.

Do you think motivation is a key factor of the sustainability of the club?

Well, it starts first with individual efforts and the team spirit at the same time. And retaining people is also a key factor of the durability of the club. You know the club is something, which as a concept means nothing, it's the people you make the club and thus make the difference. Of course, you have all this heritage behind, the people who actually brought this idea of having a club here in Belgium. But it is all about the people.

How do you sustain your motivation throughout the footballing season and why would you decide to carry on volunteering?

I mean there are so many things we can do and that we have to do for the club. Getting the equipment and the sponsorship and all this stuff, I mean organising the match days in Nekker. There are lots of things; the main thing is that you will never be bored, never. It is a lively organisation, there are actions that make things let's say... not boring.

Can members of your club play a significant role in your motivation to continue volunteering?

Yes of course, you can see that, you can see from the participation and all the activities of the club, you can see we have numerous people at the training sessions, you can feel the osmosis from the members themselves.

What are the strong points needed in order for you to be a success within your club and for the club to be more successful than other teams?

Do you mean result wise?

It can be result wise or organisational wise?

I can tell you that discipline, doing the things properly, following the rules, trying always to be positive. This is what an organisation of any kind needs in order to stay in a good shape, so if you follow, this kind of principles, you will not have any problems, never. Of course as the club is expanding, things are getting heavier if you like, but that is why you need a strong committee, more and more people getting involved.

What can give a club a “comparative advantage” over other clubs in order to be successful on the organisational level?

You have to read the needs of the club and to take the proper decisions, that are the important thing. You have to be around; you cannot make this decision by just being present just once now and then, that does not work. It is a live organisation.

Is it some sort of commitment?

Yes, you have to be committed, but it is the same with work and everything, it is not only in the club.

As chairman/vice chairman/.... Is it difficult to find people willing to volunteer in certain positions?

It is not really difficulty, people sometimes feel a little bit shy to get involved, but I don't think it is only with the club, it has to do with the personality of each and every one. But this is the task of the committee, not only the chairman should have, it is to bring more and more people to get involved with club. You know, it is an opportunity to give chance the younger people to get involved more and more.

I don't remember asking someone to help on something and they say no. I'm a little bit strict about this kind of things, if I ask to delegate something and he says you can, you have to deliver.

Within the club there are some positions, which are more difficult to fill, are you aware of which ones?

No if you, well let's see, if you are the training officer or the trainer who have to have certain skills or even the treasurer. I don't think it is difficult to find someone. All you need is to have a person willing to give their time and volunteer in order to do things.

Have you ever had difficulties in finding someone for a certain position?

Difficulties? Yes, it has happened but it was just a matter of days to find someone. But for example the match day overseer, who is very important to the club, he or she represents the club, so we were lucky to find one that we have now. The match day overseer has to have the correct attitude, and it quite difficult to find that, but he fulfilled the position very well.

Here we are at the end of the interview. What were the most interesting points that emerged from this discussion and why? Did it meet your expectations? Do you have any criticism?

What I can say is that anything that you do, like you writing a thesis for University, who have to do it with passion, do it from the bottom of your heart and enjoy it. No matter what you do, if you give 100 per cent, you will get the benefit back. The benefit does not have to be financial, you know in life, it is not only about money, but do it properly, and you will see that life will pay you back. It is very important.

7.2.3 First Team Captain – British United Football Club

Merci d'avoir accepté de participer à l'étude qui porte sur la motivation et la rétention des bénévoles auprès de leur club sportif. Il n'y a pas de réponse juste ou fausse. C'est juste une discussion.

Avant de commencer, j'aimerais que vous vous présentiez avec votre nom, âge, votre travail actuel et votre rôle au sein du club.

Je m'appelle Arturo, j'ai 27 ans, je suis de Bruxelles, je suis né au Luxembourg mais j'habite à Bruxelles depuis que je suis né. Je travaille en tant que consultant dans un cabinet conseil dans le lobbying européen et mon rôle au sein de club, voilà je suis le capitaine de l'équipe première et au-delà de cela, j'essaye d'être assez impliqué dans la vie du club en général et d'aller faire un peu plus que juste m'occuper de mon équipe.

Avez-vous des loisirs préférés en général dans la vie ?

Oui, donc, je fais pas mal de sport, bien sur le football et beaucoup de vélo, aussi pas mal de salle de fitness. Beaucoup de sport, à part cela, les trucs classiques comme voyager et lire des livres. Le hobby principal pour moi c'est le sport.

Ça fait combien de temps que vous êtes membres dans ton club actuel ?

Alors, je suis arrivé dans ce club en 2011/2012, donc ça fait 5, 6 ans.

Et ça fait combien de temps que vous êtes bénévole ?

J'ai toujours été bénévole dans le club. A part si tu veux dire depuis combien de temps je suis impliqué dans l'organisation du club. Alors je suis impliqué dans l'organisation depuis... ça va faire, 3 ans.

Et lorsque vous entendez le terme bénévolat, que signifie ce terme pour toi ?

Pour moi, ça veut dire donner de son temps, pour participer à la création d'un projet, la vie d'un projet, mettre de chose en place et donc donner son temps sans rémunération financière, sans avantage parce que ce n'est pas forcément toujours gagner de l'argent mais on peut aussi recevoir des avantage par exemple, ne pas payer sa cotisation mais même cela, on a pas. Donc bénévolat, c'est juste donner son temps pour faire vivre un projet parce qu'on en a envie.

Est-ce que vous vous considérez comme un bénévole au sein du club?

Oui, en fait, on peut dire ça comme ça, le nombre d'heure passée à réfléchir, à organiser et aussi faire des choses qui vont complètement au-delà de ce tu dois faire de par ton rôle. Je me rappelle par exemple, l'année passée, il y a quelque qui s'est fait mal à l'entraînement et parce que je suis capitaine, je suis responsable d'une équipe, je me suis senti responsable de l'organisation de l'entraînement de manière général et donc si quelqu'un se blesse, tu te sens responsable, donc voilà, j'ai été avec lui jusqu'à l'hôpital, je suis resté avec lui jusqu'à minuit et demi pour qu'il soit pris en charge par les urgences et donc voilà c'est quelque chose que tu fais en plus.

Que ce que le sport signifie pour vous ?

Pour moi, le sport c'est avant tout, l'activité physique, je sais qu'il y a des gens qui vont pas trop aimer ce que je vais dire mais le bowling ou le billard et les fléchettes, ce n'est pas vraiment du sport, pour moi dans le sport il faut une activité physique, tu dois te dépenser physiquement. Puis, ma conception a moi, le sport c'est de la compétition. C'est-à-dire quand tu fais du sport, il y a toujours un élément de compétition pas forcément contre gens mais parfois pour toi-même, style les gens qui font des course à pied ou du vélo comme je fais, souvent je fais le sport dans le but de m'améliorer, il y a toujours cette élément de compétition.

Pour venir à la partie organisationnelle du club, qu'est-ce qui vous a poussé à être impliqué dans l'organisation du club de foot ?

C'est assez compliqué en fait, assez difficile de répondre. Pour moi, la raison principal pour laquelle j'ai accepté d'être impliqué, ce parce que je me suis dit à un moment, « de toutes manière je suis dans cette équipe, je passais mes samedi après-midi et mes jeudis soir

avec l'équipe, j'étais déjà membre de l'équipe, et j'allais faire la compétition avec cette équipe. » Et donc pour moi l'opportunité d'être capitaine et gérer l'équipe, c'est l'opportunité de façonner l'équipe comme quoi toi tu voudrais que ça l'est, pour que l'équipe fonctionne bien, donc voilà. Là, on m'a donné l'opportunité de gérer l'équipe comme je pense qu'il devrait être et je me suis dit que c'est une bonne idée... une bonne chose, je suis impliquer dans cette équipe, je passe mon temps-là, que je sois capitaine ou pas. Voilà, maintenant, il y a des responsabilités en plus, mais ça donne des possibilités de pouvoir essayer de transformer l'équipe, pour qu'elle fonctionne mieux, pour qu'elle soit plus performante, pour que tout le monde dans l'équipe s'entende mieux. Et la raison pourquoi c'est possible que je le fais, c'est parce que j'ai le soutien de tous les autres membres de l'équipe. Si tu n'es pas soutenu, eh bien tu ne le fais pas.

Si vous n'aviez pas le soutien des autres membres du club?

C'est cela, les autres membres du club et de mon équipe, fin principalement les autres membres de mon équipe, dans la manière dont notre club est structurer et c'est principalement le soutien des membres de ton équipe. Si je n'ai pas ça, eh bien j'arrêterai demain. Il y a aucune raison pour moi de faire cela si, les gens dans mon équipe ne me soutiennent pas. Et puis au-delà de cela, tu as aussi, le soutien de club qui est très important. Mais le principal, c'est le soutien de ton équipe, parce que voilà, tu passes du temps dans cette équipe, tu crées des liens, tu lies des amitiés avec des gens dans l'équipe et tu as envie que ça fonctionne bien, tu as envie... Et si on te donne l'opportunité d'être au commande, de pouvoir décider comment il faut faire pour que cela se passe bien, c'est intéressant parce que du coup, tu t'impliques dans un projet, une activité dans laquelle tu investis beaucoup de temps, que tu sois joueurs (ou t'investit déjà beaucoup de temps) mais si en plus tu veux investir ton temps et façonner les choses c'est déjà pas mal.

Quels sont les avantages que votre rôle au sein du club doit contribuer à l'organisation et quelles sont les avantages pour vous personnellement?

Pour le club ce qui est bien c'est de toujours avoir des membres qui sont prêt à faire un peu plus, c'est toujours bien d'avoir des membres qui sont prêt à pour s'impliquer plus, qui sont prêts à réfléchir pour trouver des moyens de faire bénéficier le club, faire avancer le club, que l'organisation soit meilleure ; pour que les évènements sociaux soit meilleur, pour que

les gens s'entende bien entre eux, c'est très important. Maintenant, dans ma position personnelle à moi, en tant que dirigeant de l'équipe première, cette équipe doit être l'équipe...étendard du club. Pour le club c'est bien d'avoir une équipe première qui est bien gérer, qui essaye de montrer l'exemple, un dirigeant de l'équipe qui est motivé et qui prends cela a cœur, et qui est conscient de ce rôle dans le club qui l'équipe première a. Par exemple, moi j'en suis assez conscient, c'est la raison pour laquelle, je pousse les gens à être présent aux évènements sociaux ou que l'équipe s'entraîne dure, pour ne pas faire les clowns à l'entraînement. Pour les autres membres du club, s'ils voient l'équipe première faire n'importe quoi, cela peut renvoyer une mauvaise image de tout le club. Apres personnellement pour moi, honnêtement, il y a pas énormément d'avantage, si ce n'est... d'une certaine manière, vu que je suis jeune, je n'ai que 27 ans, je n'ai pas une énorme expérience professionnel, cela me permet un petit peu d'avoir des bases, et d'apprendre ce que c'est la gestion de gens, le management de personne/d'être humain, surtout que je suis dans un contexte où je n'ai pas de levier sur eux, parce qu'en effet lorsque tu gères des gens au travail, il y a leurs contrats, leurs salaires, ils ont un job bien précis à faire, alors si tu les gère voilà, tu as un levier assez important, si le mec n'est pas censé faire ce qu'il fait, voilà soit ils se fait virer ou sinon il y a des procédure de discipline, ici voilà, je n'ai pas tout ça parce que nous sommes avant tout des amateurs où il y a pas de contrat, il y a pas d'argent en jeu, moi le seul moyen que j'ai c'est... je ne sais pas mettre pression sur eux, si ce n'est que voilà, j'essaye d'instaurer un climat de bonne ambiance, de bonne volonté, de compétition et en gros de faire en sorte qui si quelqu'un n'est pas vraiment très respectueux de son coéquipier ou si quelqu'un n'est pas très impliquer à l'entraînement, en gros je joue sur le « Peer pressure » la pression social, la personne va se sentir a part du groupe, il y aura une pression du groupe et donc moi cela m'apprend à gérer ce genre de situation et apprendre a géré un groupe de jeune sur laquelle je n'ai pas beaucoup de levier et les diriger vers un objectif commun.

Trouvez-vous des difficultés dans vos taches par rapport ? Si oui lesquelles ?

Oui, les difficultés surviennent chaque weekend, voilà on est tous dans une équipe compétitive où, il y a pas la place pour tout le monde dans l'équipe, il faut mériter sa place sur le terrain, parfois il faut même mériter sa convocation au match, parce qu'on est plus que le nombre de joueurs autorisé, du coup il faut laisser des joueurs de côté. A un niveau amateur c'est vachement difficile de dire à quelqu'un « ben écoute tu ne peux pas jouer avec nous, parce qu'on est trop, et tu n'as pas mérité ta place cette fois si ». Et donc c'est une difficulté

constante de géré chaque semaine, il faut essayer de garder un certain équilibre. C'est un exercice permanent d'essayer de garder tout le monde concentrer, motivé pour éviter que certaine personne se sente mal aimé ou pas récompenser, ou pas apprécier et le contraire peut arriver aussi, si on a des joueurs talentueux assez doué, il faut pas se leurrer surtout de le sport compétitive, il y a des joueurs qui sont très important et en effet on est pas censé le dire, mais cela se passe aussi dans le sport professionnel, un Messi ou un Neymar est plus important qu'un X ou un Y. I Et voilà, au niveau amateur, il y a cela aussi, il y a des joueurs clé, il faut gérer ces joueurs-là. Donc c'est partie des difficulté permanent, c'est là pour moi où on voit un bon capitaine, c'est quelqu'un qui arrive à gérer cela chaque semaine et qui arrive à garder tout le monde motivé, tout le monde concentrer, tout le monde impliquer et faire en sorte que tout le monde se sente important, pour que tout le monde sente qu'il fait partie de groupe. C'est ça le plus gros de mon travail, du temps que je passe en tant que capitaine, ce n'est pas envoyer des emails, organiser, faire en sorte que tout le monde connait l'heure du prochain match, ça c'est facile, ce qui est vraiment dure c'est de parler a tout le monde, gérer ceux qui sont moins bon ou qui se sente marginaliser ou qui n'ont pas assez de temps de jeu, faire en sorte que tout le monde s'entende avec tout le monde.

Du coup c'est une bonne expérience?

Ouais tout à fait, c'est une bonne expérience car comme je l'ai dit j'ai presque aucun levier sur ces personnes, si un jour, quelqu'un vient vers moi pour me dire, qu'il souhaite plus continué, et bien il arrête, il y a aucun contrat, la seul chose que j'ai sur lui c'est son envie de faire partie de l'équipe et de jouer au foot. Mais même si il veut plus jouer au foot, il peut très bien juste vouloir jouer dans un autre club. Donc pour moi l'arme la plus importante que j'ai c'est de lui donner envie de faire partie de ce groupe. Maintenant si, il veut simplement jouer au football, il y a des tas de club en Belgique.

L'autre avantage que je vois et que j'en tire, c'est en tant que rôle de capitaine, j'ai la possibilité de façonner l'équipe comme je sens que cela doit être. Il y a d'office d'autre personne dans l'équipe qui souhaite proposer leurs idées mais il faut faire attention avec cela. Il faut être à l'écoute, il faut leurs montrer que c'est aussi leurs projet, il faut leurs donner un peu d'espace, pour que tout le monde se sente responsable du projet, mais pas tout le monde peut avoir la parole, sinon cela est ingérable.

Est-ce que vous étiez au courant des tâches que vous deviez accomplir avant de prendre le boulot de capitaine bénévole ?

Alors, j'eu la chance d'être assez bien au courant de ce qu'on attendait de moi en tant que capitaine. Déjà cela fait un certain temps que suis dans le club et donc j'avais déjà pris conscience de comment les équipes étaient organiser, qui faisait quoi et que faisait un capitaine. Et parce que le capitaine avant moi, mon prédécesseur était quelqu'un de très bien organiser et qui m'a proposé d'être capitaine l'année suivante, il m'a rien caché et il m'a tout expliqué. Il m'a dit que si j'acceptais d'être capitaine, je devais faire tout ce qu'il faisait et même un peu plus. Le prédécesseur était aussi présent et j'étais entouré de personne avec de l'expérience qui lorsqu'il y a un doute sur quelque chose pouvait me répondre directement.

Y a –t-il des difficultés dans les taches ?

Il y en a beaucoup dans ce club, car il y a beaucoup d'équipe. Et c'est de là qui découle toutes les difficultés. Il y a plusieurs équipes et il faut que chaque équipe soit traitée d'une manière plus ou moins égal. Voilà dans mon club, il y a pas secret, l'équipe première a une priorité, c'est la nature du sport et de tous les clubs de football, l'équipe première est avantagé et favorisé, c'est l'équipe qui représente l'image du club au plus haut niveau. Les difficultés auquel moi je fais fasse, sont surtout l'espace à l'entrainement, des discussions par rapport à des joueurs que je voudrais recruter. Généralement, c'est joueurs là sont les meilleur joueurs des équipes inferieur et donc il y a toujours une réticence à les laisser partir. Alors, dans notre club, nous avons des ressources limitées...

Ressource limité dans quel sens ?

Dans le sens financier, dans le sens logistique, on n'a pas tout l'espace qu'on voudrait, pour les terrains d'entrainement, on n'a pas tous les matériels donc il faut souvent faire des compromis, laisser la place autre. Et en plus de cela, il faut garder en tête que l'équipe première a priorité sur les autres. Il faut savoir qu'en Abssa dans la première division la plupart des équipes s'entraiment deux fois par semaine du coup, il nous faut la même chose pour rester compétitive. Surtout que nous avons été promus pour la première fois en 15 ans, il faut y rester et pour ce faire il faut une bonne coordination entre les équipes et le comité. Voilà, ce sont les genres de discussions qui peuvent poser des problèmes dans mes taches et dans le club. Donc, dans ces cas, il faut faire preuve de diplomatie. Il ne faut pas venir de manière impérialiste et dire « voilà, nous on a besoin de s'entraîner plus... » Il faut venir et dire aux autres que l'on comprend expliquer pourquoi on aimerait avoir cela et trouver des arrangements pour prendre le moins de place possible. Du coup, on a souvent des discussions avec les autres équipes pour garder une bonne ambiance et une bonne atmosphère. Donc, cela

est difficile car les équipes ont bien sur des idées divergentes et pas les même en concurrence avec les autres.

Qu'est-ce qui vous motive à faire du bénévolat?

Ben comme j'ai dit, c'est le fait que je suis déjà impliqué dans l'équipe, ben je resterai impliquer dans cette équipe. Dans l'équipes auxquelles je suis, il y a une très bonne ambiance, moi ce qui me motive à le faire c'est de savoir que j'ai le soutien de mon équipes et que je suis capable de faire ça bien, de faire mon rôle bien et je pense que je suis le mieux placer dans l'équipes de continuer ce rôle. A partir du moment où je n'ai plus le soutien de mon équipe ou à partir du moment où je me sens plus capable de bien faire mon rôle ou encore si je vois qu'il y a quelqu'un dans l'équipe qui peut mieux faire le rôle que moi, j'aurai aucun problème de changer et laisser quelqu'un autre le faire et de redevenir un simple joueurs, mais je resterai impliquer par contre, je serai plus le capitaine, qui fait de bénévolat pour gérer l'équipe. Donc c'est pour ces raisons que je le fais, ce me fait plaisir aussi de voir l'équipe qui tourne bien et que tout le monde est content et impliquer, réfléchir à faire des voyages d'équipe, voilà, cela reste une expérience social pour moi aussi, ça me prend beaucoup de temps mais cela devient un cercle social, et limite une petite famille, et ce me fait plaisir à moi de me rendre compte que cette famille, il existe et elle vit un peu en partie grâce à moi et a tout ce que je fais.

Savez-vous pourquoi vous avez décidé de rester en tant que bénévole?

Ça c'est un peu compliqué parce que, moi ça fait 3 ans que je fais cela, en tout cas, dans notre club 3 ans en tant que capitaine c'est déjà assez long, cela n'arrive pas si souvent que cela, généralement c'est un ou deux ans. Là, je n'ai pas encore décidé si je continue ou pas.

Quelles sont les facteurs qui vous pousseraient à continuer?

Ce qu'il me faudrait pour continuer sera de voir que tout continue de bien fonctionner, si je vois que tout fonctionne bien et que moi (il faut toujours conjuguer cela avec le temps que j'ai par rapport au travail et mon temps de vie personnel, si j'ai encore le temps de conjuguer le temps de bénévole de foot avec d'autre affaire privées ou professionnel) et que tout tourne bien et que les joueurs sont tous là à me soutenir, et que l'ambiance est toujours bonne et que les résultats sont bons. D'ailleurs cela est très important, on est une équipe de foot très compétitive, le fait de gagner c'est l'argument ultime, un gérant qui gagne a toujours

raison, donc si on gagne et que les joueurs sont derrière moi et qu'il y a une bonne ambiance, moi je continuerai, je ne vois pas de raison pourquoi arrêter.

Si l'équipe est dans une mauvaise phase on va dire, à la fin de l'année sportives ça c'est un des facteurs qui pourra arrêter votre collaboration avec le club?

