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Transformational leadership: A preliminary investigation for Singapore NSA

Management evaluation of the 2008 Paralympic Equestrian Games In Hong Kong – The view of volunteers

The effects of the 2008 Equestrian Olympic Games on the development of equestrian in Hong Kong

People's demand for outdoor activity of Hong Kong country parks: An analysis of hiking patterns in Sai Kung

Differences between volunteers in Beijing and in Hong Kong: A study of motivation of volunteers for Beijing Olympic Games
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TRANSFORMATIONAL LEADERSHIP: A PRELIMINARY INVESTIGATION FOR SINGAPORE NSA

INTRODUCTION

The Singapore sports delivery system is built on the vision of a Sporting Singapore (MCDS, 2001). Sports development in Singapore has accelerated rapidly due to the transformation brought about in working towards this 2010 vision (SSC Annual Report, 2005/06). Having reached the half-way mark, Singapore is riding on the next exciting wave of growth to create a vibrant sports industry (SSC, 2006) and therefore confronting even greater impending changes in progressing towards the final lap (SSC, 2006). Singapore is looking strategically to develop itself as a Sports Hub and to host major international sporting events (SSC, 2007) with the 2010 Youth Olympics in sight.

In striving for this ‘quantum leap in sport’ (SSC Annual Report, 2004/05), NSA managers would ever increasingly need to operate as change agents (Avolio, Waldman & Yammarino, 1991) who can respond to change positively and actively create change. This implies that organizations would need to move away from relying solely upon the ‘old’ paradigm of transactional leadership (Avolio, Waldman & Yammarino, 1991). Bass & Avolio (1995) underscored that TL represents the ‘new’ paradigm of change-oriented leadership which provides a distinct increment to leader effectiveness above and beyond transactional. Bass & Avolio (1995) reiterated that TL does not detract from transactional leadership but effectively builds on it to broaden the effects of the leader on effort and performance. Research has shown that transformational leaders are more effective than purely transactional leaders in managing successful change (Bass & Avolio, 1995; Tichy & Devanne, 1986).

Many researchers (Alder, 1983a,b; Erez, 1990; Hunt & Peterson, 1997; Smith & Bond., 1993; Smith et al., 1989; Smith & Peterson, 1988; Triandis, 1993) have highlighted the issue of generalizability of US models which have largely focused on the study of ‘distant’ leaders and are often based on the perceptions of the leaders themselves. The UK model draws its theoretical underpinning from Shamir (1995) who postulated that leader social distance is implicated in the legitimization of a leader and in the effectiveness of leader outcomes (Antonakis & Atwater, 2002). This UK ‘nearby’ model is therefore based on studies of ‘close’ leaders and is essentially based on eliciting perceptions of managers construing their immediate supervisor (Alimo-Metcalfe & Alban-Metcalfe, 2006).

Recognizing that it is imperative to adopt the model which would offer most relevance and utilitarian value in enhancing day-to-day NSA leadership, as well as acknowledging that effective leadership for modern complex organizations has to be embedded in day-to-day managerial behaviours (Alimo-Metcalfe & Alban-Metcalfe, 2006), this research therefore adopted the UK model of ‘nearby’ TL which is argued to be ‘more relevant to the needs of the twenty-first century’ (Alimo-Metcalfe & Alban-Metcalfe, 2006).

Pawar (2003) highlighted that one important implication regarding the practice of TL for organizational change and development pertains to carefully evaluating if TL is truly necessary or applicable for the particular organizational context. Considering this implication and recognizing that this research represented very preliminary investigations into the role of TL for NSAs, the overall aim was therefore to establish the relevance and appropriateness of the UK ‘nearby’ model of TL for the NSAs. The objectives were twofold: firstly, to
identify 'what' change-oriented behaviours are considered to be important for NSAs and secondly, if the UK model is applicable, ‘to what degree’ the NSA managers demonstrate these change-oriented leader behaviours so as to identify existing gaps in developing TL and to underscore key areas for development.

**METHOD**

Following the initial ‘fixed design’ strategy of administering the survey questionnaire, individual interviews had been conducted in the subsequent ‘flexible design’ strategy as a form of intervention interview (Robson, 2002) so to facilitate greater incorporation of the participant’s perspectives into the survey findings.

**Measuring Instrument 1: Survey**

The survey sought to study leader behaviours of NSA Senior Management (group or individual) based on subordinate perception by the non-managerial staff. This survey was developed based on the 14 independent variables as identified in the UK ‘hearsy’ model of TL (Alimo-Metcalfe & Alban-Metcalfe, 2006).

**Participants**

A total of 77 out of 128 surveys (Male=28, Female=49) were collated over a period of 10 weeks (i.e. 60.2% return rate). It must be noted that very little qualitative data had been gathered through the survey.

**Statistical Analysis**

The Statistical Package for the Social Sciences (SPSS) version 12 was used to analyze the data. The independent variables were as follows: gender, age, profession, duration of employment, organization size and average number of staff that the SM manages on a daily basis. The perception scores for each statement or behavioural dimension were the dependent variables.

**Measuring Instrument 2: Interviews**

Based on key weaknesses identified (Table 2), a series of interview questions were specifically formulated to elicit more qualitative data.

Due to time constraint of this research, individual interviews were conducted with 6 non-managerial staff (Male=3, Female=3) from 4 different NSAs over a 2-week period. These participants were randomly selected based on their availability over the time frame. Special care had also been taken to select participants who have at least 3 years of work experience with their respective NSA so as to elicit richer forms of qualitative data.

**RESULTS**

**Perceptions of Change-oriented Leader Behaviours**

Using Measuring Instrument 1, quantitative data illustrating perceptions of non-managerial NSA staff on:

- importance of 14 change-oriented leader behaviours are documented in Table 1.
- key weaknesses in the 14 change-oriented leader behaviours are documented in Table 2.

Using Measuring Instrument 2, key findings from qualitative data illustrating greater significance of these top weaknesses identified are documented in Table 3.

<table>
<thead>
<tr>
<th>Table 1</th>
<th>Ranking of 14 Change-Oriented Leader Behaviours for Singapore Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rank</td>
<td>Leader Behaviour</td>
</tr>
<tr>
<td>1</td>
<td>Dimension (D)1 : Showing General Concern</td>
</tr>
<tr>
<td>2</td>
<td>D 13 : Supporting a Developmental Culture</td>
</tr>
<tr>
<td>3</td>
<td>D 2 : Enabling</td>
</tr>
<tr>
<td>4</td>
<td>D 4 : Being Honest &amp; Consistent</td>
</tr>
<tr>
<td>5</td>
<td>D 5 : Acting with Integrity</td>
</tr>
<tr>
<td>6</td>
<td>D 11 : Focusing team effort</td>
</tr>
<tr>
<td>7</td>
<td>D 8 : Networking &amp; achieving</td>
</tr>
<tr>
<td>8</td>
<td>D 3 : Being accessible</td>
</tr>
<tr>
<td>9</td>
<td>D 6 : Being decisive</td>
</tr>
<tr>
<td>10</td>
<td>D 10 : Building a Shared Vision</td>
</tr>
<tr>
<td>11</td>
<td>D 7 : Inspiring Others</td>
</tr>
<tr>
<td>12</td>
<td>D 12 : Resolving complex problems</td>
</tr>
<tr>
<td>13</td>
<td>D 9 : Encouraging change</td>
</tr>
<tr>
<td>14</td>
<td>D 14 : Facilitating change sensitively</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Table 2</th>
<th>Top 6 Key Weaknesses for Singapore Research</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rank</td>
<td>Leader Behaviour</td>
</tr>
<tr>
<td>1</td>
<td>D7 : Inspiring Others</td>
</tr>
<tr>
<td>2</td>
<td>D11 : Focusing team effort</td>
</tr>
<tr>
<td>3</td>
<td>D9 : Encouraging Change</td>
</tr>
<tr>
<td>4</td>
<td>D1 : Showing general concern</td>
</tr>
<tr>
<td>5</td>
<td>D2 : Enabling</td>
</tr>
<tr>
<td>6</td>
<td>D13 : Supporting a developmental culture</td>
</tr>
<tr>
<td>7</td>
<td>D14 : Facilitating change sensitively</td>
</tr>
</tbody>
</table>
Table 3
Key data illustrating significance of Top 6 Weaknesses:

<table>
<thead>
<tr>
<th>Leader Behaviour</th>
<th>The NSA management is generally perceived as inadequate in:</th>
</tr>
</thead>
<tbody>
<tr>
<td>D7: Inspiring Others</td>
<td>communicating to the needs &amp; concerns of staff and hence motivating them</td>
</tr>
<tr>
<td>D11: Focusing team effort</td>
<td>encouraging different sub-units to work together and adopt a more team-oriented approach</td>
</tr>
<tr>
<td>D8: Encouraging Change</td>
<td>encouraging staff to question traditional assumptions so as to generate new &amp; better approaches to their work</td>
</tr>
<tr>
<td>D1: Showing general concern</td>
<td>treating every staff as an individual and promoting personal development</td>
</tr>
<tr>
<td>D13: Supporting a developmental culture</td>
<td>creating an environment supportive of mistakes and hence enabling staff to take experimentation risks</td>
</tr>
</tbody>
</table>

The results in Table 1 show that all 14 dimensions were affirmed overwhelmingly as important leader behaviours with at least a 90% rating respectively. In spite of the limiting sample size, these very positive results strongly suggest that all 14 dimensions represented change-oriented leader behaviours that were perceived to be important and hence relevant for the Singapore sporting context. This therefore suggests a fair degree of relevance of the UK ‘nearby’ model of TL for Singapore NSAs in particular.

According to Table 2, the Singapore findings on the whole suggest some coherence to the UK research in the identification of 5 common behavioural dimensions which were rated relatively lower in both studies. Specifically, D7, D11, D9, D1 and D13 were rated in both studies as the Top 5 key weaknesses.

In sum total, the qualitative data obtained had helped to clarify greater meaning and significance of these top 6 weaknesses, and pertinent issues (c.f. Tables 4-9 as shown in appendices) and implications will be addressed in the following section.