Ça c'est clair, alors premièrement, si les résultats sont plus bon, si l'ensemble de mon équipe discute mes choix, mon implication et sont plus entièrement derrière moi, et puis surtout... fin ceci sont des choses qui vont me faire arrêter, et surtout, ce qui pourra me faire arrêter définitivement c'est si je vois que cela fonctionne plus très bien et surtout si je vois que quelqu'un d'autre pourra reprendre ma place et que moi je suis prêt à soutenir alors là oui je me retire tout de suite et donc cela fonctionne comme ça dans notre club. C'est souvent le capitaine sortant qui choisit le nouveau capitaine, donc c'est assez important pour le capitaine sortant de voir sur qui il peut avoir confiance. Voilà, j'arrêtais quand je connais quelqu'un qui pourra reprendre l'équipe et que j'aurais mon conscience tranquille. Par contre, il y a plusieurs cas possible, si maintenant les résultats sont pas bon, qu'il y a pas une bonne ambiance, et qu'il y a personne pour reprendre l'équipe, je trouverai cela vraiment difficile de juste partir, je peux pas abandonner sans qu'il y ait personne pour me remplacer, en plus si je fais cela, eh bien j'ai quand même envie de jouer et être impliquer dans l'équipe, donc je n'ai pas intérêt de miner mon équipe de l'intérieur en partant sans avoir prévu de remplaçant.

Que ce passerai t'il maintenant si votre position n'existe plus, pour l'équipe et pour le club ?

Alors en fait, si il y a plus personne qui reprend ce rôle, cela serait un très gros problèmes, parce qu'il y aura un manque d'organisation de l'équipe de un, cela c'est très important, on est des amateurs donc on a tous une vie de famille, privées et professionnel, on est pas payé pour ce qu'on fait, donc, si il y a personne qui organise les entrainements, qui organise les matchs, qui organise l'équipe. Déjà, si on n'est pas bien organiser, les résultats seront pas bon et on n'aura pas les joueurs qu'il faut, on n'aura pas les remplaçants qu'il faut... cela serait un gros problème d'organisation. A mon avis, le fait que notre équipe soit bien organiser, ce peut être équivalent à ce que 50 per cent du niveau de l'équipe et de ses performances. Les joueurs où ils doivent être, quelle heures et ce qui est attendue de eux, sur le terrain et en dehors du terrain, quand sont les entrainements et les matchs, ce qu'on va faire à l'entraînement, tous cela est très bien organiser et il y a que le capitaine pour faire tout ça. Si il y a plus de capitaine, il y aura un manque de cohésion global dans l'équipe, dans le sens où il y aura plus ce personnage dans l'équipe qui est capable de s'entendre avec tout le monde, et

donc du coup, des clans pourront se former dans l'équipe et cela c'est pas bon, parce qu'une équipe de foot doit fonctionner comme un bloc unique où tout le monde se soutien, et cela fait une énorme différence sur le terrain. Du coup, tu perds l'organisation et tu perds ce personnage central capable de d'apporter une cohésion dans l'équipe. Et encore, je pense que s'il n'y avait pas de capitaine, il y aura un risque d'avoir des pertes sèches, des joueurs qui partiront jouer ailleurs. Je suis convaincu qu'il y a des joueurs qui sont encore là aujourd'hui parce que c'est moi la capitaine et si je pars, il y a des joueurs qui partiront et cela c'est dommage car c'est des pertes sèches pour le club. Alors ça c'était pour l'équipe. Alors pour le club, si il y a plus de capitaine, cela serait une perte pour le club car, je le pense mais l'équipe première donne l'exemple pour le reste du club, c'est l'équipe qui représente le club au plus haut niveau du compétition, donc si il y a personne dans cette position et qui l'équipe est en perdition, c'est pas bien pour le club, car cela représente une image pour le club, je veux dire l'équipe première est l'équipe qui va permettre d'attirer les meilleurs joueurs au club, et de donner un peu de notoriété au club, jouer dans le haut de championnat donne une certaine notoriété pour le club. Par exemple, les joueurs qui veulent rejoindre un club vont voir qui sont les meilleurs équipes et de la découle une notoriété de la part de l'équipe première. Et de là, les anciens joueurs peuvent être redistribué vers d'autres équipe et du coup le niveau de chaque équipe du club remonte, donc si il y a plus cette position de capitaine d'équipe première, c'est une perte général pour tout le club.

Quelle est votre histoire derrière votre relation avec le club de football?

En fait, via le bouche à oreille et une certaine envie de football, donc un ami m'en a parler et l'idée m'a plu. De plus, c'est un club d'expatrier britannique donc étant données que j'étais un peu basé en Angleterre, cela m'a intéressé. Ce qui m'a aussi intéressé c'est qu'il y avait beaucoup de gens de mon ancienne école qui étaient présent. Donc au moment où je suis arrivé je connaissais déjà quelque personne.

Avant de prendre le rôle de capitaine est ce que vous aviez un temps de réflexion avant de prendre ce rôle ?

Ben en fait de mon cas c'était.... En fait, la saison commence en septembre en ce termine plus ou moins fin mars, mais souvent il y a des remise général en période de Noël, donc ça finis fin avril, début mai. Et l'ancien capitaine m'a parlé de cela en février et il m'a dit d'en réfléchir et « tu me dis ce que tu en penses », et la décision doit être prise à AGM en juin. Donc dans mon cas, je n'ai pas eu de pressions, mais il y a pas de règles dans le club

c'est-à-dire cela peut changer d'une situation à l'autre. Par exemple, dans une des équipes de vétérans, le capitaine n'as pas vraiment eu le choix, on lui a dit « on a tous décider que cela va être toi » et il a voulu le faire, pour moi ce n'était pas comme cela.

Avant d'avoir décidé de prendre ce rôle, aviez-vous eu des attentes par rapport à ce rôle?

C'est clair que quand tu prends le rôle, tu te sens beaucoup plus responsable par rapport à la performance et les résultats de l'équipe, du coup comme on est l'équipe première, on se sent plus privilégié et avec cela les attentes de résultats on attend de l'équipe qu'elle ait de bonne performance, parce qu'on a accès a deux entrainement plutôt que de un, on a accès à n'importe quelle joueurs dans le club. Cela est fait pour gagner et aller faire des résultats. Je me suis rendu compte assez rapidement qui lorsque j'acceptais ce rôle d'être capitaine, on va attendre de moi que je fasse des résultats. Donc pour moi, je savais que les premières années je devais construire une équipe, ensuite la deuxième saison faire des résultats, ensuite après, je verrais bien si je continuais ou pas. Donc pour moi ce rôle n'est pas juste là pour meubler mon temps.

Est-ce que le projet que vous entreprenez au sein du club vous plaît-il?

Oui ce me plaît encore bien, c'est assez intéressant de gérer un groupe, mais ce qui me plaît le plus c'est qu'on a réussi avec les autres personnes de l'équipe de créer un groupe qui est vraiment unis et soudé avec une bonne ambiance, on passe du temps en dehors du terrain où tout le monde s'entend bien avec tout le monde, alors bien sûr c'est inévitable, mais il y a en a qui s'entende un peu mieux, mais globalement, tout le monde s'entend bien avec tout le monde, il y a pas de clan. Et pour moi c'est ce qui me plaît le plus. Après ce qui me plaît aussi c'est que voilà cela me permet de façonner l'équipe comme je le veux, d'avoir des résultats, de jouer au foot à un niveau qui est assez compétitive et assez correct et qui me permet moi d'évoluer dans une équipe où cela me challenge, c'est un niveau qui me force à me pousser, au lieu de me la couler douce. Dans l'équipe première voilà on est forcé de se pousser, on est forcé de s'améliorer parce que les adversaires sont fort mais aussi parce qu'au sein de notre équipe les joueurs sont fort et on n'a pas envie de les décevoir et du coup, du football élever c'est ce que je cherchais aussi.

En ce qui concerne vos tâches au sein du club, le temps passé à chaque tâche affecte-t-il votre motivation et votre volonté de rester bénévole?

Alors oui, dans mon cas c'est encore un peu facile, car je n'ai pas d'enfant, donc je fais ma vie comme je peux, je suis en pas solidaire, et je m'occupe de moi-même. Du coup, moi, je dois rien à personne, je gère mon temps comme je veux. C'est clair que parfois, quand je vois le temps que cela me prend de gérer l'équipe de foot, je me dis « Tout les trucs que je aurai pu faire avec ce temps en faisant autre chose » ou parfois cela me rajoute des contraintes dans d'autre activité, j'aime faire de vélo, mais à cause de ma position de capitaine, je ne peux pas louper les entrainements ou rater les matchs. Du coup, cela me mets un peu de pression au travail aussi, parce que parfois je dois finir des trucs pour le travail et puis après, il y a entrainement. Le temps que cela me prend est quand même un aspect négatif et c'est parfois quelque chose qui est un peu pesant. Je ne suis pas obligé de passer tout le temps à faire cela, je pourrai très bien arrêter et redevenir un simple joueur. Donc à cause de ma position je dois ramasser le matériel, parlé aux gens etc... Le samedi des matchs je dois m'occuper des lifts pour tout le monde, cela fait partie de mon rôle et je le conçois comme cela. Du coup voilà je suis encore capitaine et cela me plait encore.

Et pour votre motivation comment cela se passe ?

Oui, ben je suis toujours aussi bien motiver, mais je peux comprendre que tous ces responsabilité en plus c'est encore un poids, parfois, quand les choses vont moins bien dans l'équipe, par exemple, si ils nous manques un ou deux joueurs et que tu te bats pour ramener des joueurs et puis il faut discuter avec les autres, pour prêter des joueurs c'est difficile et puis tout le contexte de lourdeur qu'il y a derrière, ensuite tu dois aller au match et être super motivé, et motivé les autres et à la fin c'est pas toujours évident. Des fois je passe les veilles d'un match à négocier pendant des heures pour des joueurs en plus de mon boulot. Donc, il y a des moments ou t'en a un peu marre quoi, donc tout n'est pas toujours facile, mais c'est comme cela dans la vie de manière général, tout n'est pas toujours facile. Donc oui, c'est vrai que des fois tu prends un coup sur le moral et sur la motivation. Mais bon, en tant que capitaine tu dois montrer l'exemple.

Qu'avez-vous déjà appris en tant que bénévole sportif?

Alors de un, j'ai appris l'organisation, il faut vraiment être bien organisé de ton coté, et il faut communiquer cette organisation aux autres et si tout le monde a compris ce message

ça veut dire que de ton côté à toi dans ta tête il faut avoir les choses 100 % parfait, hyper bien organiser, si tu veux que les autres comprennent. Si le moment où tu essayes de transmettre des messages qui ne sont pas clairs pour toi, cela sera très difficile de les communiquer aux autres. L'organisation c'est aussi connaître sa vision, ce que tu veux accomplir. Donc, ça c'est quelque chose que j'ai appris et c'est vraiment important.

Deuxièmement, c'est apprendre à être bien entouré, c'est très important quand tu souhaites monter un projet, une équipe, voilà moi dans l'équipe, j'ai deux trois personnes que j'ai choisies, j'ai permis les joueurs qui je pense sont plus influents dans l'équipe ou qui sont particulièrement bien organisés eux-mêmes. Donc, avoir des gens clés avec qui tu seras capable de réfléchir et penser au projet, et qui sont capables d'appuyer tes propos, c'est avoir des gens de confiance. Par exemple, mon vice capitaine.

Troisième chose que j'ai apprise, et c'est assez compliqué mais, c'est le fait qu'il faut être assez diplomatique avec les gens dans le club, et les autres équipes. Le fait d'être à l'écoute, on ne peut pas toujours forcer les autres à faire accepter ce que tu veux, parfois il faut aussi rester courtois et garder le dialogue avec tout le monde même si les deux personnes ne s'entendent pas. Le fait de rester disponible et ouvert sont des valeurs que j'ai apprises aussi.

Y-a-t-il une équipe professionnelle que vous aimez suivre? Laquelle et pourquoi?

Ben en fait l'équipe pro que je soutiens dans le grand foot, géo business, c'est l'AC Milan, dans ma famille j'ai pas mal de personnes qui supportent l'AC Milan. Et après, cela c'est plutôt dans le milieu grand foot élitiste, league des champions et tout... mais au niveau un peu plus local, une autre équipe que j'aime bien suivre est l'Union Saint-Gilloise, ce que j'aime bien c'est la dimension plus humaine avec une accessibilité plus facile, ils sont basés à Bruxelles, on peut aller voir les matchs facilement, le fait que le capitaine de cette équipe, il y a quelques années de cela jouait encore au niveau provincial en Belgique alors que maintenant il est capitaine d'une équipe de D2 national. Donc voilà en tant que footballeur amateur, tu n'as pas vraiment d'aspiration à devenir professionnel mais tu te dis quand même, si lui il y a 4 ans il était en P2, en tout cas c'est plus proche de ma réalité. Je m'identifie plus avec eux plutôt que les grandes équipes avec des joueurs qui valent plus de centaines de millions d'euros. Voilà pour moi cela est devenu un peu ridicule à mes yeux. Étant que joueurs amateurs, on se demande toujours « et si on jouait contre une équipe comme l'Union que se passerait-il ? »

Seriez-vous disposé à être bénévole pour cette équipe? Si oui, pouvez-vous me dire pourquoi?

Ben , cela va fortement dépendre a la position, si je suis bénévole pour une équipe comme l'union saint gilloise, cela va signifier que je dois arrêter de faire ce que je suis en train de faire pour mon club de foot à moi, je peux pas être bénévole a deux endroit en plus d'avoir un travail à temps plein, cela est impossible. Du coup, je me vois mal personnellement arrêter d'être bénévole de mon club, où je joue au foot avec mes amis proches et être bénévole dans un club où mon impact ne sera pas aussi important que ça. Je sais que les bénévoles sont important, c'est cela que j'aime bien dans ma position à BUFC, c'est que je sais que là, ce que je fais, à l'échelle du club c'est quand même vachement important, mon impact est important. A l'union je vois mal ce que je pourrai faire à part distribuer des flyers ou autre... Une personne par contre qui est capable de gérer une équipe et créer une bonne ambiance au niveau du club c'est autre chose, je pense que mon implication dans le club, l'a vraiment aidé un surmonter des obstacles et des résultats.

Et si la position était importante ?

Ouais alors là, le problème ce que pour moi, je n'accorde pas tellement d'importance à ces équipes professionnel pour pouvoir m'impliqué comme cela. Même pour l'union saint gilloise, je les aime bien, je suis les matchs, mais je n'accorde pas tellement d'importance à ces clubs, je ne vais pas leurs donner mon temps, par contre pour BUFC je veux bien car c'est mes amis, c'est mon cercle social immédiat et je sais que je peux avoir une influence et améliorera les choses d'une manière vraiment significative, comme ramener un coach physique pour le club qui a bénéficié tout le club. A l'union saint gilloise, ils trouveront d'office quelqu'un pour faire le boulot de bénévoles et trouver des coaches physique, par contre à bufc, ramener un coach physique personne la fait avant moi.

Si un conflit horaire devait survenir entre votre équipe préférée et votre club, seriez-vous plus enclin suivre votre équipe préférée ou remplir votre engagement envers votre club ?

Cela sera d'office avec mon club dans laquelle je joue. En fait, la raison pour laquelle je le choisirai c'est parce que ce club a vraiment besoin que ses membres soit impliqué pour continuer les activités. C'est les capitaines qui font vivre le club, sans c'est personne, il a aurait rien dans le club. A l'Union saint gilloise, ils ne doivent pas s'inquiéter de trouver du

monde, ils ont de l'argent, des employés, ils ont un fan club. Si maintenant de devait choisir entre l'union saint gillois et British United, cela sera d'office British United.

Comment avez-vous été élu au comité ou comment avez-vous été nommé capitaine / entraîneur?

Alors, en fait j'ai pas vraiment été élu, dans notre équipe depuis des années maintenant, il y a pas une élection des capitaines, ce qui se passe, c'est le capitaine en place, le capitaine sortant, il est bien au courant de son équipe, il est au courant de gens qui seront potentiellement les prochain leader, ceux qui sont capable de rassembler l'équipe, d'être organiser, donner un direction. Moi, dans mon cas, cela faisait deux ans que j'étais dans l'équipe première et voilà, j'étais devenu un personnage assez régulier, donc je suis devenu un figure senior dans l'équipe et le capitaine sortant, a bien vu par rapport à son équipe, il a regardé qui avait la perspective de rester longtemps, parce que c'est cela aussi, il faut essayer de trouver quelqu'un qui va être là pour les prochaines années et il a bien vu que moi je suis capable d'être bien organisé, de pouvoir parler a tout le monde, de rassembler tout le monde, de rester quelque années, donc en fait les capitaines sortant et son vice capitaine ont parlé entre eux et ils ont pensé à moi pour être un bon candidat. Donc ils sont venus me demander, j'y ai réfléchi et j'ai dit oui, et cela a été annoncé à l'assemblée général du club. A l'assemblée général, c'est un vote mais un vote purement administratif et formel. En effet, l'assemblée, n'est pas au courant de tout ce qui se passe derrière les coulisses. Ils sont juste là pour acter les nominations.

Est-ce que c'est une forme de démocratie ou tout le monde peut avoir sa voix ?

Ben voilà, pour moi je pense pas que cela soit une bonne idée....Fin dans une équipe de foot, je suis trop fan de l'idée de « démocratie », parce que voilà, pas tout le monde n'a de bonne idées, moi je suis prêt à écouter beaucoup de gens dans mon équipe, mais c'est plus pour le geste de se faire sentir et de leurs montrer qu'ils sont impliqués mais je prends pas tellement compte de ce qu'ils ont à dire, parce que cela se trouve, le gars n'a aucune idée ce comment on gère, une équipe de foot. Donc voilà, on ne peut pas toujours écouter ce que les gens ont à dire. Les gens ne réalisent pas vraiment ce qu'il faut pour être un capitaine. Quand moi j'ai été élu capitaine pas mal de gens ont été surpris.

À quel point êtes-vous satisfait de votre expérience d'être bénévole dans ce club de football? (l'expérience dans le sens de vivre un évènement) sur une échelle de 1 à 10?

A ben la première saison, c'était un peu compliqué parce que j'ai hérité de l'équipe dans un état un peu moyen, beaucoup de joueurs sont partis, plusieurs joueurs sont arrivés, il y a eu un changement de génération, et donc on a du reconstruire une équipe, donc la première saison cela était intéressant mais, c'est un peu 7/10, on a terminé au milieu du classement, on a été sauvé vers la fin, on a eu un départ très difficile et il nous manquait des joueurs clés.

L'année passée c'était un 10/10 évidemment, on a eu une saison où tout le monde était présent, l'ambiance était au rendez-vous tous les jours, on gagnait beaucoup de match, on a même eu un record ABSSA, de nombre de match sans défaite consécutive, avec tout les divisions confondues y compris les vétérans.

Cette saison il faut voir car on a de nouveau eu pas mal de joueurs qui sont partis, des personnes n'étaient pas conscient de nouveau challenge. Malgré tout, l'ambiance dans le groupe est resté la même, tout le monde s'entend bien, les nouveaux se sont très facilement intégrer. Donc pour l'instant, c'est un 9/10 parce que, l'équipe est présente, les joueurs sont motivé, on travaille dure tout le temps, même si les résultats ne sont pas toujours là.

Vous accordez beaucoup d'importance à l'esprit d'équipe et cette entente ?

Encore plus à notre niveau comme je t'ai dit, c'est bénévolement, il n'y a personne qui est payé, au contraire c'est même nous qui payons pour jouer, donc c'est la bonne ambiance, c'est la chose la plus importante au sein de l'équipe et aussi au sein du club si c'est possible c'est important, mais le plus important reste au sein de l'équipe parce qu'on fait des gros effort et on parle souvent dès qu'on a des réunions avec le comité du club d'essayer d'encourager la bonne entente entre les équipes pour le club, en tout le clé c'est l'entente dans l'équipe c'est cela qui ferait que les joueurs reviendront joué avec toi, au niveau où on est, tous les joueurs que j'ai dans mon équipe pourrait jouer dans d'autre équipe, même des équipe semi pro ou même professionnel, mais le raison pourquoi la plupart reste avec nous c'est parce qu'ils aiment bien cette équipe, l'ambiance est génial.

Quels sont les points positifs et négatifs du travail au sein d'un club de football à but non lucratif?

Pour moi, le positif, c'est justement qu'il y a pas d'argent a ce faire, en gros, si tu le fait c'est parce que cela t'intéresse, parce que tu as envie, parce que c'est ta passion, parce que tu y trouves une certaine satisfaction autre que l'argent et cela c'est assez beau quand tu y pense, les personnes comme moi qui sont prêt à passer leurs temps à gérer une équipe de foot compliqué dans un club qui ne se fait pas beaucoup d'argent, et notre but c'est d'améliorer l'équipe dans laquelle on est impliquer et d'essayé de s'entendre, créer des liens d'amitié avec les gens et essayer d'arriver à un objectives purement sportives. Moi la raison pourquoi je joue ici c'est aussi pour but d'améliorer mon endurance, il y a pas d'argent qui me motive c'est juste j'aime bien le sport et j'ai envie de devenir meilleurs et j'ai envie de le faire avec des amis avec qui je m'entends bien.