**DISCUSSION**

**Relevance of Change-Oriented Behaviours**

Alimo-Metcalfe & Alban-Metcalfe (2001, 2006) underscored that another distinguishing feature of the US models relates to its traditional ‘heroic’ leadership bias (Beyer, 1999; Yukl, 1999) in which the major source of power and influence rests with the leader while the UK model emphasizes the enabling and empowering of others to exercise their initiative and influence. The relatively high rankings of D2 (ranked 3rd) and D11 (ranked 6th) affirm this difference for the Singapore research.

In contrast with the somewhat more ‘heroic’ tenor of US models, Alimo-Metcalfe & Alban-Metcalfe (2001, 2006) emphasized that another distinguishing feature of the UK model pertains to its suggestion of greater proximity and openness, as well as a sense of humility and vulnerability in the nature of leadership. Alimo-Metcalfe & Alban-Metcalfe (2006) articulated that the UK model comprises an important dimension relating to the aspect of integrity (as encapsulated collectively by D4 & D5) which accommodates behaviours such as being open and transparent, admitting when one is wrong and being open to criticism, ideas and advice. Having both D4 (ranked 4th) and D5 (ranked 5th) accorded a relatively high level of importance underscores this difference for the Singapore research.

**Key Weaknesses in Change-Oriented Behaviours**

Similar to UK research, ‘showing general concern’ was rated as amongst the top 5 key weaknesses. Qualitative data (Table 4) suggest that NSA managers were generally perceived as not treating every staff adequately as an individual and not valuing their contributions in their work. Qualitative data (Table 5) suggest that NSA managers were perceived as not promoting personal development sufficiently in terms of coaching, mentoring and developing their staff.

It is highlighted that leadership style is very closely related to the concept of
sex-role identity: task-oriented style with masculinity and relations-oriented style with femininity (Park, 1997). Recognizing that collated female returns represented the 63.6% majority and that male senior management studied was skewed towards the 70% majority, it must be acknowledged that this juxtaposition of gender imbalances could have affected the rating on this relations-oriented dimension.

In coherence with UK research, Singapore findings indicate that both 'inspiring others' (i.e. D7) and 'focusing team effort' (i.e. D11) were rated as key weaknesses.

With regard to D11, qualitative data (Table 6) suggest that the NSA manager was generally perceived as inadequate in encouraging different sub-units to work together and adopt a more team-oriented approach to problem-solving and decision-making. Eisenbach, Watson & Pillai (1999) highlighted that one effective way to embrace change successfully is adopting a team-oriented culture. TL facilitates change by encouraging team decision-making (Manz & Sims, 1990). What all these mean is that with organizational changes, the NSA manager should serve as a role model for team members and increase cooperation amongst the members from the various sub-units (Bass, 1985).

As for D7, qualitative data (Table 6) suggest that NSA managers generally were perceived as inadequate in communicating effectively to the needs and concerns of their staff and hence motivating them to work for both the leader and the organization.

'Relational' charisma (Antonakis & Atwater, 2002) for 'socially close' leaders is premised on effective role-modeling through demonstrating 'individualized consideration' (Yagil, 1998). As D1 represented a key weakness, it is therefore not surprising that NSA managers in general were perceived to be somewhat un-inspiring by their staff.

The 'new' paradigm of TL focuses on how the leader influences followers to view themselves and their work, and ultimately motivating followers to transcend their self-interests for the sake of the organization (Bass, 1985; Conger & Kanungo, 1988; House, 1987). On one hand, what this suggests is that to more effectively motivate their staff to work with them, NSA managers must actively seek to relate their concerns and needs to the overall organization so that the staff would come to know who they are better and connect more effectively to the overall mission of the organization (Tucker & Russell, 2004). On the other hand, NSA managers should seek to increase intrinsic motivation by increasing the perception of the staff that task objectives are consistent to their authentic interests, needs and values (Bono & Judge, 2003; Charbonneau, Barling & Kelloway, 2001).

Similar to UK research, Singapore findings show that 'encouraging change' was rated as another key weakness. Qualitative data (Table 7) suggest that NSA managers generally were perceived as inadequate in encouraging staff to critically evaluate and question traditional ways of doing their work, as well as to generate new and better approaches in delivering services for the organization.

Drawing parallels from UK research, qualitative data (Table 8) suggest that the low rating on 'supporting a developmental
culture' is a partial explanation for this weakness in 'encouraging change' — in the sense of not creating an environment which is supportive of mistakes, which enables staff to challenge traditions and assumptions and to take risks in experimentation. What all these suggest is that NSA managers should provide the learning scaffolding where mistakes — the inevitable consequences of experimentation — (Alimo-Metcalfe & Alban-Metcalfe, 2006) are not to be frowned upon, but rather turned into new opportunities for learning.

One other explanation relates that in order to attract followers to the different change possibilities, the leader must consider the underlying needs and values of the key stakeholders (Ford & Ford, 1994). Qualitative data (Table 9) suggest NSA managers were perceived to be encouraging change predominantly through the implementation of new procedures, approaches and initiatives as stipulated by the SSC/Board. What all these imply is that to help their staff embrace change meaningfully, the NSA manager must frame the change effectively by appealing to their values, as well as their needs for self-achievement, self-esteem, developmental and growth of which, as articulated by Davidhizer & Shearer (1997), would motivate the staff to embrace changes.

Another possible explanation for this weakness in 'encouraging change' relates to changing of mindsets. Weese (1994) argued that 'intellectual stimulation' presupposes that the leader is able to get their followers to shift their paradigms and this therefore implies an active engagement in changing mindsets. Qualitative data (Table 9) suggest that NSA managers generally were perceived as not being able to make changes meaningful for the staff. The staff did not really understand what was required of them to make the cognitive transformations, hence resulting in a lack of genuine shifts in paradigms and transformations of mindsets.

**CONCLUSION**

Despite the limiting sample size and juxtaposition of gender imbalances, the Singapore findings on the change-oriented leadership suggest a fair degree of relevance and appropriateness of the UK model of TL for NSA leadership due to the overwhelming affirmations for the importance of all 14 behavioural dimensions (i.e. at least 90% rating for every dimension). These key findings do highlight that day-to-day NSA leadership shares greater affinity with the UK 'feminine' model as opposed to the US 'heroic' models.

Bass (1995) has singled out that TL qualities such as charisma, attention to individualized support and ability and willingness to provide intellectual stimulation are critical to leaders whose firms are faced with demands for renewal and change. The Singapore findings do concur to a fair extent in that the dimensions of 'inspiring others' (D7), 'showing general concern' (D1), 'enabling' (D2), 'encouraging change' (D9), 'supporting a developmental culture' (D13) and 'facilitating change sensitively' (D14) were all classified as a cluster of relatively weak behaviours for the NSA manager in general.

The juxtaposition of gender imbalances could have impacted the ratings on both D7 & D1 as the top 5 weaknesses in the findings. Especially in the Singapore sporting context of rapid change, the relatively low ratings on D9, D13 & D14 collectively underscore that, on one hand, enhancing these specific TL capabilities will assume a greater degree of importance for the NSA manager. On the other hand, the operation of TL in the NSA by and large is likely to focus critically on these 3 change-oriented behaviours.

All in all, despite the twin limitations of a small sample size and the juxtaposition of gender imbalances, the qualitative data gathered through the individual interviews had compensated to a fair extent in clarifying the meaning and significance of these key weaknesses in TL behaviours.

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**Table 9**
Collated Qualitative Data for Questions 7-9

<table>
<thead>
<tr>
<th>Question 7: It seems that SSC has been implementing many changes for the NSA. Do your managers help to relate these changes to you?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Data</strong>:</td>
</tr>
<tr>
<td>• they would typically just forward us the e-mail from SSC and expect us to follow-up and carry out the changes (5)</td>
</tr>
<tr>
<td>• they do not really discuss or explain these changes with me and most of the information is obtained directly from SSC (6)</td>
</tr>
<tr>
<td>• the staff tend to be negative towards these changes as they mean more work for us (4)</td>
</tr>
<tr>
<td>• SSC is implementing the changes too fast and NSAs find it hard to catch up with this pace (2)</td>
</tr>
<tr>
<td>• they do not help us to cope and I have to deal with these changes on my own (2)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Question 8: Are changes for the NSA predominantly carried out for the sake of change itself?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Data</strong>:</td>
</tr>
<tr>
<td>• we are making these changes mainly to comply with SSC regulations (6)</td>
</tr>
<tr>
<td>• sometimes it is to comply with requirements from the Board (6)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Question 9: It seems that NSA staff are just going through the motions of changing for the sake of changing. Are there genuine changes in the mindsets?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Data</strong>:</td>
</tr>
<tr>
<td>• I am not sure if we have really changed our mindsets (3)</td>
</tr>
<tr>
<td>• we cannot really change our mindsets if we do not really understand why we are carrying out these changes (2)</td>
</tr>
<tr>
<td>• changes happen so quickly that I am not sure if all these changes get into our heads if we really understand all these changes (4)</td>
</tr>
<tr>
<td>• sometimes these changes do not last (2)</td>
</tr>
<tr>
<td>• it is difficult to sustain these changes (1)</td>
</tr>
<tr>
<td>• We just do as what is required and we do not really discuss about changing mindsets (2)</td>
</tr>
</tbody>
</table>
RECOMMENDATIONS

The following recommendations are proposed for future research:

1. To extend the scope of this research to a wider part of the Singapore sports delivery system.

2. To adopt a greater orientation towards the qualitative approach which seeks to study leadership as a social process defined through interaction (Bryman, 1996; Hosking, 1998; Knights & Willmott, 1992; Smircich & Morgan, 1982).

3. To address more effectively the implications regarding effective practice of TL for organizational change and development. It is highlighted that effectiveness of TL is determined by the extent to which the context influences the types of TL behaviors that emerge and operate in the organization (Pawar, 2003).

4. To identify more effectively key areas of improvement in TL for organizational leaders. Future research must recognize that organizational values and norms, typically operationalized through structure and ingrained through culture (Pettigrew, 1988), could either prescribe and encourage certain TL behaviors or proscribe and penalize other TL behaviors (Pawar, 2003).