Après les points négatifs, passer du temps dans un contexte de bénévolat, cela ne peut être positives à mes yeux, parce que.... En fait, cela peut devenir négatifs si, par exemple, cela devient négatif si cela te met en difficulté dans d'autre aspect de ta vie comme voilà cela est déjà arriver dans ce club, des gens qui se retrouve en difficulté avec leurs femmes, leurs enfants, parce qu'il passe trop de temps dans le club de foot, si tu n'arrives pas à gérer ton boulot et le club c'est négative aussi. Mais bon, cela reste à ta responsabilité. Mais donner de ton temps, sans être payer sans avoir de récompense tangible direct, tu n'as pas d'avantage financier ou d'avantage comme de matériel gratuit... parce que tu es impliqué dans un projet, tu veux mener un bien, tu as envie d'aider les autres gens pour que le projet soit bien, tu aimes le sport...

En parlant des récompenses est ce que vous, vous avez déjà reçu des récompenses tangible ou même intangible ?

Alors les récompenses tangible j'en ai reçu aucune je crois, au final, c'est tout le contraire, cela me coute plus d'argent mais j'ai tous les couts habituelle pour tous les membre du club, comme payer sa cotisation, payer son cotisation de match, mais moi en tant que capitaine j'ai encore des truc en plus parce que, j'essaye de faire des truc en plus comme ramener des orange en match, amener des bouteilles d'eau, voilà tout cela coute de l'argent, en tant que capitaine on a absolument aucune réduction. Donc financière, tangible, moi je n'ai jamais rien reçu.

Mais intangible, oui là il y en a plein, comme je disais tout à l'heure. C'est la satisfaction de voir que le groupe fonctionnent bien, la satisfaction de sentir que tu es soutenue dans ton action, lorsque je prends de décision, quand j'organise des évènements, les

gens sont là, quand l'équipe gagne, les gens sont contents, et après bien sur tu te sens plus responsable de la réussite ou des échecs du projet, donc, c'est clair tu gagnes, moi quand je gagne un match en tant que capitaine, il y a un sentiments plus spécial que de gagner des matchs en tant que simple joueurs, même si tu as pas fait le meilleur match tu te sens responsable de cette victoire.

Quelles sont vos pensées sur la motivation et la rétention en ce qui concerne le succès du club en termes d'organisation et de durabilité?

Oui, pour moi, alors, un club amateur comme celui-ci , pour qu'il ait du succès d'une manière pérenne puisse fonctionner bien, ce qui est très important c'est fournir une bonne expérience social surtout à notre niveau de bénévoles, qui est positive, et je le remarque dans ce club, la raison principal pour lesquelles les gens reste, il y a des gens dans ce club qui sont là depuis 25 ans, c'est parce qu'il y a une expérience social fournis par le club, pour moi, on se rend pas directement compte de c'est chose parce qu'il y des moments, le comité du club qui vient insister sur les évènement social, on se rend pas toujours compte de l'importance de c'est évènements sur le long terme et la pérennité du club et là on parle facilement de quelque chose qui peut durer 15, 20 ans, donc ça c'est l'aspect social. Il faut aussi offrir une expérience sportives assez important, des gars comme nous, on essaye d'être assez compétitive, il faut avoir de l'espace, des matériels pour pouvoir s'entraîné. L'expérience est le plus important pour garder les joueurs impliqués et l'expérience sportive, c'est le plus important pour attirer des joueurs, et une fois que tu les as attirés, l'expérience sociale fait qu'ils restent impliqués. Donc il faut offrir une expérience sportives de bonne qualité, et faire en sorte que les nouveaux viennent et veulent revenir par la suite, il y a de bon terrain, il y a des bon joueurs, c'est très bien organiser, il y a un cadre avec des personne responsable de fournir un entrainement de qualité. Et une fois qu'ils ont là, et ce qui fait prospérer le club, c'est l'expérience social, puis il y a aussi les sponsors, la bonne gestion financière du club, car les choses sont limité donc il faut bien gérer les peu de ressources que l'on a, mais dans un club amateur ce qui fait le club, c'est ses membres et si tu veux que le club prospère au fil des années, il faut assurer une base solide de membres. On la voit a l'assembler General, les première ressource du club ses les membres qui payent les cotisations et si tous les membres sont motivé de payer leurs cotisation à temps, il faut une expérience social et sportives continue digne de leurs argent et de leurs cotisation.

Faut-il une stratégie de rétention pour les membres mais également pour le comité du club ?

Ben oui, effectivement, cela serait bien, cela serait idéal même de garder les personnes dans le comité et les capitaines pendant quelque années, il y a rien à faire, si on regarde la façon que je suis maintenant par rapport aux années précédente je suis bien meilleur, dans mon rôle, je suis plus efficace, je suis plus expérimenté maintenant. Après, il ne faut pas les garder trop longtemps non plus, comme dans les entreprises, il faut assurer qu'il y ait un certain changement, si ils restent trop longtemps, ils peuvent perdre un peu de créativité, de motivation, maintenant je sais pas si cela est possible dans notre club a motiver les gens de rester plus longtemps. C'est un peu un cercle vertueux, le gens qui sont responsable resteront plus longtemps, si les membres sont impliqué et de qualité, et les membres reste plus longtemps si il y a un bon comité, dirigeant.

Quels sont les points forts nécessaires pour que vous puissiez réussir au sein de votre club et que le club ait plus de succès que les autres équipes? Du style qu'est ce qui faudrait qu'un capitaine aurai besoin pour réussir?

Il faut être un peu passionné et impliqué, si tu veux réussir en tant que capitaine, cela doit intéresser, tu dois être motivé, tu dois le faire parce que tu as envie de le faire, pas parce qu'on te l'a demandé, ce n'est pas une obligation. Si tu n'as pas envie de le faire et que l'on t'as un peu forcé c'est un peu compliqué parce que au final tout repose sur ta bonne volonté et ton envie, passer ton temps à faire tout cela. Le plus important c'est que tu ais envie de le faire, il faut de la qualité et du caractère, il y a des gens qui sont capable d'être plus des leaders que d'autres, maintenant, il y a diffèrent manière pour être un leader, tu as celui qui crie sur tout le monde et se fait respecter par la force, moi je suis pas comme ça, il y en a d'autre qui sont plus capable, d'être le point d'attache de tout le monde dans l'équipe, et ma force dans l'équipe c'est que tout le monde peut se relier à moi et tout le monde semble avoir un lien direct avec moi. C'est une des raisons pourquoi je pense que je suis encore capitaine maintenant, car tout se passe bien et l'ambiance est bonne. Ensuite, il faut être super bien organisé, il y a plusieurs personne qui peuvent être candidat pour ce rôle par contre il faut être bien organisé et pouvoir transmettre un message claire, il faut aussi une bonne communication. Voilà, genre chez moi c'est hyper carrée et pour moi cela est un point fort nécessaire pour avoir du succès.

Aviez-vous déjà eu un conflit entre votre travail rémunérer et votre rôle au sein du club ?

Je n'ai jamais vraiment eu des conflits cela est juste des fois, de problème d'horaire et de temps. Pas plus tard que hier, on avait entrainement à 18h30, mais j'étais encore en réunion a arts loi qui devait se terminer à 17h mais la réunion été retarder donc , j'avais un peu de pressions car je regardais constamment l'heure, je voulais m'occuper de mon équipe et faire les choses bien, mais voilà cela c'est mon job et je peux pas faire n'importe quoi non plus et donc tu es un peu coincer entre les deux, mais bon voilà, je suis arrivé en retard à l'entrainement, donc voilà les styles de conflits que j'ai. Sinon des fois, je dois voyager dans un autre pays, sinon voilà, j'ai expliqué la situation a mon patrons, il sait que je suis capitaine d'une équipe et il connait tous ce que cela implique pour moi, et je lui aie expliqué que c'est quelque chose que je prends assez au sérieux, mais il a été jeune aussi et il m'a bien compris, du moment que je fais bien mon boulot.

En tant que président / vice-président / Est-il difficile de trouver des personnes désireuses de faire du bénévolat dans certains postes?

Oui, alors la cela dépend de la position, je pense que... Par exemple, être capitaine d'une équipe, la difficulté c'est pas tellement trouver quelqu'un qui veut bien le faire, cela, tu trouveras toujours quelqu'un qui veut bien le faire, la difficulté c'est de trouver quelqu'un qui est bien pour le faire, après dans le comité du club, il y a des positions qui sont un petit peu moins prestigieux et qui sont plus administrative, ça c'est plus difficile à trouver, dans le comité, il y a des positions que je suis prêt à faire pour avancer le club, par contre il y en a d'autre où je n'ai aucune envie de le faire. Par exemple, le trésorier, le secrétaire social, match day overseer, même si pour certaine position, certain sont rémunérer pas trop mal, mais cela ne m'intéresse pas, moi c'est vraiment le projet purement sportif et social, c'est cela qui est chouette. En tout cas, les positions comme capitaine, il faut faire très attention à qui tu choisis, car toutes la vie de l'équipe en dépend et il faut choisir la bonne personne, parce qu'un mauvais capitaine peut plomber une équipe.

7.2.4 Training officer – Royal Brussels British football club

Thank you for agreeing to participate to the study which deals with the motivation and retention of volunteers with their sports club. There is no right or wrong answer. It is just a discussion.

Before starting, I would like you to introduce yourself, your age, your current work and what you do in the club.

My name is Luke, I'm 28 years old, I am a researcher at an embassy here in Brussels, and my role at the club is, my title is training officer and that basically means I book the training space for the club, for the members both the female and male team, which involves trying to find space and have a relationship with the training pitches that we eventually train at. In the past it also included, taking part in running the training sessions as well, but that side of it has diminished over the past couple of years, so it mainly all about finding the space to train at.

How long have you been a member, playing or non-playing within the club?

I have been a member for RBBFC for... now 3 and a half years, 4 years. September 2014.

And you are part of the committee now?

Yes, I am part of the committee, for the last 2 years.

At what moment did you join the committee?

I joined the committee after my first year at the club.

What does sports means to you and what do you enjoy about the sector?

I guess, sport means...for a lot of people it means having fun, but it also means been able to keep fit and being active, but in particular here as an expat here in Brussels, a big part of joining a sports club, is the social aspect of it as well, meeting people.

Do you consider yourself being a volunteer?

Well, to be honest, not. I have done volunteering for other organisations more linked to my work and I had never thought of being a part of the committee, as being a volunteer but it is really, it is given up time to try and provide something for other people but I guess, the classic idea of what volunteering is...helping those more well off. But yeah, I had not made the link between volunteering and being part of the committee but I suppose it is.

When did you realise you may be volunteering?

I guess once, I realised how much time goes into it, and how much time it takes, and seeing the fruit of the labour, seeing a more than a 100 members been able to train once or twice a week and providing that, was when I saw and doing it all for free is the main point.

Is volunteering important in the sports sector?

I think so, for sure, especially at our level, where of course you are not going to get paid, even for a relatively amateur club like mine is, there is no payment with it, so you kind of have to give up some of your free time to provide this activity, or whatever you have to provide, but it is absolutely worth it in my opinion.

What made you want to be part of the organisational part of the club?

Part of the club was wanting... Well I like the sport and I wanted to meet new people, so the social aspect of it, but part of the committee, it is actually, I was thinking back to it earlier, trying to remember why I joined the committee and it was actually a team captain who sort of recommended me to the then chairman, saying "the previous training officer is going to give up his position, and somebody needs to take it over". So it was not me being part of the club and wanting to be absolutely part of the committee, to be completely honest, it was more, somebody putting my name forward, suggested that I could do it, and do a decent job, instead of me saying, I would quite like to do it. So I did go into it wanting to be part of the committee, I went into it in a suggestion.

What are the benefits that your role within the club can contribute to the organisation and to yourself?

I think that without a training officer, that will be...you know, half of football is playing matches on Saturday and the other half is about preparing for matches the other days, and so for the training officer to be there to provide that infrastructure because they are other people involved when booking the pitches, it think it is very important. And without that position, the workload of other people would be increased. So I think it is a valid role to have in the club for someone who works specifically on the training side of things. And as I mentioned earlier, in the past or in the future that could include running the trainings alongside the captains as well. So there is definitely added value.

What about for you personally?

Yes, for sure. I mean, I am learning a lot about sort of organisation, knowing about the different training facilities in Brussels, contacting them regularly if there is any open slots, also, in a smaller way, the linguistic bit of things, doing a lot of it in French is good for me. When I was doing the training sessions sometimes, that was quiet good as well, having to train to choral, 30, 40 people into doing the same thing and doing fitness things, I guess it develops leadership skills and things like that. And being part of the committee in general, there is the feeling of responsibility because in the end the members of the club are paying, they are paying to have training every week at least once, and that is my responsibility. So yes, learning about responsibilities and coping with it.

Do you find any difficulties in those responsibilities?

Absolutely, there are practical difficulties specific to Brussels which is difficult to overcome in terms of finding the space. I was lucky when I came into the role that we had established relationships with the International school of Brussels and the VUB and so, in a way I just continued the develop those relationships and try to found extra times with those two places, in the meantime of have been looking for other places to train at, and that has been a real challenge because, the various sort of rules that the communes have about renting out their pitches, they give preferences to local teams or league teams in particular over expat clubs. And just a simple matter of space, so yeah that has been a challenge. And also, when the finance comes into it, it is very difficult to budget, renting football pitches is not cheap at all, and we are not a club with a lot of money, so trying to budget that has been difficult at some points.

Do you have other disadvantages in your role in the committee?

I guess my role is perhaps, it could be, it is sometimes limiting, but maybe that is my own fault personally, but in general it is quite a defined role, I'm in not getting involved in a lot of the other things, that the committee does, but maybe that is just me not being proactive enough, rather than the role itself, I have got a fine set of tasks and that is what I try and do. I cannot think of any other disadvantages really.

What about the advantages of being in the committee?

For me personally, I like the responsibility, being a real part of the club, the leadership of the club, and making decision that affect a reasonable amount of people and members of the club and that is cool, just being able to have a say when we have committee meetings on different issues, there are certainly many perks of being with the committee. Just been able to, well try to provide a Thursday evening football for members.

What motivates you to volunteer?

I think it is partly a feeling of responsibility, I don't want to let people down, let members of the club down, I reckon if I said tomorrow I don't want to be training officer tomorrow, someone else will come in and do the role, so it is partly that, not just not wanting to let people down, I enjoy it, I enjoy being part of the decision making at the committee level. It is very...well selfishly it looks good on a CV, an extra line on the CV, showing that you give up your time for other people even if it is not an a charity type bases but on a sports club, it is a good thing to show, and the qualities that I listed earlier such as developing leadership skills I think is beneficial for me as well.

Are there any factors that could push you to give up volunteering for the club?

I think that. I'm lucky now with my job, my full time job allows enough time during the evenings to commit in doing this, if I was working more then it would be more difficult to commit my full time to volunteering, so yeah if I have a job that is more time consuming then maybe I would be more difficult and I may have to reconsider, but for me it is fine.

You don't get any conflicts between full time work and your volunteering action?

No not at the moment but again, because I guess I'm lucky in the job that I have, it is not super time consuming, it is quite relax that way. And my role in the committee it is not the most time consuming thing, I book the pitches and that is almost done for half a year or even

a year and so it is not like every week I have to be booking pitches. Although there are other responsibilities with it as well, but no, it is not the most time consuming.

What would be the problem if your position within the club was not filled?

If the training officer was not there then that task would get put into someone else on the committee list of tasks, probably the chairman or the vice chairman would then take that on, so it is not as if I am absolutely vital to the running of the club personally, it is just it is spreading the work load a little bit than what I could be, so I imagine if I left the club and there was no training officer, nothing major would happen but that is not to say it is an important role.

Did you have any expectations before taking up this role?

Yes, as I mentioned my predecessor was someone who is a larger than life character, who is a massive part of the club when he was here, so that was quite daunting walking into behind him, so when I first went into it, my expectation were, that I had to be similar to him, I had to be running the training sessions, I had to be everyone friend, and get to know everybody, which I tried to do anyway but I was very much trying to follow in his footsteps, so those were my expectations in the beginning, but I did not expect the more administrative side of things that is for sure.

What is your story behind your relation with the football club?

It was a friend of mine who played for the club, and I had arrived in Brussels. I played football with him, we lived in London together and I invited me basically.

How does the sport sector appeal to you?

In general, as I mentioned, sport plays a part in so many people's lives, being part of a club, staying active, meeting people, in particular in an expat club is massive, all those things play a huge part in people's lives, most of our members are given up their own Saturday's to come play football, well given up is the wrong word, they are doing it because they want to,

but it is a big part of someone, and people's week, to be part of something. So those are the reasons why I decided on joining a sports club.

Do you have a favourite professional team that you like to follow? Which one and why?

I am a Liverpool fan; I follow all of their scores, everything they do. Here in Brussels I also support a team called Union Saint Gilles.

Would you be willing to be a volunteer for that team? If so, can you tell me why?

Well I will be delighted to but I guess it would depend on what role they would be asking me to do, and certainly, how long it would last. But yeah the opportunity to work for either of those two clubs would be pretty awesome, even if it is... well maybe not now because I'm a bit older, but when I was younger, I always wanted to be a ball boy. But, yeah any other position would be... I would definitely think about it.

If your favourite team were to be playing at the same time as your volunteering time for you club? Which one would you choose to fulfil and why?

100% RBBFC, I mean no doubt, I miss Liverpool games all the time because I would rather...either play for my club or go to the committee meeting or go to a social event, because there are people, the interaction is there, a lot of friends are there as well.

How were you elected to the committee or how were you appointed as captain/coach?

Yes, I was elected at the AGM, I was not actually present at the AGM, and I think I was the only person put forward; I was the only person who put my name forward, after someone suggest that I do it. But yes, it was a vote at the AGM. Again, this year there was another vote, each year you have to be voted in.

On a scale of 1-10, are you satisfied with your role?

Like in terms of responsibilities that I have?

Yes in a way?

I would say an 8/10, they are other things that I would like, I would have liked to be done, for example, when I joined to committee as a training officer, the then chairman was talking about potentially, sending me on coaching courses, so learning how to be a coach at a very basic level, and that never followed through, and I did not really push for it as well. They are parts of the role which I thought would be more prominent that did not come the fruitions. So yes 8/10.

How satisfied are you with your experience being a volunteer within this football club?

I would give it a 7/10, actually maybe a 6.5/10. At times it has been frustrating, in the committee where things take a little bit more time, than they would, if it is not volunteering, so things can take time. It can be frustrating to not be able to found training spaces, there have been times where we trained 4,5 teams on one pitch because, I was not able to find the training space, in terms of finding the space and finding the finances for it, so those have been frustrating.

Even if you experience is a bad one, would you be willing to continue in the future?

Yes, there have been more positives experiences than negatives experiences, and as I mentioned earlier, the responsibility that I have in the role make me want to continue and other things as well, but I don't want to leave the committee high and dry even though I said, they can probably take it over, obviously, they don't want that extra work. I don't think... The only way I could give up the role is if people thought I was doing a bad job or if I was moving away from Brussels it think or if my full time work got too much, and I could not commit the time.

Has there been any moment in time when you have wanted to change football club and why?

Yeah, not necessarily changing football club, certainly quitting the role of training officer, I have thought about it, when I have not been able to find a training space, I get very frustrated, I think maybe this role is better suited for someone who is from Brussels or speaks

better French than I do, so yeah, I have thought that maybe I am not the best person for this job, but those are just fleeting thoughts.

How important is it for the whole committee and members to get along?

Well, it is important, like for us, we communicate well, however, things can be better. Like I said, sometimes things take time to be done, but again we are talking about a meeting that last two and a half hours, rather than an hour, so it is not the end of the world, sometimes things take a bit a long, and aside from that most of the communication is done via email, or if we see each other on Saturday's or at trainings individually, but yes, we get along and communicate well between ourselves, we basically know what is going on with each other's jobs in the committee for most points.

Everybody knows their tasks?

Yes, we have tried, certainly since the new chairman came in, there has been an effort to try and professionalize it a little bit more, to try and have actions points and minutes and things like that, so slowly we are making progress in being better in what we do.

Was your first season less professional than this year?

I would say so, it was just a bit less organised I would say. Now, we are trying to be more organised.

What are your thoughts on motivation and retention with regards to the success of the club in terms of organisation and durability?

Well I think it is very important actually, in fact, we have talked about this at the committee, it is not only ourselves given as much as we can to our roles in the committee, but also to try and motivate other people, like the captains in the various teams like the vice-captain and so on, to try and create this atmosphere of being in it all together and wanting to be better and all of that, I think yeah, all of that does come... the source of that can come from the committee and that is what we are trying to do, and then another thing, we are trying to do, of course that can make a difference whether it is finding sponsorships for the club so that

the subscriptions fees can be lowered for the players, whether it is finding good facilities, whether it is creating a website to attract new players or having a good relationship with ABSSA, through the club secretary, all those things make massive difference to the club in the long term and that is only just a few examples of the things that the committee do, so yeah the time that people put in in the committee, not necessarily me but a lot of the others is important to the long term...short and long term road...pathway of the club.

How do you feel about a strategy to be put in place in order to retain most committee members for a certain duration so that the sustainability of the club is insured?

That is a difficult one, I don't know. As I said earlier, if people think that I am not doing a good job, then it is better that I leave and someone else has a go at doing a better job and that is the same about the chairman, the vice chairman and the club secretaries and so on. But having said that, I think stability is important and knowing... the longer you are in the role, the better, you can do it, the more you know about everything. You know, when I first started, I was learning about Brussels and everything whereas now, I feel like I know the different facilities and stuff and if someone new came in, they would have to re learn all of that, so yes, stability is important but if someone is doing a bad job, or they are not putting as much time into it, then changed is needed for sure.

What are the positives and negatives of working within a non-profit football club?

I guess the positives is that we are not looking to cut corners when it comes to providing what we are trying to provide for the members, we are not trying to skimp on money so that we make a bigger profit, every single cent, that comes into the club, goes out by the end of the season pretty much. So I think we are really careful with how we spend our money, I think as a sports club, people are here, like I said earlier to stay active, but it also his and a lot of it is just to have fun, and let off steam, whether that is on the pitch or outside of the pitch and I think to be in a position where we try and give people the framework to be able to do that is good.

The disadvantage of it being a non-profit is that you don't have any money to spend on things like training equipment's, or training space.

Can members of your club play a significant role in your motivation to continue volunteering?

For sure, I think in two ways, one when people moan to me about not having enough training space, which often is completely valid, I understand it, that gives me motivation to try harder to find training space, but the other thing is just wanting them to have a good experience as part of the club, and wanted them to get their money's worth from their subscription fee.

As Training officer, is it difficult to find people willing to volunteer in certain positions?

In my time in the committee it has not been, any position that has been vacated has been filled pretty quickly , except for one, but that was because it was a new position and it was not so well defined I think, now someone in the committee is double hatted, so he is doing this new role and the one he was doing previously, but most of the time, it is just one person, you know we talked about the fact that there are elections, there are not really elections, it is just a rubber stamping, because there is usually not more than one person that puts their name forward. I think, because this is an expat club, we have a high turnover of players and so that goes back to the stability and having the same people in the club, for an expat club like this one is very important, if it was a different person every time, it would be very difficult for the club to sustain itself in the long term. So yes and no basically, yes because, there is usually one person putting their name forward, there is always that one person, so there is rarely a position that is not unfilled.

Has there ever been two people battling for the same position?

Not in my time, I remember. I trying to think even in the captaincy roles and don't think there have been two people putting their names forward, even when the new chairman came in I think he was the only candidate.

What were the most interesting points that emerged from this discussion and why?

Well I found it... I think it is the first question, talking about volunteering and the connotations that come with volunteering are generally that you do something for a charity or

you are trying to help those less well off, but it is not necessarily in this context in a sports club, it is not that, it is trying to provide a service to other people, in a framework in which people can exercise the sport, so that I find quite interesting. Is there a difference in volunteering in a sports club or volunteering for the Red Cross? So I find that quite interesting.

Thank you very much for your cooperation.

7.2.5 Treasurer – Aigles Noirs AFC

Merci d'avoir accepté de participer à l'étude qui porte sur la motivation et la rétention des bénévoles auprès de leur club sportif. Il n'y a pas de réponse juste ou fausse. C'est juste une discussion.

Avant de commencer, j'aimerais que vous vous présentiez avec votre nom, âge, votre travail actuel et votre rôle au sein du club.

Mon nom est Edouard, j'ai 28 ans et je suis actuellement consultant chez Ngage à Liège, je suis en missions chez Lampiris, et je suis le trésorier d'une équipe amateur d'ABSSA qui s'appelle les aigles noirs.

Depuis combien de temps êtes-vous membre du club? En tant que participant et bénévole actif ?

Et bien j'ai été joueur d'abord, puis après je suis devenu trésorier cette année, donc j'ai fait un an et demi en tant que joueur et depuis le début de l'année je suis trésorier.

Tu joues toujours en même temps?

Oui bien sur

Est-ce tu te considères comme bénévole au sein de ton club de football ?

Pas vraiment, mais en fonction de ce que représente le bénévolat, cela peut être considéré comme tel.

Pour toi que signifie le bénévolat ?

Le bénévolat c'est donner de son temps, donner son temps gratuitement, pour une association donc c'est vrai qu'en quelque sorte je peux me considérer comme étant bénévole. C'est vraiment donner de son temps pour les autres.

De ton point de vue, est ce que cela est important ?

Pour moi, oui quand même, je travaille aussi pour un Start up qui s'occupe de bénévolat pour des projets quelconques.

Et pour le secteur sportif quelle est l'importance du bénévolat?

En général, oui c'est vrai qu'on a besoin de bénévoles pour faire fonctionner beaucoup de chose dans les club, à notre niveau c'est un peu mitigé parce qu'au font on peut s'en occuper nous-même, mais pour les plus jeune, il y a besoin quand même de personne présent pour soit entrainer, soit pour la tenue de l'infrastructure des vestiaires, ou même pour amener les enfants au sports, donc oui c'est important pour faire vivre les organisations.

Est que dans votre club vous avez un comité qui fait fonctionner le club?

Ouais et j'en fais partie de cette comité.

Comment êtes-vous venu à décider d'être impliqué dans la partie organisationnelle du club?

L'ancien trésorier m'a demandé de devenir trésorier et j'ai dit oui, parce que je trouvais cela intéressant, je trouvais cela bien de m'impliquer un peu plus dans le club, en plus cela ne me prend pas trop de temps, donc je ne voyais aucune raison de refuser.

Quels sont les avantages que votre rôle au sein du club doit contribuer à l'organisation et quelles sont les avantages pour vous personnellement?

Ben, mon rôle contribue pas mal de chose pour le bon déroulement du club, c'est de la finance donc, je ne fais pas de dessin, il faut pouvoir payer des frais pour la fin de l'année, il faut payer pour de bon matériel, avec un bon stade, il faut payer les arbitres, il faut aussi chercher l'argent des joueurs, même si il faut faire gaffe a pas leurs demandé trop d'argent. Du coup mon rôle est très important car si je n'arrive pas à gérer, soit les gens vont payer trop cher ou soit on va dépenser de l'argent pour rien.

Et pour vous personnellement?

Ah ben, cela m'a permis de plus participer et m'impliquer dans les décisions plus générales du club. Ensuite, je pense que connaître le fonctionnement de notre club était un défi que je voulais réaliser vu que je suis un adepte de ce sport.

Êtes-vous conscient des inconvénients de votre rôle et de votre position au sein du club?

Ce que je sais c'est que par exemple, si à la fin de l'année nous n'avons plus de ballon, et bien les joueurs ne seront pas très contents, et cela peut facilement être râlant, et du coup, je dois leur expliquer pourquoi les problèmes sont survenus et bien sûr ça ce n'est pas vraiment bien.

Justement, trouvez-vous des difficultés dans vos tâches? Si oui lesquelles?

Oui quand même, même si je dois gérer les comptes d'une petite équipe, c'est assez embêtant de voir si la balance est courante donc entre les dépenses et les entrées et tout cela, du coup des fois il y a des dépenses partout, et il faut bien les classer, c'est des petites techniques que je n'ai pas donc, cela peut prendre parfois plus de temps mais bon globalement ça va quoi.

Qu'est-ce qui vous motive à faire du bénévolat?

Déjà cela ne me prend pas beaucoup de temps, cela ne prend pas trop de temps pour le club, ensuite faire partie de comité me donne un certain pouvoir qui est bien sympa et puis, il y a une bonne ambiance entre les gens donc cela me pose aucun problème. En plus, avec la technologie maintenant, je peux tout faire avec mon téléphone, donc cela rend le tout beaucoup plus pratique, je ne passe pas du temps inutilement quoi.

Savez-vous pourquoi vous allez rester bénévole les prochaines saisons?

Ben d'abord, ce n'est pas comme si je veux rester trésorier pour les prochaines années mais voilà tout d'abord je demanderai à une personne du club si quelqu'un d'entre eux veut le faire d'abord à ma place, la raison pour laquelle je ferais cela c'est juste une question de transparence, c'est pour pas m'accaparer le rôle sans raison quoi.

Enfin, quelles seraient les raisons pour lesquelles vous seriez prêt à renoncer au bénévolat dans ce club?

Eh bien, si quelqu'un veut le faire, si quelqu'un veut le faire, je renoncerais à la position sinon non, je ne vois pas trop les raisons qui me pousseraient à renoncer, sauf si maintenant je me plante complètement quoi.

Qu'est-ce que le sport signifie pour vous?

Le sport signifie se dépenser, être fatigué après, c'est aussi s'amuser, soit en équipe, soit tout seul, atteindre des objectifs que l'on s'est mis soit tout seul ou dans un collectif. Donc c'est vraiment se fatiguer et se dépasser, que ce soit individuellement et par équipe, être compétitive dans un domaine sportif.

Si le rôle du trésorier dans ton club n'était plus présent, que se passerait-il dans votre club?

Cela serait très compliqué de faire les comptes pour payer les arbitres, pour payer les maillots, le matériel et tout, il y aurait quand même un petit souci quoi, il y aurait plus de remboursement, en gros le club aura du mal à fonctionner quoi, il y aura des gens qui payeront trop et des gens qui ne payeront pas assez.

Sur une échelle de 1 à 10, l'importance du trésorier tu le mettras à combien?

Je le mettrais à un 8/10 car, il a quand même une grande importance pour le fonctionnement du club, à la base je mettrais un 10/10 car ce poste est indispensable, mais n'importe qui peut s'en passer pour quelque temps.

Quelle est votre histoire derrière votre relation avec le club de football?

Je cherchais un sport collectif, j'avais quelques amis qui jouaient dans un club de football, il y avait un certain club qui me tentait aussi mais vu que dans celui-ci j'avais des amis, j'ai opté de m'engager avec eux car l'ambiance était très bonne. Donc je me suis inscrit et puis voilà, je me suis tellement bien amusé la saison dernière, et du coup je suis resté et j'ai décidé de m'impliquer dans le côté organisationnel du club.

Est-ce que t'impliquer dans le comité était toujours sur ta conscience/dans tes plans ?

Non pas du tout, c'est juste que l'ancien trésorier m'a demandé si je voulais le faire, maintenant si il m'avait pas demandé, je ne pense pas que j'aurais pris conscience que le rôle pouvait être pour moi.

Donc d'un côté tu as été influencé par ton prédécesseur?

Oui, en fait il m'a expliqué qu'il ne pouvait pas terminer la saison car il pouvait plus le faire pour des raisons professionnel et personnel, donc il était absent pour une bonne partie de la saison.

Avant d'avoir décidé de prendre ce rôle, aviez-vous eu des attentes par rapport à ce rôle?

Non je n'en avais pas. Fin au début j'avais peur d'avoir du mal à gérer les comptes maintenant ça va mieux, je m'attendais pas à devoir courir après des gens pour payer, cela c'était un peu embêtant.

Est-ce que le projet que vous entreprenez au sein du club vous plaît-il?

Oui, parce que cela me permet de m'impliquer, je me sens plus impliquer plutôt que de juste venir à l'entraînement et au match, être impliqué dans les décisions du club, donc oui cela me plaît beaucoup. C'est surtout voir les résultats qui peuvent suivre aussi qui me plaît, surtout au chaque fois qu'un match est gagné.

Qu'est ce qui te plaît le plus dans l'industrie sportive ?

Ce que j'aime c'est les émotions que cela peut provoquer, lorsque tu gagnes et même quand tu perds, ce n'est pas la raisons principal pour laquelle je me suis engagé dans le sport mais c'est ce que j'adore dans le milieu sportif en tout cas.

En ce qui concerne vos tâches au sein du club, le temps passé à chaque tâche affecte-t-il votre motivation et votre volonté de rester bénévole?

Non pas vraiment, fait en fait...non fin mes taches n'ont pas eu de conflit avec mon boulot personnel. Comme j'ai dit je pense que je passe peut être 20 min par semaine donc on aucun cas cela peut toucher à ma motivation car cela ne me prend pas autant de temps. En soit, je dois juste gère les comptes d'une équipe donc cela me facilite beaucoup les taches, mais bon de fois c'est vrai cela peut prendre plus de temps notamment si je dois courir après des gens pour payer, sinon, je dois juste envoyer des messages, vérifier que j'ai bien reçu le paiement, donc d'une manière cumulé oui cela me prend 20 min par semaine. Du coup, je le fais seulement quand j'ai le temps par exemple, pendant ma pause de midi, je prends 5 minute pour regarder les comptes, mais ça ne touche pas à ma vie privée, c'est une approche très

flexible qui se rapproche au bénévolat. Le moment où je travaille un peu plus c'est au début de la saison, mais même à ce moment-là c'est encore gérable.

Qu'avez-vous déjà appris en tant que bénévole sportif?

Ben j'ai appris que les gens n'aiment pas trop payer des cotisations, j'ai appris à créer un budget et de gérer un budget et de le suivre tout au long de l'année. J'ai mis en pratique de la comptabilité, donc le boulot de comptable

Si maintenant les membres du club ne payent pas leurs cotisation comment est-ce que toi en tant que trésorier tu réagirais ?

Ben pas très bien, je suis quelqu'un de très humain donc sur tout le coup, je demande et redemande, parfois, j'essaye de trouver des compromis mais j'essaye de trouver des solutions pour que tout le monde paye la même somme, mais c'est parfois très difficile de courir après les gens.

Et cela ne touche pas ta motivation ?

Non

Et si la situation ne changeait pas, serais tu toujours enclin de rester ou quitter le club ?

Non non, je quitterai seulement si quelqu'un veut reprendre le flambeau, ce n'est pas réservé à moi.

Y-a-t-il une équipe professionnelle que vous aimez suivre? Laquelle et pourquoi?

L'Olympique Lyonnais et surtout l'équipe de France, je suis Lyon parce que quand j'étais petit, à l'époque je devais choisir une équipe et comme il gagnait à ce moment-là, j'ai choisis Lyon, cela tombait bien parce que après cela Lyon ne cessait de gagner le championnat de France, maintenant les temps sont un peu plus dure.

Seriez-vous disposé à être bénévole pour cette équipe? Si oui, pouvez-vous me dire pourquoi?

Ben tout d'abord je leurs demanderais pendant combien de temps, par semaine, comment est-ce que je peux les aider et est-ce que c'est dans leurs intérêts. Je me poserais la question si cela pouvait s'interposer dans ma vie, mais sinon oui pourquoi pas. Mais comme

ils gagnent beaucoup d'argent, être bénévole dans ce club ne m'enchanterai pas quoi. C'est vrai que si le club a beaucoup d'argent je ne vois pas pourquoi ils auront besoin de bénévole.

Si un conflit horaire devait survenir entre votre équipe préférer et votre club, seriez-vous plus enclin suivre votre équipe préférée ou remplir votre engagement envers votre club ?

Ce sera d'office les aigles noirs.

Pourquoi ?

Parce que je connais les gens, donc je préfère faire un travail concret pour eux, plutôt que de regarder ce que font une équipe qui se retrouve à des kilomètres.

Comment avez-vous été élu au comité ou comment avez-vous été nommé capitaine / entraîneur?

Mais en fait je l'ai déjà dit, c'est l'ancien trésorier qui m'a demandé, il y a pas eu de discussion, personne l'a empêché, il y avait pas un processus démocratique.

Il n'y a pas une assemblée générale dans votre club ?

Si, il y en a un, mais ce n'était pas vraiment sérieux, elle se déroule généralement en aout, et donc là on présente quand même les objectifs de la saison, et en fait mine de rien cette assemblée met les joueurs en confiance surtout en début de saison.

Sur une échelle de 1 à 10 à quel point êtes-vous satisfait de votre position et des tâches que vous devez accomplir au sein du club?

Je dirai 9/10.

Sur une échelle de 1 à 10 à quel point êtes-vous satisfait de votre expérience d'être bénévole dans ce club de football? (l'expérience dans le sens de vivre un événement)

Aussi un 9/10

Et qu'est ce qui pourra pousser cette satisfaction vers un 10 ?

En fait dans mon échelles, un 10, cela ne tient pas vraiment quoi, donc un 9/10 c'est excellent.

Vous êtes combien de membres dans votre comité

On est 8.

Y a-t-il une bonne entente entre tous les membres ?

Oui tout à fait

Est-il important selon toi qu'il y ait une bonne cohésion au sein- du comité afin de poursuivre l'activité du club sur le long terme ou court terme ?

Oui, en fait il est primordial que tout le monde soit d'accord sur les décisions qui sont prises et du coup, les joueurs ne vont pas commencé à râler, en fin de compte c'est les joueurs qui font le club et non le comité même si on est là pour organiser la gestion des activités, si les joueurs ne sont pas content, il y a un risque de perte et donc d'arrêt du club.

Selon toi, quelle est l'importance d'un comité dans un club ?

Chaque personne dans le comité doit jouer un rôle pour la bonne gouvernance du club, par exemple, le secrétaire de l'ABSSA, doit être présent à la réunion de la ligue de l'ABSSA, oui c'est très important pour qu'on puisse jouer dans le championnat de l'ABSSA. Pour gérer un peu l'équipe, tous les rôles sont importants. On sait qui doit faire quoi et cela permet de faciliter la vie du club.

Quels sont les points positifs et négatifs du travail au sein d'un club de football à but non lucratif?

L'avantage pour moi personnellement c'est d'être reconnue dans le club, participer au bon fonctionnement. Puis, de manière général, le désavantage de travailler dans un environnement à but non lucratif, c'est qu'il faut toujours courir après les gens pour qu'il paye et négocier avec eux en plein saison.

Quelles sont vos pensées sur la motivation et la rétention en ce qui concerne le succès du club en termes d'organisation et de durabilité?

Durabilité de qui ?

Du club

Ah du club, le facteur clé de succès ?

La motivation est très importante, car elle crée déjà une bonne ambiance qui entraîne donc une certaine rétention au sein du club. Cette ambiance crée une envie d'aller à l'entraînement, d'aller au match, ça donne aussi cette envie de gagner de match et donc de faire durer le club.

S'il y avait une certaine démotivation au sein du comité ?

Ben, l'effet sur du comité va probablement se faire ressentir sur les reste des membres du club, donc du coup, la cohésion du groupe sera moins bien et donc à long terme, le club aura très probablement moins de chance de survivre et de continuer. La motivation du comité permet aussi de créer un noyau dure qui va un peu faire avancer les types qui gravitent autour de l'équipe, beaucoup plus facilement, si il y a pas ce noyaux, et que le groupe est un peu désorganiser. Par contre si le groupe est bien motiver, on pourra tous avancer et les autres personnes vont suivre. On pourra du coup faire des fêtes ensemble, gagner des matchs importants et que tout le monde soit content d'être là quoi.

Les membres de votre club peuvent-ils jouer un rôle important dans votre motivation pour continuer à faire du bénévolat?

Ouais, ben en fait si ils font rien c'est très bien par contre, il pourrait me démotivé si ils commencent à critiquer ce que je fais, la façon dont je fais les choses, la pour l'instant les gens me font confiance et ils disent rien, donc dans ce sens la moi aussi je continue à être motivé et je pourrai d'office continuer à l'être par contre, le contraire peut arriver.

Quels sont les points forts nécessaires pour que vous puissiez réussir au sein de votre club et que le club ait plus de succès que les autres équipes?

En fait, je pense qu'il faut qu'il soit assertive, cela veut dire qu'il peut donner son point de vue et être convaincant dedans et le faire comprendre a d'autre personnes et donc c'est très important, il faut que la personne soit empathique aussi pour comprendre les gens, et il faut être organisé pour faire avancer les gens.

Et qu'est-ce que le comité peut faire pour que ton club soit meilleur qu'un autre club dans le sens sportif ?

Ben, il faut absolument que le comité soit à l'écoute des joueurs et les joueurs n'ont pas spécialement envie de faire deux entraînements par semaine, juste jouer au foot et faire des entraînements tactiques et physiques. Pour pouvoir changer les performances il faut que tout le monde soit d'accord pour le faire, ceci démarre d'abord du comité jusqu'au joueurs eux même. Et surtout, il faut avoir de l'ambition et j'avoue que pour l'instant ce n'est pas le cas, ce n'est pas toujours le cas.

Comment les gens reconnaissent-ils le travail que vous apportez au club ?

En fait, moi je n'ai pas besoin de reconnaissance de travail, j'ai juste besoin que les gens me laissent faire le boulot d'une manière tranquille, donc voilà. En fait, ils sont reconnaissant quand ils payent l'arbitre et que dans la semaine je l'ai remboursé les 30 euros et pas 6 mois après, donc ouais, un simple merci pour moi c'est une bonne reconnaissance.

Est-ce que tu reçois des récompenses soit tangible ou même intangible ?

Oui comme être reconnue dans le club mais cela je l'ai déjà dit. Participer à la vie du club pour moi c'est une récompense intangible. Jouer les matchs aussi est une récompense pour moi, c'est vrai que si je ne jouais pas, il y aura une possibilité que je ne continuerai pas.

En tant que trésorier est-il difficile de trouver des personnes désireuses de faire du bénévolat dans certains postes?