References

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THE BENCHMARK
FOR QUALITY MANAGEMENT

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REVIEW OF LITERATURE

The review of literature pertaining the volunteers views on management evaluation of the 2008 Paralympic Equestrian Games in Hong Kong will be divided into four parts as follows: A) Customer Satisfaction, B) Management Evaluation, C) Importance Performance Analysis model (IPA), D) 2008 Paralympic Equestrian Games in Hong Kong.

Customer Satisfaction

Many service organizations attribute their success on customer service (Manickas & Shea, 1997). According to Lassar, Manolis and Winsor (2000), customer service quality which affected the customer satisfaction directly has been highly emphasized during the past decade and it is recognized as the critical measure of organizational performance.

Kotler (2000) defined satisfaction as "a person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance or outcome in relation to his or her expectations" (p.3). McDougall and Levesque (2000) viewed customer satisfaction as the overall assessment of the service provider while future intentions are the stated likelihood of returning to the service provider.

Volunteers are not only the stakeholders but also the customers of the events. The satisfaction of volunteers directly affected the volunteers' loyalty and retention rate of the events (Lam, 2007).

Management Evaluation

Sociality and Customer Satisfaction

According to Pacanowsky and O’Donnell-Trujillo (1983), sociality has been defined as "performance that encourages a cooperative, social smoothness, void of intense interactions with others" (p. 139). As stated by Kandampully (1998), establishing personalized relationships with customers is crucial because "customers' perception of exceptional service is often associated with the personal interaction of the employees" (p. 431). This concept coincided with the findings of Ford (2001) and Zeithaml, Berry and Parasuraman (1996) that most customers desired personalized relationships and communication with service providers. Service provider’s interactions with customers could significantly influence the service organization’s returning customer ratio (Kandampully, 1998). Sociality communication is therefore playing an important role in fostering customers’ interpersonal loyalty to the provider (Koerner & Linda, 2006).

Quality of Employee

According to the Procedure Guide of Employee Performance Evaluation of East Tennessee State University (2008), the quality of employee should include knowledge of work, quality of work, quality of interpersonal relationship, appearance and tidiness. These criteria coincided with the findings in the management evaluation of Event Planning at James Madison University (2007).
Ford (2001) found that customers expected courtesies while receiving services from food employees and store clerks. Communication skill is therefore an important factor which affected the revenue generation of a firm. Ammon, Southall and Blair (2004) showed us that all these skills were trainable. With proper and sufficient training, the effectiveness of employees would be upgraded.

**Crowded Management**

Nuttal (2001) expressed that the most hazardous time of a sport or entertainment event is the fan ingress and egress from the venue, but not the event itself. Crowded management has therefore been emphasized in the event management. Ammon, Southall and Blair (2004) defined that "crowded management is an organizational tool to assist facility and event administrators in providing a safety and enjoyable environment for their guests by implementing the facility/event policies and procedure" (p.145).

Human resource including the facility manager and the staff is a key component of the crowded management. According to the interpretation of Ammon, Southall and Blair (2004), facility manager needed to provide a safety and comfortable environment for the clients in order to eliminate the litigation.

Signage is very important in crowded management as they build a supportive network between sport facility management staff. Moreover, it helps customers know the directions and the information of the event, without signage, customer will get lost and the event will be ruined. (Ammon, Southall and Blair, 2004)

**Volunteer Management**

"Volunteering is defined as the commitment of time and energy, for the benefit of the society and the community, the environment or individuals outside one’s immediate family. It is undertaken freely and by choice, without concern for financial gain" (Volunteer Centre, 2008). Volunteer can boost the quality of the services in charities, organizations and congregations (The Urban Institute, 2004).

Volunteers’ management is not a one off job, but a continuous, successive development. A research conducted by the Urban Institute in USA (2004) showed that the percentage of time a paid staff volunteer coordinator devotes to volunteer management is positively related to the capacity of an organization to maintain and enlist volunteers. Moreover, training the skills of paid staff on how to work with volunteers affected the rate of volunteer retention. A research was conducted by the Urban Institute in USA, with the approximately 129,000 charities which managed volunteers, revealed that more than 75% of charities said that they offered training and professional development opportunity for their volunteers for a large to moderate degree (The Urban Institute, 2004).

**Importance Performance Analysis Model (IPA)**

The Importance-Performance Analysis (IPA) was first introduced by Martilla and James (1977) which was a useful tool measuring the understanding of the relationship between the customer judgment on the importance of the goods or services and the satisfaction when they experienced.

Hansen and Bush (1999) stated that IPA is a simple and effective technique that can facilitate firms in identifying improvement priorities for service attributes and direct quality-based marketing strategies. Matzler, Bailorn, Hinterhuber, Renzl and Pichler (2004) showed their consensus that firms can apply IPA to analyze two dimensions of service attributes: performance level (experience or satisfaction); and, importance to customers (expectation). "Analyses of these dimension attributes are then integrated into a matrix with four quadrants that helps a firm identify primary drivers of customer satisfaction and, based on these findings, set improvement priorities" (p. 67).

In this matrix, attribute importance is depicted along the x-axis and attribute performance (experience, satisfaction or service quality) is depicted along the y-axis. Four quadrant of the matrix involves the mean ratings from the customer's feedback and reflects the following meanings in 4-quadrant grids framework as showed in figure 1 (Martilla & James, 1977;

Once the importance and performance of each attribute has been plotted, we divide the importance/performance map into quadrants (Bacon, 2003). The average importance (expectation) and the average performance (experience or satisfaction) is the one most frequently applied (Oliver, 1997; Bacon, 2003). This is also called the data-centered quadrant approach.

A. Concentrate Here — these variables have a high Importance and low Performance. It is a major weaknesses and requires immediate attention for improvement.

B. Keep up the Good Work — these variables have a high Importance and high Performance. It is major strength and indicates opportunities for achieving or maintaining competitive advantage.

C. Possible Overkill — these variables have a low Importance and high Performance. This attribute is minor strength and indicates that business resources committed to these attributes would be overkill and should be deployed elsewhere.

D. Low Priority — these variables have a low Importance and high Performance. This attribute is a minor weaknesses and do not require additional effort.

Facing different situation, different tactics needed to be implemented. For example, major weaknesses should be put in the top priority and targeted for immediate improvement efforts (Martilla & James, 1977). Conversely, attributes deemed major strengths should be maintained, leveraged, and heavily promoted (Lambert & Sharma, 1990).

2008 Paralympic Equestrian Games in Hong Kong

The Games of the 29th Olympiad and 13th Paralympic Games were the first Olympic and Paralympic Games hosted in China and Hong Kong was elected to host the Olympic and Paralympic Equestrian Games. During 7th September, 2008 to 11th September, 2008, 73 athletes with 71 horses from 28 regions took part in the Paralympic Equestrian Games organized in Sha Tin, Hong Kong (Olympic and Paralympic Equestrian Events in Hong Kong, 2008).

The motto of Paralympic Movement is the "Spirit in Motion" which focused on the athletes' sporting ability, but not their disability. The rationale behind the movement is that every person has the ability to develop their potential and to achieve self-determination and success (Olympic and Paralympic Equestrian Events in Hong Kong, 2008).

Dressage is the only event in the Paralympic Equestrian Games. As with able-bodied Olympic Dressage, it emphasized the harmony between horse and rider. The event is divided into five grades (Grades Ia, Ib, II, III and IV). Grade Ia athletes have the most serious impairment while Grade IV athletes are the least impaired. Two gold medals will be awarded within each grade (Olympic and Paralympic Equestrian Events in Hong Kong, 2008).

METHOD

Participants

97 volunteers of the 2008 Paralympic Equestrian Games in Hong Kong were invited to fill in an online questionnaire of the Management Evaluation on volunteers' perceptions of the importance (expectation) and the performance (satisfaction) of 2008 Paralympic Equestrian Games in Hong Kong. 84 feedbacks were recorded. In order to avoid multiple submissions, feedbacks with same IP addresses were eliminated, finally 75 feedbacks were recorded. Among the participants, 36 (48%) were male while 39 (52%) were female. A snowballing sampling system was employed. Prior to the study, the research aims and procedures were explained by authors verbally and by words of the questionnaire. They were also reminded that their participation in the study was voluntary and that they could withdraw at any time without penalty.

Instrument and Procedures

The instrument of this study is a questionnaire developed in accordance with the model of Importance-Performance Analysis (IPA). IPA model was developed by Martilla and James (1977). Hansen and Bush (1999) stated that IPA is a simple and effective technique that can facilitate firms in identifying improvement priorities for service attributes and direct quality-based marketing strategies.
The questionnaire was divided into two sections; the first section is to rate the participant's performance/experience (satisfaction) of the 2008 Paralympic Equestrian Games in Hong Kong and the second section is to rate the importance (expectation) of the 2008 Paralympic Equestrian Games in Hong Kong. The questionnaire consists of six categories with 27 questions in the first and second section.

The first category is about the performance (satisfaction) and the importance (expectation) of the volunteers' view on the paid staff and 6 questions about the effectiveness in attending to queries, attitude towards volunteers, the knowledge, the appearance of the officials and the fairness of distributing the jobs to volunteers were asked.

The second category is about the performance (satisfaction) and the importance (expectation) of the treatment of the volunteers and 5 questions about the adequacy of the volunteer trainings before and during the Games, the effectiveness and the clear instruction for volunteer before and during the Games, the fairness of paid staff and volunteers' treatment, the resting time and the workload of volunteers were asked.

The third category is about the performance (satisfaction) and the importance (expectation) of the venue management and 8 questions about the general appearance of the competition site, the clarity and adequacy of signage and instructions, the general appearance of the environment, the adequacy of security, illumination and acoustics devices in the site, the effectiveness in crowded management and the condition and number of washrooms were asked.

The fourth category is about the performance (satisfaction) and the importance (expectation) of the game management and 2 questions about the fluency of competition schedule and the degree of worth seeing of the competitions were asked.

The fifth category is about the performance (satisfaction) and the importance (expectation) of the food and beverage and 3 questions about the quantity and quality of the food and the adequacy of the provision of water and drinks were asked.