Non pour l'instant on n'a pas ce problème-là, parce qu'on est une petite équipe aussi donc on n'est pas besoin de beaucoup de monde, du style, un secrétaire et un trésorier a la limite pourra suffire mais cela n'est pas un souci et puis non.

Vous avez simplement une équipe dans votre club ?

Oui

Si maintenant le club était plus vaste, avec beaucoup plus de monde, est ce que tu aurais un changement dans ta motivation ?

Oui, clairement cela ne sera plus du tout la même chose, parce que la tout ce que je fais, c'est directement pour mon équipe, si je suis trésorier d'un club avec 4 ou 5 équipes, ben

oui cela sera différent puisque, je pense que je ne jouerai même pas au football, en tout cas pour moi cela sera complètement différent, parce que ma récompense c'est de jouer et être dans l'équipe et cela s'est très bien. Par contre si je devais le faire bénévolement sans jouer cela sera beaucoup plus difficile à faire sur le long terme.

Quels ont été les points les plus intéressants durant cette discussion et pourquoi?

C'était assez intéressant de réfléchir sur ce que je fais, parce que je le fais un peu d'une manière organique donc sans réfléchir, voilà on m'a demandé de le faire, j'ai pas l'impression de passer beaucoup de temps mais avec la conversation que j'ai eu avec toi, je me suis rendu compte que finalement c'est vrai que c'est un travail bénévole que je fais pour le club et je suis content d'avoir pu réfléchir et avancer la dessus.

Faut-il approfondir la recherche selon toi ?

Bien je trouve que cela serai bien de connaitre combien de bénévole un club aura besoin donc faire une étude quantitative sur les clubs et leurs bénévoles. Cela sera intéressant.

Merci beaucoup de votre collaboration.

7.2.6 Social Secretary/ Treasurer – British United Football club

Thank you for agreeing to participate to the study which deals with the motivation and retention of volunteers with their sports club. There is no right or wrong answer. It is just a discussion. Before starting, I would like you to introduce yourself, your age, your current work and what you do in the club.

My name is Milja, I am 24 and I am the treasurer of the club, this is my second year as a treasurer, before that I was the social secretary for 2 years as well. So this is my fourth year in the committee. In my normal life outside of the club, I am a student/ sports coach.

What does a role entail as treasurer of your club?

I keep track of all the cost and income of the club, so I make sure we have sufficient funds, for example if it seems that we have a lot of bills, for the training facilities and stuff or bills for the leagues or our home ground in Mechelen or even the commune of Woluwe, because the ladies team play in Woluwe, on a pitch in Woluwe, there are a lot of bills because

of that, then if someone asks me for example for 500 euro for a Christmas party, then I have to see if that is possible to put in place.

So you control the budget of the club?

Indeed, I control the budget of the club more or less and keep track of people paying the annual subscription fees.

You said you had a previous role within the club before been treasurer, you were social secretary?

Yes, indeed.

What did that role entail within the club?

So in that position, I was organising social events for the club and trying to bring people all together.

So you have been a sports member for the club for how long now?

I have been an member for the club for the last 4 years, this is currently my fifth year

And you became of volunteer at what time at the club?

I became part of the after my second year at the club

What made you decide to volunteer within the club?

It was pressure, pressure from other members. There was no one else who was stepping into the position, so I decided to step up, I felt bad for the club. I would say it was pressure from people but on the other hand it can be considered as encouragement from other people. For me, I was like saying out loud that I could do the job, and from then on, people encouraged me the follow up on what I was saying.

Do you consider yourself as being a volunteer for your club?

I guess so, yes. I mean I don't really get anything out of what I do, well I do get some experience from organising events or doing some accounting that is always useful. Other than that I don't feel I get a lot out of it.

For you, what does volunteering mean?

Well, contributing to the functioning of the club and trying to make sure that there is a sports club for 200 people who want to play the game of football and sports, so being part of that.

And in a general manner, how do you conceive what volunteering is, what springs to mind when you hear the word volunteering?

Volunteering for me sounds like doing work in a developing country and helping poor people, it does sound at all like being a treasurer for a football club. They don't sound like the same thing; it is maybe not the same kind of volunteering. But I guess in some ways they are the same.

Do you find volunteering as important?

Well, I guess they could be more important things that I could be doing. But yes, of course it is important to give people the opportunity to do sports.

That was my next question; do you think it is in the sports sector? Like volunteering for an amateur sports club?

Yes, because for example, all the long distance running events in Belgium, I don't think they can be organised without the help of volunteers and that kind of encourages many people to take on sports and live a healthier life, without all these volunteers, people will not participate and they would just sit at home, eating cake.

When you hear the words sports, what does a sport mean to you?

Well, to have fun, it is like a lifestyle, you can be doing sports because either want to lose weight or then you have to the social aspect of sports which I find important, then you can enjoy the sport itself or maybe being healthier.

So I will take as having two hats, because who have volunteered as a social secretary and as a treasurer? So the question I will be asking can be applied to both roles. So as a treasurer, what are benefits that your position can bring to the club?

Well, as a treasurer, the benefits are not always so obvious, because, I am the annoying person sending emails, saying "please pay, pay now". I guess it is quite important that the

budget is well managed and there is someone responsible behind the budget, in control of the account, so it is important for the wellbeing of the club and the functioning of the club.

What about the benefits for yourself as a treasurer?

I get some work experience from that because it is related to my area of study, as I do a lot of accounting and stuff, so I can use those to learn new skills.

Do you know about any disadvantages your role as on yourself or to the club?

Not really, I mean the role doesn't have many disadvantages, I guess, it is just another thing to take care of, it is not a big thing to do to be treasure, however if you don't do... if you don't record every single transaction that happens in the bank account, you can end up with 200 transaction without knowing what it is for. So I have to create like an excel sheet to track all the costs, which are all on the online bank at the moment.

Do you find some difficulties in your tasks at times?

Doing it all the time is somehow difficult; I try to manage my time. So I try to do small things every week, but if I don't do it then things start piling up. So the main difficulty is to do things straight away, because if that is not done, it may hinder to financial of the club, and thus there may be a correlation between the good running of the club and the performances of the club, which lead to its sustainability in the short and long run. So I try to do things right away, and then that would be easier for me.

Do you enjoy your tasks and what you do for the club?

It is fine; it is not the best thing ever. I 'm somebody has to do it, and if it is not done, that could be a problem for the club. So I have the interests of all members at stake, so me enjoying it is good, but the thing is that it is important. And I enjoy the club in some ways so it sort of is a win – win situation for all.

What about the advantages that you get out from the club?

Well, I don't really get any sort of advantages from the club, like I don't get any reduction of the fee, no nothing like that.

What then motivates you to continue doing this job for the past two years now?

I guess, because there is no one else to like say, "I want to do it", if there was someone who wants to do it, I would give it to them pretty fast, however if there is really, nobody who wants to do it I do not mind doing it, so for the club and the loyalty I have for it, I will do it for the club.

Is there anything else?

Well, yeah, as I am a sports instructor, I do like to help people out, and you need more than one person to run and govern the club, we especially need in our club, someone from the women's team to participate in the decision making, to make sure that we are not forgotten , so in the beginning that was my main motivation , so I did it to represent the women side of the club, but now there are quite a few women on the committee, now it is mainly for the people.

So at the beginning you decided to volunteer so that you have a lady representing the ladies team on the committee, was that something shared between the members of the ladies team?

Well, the thing was that the ladies team was forgotten in many things, such as in the committee meeting, the older members felt like we were not always considered and we did not always know what was going on in the club, that is why, when I got into it, I guess, with the former chairman, there was not any women in the committee. So the whole ladies team wanted to have someone there, to represent them and govern the club from a decisional point of view. There just had conversation about it, but it materialised pretty well, and I volunteered to do it.

So you decided to stay on as a volunteer from first a social secretary to then a treasurer was there a thought process into that switch?

Well I got tired of organising the social events, because it was very hard sometimes, and then at the same time I was sick of doing that job, and the treasurer decided to quit, then the club was looking for someone, and my thought process was that, the club can survive without the social secretary, but you cannot live without a treasurer, so the impact that I could contribute to the club was bigger. The treasurer as to keep track of everything, and I guess you need to have some basics, and I think it is not everyone who has basics in accounting.

How important is the role in the treasurer in a sports club?

I might not be considered as the most important ones, or even the more interesting one, when you think about the important roles in a club. However, not many people see the monetary part of it. I don't think any of the clubs whether it is, in the Belgian Union or in Absa, could function without any money, so somebody has to manage it, so I guess it is quite important.

I wanted to bounce back to when you said, you were a little bit bored as a social secretary, and what was it that made you feel bored?

Well, the thing was that it was hard to encourage people to come to the events and then you make a lot of effort to organise events and then out of a 150 people, only 10 people show up, so that just gets very frustrating, you put a lot of effort into it, and stress over it to organise and only 20 people show up.

So that basically made you want to quit and leave that position?

Yes, and I found a new role.

How important do you think is the role of the social secretary?

I don't think it is a vital role because a club can function without the social events; it is a team sport anyway so there are groups of people already doing their own events, but then if you are a club that has more than 7 teams, like a club, then a social secretary is important to bring everyone together and keep the social aspects of the club prosperous. It is important if you want to bring everyone together. At times, teams do things by themselves but as a team, not as a club, same with the training and matches, different teams have different ways on doing their things, but at social events the teams should come all together.

In the near future, do you still see yourself being a volunteer for the club?

I think at least for one more year. I don't really see a reason for stopping volunteering, as long as I am still around and in Brussels, so I don't mind doing it, so doing this one task to do.

What would make you stop your job as treasurer or social secretary?

Well, maybe if they were a lot of people complaining that you are not doing this well or that you should do something like this or another way, I would just say ok, you can do it yourself. Mean what we do is not super official, we are volunteering like you say, so there is no obligation, so if someone is complaining about my methods, then I consider they can do it themselves.

What is your story with the involvement with the club?

When I moved to Brussels 5 years ago I heard from a person who lives in the same town as I am from, she told me that she played in the club when she lived in Brussels, so then I joined because , I heard good things from her.

How did you motivate yourself to take up a role within the committee of that club?

It sounded fun to organise social events. I guess it very interesting and fun. To be honest I was influenced by people to take on the role. I think there were two or three people who were seriously pushing me to become part of the committee.

And what those people did not want to do it themselves?

No, I guess they were already all involved with the club in same way, like captains for example

When you took on the role as social secretary first, did you have any expectation of what was awaiting for you?

Not really, I had been to some of the social events of the club but I did not really know what was behind the entire organisation and to be honest I was quite interested to know how those events were organised, to know how things worked.

What about as a treasurer?

Not really, as well, no expectation. But people did tell me about the job, such as the ex-treasurer. He told me how it was like. I don't really know why he decided to step down, maybe he was a bit sick of it, or he did not have the time to do it anymore. But I think he wanted a break from football and focus on something else.

Do you find it difficult to play football and having the job as secretary on the side of it?

No, it is way better to be an active member of the club and being in the committee because, you get to see the people, you get to talk to them, and create a better cohesion between ourselves, you can explain things face to face, because at times emails are not so effective enough, so you can tell them up front to pay your fees.

Communication wise, is it easier with modern technology or traditional technology?

Well, it is easier by email but it might be more effective face to face, when people actually see that there is an actual person behind to financial running of the club and behind all these email, someone who is making an effort for the club, people don't always realise that. They don't realise that there are people, who try and make to club function on a weekly and daily even yearly basis. They just play and don't take care of their responsibilities to pay for example.

On a personal note, the tasks that you have for the club does it have an effect on other part of the personal life?

No not really, it does not affect my other life, because at the moment for me it is useful, it struggle with the accounting aspects of the treasurer last spring, but now I am starting another cause of accounting, so I am learning the thing that I did not understand last spring.

Does it affect your motivation sometimes to continue volunteering throughout the season?

Yes, it does motivate me because it is useful for me, in the future hopefully, like being a volunteer in a club and have it linked to what I study, is very useful in the future so it is kind of motivating.

Have you learned anything since your time as a social secretary and as a treasurer?

Well, that people need to be pushed in order to do something or have something done, usually you would expect that, when you send a message to people, you will get an answer right away, well no, you really have to be strict and communicate clearly, so I have learned clear communication as well, how to get your message through to people.

Is there any professional football team you like to follow?

I follow Borussia Dortmund quite often, because my boyfriend likes them a lot and I do like German teams as well.

If that professional team asked to volunteer for them, how would you react to that?

Well, I guess, I would probably say yes if it is near where I live and where I work at the moment, I would not go cross borders just for volunteer work, if it's somewhere near.

Would you have any incentives of you going over there?

Proximity would be one, if the tasks are interesting. And also if there are some benefits, assuming working for a professional club would mean many more responsibilities, so it would perhaps come with extra advantages as well.

Is responsibility a factor for you to volunteer?

Yes, it is always good to have some responsibilities because if you volunteer and you don't get to do anything or have a say to what to do. Volunteering when people have to tell you what to would be a bit boring in my point of view, when you have responsibilities it makes it more interesting.

Regarding the rewards, in the literature review there are several rewards that volunteers can get which can be intangible or tangible rewards, for you how do you perceive the reward of your work?

We as volunteers in the club don't really get any rewards for our work, just the joy of working together but we don't get anything, as we pay the same fee as everyone else.

Would getting rewards be a benefit?

Yes, I would be good if we got slightly reduced fees to pay, or pay less for awards dinner or something like that, but we don't anything. But we do get some satisfaction from our work; we get some thank you's from people so that is nice.

How were you elected to the positions within the club?

I think I was nominated or suggested by the chairman, so as a social secretary I was suggested by a team mate, and as a treasurer it was the chairman. Everyone agreed after, well people were shocked first.

They were shocked? Why?

Yes shocked, because they did not know that a woman could do those things like accounting or someone's as young as I was able to take on such a responsibility like that.

How did that make you feel?

Well, I was a bit surprised but I think if you think about the other Belgian students, not to sure how much responsibilities they have, so I think people thought that for me this was a big step, but I did think about what this could be for my CV, I thought it would be very useful as well.

On a scale of 1 – 10, how satisfied are you with your position as treasurer and the tasks you need to do?

I would say, 8/10 or 9/10, well it is not too much work, there is good amount of work for what I have to do in a year, but I guess it could be a 10/10, if we could other advantages rather than just a thank you, I don't really need advantages but it would make it a perfect 10/10, however you cannot really reach perfections ever.

On a scale of 1 to 10 again, your experience as a treasurer, how has it been?

It has been good, not many complaints it is easier than organising social events, you clearly know what you have to do, when you are a social secretary you have to use more of your imagination, and encourage people, so now it is more paperwork so it's okay.

On a scale of 1 – 10, how satisfied were you with your position as social secretary and the tasks you need to do?

Maybe a 7/10, because it was a more difficult work and less rewarding in my views

What about the experience who had as a social secretary?

A 7/10 as well, because for two years I organised quite a few social events, but there weren't working, and I felt less appreciated by the club members.

If you were more appreciated you would have continued?

Yes, if there was a higher attendances at events, but you cannot really force people to go. So the reason why I stopped by a social secretary was because attendances were very low and it did not feel meaningful whereas as treasure that is different.

How important is it for the whole committee to get along?

Yes, it is important, I mean we once had a member at meetings, he created arguments between people in the committee and it got very frustrating that most people did not want to stay during meetings and wanted to leave. So if such occasions happen, it is a burden to the running of the club. So yes, it is vital that everybody gets along, but there will always be some disagreements.

How important is it that the committee gets along well with the members of the club?

Yes, in a way, they should get along, in the sense that the communication is well set up, the respect should be mutual I would say, if we the players and the committee members, everyone should respect each other in order to be able to move forward all together to reach the goals of the club.

How about the cohesion within the committee, how important is it for everybody to be on the same page, knowing what everybody has to do?

Well, for the efficient functioning of the club, it is quite important that people, it cannot just be one person running the whole club, so you have to give out tasks between each other, and ultimately be motivated to carry them out during the season, so it is important when you do take a task, you do it, because, no one can actually force you do to it, you take it, and you do it because you want to, or because you think you can do it, but then if you don't do it then, there is a risk that the club just stands still and nothing happens, it would be able to go forward with matters. You do not get paid to do this, so nobody is forced, however, you have to try and do it for the sake of the members and the club in which you are involved.

How you ever thought about quitting the committee in the near future or even in the past for whatever reason?

I do remember of wanting to quit the whole committee when I was thinking about quitting as social secretary, at the moment now, though, no. I am in Brussels and I am enjoying being involved with the club.

So do you see yourself continuing volunteering within the committee?

For the next one and a half years of course, because I will be in Brussels for sure for the next one and a half year, until I finish university I will be here for sure. I can continue in the committee until then, unless of course someone else wishes to take over, but even then I could not mind continuing.

What is your appeal within the committee?

I don't really know, but I guess it is really nice to have some responsibilities in the club and thus being part of it, also for outside of the club, I mean having extra responsibilities lets me shape how I move forward for other aspects of what I do, instead of being bored you know. So it is good to be involved in a deeper meaning role rather than just being a player.

What are the positives and negatives of working within a non-profit organisations/ football club?

Let's start with the positives?

Well, I have mentioned it, but it is nice to offer people a chance to do sports and being a part of something social, such as sports, instead of just sitting home alone and do nothing, people will be able to get up and exercise two or three times per week and meet people, it is good for our wellbeing.

What about the negatives?

When there is a lot to do and when you have more important things to do, like for university or work, you also have other responsibilities as a volunteer that you have to do as well, so it can take your time away from things that can be considered as more important, the main things you do in life. For example, I have to make a list of players who have paid their annual subscription fee, whereas I could be studying right now.

So your volunteer work does affect your personal life at times?

Yes sometimes, but not too much.

What are your thoughts on the importance of motivation and retention with regards to the sustainability and success of the club in the long term?

Like the motivation of the committee members?

Yes.

If the committee is motivated to take the club forward per say, then there is a potential for the whole club following and developing in order to be better but if the committee does not care, the club will continue to be as it is or even will start to decrease in the number of members and size if the players are not happy, they will quit, so there will be less players and thus less teams and thus less revenue coming into the club, so the committee has to be motivated to try and grow or at least maintain the size of the club.

How do you sustain your motivation throughout the season?

I think about the benefits of it, so that one day, when I am applying for jobs; I have a long list of different task in my CV that shows I am hardworking, and able to take responsibilities.

Can the club members play a significant role on your motivation?

Yes, they can, for example, if the club members were not nice, or if there are some teams that are very violent and start arguments on the pitch and a lot of faking, I would not want to be involved in a club like that. I have seen many of our teams playing lately and they are not that bad in behaviour so, compared to some other teams outside of this club who play in the same league.

As you have got experience for about 4 years in the committee, for you, what are the strong points that are needed to be a success within the committee and bring success to the club?

Well, every committee member has to be able to take some responsibility and take some tasks, they have to be able to suggest new things, when the members actually do take an initiative and come up with ideas, so that the committee can work on them and thus get the club moving higher, the whole club can benefit from that then.

How do you feel about stability in the committee?

I think it is good that there are always some people who have been in the committee for a few years at least, but of course new members are always more than welcome, so that we get some new fresh ideas, because if it is the same people year after year, the club might be stuck doing the same thing and so on.

As a treasurer of the football club, do you find it difficult to find people who are willing to volunteer for a position within the club?

I guess it is a little bit difficult, like people don't think about the number of people who are in the club, I mean, we see it at the annual general meeting that there aren't many people interested in the positions in the club because the attendances are usually low, it is actually open for every single member they are mainly interested in playing the sport and they don't realise the work that goes on in the background of the club, it shows that people are not very interested in the club matters. Encouraging people to take tasks and doing them is actually pretty difficult.

Is it important to put a strategy in place to motivate people to take up positions within the committee?

I guess, some kind of strategy would be good but I guess, the best strategy is to involve people in the club or even feel part of the club so that they want to be part of the committee as well. So that is what we try to do. I would be good to have a clearer, I mean I don't think we have talked about that in the committee, but in a sense what we do is kind of that.

Here we are at the end of the interview. What were the most interesting points that emerged from this discussion and why?

Well the motivation behind volunteering is quite interesting because you don't really think about it.

Do you have any extra question; you would like to study further?

I guess it would be very interesting to know how to get people involved with the organisational part of sports and get them to participate in decisional making processes.

7.2.7 Fifth team/Youth team captain/coach – Royal Brussels British Football club

First of all thank you for participating in this interview. There is no right or wrong answer. It is just a discussion.

Before starting, I would like you to introduce yourself, your age, your current work and what you do in the club.

My name is Matt, I'm 25 years old, I am full time employed, I work as a political officer for a party at the European parliament, I have been in Brussels for just over 3 years now, I graduated in the UK and moved to Belgium shortly after. After I arrived I joined the football team, I joined the fifth team, there are five teams in total, I joined the fifth team because that was the rule at the time I suppose, and so the fifth team was the lowest team in the ranking. I really enjoyed it but I felt a lack of organization, a lack of direction in the team, and the captain at the time, for various reasons did not want to take up the role anymore.

Were you captain at that moment?

So the second season I volunteered to be captain, I was elected on opposed so it was either me or nobody else, but yes. I've been at the club for like 4 years now.