The sixth category is about the performance (satisfaction) and the importance (expectation) of the transportation and 3 questions about the frequency of shuttle-bus to the competition site, the convenience of the shuttle bus connecting point and the sufficiency of the shuttle bus connecting point were asked.

The five-point Likert Scale was adopted in this survey with 1 stands for the very unsatisfactory or very unimportant, 2 stands for unsatisfactory or unimportant, 3 stands for neutral, 4 stands for satisfactory or important and 5 stands for very satisfactory or very important.

Mean score of importance and performance were calculated for the 27 items. Gap scores were determined by subtracting the importance score from performance score to gain the level of service quality. A positive gap score indicated a good performance relative to the importance rating of the attribute. A negative gap score reflected that the performance rating was lower than the importance rating for the component. Later, the scores plotted onto a two-dimensional matrix, where arbitrary gridlines were established that reflected standards of service quality.

Statistical Analysis

Data were analyzed by Statistical Package of Social Science (SPSS) for Window 15.0. Descriptive statistics and Pearson Product Moment Correlation Coefficient were computed. All statistical testing were performed with the level of significance at 0.05.
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RESULTS

Summary of demographic data

Among 75 successful respondents, 36 (48%) were males and 39 (52%) were females. The genders of the respondents were very balance.

For the range of age, 47 (62.7%) were aged between 18-24, 17 (22.7%) were aged between 25-29, 7 (9.3%) were aged between 30-39, 3 (4%) were aged between 40-49 and 1 (1.3%) was aged between 50-59. Most of the respondents were within the age group of 18-24 and 25-29.

For the times of volunteering in mega events, 22 (29.3%) respondents showed that this was their first time volunteering in mega events, 24 (32%) respondents showed that this was their second time volunteering in Mega Events, 7 (9.3%) respondents showed that this was their third time volunteering in Mega Events and 22 (29.3%) respondents showed that they volunteered more than 3 times in Mega Events.

For the level of education, 3 (4%) respondents possessed secondary school education background, 62 (87.7%) respondents possessed tertiary education background, 10 (13.3%) respondents possessed master degree or above education background. Most of the respondents possessed the tertiary education background.

For the frequency of Exercise, 40 (53.3%) respondents exercised more than once per week, 17 (22.7%) respondents exercised once a week, 7 (9.3%) respondents exercised once every two weeks, 9 (12%) respondents exercised once a month, 2 (2.7%) respondents exercised less than once per month.

Moreover, 61 (81.3%) respondents showed that they would serve Paralympic Equestrian Games again, 14 (18.7%) respondents showed that they would not serve Paralympic Equestrian Games again. Better still, 65 (86.7%) respondents showed that they gained satisfaction in volunteering Paralympic Equestrian Games. 10 (13.3%) respondents showed that they gained satisfaction in volunteering Paralympic Equestrian Games.

Descriptive Statistics

Means and Standard Deviations

The importance and performance of 2008 Paralympic Equestrian Games in Hong Kong were grouped in 6 categories. The means and standard deviation of the categories are presented in Table 1.

In regard to the Mean Scores of Importance and Performance on 27 items of Volunteers’ view on 2008 Paralympic Equestrian Games in Hong Kong. The volunteers received the highest satisfaction on adequate illumination in the site (M=4.19, SD=0.71) while received the lowest on human resources management skill of the paid staff (M=2.63, SD=1.16). The volunteers valued effective and clear instruction for volunteer before and during the Games the highest importance item (M=4.56, SD=0.60) while valued the workload the lowest importance (M=3.83, SD=1.01).

Relationship between the Importance and the Performance

To determine whether there is a gap between importance and performance, the Pearson product-moment correlation was examined. According to Table 2, among the six categories of the Importance and the Performance of the 2008 Paralympic Equestrian Games in Hong Kong.

### Table 1: Descriptive Statistics of the Volunteers’ view towards the 6 categories on 27 items of Importance (expectation) and Performance (satisfaction) of 2008 Paralympic Equestrian Games in Hong Kong

<table>
<thead>
<tr>
<th>Category</th>
<th>Name of categories (number of questions)</th>
<th>Importance M</th>
<th>SD</th>
<th>Satisfaction M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Paid Staff (Q1-Q6)</td>
<td>4.36</td>
<td>0.53</td>
<td>3.22</td>
<td>0.77</td>
</tr>
<tr>
<td>2</td>
<td>Volunteer (Q7-Q11)</td>
<td>4.26</td>
<td>0.53</td>
<td>3.03</td>
<td>0.73</td>
</tr>
<tr>
<td>3</td>
<td>Venue Management (Q12-Q19)</td>
<td>4.44</td>
<td>0.55</td>
<td>3.99</td>
<td>0.56</td>
</tr>
<tr>
<td>4</td>
<td>Game Management (Q20-Q21)</td>
<td>4.13</td>
<td>0.95</td>
<td>3.83</td>
<td>0.60</td>
</tr>
<tr>
<td>5</td>
<td>Food and Beverage (Q22-Q24)</td>
<td>4.20</td>
<td>0.69</td>
<td>3.64</td>
<td>0.76</td>
</tr>
<tr>
<td>6</td>
<td>Transportation (Q25-Q27)</td>
<td>4.20</td>
<td>0.73</td>
<td>3.71</td>
<td>0.66</td>
</tr>
</tbody>
</table>

### Table 2: The Relationship between the Importance (satisfaction) and the Performance (expectation) on the 6 categories of 2008 Paralympic Equestrian Games in Hong Kong

<table>
<thead>
<tr>
<th>Items</th>
<th>Pearson Correlation (2-tailed)</th>
<th>Sig. (2-tailed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>View on Performance of Pay Staff</td>
<td>-0.04</td>
<td>0.73</td>
</tr>
<tr>
<td>View on Importance of Pay Staff</td>
<td>0.04</td>
<td>0.77</td>
</tr>
<tr>
<td>View on Performance of Volunteer</td>
<td>0.42**</td>
<td>0.00</td>
</tr>
<tr>
<td>View on Importance of Volunteer</td>
<td>0.06</td>
<td>0.62</td>
</tr>
<tr>
<td>View on Performance of Venue Management</td>
<td>0.31**</td>
<td>0.01</td>
</tr>
<tr>
<td>View on Importance of Venue Management</td>
<td>0.39**</td>
<td>0.00</td>
</tr>
</tbody>
</table>

N=75, **p<.01.
Table 3: The Ranking Orders of the Gap Difference between the Mean Scores of Importance and Performance on 27 items of Volunteers’ view on 2008 Paralympic Equestrian Games in Hong Kong

<table>
<thead>
<tr>
<th>Code</th>
<th>Component</th>
<th>Importance Mean</th>
<th>Performance Mean</th>
<th>Gap Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>H</td>
<td>Effective and clear instruction for volunteer before and during the Games</td>
<td>4.56</td>
<td>2.84</td>
<td>-1.72</td>
</tr>
<tr>
<td>F</td>
<td>Human resources management skill (e.g. any shortage or surplus of volunteer in different stations)</td>
<td>4.28</td>
<td>2.63</td>
<td>-1.65</td>
</tr>
<tr>
<td>G</td>
<td>Adequate volunteer trainings before and during the Games</td>
<td>4.47</td>
<td>3.15</td>
<td>-1.32</td>
</tr>
<tr>
<td>I</td>
<td>Voluntees were treated equal fairly as pay staff</td>
<td>4.24</td>
<td>2.93</td>
<td>-1.31</td>
</tr>
<tr>
<td>A</td>
<td>Effectiveness in dealing queries</td>
<td>4.47</td>
<td>3.17</td>
<td>-1.30</td>
</tr>
<tr>
<td>C</td>
<td>Knowledge and skills related to the job they are responsible for (e.g. ability to answer questions and give advice)</td>
<td>4.51</td>
<td>3.31</td>
<td>-1.20</td>
</tr>
<tr>
<td>K</td>
<td>Volunteers’ perception of the workload</td>
<td>3.83</td>
<td>2.63</td>
<td>-1.20</td>
</tr>
<tr>
<td>E</td>
<td>The fairness of distributing the jobs to volunteers</td>
<td>4.19</td>
<td>3.10</td>
<td>-1.09</td>
</tr>
<tr>
<td>W</td>
<td>The quality of the food (freshness and taste)</td>
<td>4.16</td>
<td>3.29</td>
<td>-0.87</td>
</tr>
<tr>
<td>B</td>
<td>Attitude towards volunteer (e.g. courteous, encouraging, and friendly)</td>
<td>4.45</td>
<td>3.61</td>
<td>-0.84</td>
</tr>
<tr>
<td>D</td>
<td>Professional look of the officials (e.g. dress appearance)</td>
<td>4.29</td>
<td>3.53</td>
<td>-0.76</td>
</tr>
<tr>
<td>S</td>
<td>Condition and number of washrooms</td>
<td>4.47</td>
<td>3.77</td>
<td>-0.70</td>
</tr>
<tr>
<td>J</td>
<td>The resting time is adequate for the volunteers</td>
<td>4.23</td>
<td>3.59</td>
<td>-0.64</td>
</tr>
<tr>
<td>M</td>
<td>Clarity and adequacy of signage and instructions</td>
<td>4.51</td>
<td>3.89</td>
<td>-0.62</td>
</tr>
<tr>
<td>R</td>
<td>Effectiveness in crowded management (e.g. little or no feeling of over-crowdedness)</td>
<td>4.48</td>
<td>3.87</td>
<td>-0.61</td>
</tr>
<tr>
<td>AA</td>
<td>The amount of the point of the connection of shuttle bus</td>
<td>4.21</td>
<td>3.63</td>
<td>-0.58</td>
</tr>
<tr>
<td>Z</td>
<td>The convenience of the point of the connection of shuttle bus</td>
<td>4.23</td>
<td>3.72</td>
<td>-0.51</td>
</tr>
<tr>
<td>V</td>
<td>The quantity of the food (amount and types)</td>
<td>4.07</td>
<td>3.59</td>
<td>-0.48</td>
</tr>
<tr>
<td>N</td>
<td>General appearance of the environment (e.g. pleasant and tidy)</td>
<td>4.43</td>
<td>3.99</td>
<td>-0.44</td>
</tr>
<tr>
<td>O</td>
<td>Adequate security in the site</td>
<td>4.55</td>
<td>4.11</td>
<td>-0.44</td>
</tr>
<tr>
<td>Y</td>
<td>The frequency of shuttle-bus to the competition site</td>
<td>4.17</td>
<td>3.77</td>
<td>-0.40</td>
</tr>
<tr>
<td>L</td>
<td>General appearance of the competition site (e.g. pleasant and tidy)</td>
<td>4.46</td>
<td>4.10</td>
<td>-0.38</td>
</tr>
<tr>
<td>X</td>
<td>Adequate provision of water and drinks</td>
<td>4.39</td>
<td>4.05</td>
<td>-0.34</td>
</tr>
<tr>
<td>U</td>
<td>The degree of worth seeing of the competitions</td>
<td>4.01</td>
<td>3.89</td>
<td>-0.12</td>
</tr>
<tr>
<td>T</td>
<td>Fluency of competition schedule</td>
<td>4.25</td>
<td>3.96</td>
<td>-0.29</td>
</tr>
<tr>
<td>Q</td>
<td>Adequate acoustics devices in the site</td>
<td>4.23</td>
<td>4.00</td>
<td>-0.23</td>
</tr>
<tr>
<td>P</td>
<td>Adequate illumination in the site</td>
<td>4.36</td>
<td>4.19</td>
<td>-0.17</td>
</tr>
</tbody>
</table>