So you have been an active member and a volunteer as well?

Exactly yes, my second season...the first season I was just a playing member, playing every week, training every week. The second season I was a voluntary captain of the fifth team of the club.

When you hear the word volunteering, what does it mean to you?

Volunteering I guess is doing something that you won't necessarily receive financial gain for, but you enjoy doing and that also a lot of people get enjoyment or satisfaction. So in this instance for me volunteering was doing something on behalf of a group of people because I felt that me doing that help them enjoy the situation and it was something that I would enjoy as well.

Do you find it important in the sport sector?

I would say it is, I think if you look at the number of people who do sports as a hobby, it is absolutely enormous and unless you are let's say in professional sport it think it absolutely relies on volunteers to kind of, to make it run. I think more often than not volunteers enjoy doing it and they get something out of it as well, they get the experience out of it and it is quite rewarding.

Did you consider yourself being a volunteer when you took the role as captain of the fifth team?

I think the only way I would have described myself as a volunteer was in the way nobody else offered to be the captain, given that I offered to be the captain, I strictly speaking volunteered to do it on behalf of the rest of the players and the club, but I would not necessarily have described myself as a volunteer if you would have ask.

As a volunteer in the sport sector, what does sports mean to you?

A lot of different things, such as keeping fit is a really important thing for me, I have played football since I was 5, 6 years old, it is just a think I have always done and I guess that initially, it was a good opportunity to make friends and to sort of socialise with other people. As I got older I realised that it was also really important to do to keep fit, but there a lots of different reasons, I enjoy doing it now, I really enjoy being part of a team, I think the feeling of achieving something and winning something within a team is a really great sensation and I think that is another thing that sort of makes me massively enjoy sport as a hobby, yeah I guess it is an important way of staying in shape, fit, it is very rewarding.

How did you become involved in the organisational part of the club?

I became involved... like I said, I joined to club, I was just a player, I did not get involved with the administration and organisation of the club, I had been captain and vice-captain in the clubs in the UK before, so in the UK clubs tend to be smaller but very well organised, and I thought that my experience being in a club in the UK could be something that I could bring to the club, when the previous captain at that point told everyone that he could no longer be in that position, I thought that my experience could bring a lot to the club and to the team, there were things I did not necessarily enjoy throughout the club, it was perhaps a little, say I would say I got bogged down in the administrative side of things and I wanted to offer my say and my input on that, like a positive way and make it enjoyable for everyone else. I just think on that basis, I volunteered to be part of the club, to be the captain and to just

do whatever I can to help out the club, because it is a great club and a huge club as well, there are lots of people that rely on the volunteers to kind of commit themselves and to offer ideas and to just make everything go smoothly and I just felt it would be very nice to be a part of it really.

What are the benefits that your role could bring/contribute to the club and to yourself?

The benefits for the club, I think my experience in the past was a good benefit for the club, I think lots of clubs are run in different ways and also let's not forget that a Belgian football club is not necessarily going to run the same way as a British club and it is not a bad thing to have exchange of ideas on how clubs are run and governed something for example that I have experienced when volunteering for a club in the past that works well, I could explain that, or equally something that has not worked well, I can explain that, but being part of that process of decision making and that process of sort of organisation, like me being in that I thought was quite beneficial to the club. When you have got a wealth of ideas, there more ideas you have the more voices you have to bring to the table, well to better the outcome is going to be, at the end of the day. I also thought that my general sort of, approach to...not just volunteering but my general sort of perspective on having been a player in the past, I knew what I enjoyed and I knew what I necessarily did not enjoy, and I thought that could be a useful addition to the process, because I could show them what the vast majority of the other players might benefit from.

What about the benefits for yourself?

I think there are a lot of benefits that you can get from that, that go to the professional life, I think organisation is a really big thing, being a captain, it consumed a lot of my time, but I think my ability to organise and indeed I made mistakes when I was organising things like that, but I learned from my mistakes and I was able to say what did I do wrong there I did it in x,y,z, how can I improve that in the future by doing x,y and z , and that helped me in a professional capacity to sort of learn how things should be run more effectively I guess, and also in terms of management of players, that is something that is really important in real life, you know you have to have a very nuanced way of doing things and I think I learned a lot in that process and I was able to transfer that into everyday life, and it makes you a kind of more of a rounded person really.

When you were captain of the fifth team, what did your role entail?

Yes, so at the beginning of the season in August, it starts off with an open trial for new members to join the club, the captains take care of that, everyone participates, as one of the captains it was my responsibility with the other captains to discuss which team each player would be playing for example, so after that process, we then went on to the season, we have a training session every Thursday night and a match every Saturday till May. My responsibility with training was to run the session, make people want to come to training, to make sure it is enjoyable, to make sure that players get a lot of it, to ultimately make people want to stay at the club, because it is the players who make the club run and function without players, there would not be any club. Also, to make the players achieve what they wanted to achieve personally and collectively. Whether that is improving as players or improving the fitness, etc.... After training, my responsibilities lied with match day, so I had to organise lifts, to organise meeting time, to organise how the team set up, the formation and then ultimately, I pick the team, set up the team tactically with instruction and then implement them as best as I could on the football pitch.

Were you aware of the disadvantages your role can have on you?

One of the disadvantages for me was that, because it is done on a voluntary basis and because the players as well were sort of volunteers, sometimes you have to make difficult decisions that people aren't always going to like, so for example, making a substitution or doing a certain activity in training, might not be the most popular decision, but you still have to make that decision, that is your responsibility as a captain, I did not really enjoy that, I was aware that it was going to be a disadvantage for me, but I think overall the whole package, of what my responsibilities were, what my role was, was more rewarding than being negatives aspects of taking decisions like that for

What about the advantages?

There were lots of advantages, I think there were a lot of personal development opportunities, I think it helped me massively develop people skills for example, decision making, like the ability to improve decision making, I think it is an important factor, and something I was always aware was going to be difficult and I think I improved that. In terms of other advantages, I always quite enjoyed... I felt like a huge sense of reward when my team won because I was able to say, I am the captain of this team and thanks to my

volunteering essentially, the team was able to win and everyone... and you get to the dressing room and there are smiles on everyone's faces, that is really satisfying and really rewarding so things like that massively outweigh the disadvantages I would say.

In any of the task you had to do, was there any of them that you found difficult?

I sometimes found the running of training session quite difficult because, firstly it was something that I had never done before in the past with other teams. I would always delegate that, it is something I always felt that I was not that strong at, the training. So I was quite happy to say, someone who has the knowledge or the understanding of that can take charge, for me, it was quite difficult to do that because, I did not always feel like I had an expertise in coaching players to do that and improve that. But I did it, and I improved, but it is still something I don't enjoy that much. But it was all about the learning process for me, I'm not like a professional captain at the end of the day, I'm doing it on a voluntary basis but I feel I got something out of it.

Before you took the role of captain what motivated you to put yourself out there?

I wanted to make the most of my expertise at being captain in the past, but I also wanted to...I saw that, there were a lot of people who were relying on there being an organised captain, and I felt like given my expertise I could do that, and in doing that I could help out and make things a lot better for other players, so I thought that was quite reasonably easy decision for me to make really.

Did you want to continue being a captain the following seasons?

Yes and no. So I am now a vice captain of the third team which I really enjoy doing, I did not immediately feel that I wanted to be captain after the fifth team I must admit, it was quite time consuming and with a full time job, it was quite hard work, to juggle the two, to balance the two, again it was a question of if there was nobody else to do it, I would have probably done it again, but I would have found a way of getting vice captains for example or other volunteers more involved in the process so that I don't have to take on so much work.

What would be the reason behind your willingness to give up this volunteering role?

Well, if it was really time consuming and I just could not do it anymore, I guess I would have to stop, but I would feel a sense of responsibility to make sure that there is a solution in place after I was done it, because it is a lot of work, but it can be done as long as people are aware of the implication it has on time management, it is quite a rewarding process but, if it got to the point where I just could not manage my time anymore, I would probably have to stop doing it really. For me it was also... I really did enjoy doing it, if I stopped enjoying it, it would have a very difficult decision, I probably would agree to do it until the end of the season but I don't think I could stop midseason, if there was not someone else who could immediately be captain. But what happened last season was that because of an error that occurred with identity cards, the league suspended the team for a period of time, so in that sense I had to stop for quite some time but it was not my decision but the league's decision, this obviously raised some issues within the club, because we potentially lost players, who contribute massively to the strength and growth of the club in the short and potentially long term.

How important is the role of the captain in your club?

I guess you have got two fronts; you have got the organisational side of things, which is the literal reliance that everyone else has on you to make sure everything is done smoothly. But then also, you have got the responsibility to kind off being a leader in a sense, that you have the opportunity to motivate players individually to offer ideas to players, who might not have thought of in the past. So, it is a really important role, somebody has got to do it, if you don't have a captain, things would not function really.

What would happen if there was not any captain?

I think, you could argue that there would be a way of delegating specific roles to individuals, and you did it with a large group of people, but you still need someone ultimately to take decisions and you still need someone to do individual things. It would be incredibly difficult without doing that. Say for example, you were liaising with other teams within your club, how would do know who to go to, they go to the captain, if there is no captain who would they go to. I just think it is massively beneficial having a point of contact for everyone, for people to voice concerns to, for people to sing praise to, for the general organisation of things, it makes it a lot easier if it is one or two or three people.

How did you get involved with the football club, what is your story behind the club?

I moved to Brussels in 2014, I have always been a member of a football club. Over that summer I had just left university and moved back home. I moved to Brussels because it was an opportunity to get involved with something, I actually googled football clubs in Brussels, found Royal British football club, thought it was quite relevant to me, then in my first training session I actually saw two people that I actually knew from work, I did not realise they played for the club, I really enjoyed the atmosphere and the way the club functioned and my two work colleagues convinced me to get more involved and register, and commit to play every week, it went from there really.

Did you have any expectations before taking up this role?

I had spoken quite a lot with the previous captain, he made it very clear that he was stepping down because he did not have the time to do it anymore. I realised that and at the same time I wanted to bring a new approach to that, based on my experience in the past, so I took a lot of his advice, but I also wanted to come up with my own new ideas, and I thought that would be useful for the team really.

What is it that you enjoy within the club?

I really like the camaraderie within the teams, and the team spirit, that is really important, that is what makes people come back every week, if I go home after a training session or after a football session, and I have enjoyed the time I have spent doing that, I will come back the next week. For me, having a group of people having the similar interest, it is really good to be able to share an interest with someone and develop relationships around that interest and for that just something I really wanted to be a part of really.

Regarding your tasks within the club, does the time spent with each task affect your motivation and your willingness to remain a volunteer?

Yes massively. The longer you spend doing something, the more you want to see, a positive outcome in the end, if you spend a lot of time doing, not necessarily enjoyable administrative tasks, then at the end of it you sort of think, why did I just do that, so there were a lot of administrative things to do, there were a lot of email I needed to send, a lot of people I needed to contact, either on WhatsApp. When I first started I did not appreciate that necessarily beforehand, but I guess it did make me enjoy it a bit less, it made me want to participate a bit less, but not enough for me to stop doing it.

What about continuing?

Well I did not make me want to leave let us put it that way. I think ultimately, the expectation I had were that I would spent less time doing it than I did, and because I spent so much time doing it, my level of enjoyment was perhaps a little bit less than I had anticipated but I still so the bigger picture and thought it was important to do.

What have you learned from that experience of being a captain?

I learned that it is really important to listen to people, I feel that when I was a captain in the past, I was perhaps a little bit setting my ways, when I made a decision I expected a decision to be implemented and I expected people to respect that decision. But then I realised more that joining this club it is important to listen to the views of other people and to make sure that as many people as possible are happy. In terms of other things that I have learned, I learned that volunteering to do something could also hugely help other people, there were lots of people who did not have the experience of being captain, did not want to be captain, but wanted there to be a captain who helped arrange things and I appreciated the value of volunteering on behalf of a group of other people and I think if I was asked to do it again I probably would.

Do you have a favourite professional team that you like to follow? Which one and why?

My favourite team is Huddersfield town, my home town; it is a family loyalty, and a family tradition. I don't always enjoy what has become of professional football, but I really enjoy the fact that I can support my home town club and I have something to share with my family. There's is quite a nice and romantic aspect of that, that is somehow how football should be in a way, how sports should be, it's about sharing experiences with other people, about doing something you enjoy, and share that experience, that is why I have always supported my home town and why I still do now even from Belgium.

If your favourite team ask you to volunteer for them, how would you react to that?

From a logistical point of view, it would be quite difficult but I would appreciate the offer, I would not be able to do it, I know that my football club as a really good relationship with its community and that for me is really important thing and to be part of that would be great. I remember when I was a kid, I used to... volunteers used to run what was called a soccer school in the summer, and they basically took kids out of the local schools and they

would go in morning and with lots of other kids from the area, that could not afford it, the coaches would train them, they would have matches to win prizes and that was all run by volunteers and that is a really important thing for me. I see that, like that is what a football club is all about. It is about giving something back to people.

If your favourite team were to be playing at the same time as your volunteering time for you club? Which one would you choose to fulfil and why? For example, if Huddersfield were to be playing for promotion?

I would always choose playing above watching that is for sure. That is a hard question actually... With the exception of... I know I missed a game this season to actually go and watch Huddersfield got promoted so that is a little different but... I would never watch a match on TV instead of playing, if it was a really important match, like a sort of once in a lifetime experience I would probably go to that actually. So when Huddersfield got promoted from the championship to the premier league, I took time of work, I did not go to training because I wanted to be a part of that and experience that with Huddersfield fans, I would probably choose that again.

You would have dropped your role as captain for that moment in time?

I would have dropped my role as captain in provision that there was someone else there to do it or if I could organise it before, I would just say, I 'm not doing it, let someone else deal with it, I would make sure that everything was in place, because it is your responsibility at the end of the day, although you are volunteering, you are volunteering to do it properly.

How were you appointed as captain, was there a procedure put in place?

At the end of every season and the beginning of a new season, the club as an annual general meeting at that meeting they then elect a captain for each team, most of the time that captain is unopposed because the team would agree in advance that they want that person to be captain, so I was just elected but unopposed on that basis. So in that sense I was elected by acclamation, but I'm still elected I guess.

On a scale of 1 to 10, how satisfied were you with your position and the tasks you needed to fulfil?

In terms of the outcome or...?

In terms of satisfaction, 1 being very low and 10 being fantastic

I would say maybe an 8/10, I genuinely did enjoy it, it was very stressful but the pro massively outweigh the cons and they made me kind of want to do it again, so yeah.

The same question but this time for your experience. So I was your experience as being a captain on a scale of 1 to 10?

That is a difficult question, similar probably; the only thing is that I did have a bad experience because the team got suspended by the league. So I sometimes felt really frustrated that there was not always to collaboration and the cooperation with other teams and other captains, I did not enjoy that sometimes. But, by in large it was an enjoyable experience. So I would give it a 7/10.

What could have pushed it towards a 8/10 or 9/10?

The collaboration with the other captains and with the committee, I was a volunteer at the end of the day, they were volunteers as well, but it was sometimes really hard to make things happen. That could have been a lot better.

How important is it for all captains and all committee members to get along and have a good cohesion for example?

Hugely important, because, everything runs smoother when they communicate and when people are sort of on the same page, and yes, sometimes there are disagreements, conflicts or disputes but you sometimes need to have those, to find a better outcome of things. Communication is so important, people don't always ultimately get along but it is about being respectful of other people, listening to other people views, to make the whole experience of the club better for everyone.

How important is the committee in the football club?

More important than what people realise, I think with a big club like Royal British, which is probably the biggest club I have played in, I have realised that the committee makes a lot of decisions on how things run, as a player, you just turn up, you play and you respond to the captain and that is it done. You don't always appreciate everything that is there has been done by someone else, and more often that is the committee. I would say they are massively underappreciated but they do it.

What are the positives and negatives of working within a non-profit football club?

The positives are that, you are sharing a common goal with other people, you have the highs with them and you have the lows with them, but the feeling of winning with a group of your friends, is like fantastic and a lot of people do get enjoyment out of this, so, to be able to be a part of making that experience better for lots of other people.

The negatives I would say that, what are the negatives? Well you have to make due with what you have got, sometimes it can be frustrating to not have the equipment, real basic things, be you have to do it, sometimes a bit of shortages of money in the club can be a hindering, but you do it, you have to do it, to be able to play.

What are your thoughts on motivation and retention with regards to the success of the club in terms of organisation and durability?

I think motivation is really important, really important, if you have got people who are motivated and committed towards one particular thing, such as winning matches, being better than other clubs, enjoy themselves, then it works...it makes the club sustainable, it makes more people come to the club, it makes more people stay. In terms of, retention, I guess technically, that it is kind of brutal but there are always new players that want to play, who would consider themselves as better, and if the club is being more successful in terms in winning games then that might mean that they do better financially and therefore are more sustainable and durable in the long term. But in terms of the whole culture of the club or the attitude and values of the club, to have the same players every year, in matches or training, that makes people see that and think "I want to be part of that", I want to do that too.

Is it the same for the captains as well? Should there be stability with the captains and a big motivation from the captains as well?

I guess, yes, if the captains are satisfied, and everyone else is satisfied with the captains and what the captains is doing then why not.

For you personally, how did you sustain your motivation throughout the football season?

I enjoy being a part of it, and being a part of it. I was massively motivated by the fact that there were lots of people benefiting from what I was doing, so I liked that a lot. On a personal basis, I was still playing football every week which I really enjoy doing and I had the added responsibility of being captain but I still enjoyed playing the game, so that motivated

me a lot. Basically if you can still enjoy playing the game, that is the main motivation, I guess for people who cannot play the game anymore it might be different and they have different perspectives on things.

Can members of your club play a significant role in your motivation to continue volunteering?

Yes, massively, if you enjoy working and playing with other players then it is really easy, if there are people being really difficult like at training or arguing with you that will not make it that enjoyable, but if you enjoy spending time with those people, that it is such an easy thing to do.

What are the strong points needed in order for you to be a success within your club and for the club to be more successful than other teams?

Team morale is really important, the moral of the club, the players and so on... for the club to be more successful than other clubs, if you got group of players that feels valued, that enjoy spending time with each other, that develops that team moral, develops the understanding of each other, that develops the team has a team, but also the club as a solid entity, they will be much more successful. In terms of the captain being a success within the club, you have to have the respect of everyone else, if you do a good job and people like what you are doing that makes you appreciated, it makes you valued and it makes you want to come back and do the same thing the next season I guess.

Does your role within the football club ever conflict with your paid work?

Time was the only conflict to be honest; I would be stuck at work responding to messages to players or organising training for example, but generally speaking if you can manage it properly there is no problem.

As former captain of a team, is it difficult to find people willing to volunteer in certain positions within the club?

Yes, people always realise that it is time consuming, it can be often quite frustrating, but I think it is your responsibility as captain, to make sure that whoever is willing to take up a position to offer people I chance to play the game; this has to be understood, so it should be sold to them in a way. The idea is to make sure that they understand the positives and negatives and just hope that it works well with them.

Here we are at the end of the interview. What were the most interesting points that emerged from this discussion and why?

You know I have not had a proper conversation at any point about what I did enjoy and what I did not enjoy about my time as football organiser I would say, it has always been... I'm quite a pessimist so I usually moan about it, but it is quite nice to explain, why I did enjoy it, that is quite nice.

Do you have any further research to can be made about volunteer within their respective sports organisations?

I think it could be really interesting to look at the structures of clubs, how clubs that function, why they function well and some don't. That is something that could be very interesting.

Thank you.

7.2.8 Third Team Captain/Manager – British United Football Club

First of all thank you for participating in this interview. There is no right or wrong answer. It is just a discussion.

Before starting, I would like you to introduce yourself, your age, your current work and what you do in the club.

My name is Emanuele, I'm Italian, I moved to Belgium almost 6 years ago. I'm currently working in Swift as a lead market analyst, which means I support product development with marketing analysis and market strategy.

What I do in the club... I joined BUFC in February 2012 as a player, and then I was made captain of the third team, the senior, last season and I keep doing the same for this season.

What does the role of the captain entail for the club?

I have to say that this is very very wide, bigger than what I was expecting. The captain has to select the players, to be the coach, to be a player and to be the captain. So it's like a manager of the team, 360 degrees. So it's even more than what a captain usually means, because we do not have a coach and we also have to be manager so we have to take of many different aspects.

So you have been a member since 2012. Do you consider yourself to be a volunteer for the club?

Yes, as a captain yes.

For you, what does being a volunteer actually mean?

Being a volunteer means that it is my choice and I don't do it for money and I do it because I believe in that and because I can bring my support to a club that I care about.

Did you consider a volunteer beforehand? Before becoming captain?

In the club or outside the club?

Inside the club, before taking on the role (as captain).

As a captain, yes, this is what I think.

And do you think volunteering is important within the sporting sector?

I think it is a key role. I also volunteered for sport for different organisations which is the sailing club, as a teacher.

How long have you been volunteering at the sailing club?

Since 2013.

And I guess you consider sailing a sport. When I mention the word “sports”, what does it mean to you?

Sports for me it's... that's not an easy definition... sports for me is a physical activity for personal pleasure or health.

Anything else?

No... that's what I think about sports.

Why did you decide to become involved in the organisational part of the football club and also the sailing team?

Because... I'm getting old! I have more or less 23 years of football experience in club as player and also as captain in Italy. So I think I can maybe give a contribution based on my experience but also my motivation, it is a key as well. You need both, one is not enough. You can be motivated but not have experience, or have experience but not be motivated. So you need both of them. I think I still have both of them, I can use this for the club before I got that from the others. Maybe I don't want to be captain forever but I was asked to do it and then I was happy to do it.

For sailing as well?

Yes, for sailing as well.

What are the benefits that your role can contribute to the club and to yourself as well?

To the club I can share my experience and also my motivation. Honestly, what I can do is to ensure that the team has a proper training, that they are ready for the match, the people feel the club. The people feel there is a club, that they are not lost, that there is an organisation. So my role is also in organising. And then, I am also happy to share my experience and sometimes with some players and to improve as well.

And that's beneficial to the club?

Yes, because the club needs someone to take care about the training, organise the match, ensure that everybody is engaged, be sure that there is a structure, that someone is responsible, for the team first, for the people and for the results also. It is not the first priority but it is also a priority.

What about the benefits for yourself, personally, that being a club captain plays for yourself?

The benefit for me is I can say.... The fact that I enjoyed that especially that I get satisfaction that, together, we have a good time, we get good results... because I learnt last year... before... I keep learning how to manage a team because for my work it is important. I manage one, two guys at work. Managing 18 people is difficult especially because everybody is volunteering there, even the players, so that's difficult but it is good for me to learn how to manage a big team.

And for sailing as well?

First of all because I love sailing, and I love to transmit my passion and my knowledge and it's really a big achievement when you teach someone and then you see that after one week, this guy, starting from nothing, can do sailing. When you see people that are happy to do that... you see, you transmit your passion, your knowledge to someone else, that is a great satisfaction, a great achievement.

Now, going back to your role as club captain, are you aware of the disadvantages that your role has and also the position?

Yes, I am aware that's why is a tough role because it is a lot of responsibilities because if someone goes wrong, it's your fault, even if it's not but people think it's your fault, you are challenged so much, even if you put the best effort you can make a mistake and most of the people are there to blame you , and I know when you have a big group, everybody has different opinions, everybody has different views, and at the end it is not easy to always make the best choice and to be fair and to involve everybody at the same level. It takes a lot of time, effort, stress... but that's why motivation is key and also experience is key to know how to handle such situations.

Were you aware of the advantages that your role can have?

What do you mean advantages?

I mean the advantages that your role can have with the team, for the club?

The advantages for the club, the team or for me?

I mean for you and for the club.

For the club, as I said before, that's why I do it it's because it's also good for me to learn how to manage people, how to manage a team and also because I like to lead the team to achieve a common objective. And I also like to see when people enjoy, when people show their motivation, when people get involved. This is what for me at the end really my real compensation.

For the club, I think they can say my commitment and my... I would say experience...but the main point is the commitment and also the reliability.

What motivated to actually become a volunteer, and what continues to motivate you as well?

As I said before, what motivates me is because I think I can.... It's really nice, first of all, to share something that I love, which is football and sailing, with another group. And then I say ok, as I have experienced in both and that I'm motivate to do, I think, for two organisations that I think in the past gave me a lot, and now I'm ready to give something back, as I said, to see when there is a common achievement, that's really the main motivation from a volunteer in sport organisation.

So you said that's your second year as a captain.

Yes.

Was there a process when you decided to stay on as a volunteer?

I have been asked at the end of the season, not the last one but the one before. I have been asked by the previous captain to become captain, knowing that it was a tough role, not easy and so on... but ok, I said yes as I think I can give something, I can manage that, I can do it. I did it mainly for the people, for the club, as I thought it was time... it made sense that most experienced people to be captain... but it is also important not to be alone, on that.

How come you decided to stay on, for two seasons already?

Overall, I liked it... because I was already captain the last season; I said maybe it's worth having a bit of transition. I think the captain should first be vice captain. There is a sort of transmission, a sort of training to be a captain. I also did it because I thought there were no really motivation of someone else, and I could not leave the team without a captain.

What would be the reason that would push you to give up volunteering?

Because, it is really time consuming, it takes a lot of energy, I really need a lot of motivation and I could see that this motivation could leave (disappear). Sometimes it goes a bit down. I think then I would be the time to step down and to give the role to someone else, who is more motivated and has already a bit of experience to do that. Because, again, when you're a volunteer, you need not to think about you but to think about the team. So if you see that somebody has more motivation, is more serious, has more experience then you should choose the best for the team. It is not an easy role so everybody needs a bit of training for that.

How important is the role of the captain within the club?

As I said, as we do not have coaches, as we do not have a real and effective governance, in the end the captains are the managers of the teams. For everything, they have to collect the money, be sure people are registered, motivate people to come to training, organise training, organise the match, be sure the people stay involved, be sure to take the responsibility to achieving the objectives of the team of the club, it is really a big job.

Can you envisage a scenario where there would not be any captains within the club?

That would be a real disaster because people would feel lost; there would not be any organisation. It could be the case that other people would step up, saying ok.... "If there is no captain, I take care". But then we have to be sure that they have the right motivation, and the right skills to do that. It is easy to say I want to be the captain but it's not easy to do it. It could also be the case that no one steps up or that someone does but then gives up after one week. It would be very risky.

What is your story behind your relation with the football club? How did you get involved with the club?

When I moved here, I knew few people. I also wanted to continue playing football. So I *googled* it and found this club. I contacted the club. Honestly, I have to say the first time I emailed the club I did not get any reply. After one month I did it again and then I went to training, it was at the end of February 2012. From the people that were there, few of them are still there.

When you took the role of captain, did you have any expectations, from the role and experience you might have?

Yes, honestly, I thought it would be a bit easier and I also thought I would get more support from the club. At the end, I realised the captain is most of the time alone. I expected something more from the club as a whole. Everything is really based on the captain. Even the trials, the player selection, taking care of the fitness, of the training. I expected more support from the club.

What is it that you enjoy the most from the football club?

It is a very international club. Many interesting people. It is very "clean", in the sense that not always the football environment is so nice and so clean. In the club, we don't only play football, we also have drinks which is not the case in every club.

Do you enjoy what you do within the football club?

Yes.

What appeals to you in the sport sector?

I love sports, I love competition. That is basically what I love in the sport sector.

Regarding your tasks within the club does the time spent on each task, does it affect your motivation and your willingness to remain a volunteer in the future?

Yes, it does, because, I like to spend time on the pitch, I like the spent time with the guys to prepare the match, to have training. Sometimes there is too much time lost on discussions, not football related, that of course are a bit demotivating.

What have you learned since being a sport volunteer?

I learned that you must be very motivated and you really have to believe in what you do, even if people challenge you, or the results are not good, everything takes time. In order for people to improve, to learn, to trust you and the results everything takes more time, nothing comes one day to another that is why it is very important to make a plan, to be consistent and also to never give up and it is just a matter of work.

You mentioned the word “results”, can results play a role on your motivation?

Yes.

Can you develop?

In sport, in general, not only in sport if you have a look, winning helps to win, because it gives you more motivation, more confidence and more satisfaction. That is why “results” really count. However, results take time to come along, once they are there you have to keep the trend, keep the momentum and the most difficult when the results are not coming, that is when a team needs the leader, they really need to show more motivation, the leader have to show that everything is still feasible, they don’t have to show that they give up, they don’t have to show their resignation or their demotivation.

Do you have a favourite professional team that you like to follow and which one, and why?

I'm a Juventus supporter. After all the mess that happened in Italy in 2006, they went to second division. They had to start from scratch. But, I would say, many important players stayed, even in they went to help, rebuilt the team and the club. I liked what I saw, everything was planned. They really had a long view. They understood that this is not only what they do on the pitch that gives results in the coming years, because you have to think about finance, they needed revenue, they rebuilt the stadium, they worked on merchandising, to increase the revenue. On the other side, they also wanted to start from young people. But not only young people, but also the mix with veterans (with a lot of experience) and the young people. And then step by step, they came back, and they just won the last 6 Italian championships in a row. So that was really great planning, from the young players, from the first team players, the coach and the manager.

If you Juventus came over to you Emanuele and said “would you be willing to volunteer for any position, how would you react to that.

Volunteering I would do but it depends for what position because I have to say that I volunteer at my football club because I am a player as well, so I can play, so I know I cannot play at Juventus. So it depends, but of course I would be very happy.

Can you develop why you would be happy?

Well, because it is my football club, I would be very motivated. I would be very motivated myself because I like to play and maybe in the coming years when I get older... I know I will be playing less and less.

If now you had an important event with Juventus such as the champions league final and you had an equally important event or match with the playing club, which one will you choose and why?

I would choose the football club because the captains there have a responsibility, I gave my commitment, I gave my word, and I cannot disappoint the people. That is probably the key aspect of being captain is the “team” first, it does not matter. But it is not something easy to do.

Would you consider yourself being a fan of your football club?

Yes.

Fan as in following everything they do, following every team's results.

Yes.

How were you elected/ appointed as captain within the club?

I was asked by the previous captain, I thought about it, then my name was proposed to the committee, and then I became of captain.

On a scale of 1 to 10 how satisfied are you with your position and the task you need to fill with the club?

I am quite satisfied even if I would like to see more governance club wise, because sometimes I feel that the captain has too much power, everything is based on the captain and somebody should be on top managing, solving situations and avoiding conflicts between teams.

So on a scale of 1 to 10 how would you rate it?

Well the results are key; right now the results are not the best but also because results are the consequence. When the results are not good people are frustrated, complain and the role of the captain becomes more complex.

When the results are good, everybody is happy, and everything is smoother, everything is easier, now I can say that my satisfaction is about 6,5/10

What about last season?

Well in the beginning it was tough as well but in the end we played a brilliant second part of the season so my satisfaction at the end was a 7,5/10.

So the same questions now but as a sailing instructor, how satisfied are you with the work and position?

Well there, it is a bit different because there I am a teacher.

Are you paid over there?

No it is on a voluntary basis, they just pay my transportation, but most of the time I stay there for one week, I get the accommodation, food and everything. I don't pay for anything.

The satisfaction is a bit different because I am teacher there, so we don't do any competition so the results is just....the achievement there or the goal there is just to teach the people, so they improve and learn, that is why it is different. You do not win and you do not lose, there is no regatta (a sailing competition). So it is different so my satisfaction over there is around 8/10.

So to come back to your role as a club captain how satisfied are you with your experience as being a volunteer within the football club?

For me when I gave my marks it was also experience wise, because satisfaction comes from experience, so my experience was a 7,5 last season mainly due to the good results that we achieved now, it is just a 6,5 in the hope that it can improve just like last season.

How important is it to have a good relationship with the committee of the club?

It is very important, it is key not only with the committee but also with the other captains, we have to all help each other, because, the only way to succeed is to help each other that is why most teams had a good results last season, all the teams last season performed better than ever, thanks to the collaboration that we had, however this season we don't have as much collaboration.

We have to say that for a sporting club like ours, we lost some players which is not always helpful, the first team also plays in a upper division, club wise that takes more energy

and resources, second team still recruited good players, third team we lost some key players and we are suffering because of that.

On a scale of 1 to 10, how important is the committee within the football club?

I would say an 8/10, because everything starts from there, like the example of Juventus, you cannot have good results if you don't have a good management, if there is not a good planning and so on.

Has there been any moment in the time when you were a volunteer, that you wanted to change roles, change position or even change club completely?

Yes sometimes yes, of course when the results are not coming, maybe when you don't receive enough appreciation as well, when it is a difficult moment, in the end you question yourself, you start to wonder why I am still here.

For you personally, what are the positives and the negatives of working within a non profit football club?

The positive, is that you have less pressure because finance is not the first priority, sometimes the money can pollute a bit amateur sport, because most of the time there is not enough money to be professional, but if the money is there sometimes it can become tricky because some people maybe lose a bit the real objectives of the club, so for me that is the positive and the negative.

The positive is because it is sports, when you are professional you are paid and it can potentially become your job, if there are not enough, which means you are in limbo between the two that is the worst from what I have seen in my experience.

And the negatives, of course is that if you have more money you could have, sometimes better facilities, professional coaches, in order to improve that would help.

What are you thought on motivation and retention with regards to the success of the club in terms of organisation and durability?

I would like to be involved in some strategic discussion to improve the team in longer term. And motivation is definitely what we need, because we are not paid.

What about retention?

People stay when they are satisfied, when they see there is a clear and fair governance, people stay when they see there is a project, everything is linked.

How do you sustain your own motivation throughout the season?

First, because most of the motivation should come from yourself. And then of course the people around you, when they see and appreciate your efforts, they give you more motivation. We do this for passion, so what really pay you, it's when your effort is appreciated.

How do people appreciate your own work?

First the results, when they see the results, that could be of course your satisfaction, but also from the people, the people just thank you. It's very easy but believe it's so important.

So can the members of the club pay a significant role on your motivation, to continue?

Yes, it's the key. At the end, I'm doing this for the people. The people from the club are essential to keep the motivation. A team that is happy about what I do, that appreciates the efforts. People who support each other. Sometime, it's not so obvious.

What are the strong points that are needed in order to be a success within your club and for the club to be more successful than others?

So for me, to succeed, as a captain, motivation, experience and the willingness to improve, day by day. That's the key because as a captain you must give the example. You must be there on time, you have to give everything because people see that. So in order to be a real leader, you have to show first.

How can the club be better than the other clubs?

With the spirit, the environment, the governance, the planning.

Does your role within the club ever conflict with your own full time work?

Sometimes yes. It takes a lot of time, especially on Fridays, sometimes on Thursdays to plan, to talk to people, to organise, it could be a risk.

Do you have any examples of when both actually clashed?

For instance on Friday you have to liaise with the other captains and the players to be sure that you have the right squad, everybody knows how to play and where to play, to choose the line-up, talk with the other vice captains, sometimes you are stuck at work you are so busy you cannot do it. And you cannot say that you will do it on Saturday because people rely on the captains and sometimes they are not so autonomous.

So I guess you have encountered difficulties in balancing the two?

Yes, because sometimes, as I said, as a captain, you don't only commit for two hours of training and two hours of match, there is a lot of work behind that you have to do and sometimes, you have personal work issues that you have to manage as well.

The final question: as a captain of the club, do you find it difficult to find people to fill in certain positions within the club or even within the team?

Yes because as I said, last season, there were no people who really wanted to become captain because they know it takes time, effort, stressful, not easy and that it comes on top of personal life and work. It is not easy and many people do not want to do it.

What are the most interesting points that emerged from this discussion?

How to improve the club, what do I think is key to the club, to the captain, what are the motivations to be a captain or to be a volunteer in an organisation.

Are there any studies you would like to see on the same topic?

For sure, it would like to know how successful clubs and teams are organised, how they managed a huge club, many people and how they keep them motivated. How do they organise the trainings, the teams, and the governance.

7.2.9 Vice Chairman – FC Ireland

Merci d'avoir accepté de participer à l'étude qui porte sur la motivation et la rétention des bénévoles auprès de leur club sportif. Il n'y a pas de réponse juste ou fausse. C'est juste une discussion.

Avant de commencer, j'aimerais que vous vous présentiez avec votre nom, âge, votre travail actuel et votre rôle au sein du club.

J'ai 39 ans et je suis office manager au ICF Mostra de Bruxelles. Mon rôle de le club est assez varier je suis vice-président du club et vice capitaine de l'équipe de vétéran du FC Ireland.

Depuis combien de temps êtes-vous membre du club? En tant que participant et bénévole actif ?

Alors cela va bientôt faire 9 ans que je suis un membre du club et cela fait maintenant 2 ans que je suis bénévole pour le club. Je fais le deux en même temps, je joue mais j'organise aussi.

Quelle sont tes obligations au sein du club ? Quelles sont les taches qui vous devez accomplir ?

Alors en fait, je me considère bénévole mais en aucun cas, je me sens obliger de faire quoi que ce soit, mais par principe, c'est vrai que dans le club, il fait que l'on suit les règles. Du coup, en tant que vice-président mais taches m'ont été donné en début de saison lors de l'assemblée général. Alors, je dois agir comme point de contact pour les questions survenant lors des matches à domicile, je dois organiser le personnel de notre bar au match à domicile,

je dois m'assurer que les recettes des bars sont versées dans le compte du club, je dois m'assurer que la documentation pour les réunions du comité est envoyée aux personnes concernées, mettre à jour le site web.

Que signifie le bénévolat pour vous ?

Eh bien très simplement donner son temps pour aider autrui dans un projet sans rémunération financière.

Est-ce tu te considères comme bénévole au sein de ton club de football ?

Oui tout à fait, et en fonction de ce que signifie le bénévolat, je m'identifie avec ce terme du moins dans l'aspect extra sportive de club.

De ton point de vue, est ce que cela est important ?

Oui extrêmement important, je pense que si les personnes comme moi ne déciderai pas de prendre les rôles nécessaire pour faire vivre le club, il y aura tout simplement de de club pour pouvoir organiser le football et de faire en profiter d'autre personne, donc oui je trouve cela très important.

Comment êtes-vous venu à décider d'être impliqué dans la partie organisationnelle du club?

En fait cela fait quand même un peu de temps que je me suis retrouvé dans ce club et je me suis dit que j'aimerais bien m'impliquer dans ce club. Donc, en fait, je le vois un peu comme si je redonner mes services en retours à ce que le club m'a déjà fournis pendant autant de temps. Voilà, j'ai vu une opportunité pour moi de m'impliquer un peu plus d'une manière extra sportive ou organisationnelle comme vous voulez.

Quels sont les avantages que votre rôle au sein du club doit contribuer à l'organisation et quelles sont les avantages pour vous personnellement?

Eh bien les avantage pour moi c'est que je peux être occupé en dehors du boulot, et ouais je me retrouve dans un environnement ou je suis en contact permanent avec les gens, j'adore le contact avec les autres personnes et plus de cela j'aide pour une bonne cause, une cause dont je tiens à cœur, le sport est vachement important pour être social, de se défouler et plein d'autre chose.

Autre chose comme quoi ?

Comme être compétitive dans un milieu, apprend de vivre dans une équipe, jouer un jeu avec des objectifs clairs, que ce soit gagner ou perdre, l'essentiel c'est la participation surtout à notre niveau, les vétérans sont tous âgés de plus de 38 ans, il nous faut encore cette envie de se défouler et de se défier contre d'autres personnes.

Justement c'était une de mes questions, que signifie le sport pour vous ?

Je viens de le citer mais, pour moi le sport c'est avant tout de la compétition, c'est apprendre à se défouler, c'est apprendre à se surpasser, c'est apprendre à se défier personnellement ou même en équipe.

Pour en revenir à la question précédente. Quels sont les avantages que votre rôle au sein du club doit contribuer à l'organisation.

Le rôle du vice-président est important car j'ai quand même des tâches qui sont nécessaires pour le club, même si en théorie un club pourra fonctionner sans ces tâches, il y a quand même un minimum de choses qu'il faut réaliser pour que les membres obtiennent une certaine expérience dans leurs équipes respectives mais surtout une expérience de leur club. On n'est pas professionnel mais on aime bien que nos membres soient satisfaits de la gestion du club.

Êtes-vous conscient des inconvénients de votre rôle et de votre position au sein du club?

Non pas vraiment, je veux dire encore, je trouve que mon rôle n'est pas essentiel dans le club mais il faut que quelqu'un le fasse pour les membres, il faut un dirigeant en d'autres mots. Maintenant c'est vrai que si le rôle est donné à quelqu'un qui n'est pas du tout organisé ou qui n'est pas investi dans le travail, il y aura pas mal d'inconvénient mais pour moi, non pas du tout. Je le fais avec plaisir.

Justement, trouvez-vous des difficultés dans vos tâches? Si oui lesquelles?

Non pas vraiment, parce que j'essaie de toujours bien m'organiser afin de ne pas mettre le club en difficulté. Je pense que le plus difficile était de trouver des gens qui veulent bien tenir le bar un samedi après-midi, mais une fois que les personnes trouvées se sont engagées c'est plus facile. D'ailleurs le positionnement du bar est rémunéré donc c'est plus facile de trouver des volontaires pour cela.

Qu'est-ce qui vous motive à faire du bénévolat?

Ben, en fait, c'est juste le plaisir de savoir que je peux intégrer une équipe d'une manière organisationnel, et je trouve cela très intéressant de pouvoir interagir avec des personnes qui partagent la même passion que moi, donc oui en effet c'est du bénévolat, mais en fin de compte, on est entre amis qui font nos devoirs pour le plaisir des autres membres mais surtout pour que le club soit toujours existant à yeux des personnes qui ce soit en interne ou en externe.

Savez-vous pourquoi vous allez rester bénévole les prochaines saisons?

C'est une bonne question, eh bien, si il y a une autre personne qui souhaiterait reprendre le relais, cela ne me dérangerait pas, mais d'un autre côté, je voudrais rester vice-président parce que pour l'instant l'organisation est bonne et je me sens bien, il y a une bonne entente entre le reste de membre du comité même si il y a toujours de la place pour s'améliorer.