Paralympic Equestrian Games in Hong Kong, three categories of Performance and Importance of the 2008 Paralympic Equestrian Games in Hong Kong were significant and positively correlated. The three categories included the performance and importance of venue management ($r=.42, p<0.05$), the performance and importance of food and beverage ($r=.31, p<0.05$), and the performance of transportation and importance of transportation ($r=.39, p<0.05$). The higher the said experiences (satisfaction), the higher the said Importance (perception), in other words, it suggested that the possibility of gap differences between importance and performance on these items was lower.

The 4-quadrant Grid Framework of Importance-Performance (performance) Analysis of 2008 Paralympic Equestrian Games in Hong Kong

In Table 3, the gap scoring of all 27 components were sorted in ascending order. Participants’ perception on the importance (expectation) of the 2008 Paralympic Equestrian Games in Hong Kong was all higher than their actual performance (satisfaction). In Figure 2, the difference between the reflections on the importance (expectation) and performance (satisfaction) of 2008 Paralympic Equestrian Games in Hong Kong received had been plotted into a 4-quadrant grid to demonstrate where the directors and managers should pay attention to improve and enhance the customer satisfaction. This was a more specific, easy and objective way to understand the action upon the right aspects. The intersection of the two axes of the 4-quadrant was set at the mean of all items of importance (expectation) of 4.32 and the means of all items of performance (satisfaction) of 3.56.
DISCUSSIONS

The purpose of this study is to evaluate the volunteers' perceptions of the importance (expectation) and the performance/experience (satisfaction) of 2008 Paralympic Equestrian Games in Hong Kong, so that management recommendations would be proposed unofficially for the further development of the Paralympic Equestrian Games in Hong Kong and most importantly, to provide some points to note for the coming 2009 East Asian Games in Hong Kong.

2008 Paralympic Equestrian Games was the first Paralympics hosted in Hong Kong. Though we were in lack of experience, we cast glamour in our history. As mentioned by the President of the Equestrian Committee and Chief Secretary for Administration, Mr Henry Tang that Hong Kong had staged the most successful Paralympic Equestrian competitions and made the competitions an inspirational occasion to build the legacy of Olympics and Paralympic in this city. (Hong Kong Information Services Department & BOCOC, 2008) This study revealed that the volunteers were generally satisfied with the 2008 Paralympic Equestrian Games in Hong Kong, as the means of 27 items of the experience (satisfaction) of the 2008 Paralympic Equestrian Games in Hong Kong were 3.56, which were lined in between the standard of "neutral" and "satisfactory". Moreover, more than 81.3% (N=61) volunteers showed that they will serve Paralympic Equestrian Games again and more than 86.7% (N=65) volunteers showed that they gained satisfaction in volunteering Paralympic Equestrian Games. The huge retention rate of volunteers sowed the fruitful seeds for the further development of mega events in Hong Kong.

Surprisingly, more than 50% (38/57) of respondents answered the open-ended questions about the reasons of volunteering the 2008 Paralympic Equestrian Games in Hong Kong. The result showed that more than 42% (16/38) of respondents were very proud of being a part of international games organized in Hong Kong, China. Some of the respondents even said that they were proud to be Chinese.

This result is very similar with the findings of Lau, Lam and Leung (2007, 2008a, 2008b) that the Olympics did provide an impetus for Hong Kong citizens to construct the national identity as a Chinese.

General Picture of Volunteers' perception of the 2008 Paralympic Equestrian Games

Although the general feedback of 2008 Paralympic Equestrian Games in Hong Kong was very positive, there were not without shortcomings. According to Table 3, the Ranking Order of the Gap Difference between the Mean Scores of Importance (expectation) and Performance (satisfaction) on 27 items of volunteers' view, all the gap scores were negative. In other words, the volunteers' perception of performance (satisfaction) was relatively lower when compared to their rating of importance (expectation). Luckily, the absolute value of all the means of 27 items of the experience (satisfaction) of the 2008 Paralympic Equestrian Games in Hong Kong was 3.56, which were lined in between the standard of "neutral" and "satisfactory". This phenomenon is quite common as people tended to be ideal. Lam's (2007) finding on the difference between the Importance and Experience of 2007 Shanghai Healthy Athlete program shared the same phenomenon. All the customers' perception of performance (satisfaction) were relatively lower when compared to their rating of importance (expectation), while the absolute value of all the means lined in between the standard of "neutral" and "satisfactory".

According to Table 2, the Relationship between 6 categories of the Performance/Experience (satisfaction) and the Importance (expectation) of the 2008 Paralympic Equestrian Games in Hong Kong, three categories were significantly correlated while three were not. The view on Performance and Importance of Venue Management (r=42, p<0.01), the view on Performance and Importance of Food and Beverage (r=31, p<0.01) and the view on Performance and Importance of Transportation (r=39, p<0.01) were significantly correlated. The higher the said experiences (satisfaction), the higher the said Importance (perception), in other words, the organizing committee did well in the areas of venue management, food and beverage control and the transportation control. Even though the expectation (importance) of the volunteers was high, the organizing committee was successful to meet the satisfactory standard of the volunteer. However, the view on the Performance and Importance of Paid Staff, the view on the Performance and Importance of Volunteer and the view on the Performance and Importance of Game Management were not correlated. In other words, gap differences were implied as the high the volunteers' expectation would not be met by the high experiences. The satisfaction was therefore lower under these circumstances.
In-depth analysis of Customer Satisfaction assessed by IPA

The difference between the Importance (expectation) and Performance (satisfaction) of the 2008 Paralympic Equestrian Games in Hong Kong had been plotted and illustrated in Figure 2. This analysis is objective as the factors of expectations were compared to the actual feeling on pleasure or disappointment (Kotler, 2000).

The intersection of the two axes of the 4-quadrant was set at the mean of all items of importance (expectation) and performance (satisfaction) at 4.32 and 3.56 respectively.

As the criteria of Keep up Good work, Low priority and Possible Over-skill were not the chief managerial concerns, we don’t put emphasis on these items.

If the variables fell into the criteria of Concentrate Here, it probably has a high Importance (expectation) and low Performance (satisfaction). It is a major weakness and requires immediate attention for improvement (Oliver, 1997 and Bacon, 2003). The major problems perceived by the volunteers of 2008 Paralympic Equestrian Games in Hong Kong were mostly related to the human resources management.

Comparing the rating of importance (expectation), the volunteers were very unsatisfied on the
1. ineffectiveness of the paid staff in dealing queries,
2. the knowledge and the skills of the paid staff,
3. adequacy of volunteers’ training before and during the Games and
4. effectiveness and clear instruction for volunteers before and during the Games.

As a one off game, there were no permanent staff to serve the organizing committee and probably most of the staff was from the Leisure and Cultural Services Department, from the Sports Federation & Olympic Committee of Hong Kong, China (SF&OC), from the Fédération Équestre Internationale and some of them were the ex-government officials while some of them were fresh graduates. With the limited contract period and fringe benefits, most of them were in lack of motivation, especially during the period of competition as the end of the Games means the coming of unemployment.

As the paid staff came from different sectors, trainings should be very comprehensive and practical. According to the Procedure Guide of Employee Performance Evaluation of East Tennessee State University (2008), the quality of employee should include knowledge of work, quality of work, quality of interpersonal relationship, appearance and tidiness. These criteria coincided with the findings in the management evaluation of Event Planning at James Madison University (2007). Ammon, Southall and Blair (2004) showed us that all these skills were trainable. With proper and sufficient training, the effectiveness of employees would be upgraded. Knowing the trainability and the weaknesses of paid staff, several recommendations were listed for references:

1. Not only should the training embrace the theoretical sections, but several practical sections should also be included.
2. Not only should the trainings convey the message on the general operation of specific section like the operation of media section, the specific occasions and contingency plans should be brainstormed and rehearsed.
3. One of the crucial products of mega event is the feeling and emotion of the customers, the trainings should be people oriented rather than task oriented (Irwin, Sutton and McCarthy, 2008). Interpersonal skills, communication skills and skills of hospitality are therefore important. As stated by Kandampully (1998), establishing personalized relationships with customers is crucial because “customers’ perception of exceptional service is often associated with the personal interaction of the employees” (p. 431). This concept coincided with the findings of Ford (2001) and Zeithaml, Berry and Parasuraman (1996) that most customers desired personalized relationships and communication with service providers. The interaction between the Service provider and customers could significantly influence the returning of customers (Kandampully, 1998).
4. On the job trainings should be provided for the paid staff. In order to gather information and to gain experiences on how to organize and operate mega events, the organizing committee should send the paid staff to different international games.

Therefore, employees’ professional development and training with their job skill area and personal development should be emphasized (McNamara, 2008).
Furthermore, most volunteers were not the experts of the Equestrian Games. They came here to learn, to experience and to gain happiness. Trainings and clear instructions before and during the Games fulfilled their wants and needs. A research was conducted by the Urban Institute in USA, with the approximately 129,000 charities which managed volunteers, revealed that more than 75% of charities said that they offered training and professional development opportunity for their volunteers for a large to moderate degree (The Urban Institute, 2004).

According to the view of volunteers in this study, though the pre-game trainings for the volunteers were very adequate in terms of quantity, the contents of those trainings were too general. The lecturers and the paid staff did not have a very clear picture of the Games and this phenomenon was very common even during the Games. In order to solve these problems we suggested that, sometimes, the volunteers should be put to train together with the paid staff. Few reasons were listed below:
1. Increase the motivation of the paid staff.
2. Facilitated the mutual understanding (e.g. job nature, personality, administrative structure, code of conduct).
3. As volunteers were highly accountable to their sacrificed time, they must request the organizing committees to seek and to explore a clear direction for the Games.
4. In this study, more than 70% of volunteers (53/75) had served as volunteers in mega events at least 2 times. They might be more experienced than the paid staff in some crucial areas, they were therefore important to be included.

Volunteers are one of the stakeholders of the Games. They are motivated to serve the Games, if they were unsatisfied, Games would never be memorable.

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INTRODUCTION

Equestrian was included into the Olympic Games since 1900 and it consisted of three disciplines. They were dressage, jumping and eventing. Yet, it was not a mainstream sport in the whole world because participating in equestrian involved huge costs. A top horse that could be used for equestrian competition cost more than $10,000,000 (Beijing Daily, 2008). And the horses had to train at least for 5 years so that people could know whether they were good horses or not and the training fees involve more than £50,000 (Jin, 2005). As a result, the general public were unable to afford this huge costs and only wealthy people could participate in equestrian (Zhao, 2007).

Equestrian was not a well-developed sport in Hong Kong. Equestrian was first developed by the Hong Kong Jockey Club and it established a private club house in 1884 and only the sons and the daughters of the members could learn horseback riding (Tang, 2007). After the Hong Kong Jockey Club cooperated with the government, four equestrian training centres had been established and three of them were opened to the general public (Leisure and Cultural Services Department [LCSD], n.d.). Apart from that, there were more private equestrian training centres established in Hong Kong. As a result, more people had a chance to learn equestrian or get some basic knowledge about horses and equestrian. However, equestrian was still not a mainstream sport in Hong Kong until now. There was only around 6000 people had equestrian training in Hong Kong nowadays (Ta Kung Pao, 2008). And lack of sponsorship for quality horses was one of the major impediments to the development of equestrian in Hong Kong (The Standard, 2007). Yet, research (London Assembly, 2007) showed that Olympic Games in the hosting country could help to encourage mass sport participation in that country. Therefore the 2008 Equestrian Olympic Games may be an important instrument to develop equestrian in Hong Kong.

Sport development through major sport event

Wolverhampton City Council (n.d.) defined sport development as the provision and improvement of opportunities to participate in active recreation and ensuring for all, regardless of age, gender, ethnicity, disability and level of participation. According to some researches, both of the 1992 Barcelona Olympic Games and the 2000 Sydney Olympic Games were successful in promoting mass sports participation (London Assembly, 2007). For the Barcelona Olympic Games, Botella and De Moragas Spa (1994) pointed out that the proportion of the people which participated in physical activity at least once a week had increased from 36% in 1983, to 47% in 1989, and grew up to 51% in 1995. More surprisingly, the percentage of women took part in physical activity had grown from 35% in 1989 to 45% in 1995. Meanwhile, Cashman (2006) and Lenskyj (2002) indicated that the Sydney Olympic Games had put a great impact on the sport development for both of the elite performance and also the mass sport participation. And Veal (2003) had made an analysis on the participation of sport in Australia between 1985 and 2002 and it showed that there was an increase in the participation in seven Olympics sports. Furthermore, Xia (2007) also said that
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people’s awareness on equestrian information after Hong Kong got the chance to co-host the 2008 Equestrian Olympic Games (t=-11.97, p=0.00).

An analysis on gender difference of actual participation and awareness on equestrian

Results from the Independent Sample t-test showed that there was no significant mean difference between male and female on the actual participation in equestrian (t=-0.29, p=0.77). Yet, for the awareness on equestrian information, the result showed that there was a significant mean difference between male and female (t=2.55, p=0.01). It can be concluded that there is no gender difference on the participation in equestrian but the difference can be seen on the awareness on the equestrian information.

An analysis of actual participation and awareness in equestrian between different socioeconomic statuses

Result from the One Way ANOVA showed that there was significant mean difference on the actual participation in equestrian among the low, medium and high socioeconomic statuses (F=14.12, p=0.00). Result from Post Hoc Test indicated that the high socioeconomic status participate more in equestrian than the low and medium socioeconomic status.

For the awareness in equestrian information, One Way ANOVA indicated that there was significant mean difference among the low, medium and high socioeconomic status on the awareness on equestrian information (F=16.01, p=0.00). And the Post Hoc Test using Student-Newman-Keuls test showed that the medium and high socioeconomic status have a higher awareness on the equestrian information than the low socioeconomic status.

An analysis of correlation between attitude towards hosting the 2008 Equestrian Olympic Games, intention to participate and awareness on equestrian information with the actual participation

Result from Pearson’s Correlation Test showed that the higher the intention to participate in equestrian activities, the actual participation rate will be higher (r=0.68, p=0.00). On the other hand, there will be nothing to do with the actual participation no matter how the subjects’ attitude towards hosting the 2008 Equestrian Olympic Games (r=-0.12, p=0.14) and the awareness on equestrian information are (r=0.06, p=0.46).

DISCUSSION

To begin with, the research results showed that Hong Kong co-host the 2008 Equestrian Olympic Games could increase people’s awareness on equestrian. Yet, the co-hosting could not boost the actual participation in equestrian. The results were consistent with several studies (Sweeney Sport Reports, 2001; Hirons, 2004; RTHK, 2008). People’s awareness on equestrian could be raised maybe because of a number of reasons. Firstly, different organizations and departments had put an effort to promote equestrian in Hong Kong. For example, a pavilion had been set up at Penfold Park in Shatin since November 2007 so as to help the public get better idea of equestrian and to boost public interest in equestrian (SCMP, 2008). Meanwhile, the government had also spent a sum of $10 million on promoting equestrian in Hong Kong (Hong Kong Economic Times, 2008). On the other hand, for the actual participation in equestrian, some research support this result that mega sport event could not boost the local participation in sport (London Assembly, 2007). In particular, the participation in equestrian could not be boosted easily in Hong Kong because of a number of constraints. Constraints were defined as the factors that limited the leisure participation when someone wanted to have leisure experience (Godbey, 1994). Equestrian could not be developed easily in Hong Kong because of some constraints including access to facilities, costs associated with the activities and facilities and opportunities.

For the access to facilities, the riding schools had to occupy a large piece of land and so the riding schools in Hong Kong were usually located in the places with lower accessibility (Sing Tao, 2007). For example, Tuen Mun Public Riding School was the largest public riding facility in Hong Kong and it had occupied an area of 34,800 square meters (LCSD, n.d.). Hong Kong Equestrian Centre had occupied 100,000 square meters and it was located in Shek Kong (Hong Kong Equestrian Centre, n.d.). Apart from that, there was a newly built riding school located in Doungguan City in Mainland and it was known as the Camelot Riding Resort and Country Club (Oriental Daily, 2008). Therefore people were not eager to spend so much time to travel to these riding schools to learn horseback riding.

For the costs associated with the activities, at the grass root level, the median monthly household income in Hong Kong in 2006 was $17,250 (Population By-census, 2006). However, equestrian was an [aristocratic] sport. A horse cost $7,000,000 dollars and $6000 was needed monthly for raising a horse (Wen Wei Po, 2007). And the cost of the helmet and boot were $2000 (Hong Kong Economic Times, 2007).
And the tuition cost was so high that for the private riding school, the lump sum membership fee of the Camelot Riding Resort and Country Club in Dongguan was $100,000, the monthly membership fee was $2400 (Camelot Riding Resort and Country Club, n.d.). As a result, only middle class could afford to pay for the sum of money and thus mass sport participation in equestrian could not be achieved in Hong Kong (Ta Kung Pao, 2007).

At the elite level, equestrian was also not well developed. Since the costs of the horses were very expensive and thus the horse racing horses were used in the equestrian games. Therefore Hong Kong elite equestrian athletes could not get good results in the international competition. Apart from that, equestrian was not the elite sport in Hong Kong and so the government would not provide comprehensive support includes world-class coaching staff and facilities usage (Hong Kong Sport Institute, n.d.). And award was not provided when the athletes get prizes in the competitions (Wen Wei Po, 2007). As a result, many of them would drop out from equestrian because they could not afford to pay for the huge sum of money continuously (Guang Zhou Daily, 2008).

For the facilities and opportunities, Hong Kong had limited land supply but equestrian requires a large piece of land and thus there were only nine riding schools in Hong Kong (Hong Kong Equestrian Federation, n.d.). And many of them only occupied a small piece of land. For example, the Lei Yue Mun Public Riding School and the Pfeldlum Public Riding School only occupied 4000 square meters (LCSD, n.d.) and so they were not well equipped and training was very limited.

Secondly, the result of the research showed that there was no difference in the actual participation in equestrian between male and female. Research (National Sport Information Centre, 2000) showed that even more females participated in equestrian than males. Among 69,100 adult participants, 68.9% (47,000) were female while only 31.1% (21,600) were male. It maybe because male athletes did not dominate in equestrian as co-operation with the horses was far more important than physical abilities. Meanwhile, male and female athletes would compete together in the Equestrian Olympic Games and it showed that there was no gender difference in the participation in equestrian (IOC, n.d.).