Enfin, quelles seraient les raisons pour lesquelles vous seriez prêt à renoncer au bénévolat dans ce club?

J'y ai déjà pensé en fait, je me suis dit si le boulot me le permet plus, je quitterai le poste ou si par quelque ou encore si maintenant je n'ai plus la possibilité de peut-être jouer, je sais pas si je serai encore là, parce qu'après tout, tout le staff du club, on est toujours de joueurs, les seules positions qui nous avons dans ce club qui sont rémunérées sont tenues par des personnes qui ne jouent pas. Par exemple, les personnes qui tiennent le bar ou les MDO qui sont là pour accueillir les équipes adversaires dans notre complexe sportives, soit à Auderghem ou à Nossegem.

Si le rôle du vice-président dans votre club n'était plus présent, que se passerait-il dans votre club?

En fait, je pense que les tâches seront redistribuées à d'autres membres du comité. Cela mettra un peu plus de poids sur leurs épaules, mais je pense que c'est cela qui arrivera. En vrai, tous les membres du comité s'entraident déjà beaucoup, on est bien à l'aise de nos tâches et on arrive à faire cela bien, mais voilà la seule chose c'est qu'il faut trouver des gens motivés pour les entreprendre et du moins pendant une saison entière et si plus, cela est un bonus, je pense.

Sur une échelle de 1 à 10, l'importance du vice-président vous le mettriez à combien?

Je dirai 8/10, parce qu'au fond le président est celui qui prend les décisions au final et je suis là pour l'aider, comme j'ai dit ma position reste remplaçable et mes tâches peuvent être redistribuées à d'autres personnes.

Avant d'avoir décidé de prendre ce rôle, aviez-vous eu des attentes par rapport à ce rôle?

Alors non je n'avais aucune attentes, tout ce que je voulais savoir c'est si le club du côté du comité et du staff était structuré dans ce sens lorsque lors de notre réunion au début de saison j'ai reçu mon rôle ainsi que les tâches qui l'accompagnent, j'avais compris ce que je devais faire, mais sinon, non je n'avais pas d'attente. Je n'ai pas demandé à l'ancien vice-président non plus.

Est-ce que le projet que vous entreprenez au sein du club vous plaît-il?

Alors oui, ce que je fais au sein du club me plaît, déjà le fait d'être impliqué m'm'attire beaucoup, les résultats et les récompenses qui s'en suivent sont vraiment bien.

Les récompenses ?

Oui, les récompenses, que ce soit pour moi et voir que les gens s'amuse semaine en semaine grâce au travail qu'on leur fournisse.

Qu'est-ce qui vous plaît le plus dans le monde sportif ?

Ce que j'aime bien c'est la compétition, le fait de se mesurer contre d'autres équipes dans une même passion. Qui seront les vainqueurs et les perdants. En gros le but du sport, soit personnelle ou collective revient un peu à la même chose, se mesurer soit à soi-même ou se mesurer à d'autres équipes.

En ce qui concerne vos tâches au sein du club, le temps passé à chaque tâche affecte-t-il votre motivation et votre volonté de rester bénévole?

Alors non pas du tout, encore une fois, lorsque je m'organise bien, il y a pas moyen que mes tâches m'affectent. C'est vrai que certaines positions requièrent plus de temps et d'engagement, mais voilà je me suis engagé dans ce rôle tout en sachant que je devais avoir ma vie personnelle sur le côté.

Qu'avez-vous déjà appris en tant que bénévole sportif?

C'est une bonne question, je dirais que j'apprends chaque semaines, la manière de communiquer avec les gens, la manière de s'impliqué dans des projets sportives. J'apprends surtout la façon dont un club de foot doit être gouverné, voilà ce qui est intéressant à apprendre. Nos sommes pas un club de football professionnel donc je suppose que la manière de faire et de gouverné est complètement différent.

Y-a-t-il une équipe professionnelle que vous aimez suivre? Laquelle et pourquoi?

Oui il y a en plusieurs, j'adore le FC Barcelone, parce que j'aime bien leurs manière de jouer, c'est un régal a observé.

Seriez-vous disposé à être bénévole pour cette équipe? Si oui, pouvez-vous me dire pourquoi?

Non pas vraiment, fin cela dépendra de la position, surtout si je ne suis pas payer. Si je devais le faire c'est parce que cela serait peut être une bonne expérience de côtoyer tout ce beau monde, par contre le monde de football professionnel est un peu hors du communs, l'argent coule à flot dans ce milieux, et cela perd un peu de son charme. A l'époque, il y avait encore moyen de s'identifier avec soit un entraîneur ou un joueurs, de nos jours je ne sais pas si les jeunes personne comme vous arriviez encore à vous identifier avec certaines équipe.

Si un conflit horaire devait survenir entre votre équipe préféré et votre club, seriez-vous plus enclin suivre votre équipe préférée ou remplir votre engagement envers votre club ?

FC Ireland sans aucun doutes, c'est mon club dont je suis fier de représenter, pour aucun contexte je pourrais les abandonner pour une autre équipe, ceci aussi fait partie de mes engagements. C'est comme une petite famille ce club.

Sur une échelle de 1 à 10 à quel point êtes-vous satisfait de votre position et des tâches que vous devez accomplir au sein du club?

Je dirais facilement 8 /10, je suis confiant que il doit toujours avoir de la place pour s'améliorer. J'ai été très satisfait de mon rôle et des taches que je devais s'accomplir pour ce club.

Sur une échelle de 1 à 10 à quel point êtes-vous satisfait de votre expérience d'être bénévole dans ce club de football? (l'expérience dans le sens de vivre un évènement)

Pareil, l'expérience était très bonne donc je dirai 9/10. Honnêtement elle a été bonne grâce au membre du club et à l'esprit qui règne dans le club. C'est justement ceci qu'on essaye de transmettre à tout le monde.

Est-il important selon toi qu'il y ait une bonne cohésion au sein- du comité afin de poursuivre l'activité du club sur le long terme ou court terme ?

Oui, il est primordial d'avoir une bonne cohésion au sein d'un club de football comme la nôtre. C'est justement ce qui nous rend heureux c'est de savoir que l'on travaille avec des gens qui partagent les mêmes passions que nous, des personnes qui connaissent bien leurs tâches et font en sorte que tout le monde s'entende bien, c'est très important.

Selon vous, quelle est l'importance d'un comité dans un club ?

C'est le comité qui fait fonctionner l'organisation sans elle, sans les membres du comité les centaines de membre ne pourront pas pratiquer ce sport dans un contexte compétitive avec la ligue donc oui le comité est crucial.

Quels sont les points positifs et négatifs du travail au sein d'un club de football à but non lucratif?

Les points positives sont d'office, le recul que nous avons sur la manière de voir les choses, au lieu d'être obséder par l'argent, nous nous battons pour que les gens puissent se défouler en compétition.

Le point négative, je dirais que c'est paradoxale mais c'est justement le manque d'argent, si notre but fut de gagner de l'argent, nous tomberont sous le statut d'un club professionnel ce que nous ne sommes pas. Donc on a déjà accepté le fait que nous ne sommes pas les plus riches mais tous les membres qui payent leurs cotisation savent que ce n'est pas de l'argent utiliser n'importe comment.

Quelles sont vos pensées sur la motivation et la rétention en ce qui concerne le succès du club en termes d'organisation et de durabilité?

Eh bien la motivation est très important pour être organiser, je sais qu'il y a des clubs qui fonctionne mal, car les membres sont complètement démotivé, soit par les résultats soit par les autre membres, pour avoir du succès, il faut absolument être motivé. Je pense aussi que la rétention sera la cause de la motivation, je suis persuadé qu'il y a un lien entre les deux.

Pour moi en tout cas je le sens. Maintenant de savoir si la motivation est synonyme à la durabilité du club, je ne pense pas, c'est les membres, joueurs du club qui rendent le club durable, mais c'est vrai que le comité peut y jouer un rôle. Par exemple, si on ne paye pas la ligue, on risque bien sûr de ne pas jouer du tout, ce qui ne peut pas arriver bien sûr. Donc je pense que la motivation des joueurs rendre la stabilité du club.

En tant que vice-président est-il difficile de trouver des personnes désireuses de faire du bénévolat dans certains postes?

Oui et non, je pense qu'il y aura toujours des personnes désireuse du moment que les choses soit clair et transparent. Je pense que c'est notre travail, mon travail de faire en sorte que l'on pousse les gens à vouloir s'engager dans notre club, pour faire durer ces belles aventures que l'on a saison après saison.

Merci pour votre collaboration

7.3 Appendix 3 - BUFC committee Roles and Responsibilities

7.3.1 Chairman's duties

1. Call committee meetings and/or meetings with Captains as and when necessary
2. Arrange AGM (set dates, reserve rooms, etc.)
3. Assist Social Secretary in arranging Awards dinner e.g. order trophies, flowers, gifts etc.
4. Assist Training Officer/ Recruitment Officer in promoting the club and increasing club membership
5. Assist Training Officer with training related matters as necessary e.g. Negotiate with venues, approve coaches for Training
6. Assist ladies captains in dealings with KBLVB
7. Together with the Treasurer , ensure that club finances are in order
8. Make payments on behalf of the club as necessary

9. Order equipment e.g. balls, etc. as necessary
10. Contact potential new players (in association with ABSSA secretary/ Recruitment Officer)
11. Keep in contact with sponsors (currently ING and Fulcra)
12. Negotiate with Nekker regarding pitches and dressing rooms availability.
13. Send fixture list to captains and committee as soon it is available
14. Send weekly e-mails (to Nekker) confirming our requirements for pitches and dressing rooms before our home games.
15. If any problems with home venue not being available, inform ABSSA secretary and arrange alternative dates

7.3.2 Vice Chairmen's duties

1. Act as point of contact for matters arising at home matches
2. Organise staffing of the bar at home matches
3. Liaise with Nekker on bar related matters
4. Ensure that bar takings are paid into club account
5. Collect pink sheets after home games and arrange for results to be telephoned (in French) to ABSSA before 18:00hrs
6. Ensure that documentation for committee meetings is sent to relevant people
7. Take notes at meetings and distribute as necessary
8. Consult BUFC webmail (daily, if possible) and reply to any enquiries about the club
9. Update BUFC website with results or other news of events etc
10. Forward anything which needs adding to website to webmaster (currently Adam)

7.3.3 ABSSA Secretary's duties

1. Represent BUFC at ABSSA meetings as necessary
2. Ensure that pink sheets are delivered to ABSSA so that they are received before the Wednesday after any home game
3. Act as first point of contact for ABSSA related issues e.g. liaise with other teams as necessary
4. Distribute the ABSSA journal (PV) to committee members and captains highlighting any suspensions, fines, new players, game and ref's for next games etc
5. Complete Insurance claims for injured players via Ethias website
6. Liaise with training officer, recruitment officer and captains to ensure registration paperwork for new players is filled in and sent off in a timely fashion. Advise team captains when new members are registered.

7.3.4 Recruitment and Training Officer's duties

1. Assist Chairman with negotiations with venues for all Training related matters
2. Arrange Training sessions with coaches/ Chairman as necessary
3. Ensure that the training space available is used most efficiently and fairly as between teams (liaise between Captain's if necessary)
4. Liaise with ABSSA secretary to get new players at training registered quickly
5. Arrange activities in order to increase club membership
6. Encourage club members to come up with recruitment ideas
7. Liaise with Training Officer to keep track of the levels of new players turning up
8. Assist Training Officer and ABSSA Secretary with registration of new players where needed
9. Ensure BUFC is represented (and details updated) on all Brussels community websites
10. Ensure posters and flyers are up to date and encourage club members to stick them up / hand them out.

7.3.5 Treasurer's duties

1. Maintain the club's financial accounts
2. Produce year end accounts at least 2 weeks prior to the AGM
3. Arrange for yearend accounts to be audited
4. In conjunction with the Chairman, produce a projected income and expenditure report prior to the beginning of each season
5. Produce a report for tabling at AGM detailing, as a minimum, income and expenditure for the previous year end

6. Produce report in 1st week of October detailing members who have paid annual subscriptions
7. Produce ad-hoc reports as necessary

The following posts are not committee positions

7.3.6 Captain's overseer's duties

1. Ensure that captains have advised names of delegates for home matches by preceding Wednesday (8pm) at the latest
2. Confirm names of delegates for home matches with match day overseer by preceding Wednesday
3. Ensure as far as possible that all teams have at least 11 players for each match (after negotiation between captains as necessary)
4. Act as arbiter in any disputes between captains relating to selection
5. Ensure that captains have indicated their team selection by Tuesday evening and convey information to the other captains as necessary
6. Advise match day overseer of delegates' names

Social Secretary's duties

1. Arrange 'traditional' club social events (e.g. Captain's cocktails, Xmas party, Awards dinner)
2. Assist teams in arranging other club events where required
3. Liaise with Chairman and Treasurer regarding cost of social events

Ladies Captain's duties

1. Select ladies team
2. Ensure that everything has been organised for home matches e.g. delegate selected and advised

3. Liaise with KBLVB as necessary
4. Ensure that team members' annual subs are paid on time
5. Collect weekly match fees and pay into club account
6. Co-ordinate with Chairman and other club officials on other matters relating to the Ladies team

IT Officer's duties

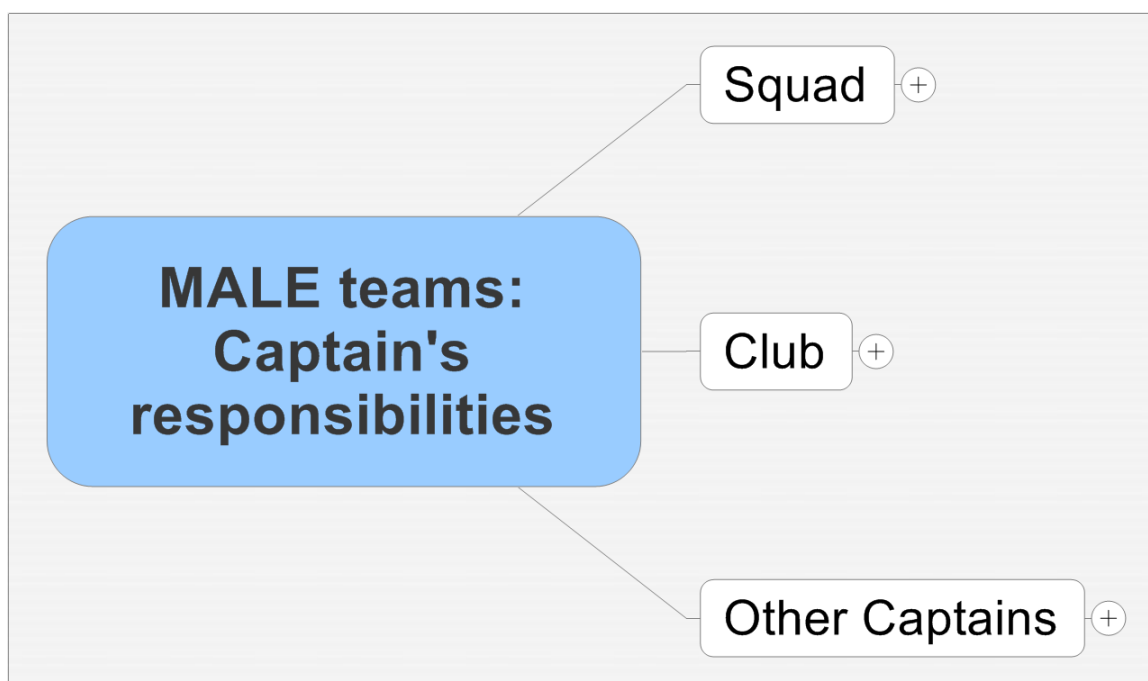
1. Maintain BUFC website (currently www.bufc.org) and ensure that data is accurate and up-to-date
2. Maintain e-mail distribution lists and ensure that data is accurate and up-to-date
3. Keep website content aligned with BUFC Twitter/ Facebook accounts
4. If required, moderate BUFC team forms

Match day Overseer's duties (Home matches @ Nekker)

1. Collect corner flags and keys from Nekker reception
2. Ensure that dressing Rooms are open and fit for purpose
3. Allocate dressing rooms for each team (home and away)
4. Allocate dressing rooms for referees
5. Ensure that match balls are inflated
6. Ensure that corner flags, buckets and 3 match balls are given to each BUFC captain
7. Upon their arrival, advise opposing teams and referees of their dressing room allocation
8. Ensure that delegates are aware of referee's arrival
9. Mop out dressing rooms following first set of matches
10. Following second set of matches, ensure that corner flags, buckets and match balls are received back from each BUFC captain

11. Ensure that BUFC allocated storage space at Nekker is locked
12. After second sets of teams and referees have changed following their matches, ensure that the dressing rooms are locked
13. Return keys and corner flags to Nekker reception

7.4 Appendix 4 - MALE teams: Captain's responsibilities



7.4.1 Squad

Promote fair play on the pitch

Keep every player involved

Delegate match day duties

Delegue rota

Match Report rota

Water rota (6 bottles for home games, optional for away games)

Kit cleaning rota

Delegate organisation of club events

Encourage attendance at club events

Create delegate rota for entire season

Use any list order that works for you, but try to get experienced guys at the start of the season

Keep an accurate squad list and publish this to other teams

Available / selected

Available / not selected

Injured

Suspended

Not available

Get squad availability in advance from each team member

Example: ask for September availability by 15th August, ask for October availability by 15th September, etc

Keep a list (spreadsheet, BUFC website, piece of paper...)

Read weekly PV from ABSSA (sent every Monday night) and take appropriate action

Get confirmation from Mohamed if something is not clear

Encourage players to go to other teams when needed

7.4.2 Club

Non-playing duties

Help with subscription collection

Ask treasurer for regular updates of squad payments

Remind late payers of obligation to pay

After 30th September, non-payers do not get to play!

Collect matchday fees regularly

Five/Seven euros per player per week goes to the club. Eleven players = 55 or 77 euros per week to the club

Home games: referee's match fee is subtracted from club's fees

Keep team finances up to date

Weekly admin task to keep track of payments

Monthly payment into club bank account

Participate in committee meetings

Appear when asked to attend, if not then delegate to someone else in the squad

Shared target for the season

Promotion for 1st team AND promotion for 2nd team

Matchday duties

Respect the referee

Delegue to meet referee on time

Offer the ref a drink at half time

Delegue to pay ref's fees promptly

Always be polite, on and off the pitch

Respect the opposition

Fill in the Pink Sheet correctly

Home games

NEVER fill in less than seven players, even if the opposition forfeit

See separate document on how to complete the Pink Sheet

NEVER leave a date of birth box empty! Even a wrong date of birth will do

Get in touch with Matchday Supervisor (Big Al) as soon as you get to Nekker, make sure you know who/where you delegate and referee are

Make sure you read and sign the Pink Sheet at the end of each game

Away games

You are delegate, so fill in this section of the sheet as well as the team list

NEVER leave a date of birth box empty! Even a wrong date of birth will do

NEVER fill in less than seven players, even if the opposition forfeit

Make sure you read and sign the Pink Sheet at the end of each game

Select your squad list early (Monday for provisional squad, Thursday evening to finalise, send list to all other captains on Friday morning)

Check ABSSA "Squadding rules" and make sure you comply (mistakes will result in 0-5 forfeit...)

Collect ID or ABSSA cards from each player and hand to delegate

Use printed ABSSA squad list for correct name spelling and date of birth

Make sure your delegate knows what is expected, and that s/he wears the white armband

If no official referee is available:

Home games: you are responsible to find a referee, ask the opposition first

Away games: you have first option as away team to supply the referee; otherwise other captain has the responsibility to find one

After the match

Team drink

Man of the match

Collect match fees from everyone

Hand back ID / ABSSA cards

Double check next week's availability with each squad member

7.4.3 Other Captains

Respect other opinions

Number 1 priority given to 1st team

Next priority to team(s) fighting promotion/relegation

Balance and context

When requesting a player from another team, be prepared that the other captain wants to keep a strong team also

Player(s) brought in from other teams should start the match

When another captain requests a specific player, think about the importance of the other game (e.g. promotion/relegation crunch game)

7.5 Appendix 5 - The AGM's criteria

“They must approve the delegates and the agenda, elect a chair and secretary for the meeting, approve the annual report and accounts, appoint an auditor and discuss and vote on policy issues. Additions or amendments to the statutes may be tabled, discussed and put to the vote by elected members of the executive board and special committees.

The first set of criteria, validation of the delegates and agenda, is meant to restrict AGM participation to bona fide delegates and ensure that delegates have received the necessary information in order to exercise their democratic role.

The second set of criteria, election of an AGM leader and secretary, aims at guaranteeing the fairness, equity and public transparency of the democratic procedures, especially deliberation and voting.

The third set of criteria, discussion and approval of the annual report and accounts and appointment of an auditor, is related to the accountability of the executive board between AGMs.

The fourth set of criteria, discussion and voting on policy-related issues, new statutes and/or amendments, reflects the AGM's policy-setting and legislative role, whereas the last set of criteria, election of the executive board and special committees, is an expression of the sovereignty of the AGM." (Enjolras & Waldahl, 2010).

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