Moreover, research result also revealed that high socioeconomic status participated more in equestrian than medium and low socioeconomic statuses. The result was consistent with the previous findings of Booth and Loy in 1999. They said that only people with higher income, higher education and higher occupational status had the highest sports participation rate. On the other hands, research (Mota & Silva, 1996) pointed out that people from low-income families had limited access to resources that could support physical activities. In specific, equestrian was a kind of aristocratic sports that only people with higher income could afford to play (Zhao, 2007). And 80% of the people participate in equestrian were middle class including doctors, bankers and lawyers in Hong Kong (Hong Kong Economic Times, 2007).

Besides, the research results indicated that the high and medium socioeconomic statuses access to more equestrian information than low socioeconomic statuses. The United States Equestrian Federation (n.d.) had done a demographic research on 70,000 members and result showed that 40% of them had an individual income in excess of U.S. $150,000 per year. Besides, it maybe because the low socioeconomic status had less resource and had less chance to access the equestrian information (Coakley, 2004).

Last but not least, the research result showed that the actual participation was correlated to the intention to participate but with no correlation to attitudes towards the co-hosting and the awareness on equestrian. According to the participation model (McCarthy & Jinnett, 2001), the factors that affecting the actual behaviour includes attitudes, intentions and past behaviour and thus people with a higher intention to participate should have a higher participation rate. And the research result was also supported the research done by Khoo and Ainley in 2005 that actual participation was positively correlated to the intention to participate.

**CONCLUSION**

Although the study had some limitations, it could give us some implications. Results showed that the 2008 Equestrian Olympic Games could not help mass participation in equestrian. However, it could increase the public’s awareness on equestrian. Therefore it
shows that the government could try to put more emphasis on
the promotion on equestrian participation. And result also
showed that there was a difference on equestrian participation
between different socioeconomic statuses and thus the
government could make some measures so that there was
equal participation in equestrian among different
socioeconomic status.

**Recommendations for further studies**

1. This study only targeted at adolescents aged from 18-23
and thus further study could be done on the other age
groups.

2. The study was carried out before the co-hosting of 2008
Equestrian Olympics Games and so the sustainability or
the legacy of the Equestrian Olympic Games was not
measured in the study. Further study could put
the emphasis on this topic.

3. Qualitative study was not included in the study that no
interview was conducted. Interview could provide more
in-depth result and better understanding of research question.

**References**

- Melbourne: Sweeney Sports.
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根據世界觀光旅遊委員會 (WTTC)之估計，公元2006年全球觀光旅遊產業部門之產值將達6.48兆美元，約佔全球貿易生產毛額 (GDP)的10.3%。而世界觀光組織 (WTO)則預估到2010年，全球的國際觀光旅遊人數，將成長至10.06億人次，2020年將達15.79億人次，平均年成長率可達4%。觀光旅遊產業乃全球最大的單一產業部門，並且被視為數學科技產業一樣是二十一世紀的明星產業世界各國無不致力發展，未來觀光產業在全球經濟發展上將扮演著舉足輕重的角色 (國旅研究報告，2006)。

台灣地區由於民眾漸漸重視生活品質及2001年實施周休二日，使得國人參與休閒旅遊風氣日盛，但也因此，在假日時帶來了擁擠的車潮，使得想從事休閒活動的人，遊興大減。而不怕塞車、安全性較高且可免除開車累乏之苦的火車，反倒成了最便捷的交通工具。根據2005年國人旅遊狀況調查，雖然自用汽車為民眾旅遊時主要利用的交通工具，但搭火車旅遊者卻有增加之趨勢(交通部觀光局，2005)。

除了便利性之外，鐵道擁有悠久歷史的車站與周遭環境，更可增添賞當地特色的旅遊趣味。台灣鐵道遺世而行，連絡著島內豐富人文景觀與地理風情，遊客可選擇逐站遊玩，既可隨性出發又可隨性調整路線。雖然搭火車有時間上的限制，但由於許多路段的穿梭在公路無法到達的地方，沿途景觀也沒有其他交通工具可以取代，因此吸引許多嚮往火車旅遊的人們。開發較早的西部縱貫線。現在仍留有許多復古的日式木造火車站，在此可欣賞火車站之美；東岸的鐵路則是田園風光；平溪、內灣、集集三支線則充滿懷舊之感。另外，森林鐵路阿里山線，則為台灣國寶級的登山鐵道，可欣賞森林不同林相的變化。

鐵道旅遊活動在歐洲、美洲及日本等鐵道網絡發達的國家相當的盛行，尤其是自由行的旅遊方式。由交通早生型態，大眾運輸與觀光旅遊軌跡可以發現，鐵道觀光帶動了台灣旅遊的發展 (蔡啟源，2002)。台灣有完整的環島鐵路網與支線鐵道，而且鐵路屬於綠色交通的一環，相對於其他運輸工具，有載客量大、安全、準時等特性，因此鐵道旅遊也成為值得推廣的旅遊活動。

研究目的與問題

本研究以從事鐵道套裝旅遊行程的遊客特性、鐵道旅遊的吸引力、參與鐵道套裝旅遊行程後遊客滿意度及對行為意向的影響等為研究構面而加以分析。依循研究之目的，本研究欲探討的問題如下：
(一) 鐵道套裝旅遊遊客之個人旅遊特性為何？
(二) 鐵道旅遊吸引力為何？
(三) 鐵道套裝旅遊遊客對鐵道套裝旅遊是否滿意？
(四) 鐵道套裝旅遊遊客對鐵道套裝旅遊的行為意向為何？
(五) 鐵道旅遊吸引力是否會影響鐵道套裝旅遊遊客滿意度？
(六) 參與鐵道套裝旅遊遊客滿意度是否會影響行為意向？

研究範圍

本研究主要是探討鐵道旅遊吸引力、參與鐵道套裝旅遊行程遊客滿意度與其行為意向，經問卷常參與鐵道旅遊活動者後，本研究選定以曾參與鐵道套裝旅遊的台灣鐵道網會員為對象，較為符合本研究之主題。
鐵道旅遊「railway travel」的解釋為「搭乘火車旅遊」，為旅遊方式之一。若以觀光型態來分類，可分為一般鐵道（交通運輸）與觀光鐵道；若以遊客使用行為來分類，可分為以火車為觀光旅遊之主要交通工具及以鐵道建築為附加價值的體驗旅遊兩種類型。（林政鴻，2004）

台灣鐵路建於清光緒十一年（西元1887年），為清朝巡撫劉銘傳所倡導，之後，歷經日本時代的擴展，於一九三七年設立觀光部門，現今觀光資源的調查開發、觀光設施的管理和促進、觀光事業的宣傳、觀光客人的接待服務等事務（蔡耀保，2002）。因此，搭乘鐵道沿著周邊城市進行觀光，並不是近年才興起的旅遊方式，早在日治時期，鐵道設置部門即透過便利的交通運具連結起沿線各城市的觀光資源，並在策略性的經營推廣下，帶動了鐵道觀光活動。

台灣鐵路網著全島四周的平原而建，南北向交通便利，但因地勢的關係，東西向深入山區的交通，僅有數條鐵路線。當初因為載運各式貨物而興建的支線，如平溪線的煤炭、內柵線的水泥業、集集線的木材業等，隨著公路的開發和汽機車運輸工具的興起，一一因運輸成本的考量而結束營業。所幸近年來台灣盛行復古懷舊風氣，才能倖存。今日台灣最有名的山線觀光鐵路是集集線、平溪線及內柵線。它們的興建並非始於觀光目的，只是如今背負的時代使命已不存在，才以觀光的名義重新登場。另外，歸屬林務局管理的森林鐵路阿里山線則為台灣國寶級的登山路線。歷史悠久的台灣鐵路本身蘊藏著豐富的文化資源，無論是富麗堂皇的新竹、台中車站或是鄉間的木造車站，這些鐵道建築除了本身都是極具特色的古老建築外，更是當地民眾共同的集體記憶。另外，早年行駛的蒸氣火車木造車廂、沿線的鐵道建築（如舊隧道、舊橋樑）等，這些富有歷史意義的鐵道文物，都是見證台灣鐵路發展的文化瑰寶，更是先人智慧和心血的結晶。

滿意度的定義及衡量構面

滿意度的定義


滿意度的衡量構面

Parasuraman, Zeithaml and Berry (1994)主張顧客對交易之整體滿意是由服務品質、產品品質與價格三者評估所構成的函數關係。Kotler et al. (1996)認為顧客滿意度是顧客對於購買的產品或服務，其實際結果是否預期的一致，即是顧客預期的結果與實際認知差距的一項評估反應。Robert et al. (2003)將旅遊者滿意度的概念提出替代性的衡量法，將滿意度分成：活動設施（facilities）、活動服務（service）、活動資訊（information）及遊憩體驗（recreation experience）。所以，本研究以遊客在參與鐵道旅遊時，對價格、服務品質及體驗的滿意度為探索之因素。
行為意向的定義及衡量構面

行為意向的定義

Fishbein and Ajzen (1975) 對「行為意向」的定義是人們表現對某特定行為的意向強度的衡量。而行為意向通常列入心理學與消費者行為中的態度理論探討，這是由態度主要由三種要素組成，分別是：認知要素 (cognitive component)、情感要素 (affective component) 及意動要素 (conative component)。其中，意動要素是指個體對態度標記的物的行動或行為傾向。在態度理論中，認知要素及情感要素被視為態度的決定因素，而行為意向則由態度來決定 (Engel et al., 1995)。Engel, Blackwell and Miniard (1995) 針對信念、感覺、態度、行為意向與行為之間關係所提出的模式中 (圖 1)，認為消費者對某一目標的物的整體評估，是由其對該目標的物的信念與感覺所決定，消費者對某一目標的物的態度會影響行為意向，而消費者的行为意向則進一步地影響其最終行為。

吸附力、滿意度與行為意向之關係

吸力與滿意度之關係


行為意向與滿意度之關係


經由上述文獻回顧的探討，發現旅遊吸引力會透過旅客的體驗影響旅客滿意度，而旅客滿意度會影響旅客行為意向，若旅客獲得滿意後，可能會產生再訪意願或推薦行為等。

研究方法

研究架構

文獻回顧闡釋纔導觀光吸引力為纔導文化本身資產 (如車站)、周邊具有潛力的觀光資源及商界的特殊性。Glenn (2000) 指出親族關係的強化及社會互動的催化作用影響觀光動機。Parasuraman, Zeithaml and Berry (1996) 將行為意向以「忠誠度」、「轉移」、「付出」、「外部回應」，以及「內部回應」等五個構面來探討。因此，本研究探討個人旅遊特性的不同旅客，被吸引前往纔導旅行的因素，及在實際體驗後之滿意度與行為意向有何根據研究動機、研究目的，建立本研究架構，如圖 3 所示：
研究變項之操作性定義

旅遊特性

成為社會經濟背景及個人旅遊特性的兩部分，其中社會經濟背景包括個性、婚姻狀況、年齡、職業、教育程度、個人月收入、以及居住地區；個人旅遊特性包括遊客性質、訊息來源及常用旅遊交通工具有等。

鐵道旅遊吸引力

以鐵道旅遊過程，分類出特色因子，即吸引遊客參與鐵道旅遊活動之力量，包括鐵道歷史文物、自然景觀、運具特色等。

遊客滿意度

指遊客從事鐵道套裝旅遊活動後對參與活動之滿意程度，包括價格、服務品質、體驗的滿意等。

行為意向

指遊客從事鐵道套裝旅遊後，後續行為意向的表現，包括滿意度、付出及外部回應。

旅遊吸引力對鐵道套裝旅遊遊客滿意度之影響


H2：鐵道旅遊吸引力對鐵道套裝旅遊遊客滿意度有顯著影響。

鐵道套裝旅遊遊客滿意度對行為意向之影響


H3：鐵道套裝旅遊遊客滿意度對行為意向有正向影響。

研究對象與調查方法

研究對象

本研究主要是探討鐵道旅遊吸引力、遊客滿意度與行為意向，經詢問常參與鐵道旅遊活動者後，本研究選定以曾參與鐵道旅遊的台灣鐵道鐵道為對象，較為符合本研究之主題。台灣鐵道鐵道成立於2003年5月，目前會員人數約十萬人，致力於推廣鐵道旅行，並於2004年鐵路節獲頒「台鐵之友」、曾舉辦如客車之旅、阿里山森林鐵道之旅及日本鐵道深度之旅等多次鐵道之旅。

調查方法

本研究之研究主體為鐵道鐵道遊旅客，故以曾參與鐵道套裝鐵道遊之旅為遊客為主體以訪談調查作為資料收集的工具。本研究於2007年7月25日至2007年9月2日根據台灣鐵道鐵道網所提供的會員資訊資料進行網路電子郵件問卷調查。在發放398份問卷並確認曾參與鐵道套裝鐵道遊之旅回收問卷，總計回
收166份，在扣除5份無效問卷後，實得有效問卷為161份。
根據Bagozi and Yi（1988）指出問卷回收至少要150份，因此，本研究問卷回收率合乎標準。

研究工具

問卷設計

本研究所使用之研究工具定名為「鐵道旅遊吸引力對遊客滿意度與行為意向相關研究問卷」，依據文獻探討所得作為命題依據，將本問卷分成四個部份，包括鐵道旅遊吸引力、遊客滿意度、行為意向與遊客特性，問卷形式採量化之結構式問卷。

問卷內容編製

1. 鐵道旅遊吸引力量表

　　本量表係參酌屈立文（1997）之道旅業吸引力相關分析，經本研究修正，分為三個層面，包括「？道歷史文物」、「自然體驗」以及「鐵道特色」，共有14個題項，採用李克特五點尺度衡量。

2. 遊客滿意度量表

　　本量表係參酌Robert et al.（2003）對遊憩區遊客的滿意度提出替代性的衡量法後，經本研究修正，分為三個層面，包括「服務品質」以及「體驗的滿足」，共有8個題項，採用李克特五點尺度衡量。

3. 行為意向量表

　　本量表係參酌Parasurman, Zemail and Berry（1996）行為意向相關分析後，經本研究修正，分為三個層面，包括「服務品質」、「外部反應」，共有5個題項，採用李克特五點尺度衡量。

4. 遊客特性

　　本研究將參與鐵道輔導遊之遊客特性量表分為社會經濟背景與個人旅遊特性來探討，其中社會經濟背景分別為「性別」、「年齡」、「職業」、「教育程度」、「個人月收入」、「居住地區」等九個研究變項，而個人旅遊特性量表則參酌林政在家（2004）內鐵道旅遊特色吸引力、遊客滿意度與遊客意願之研究後，經本研究修正，分為「同調性質」、「訊息來源」、「交通工具等」三個研究變項，全為類別尺度。

問卷預試

　　預試問卷樣本收集採便利取樣方式，於1996年7月5日，透過臺灣鐵道網進行網路問卷調查，總計回收預試問卷50份，以信度係數Cronbach's α數值來衡量鐵道旅遊吸引力、遊客滿意度與行為意向等量表問卷題目之一致性。經信度分析後，其數值結果如表1所示。

| 資料分析方法 |

　　本研究以SPSS12.0統計軟體進行樣本結構之描述性分析，以及結構方程模式統計軟體AMOS 5.0驗證本研究所提出之研究架構的合理性，以及變項之間的因果關係。

| 研究結果 |

　　本研究依據研究目的與假設檢定之需要，將回收完成的正式問卷使用SPSS10.0統計軟體進行資料處理與統計分析，其次再以AMOS 5.0統計軟體對問卷各構面進行驗證性因素分析，與驗證測量模式之內在結構適配度。

| 遊客個人特性描述 |

　　社會經濟背景

　　經受訪對象中以「男性」居多，計143人，佔88.8%；「女性」18人，佔11.2%。婚姻狀況以「未婚」居多，計114人，佔70.8%；年齡以「20-29歲」居多，計57人，佔35.4%；其次為「30-39歲」49人，佔30.4%；最少為「60歲以上」0人，佔0%。職業以「學生」居多，計57人，佔35.4%；其次為「服務業」21人，佔13.0%；最少為「家管」及「農業」1人，佔0.6%。教育程度以「大學」居多，計71人，佔44.1%；其次為「高中職」32人，佔19.9%；最少為「國中以下」11人，佔6.8%。平均月薪收入以「無收入」居多，計43位，佔26.7%；其次為「40001~60000」39人，佔24.2%；最少為「60000以上」8人，佔5.0%。居住地點以「北部地區」居多，計69位，佔42.9%；其次為「中部地區」，計50位，佔31.1%；最少為「離島」1人，佔0.6%。

　　個人旅遊特性

　　是否同遊以「同遊」88人居多，佔54.7%，而「獨自一人」有73人，佔45.3%；訊息來源以「網路」115人居多，佔71.4%；其次是「雜誌」13人，佔8.1%；最少為「宣傳折頁」1人，佔0.6%；常用交通方式以「火車」94人居多，佔58.4%；其次是「汽車」34人，佔21.1%；最少為「遊覽車」、「自行車」及其他各2人，分別佔1.2%。
鐵道旅遊吸引力描述

在鐵道歷史文物週圍，單一平均值以「可以到達不同的火車站」=4.45為最高；其次為「可以搭乘特殊造型的火車」=4.43；最低為「可以到達鐵路便當」=3.98。在自然風景週圍，單一平均值以「乘車時可以到達不同的公園」=4.44為最高；其次為「體驗森林遊樂的旅遊感受」=4.36。在週遊特色週圍，平均值以「搭乘火車」=4.32為最高；其次為「可以沿著鐵路路線旅遊」=4.25；最低為「搭乘火車旅遊比其他交通工具方便」=3.91。

鐵道套裝旅遊遊客滿意度描述

在價值構面調查結果中顯示，「整體價格讓我覺得很合理」的平均值為3.51。在假設品質構面調查結果中顯示，「整體服務品質讓我覺得很滿意」的平均值為3.70。而在體驗的滿足構面中，平均值以「讓我享受搭乘火車時有感的體驗」=4.43為最高；其次為「讓我有提升休閒生活的感覺」=4.27；最低為「讓我拓展人際關係」=4.00。

鐵道套裝旅遊遊客行為意向描述

在有點構面中，平均值最高為「若有機會，我會再參加鐵道套裝旅遊」=4.16；其次為「我會介紹親朋好友參加鐵道套裝旅遊活動」=3.95。在額外構面中，平均值最高為「當遊客稍微提高時，我仍會繼續參與鐵道套裝旅遊」=3.88；其次為「即便鐵道套裝旅遊和其他旅遊實我在遊客滿意度」=3.63。在實驗回應構面調查結果中顯示，「當我遇到難解決的問題時，我會向相關人員反應」的平均值為4.14。

遊客特性與鐵道旅遊吸引力差異性分析

為了了解遊客特性在鐵道旅遊吸引力上是否有差異，本研究以此構面做為反應變項，針對遊客之社會經濟背景及個人旅遊特性分別進行差異性分析。結構顯示社會經濟背景中，性別及個人收入在鐵道旅遊吸引力上均有顯著差異；個人旅遊特性中，常用旅遊交通工具在鐵道旅遊吸引力上有顯著差異。

問卷信度分析

本研究共回收161份有效問卷，以信度係數Cronbach's a數值來衡量各變項量表的一致性，並檢驗各變項量表的信度。其結果如下：鐵道旅遊吸引力量表Cronbach's a值為.87；遊客滿意度量表Cronbach's a值為.86；遊客意向量表Cronbach's a值為.86。整體Cronbach's a值.93，顯示本問卷具有高信度水準。

結構方程模式分析

本研究採用AMOS 5.0軟體作為分析工具，驗證本研究所提出之研究架構的合理性，以及變項之間的因果關係。

整體模式適配度

在解說模式之前必須先檢測模式的適配度，結果顯示：整體模式之卡方檢定值（x²=35.049），自由度（df=21），故卡方檢定值與其自由度的比值（x²/df=1.669），介於1和2之間，於可接受範圍。論述均方根（RMR）=0.036符合小於0.05的條件。適合度指標（GFI）=0.945，調整修正後適合度指標（AGFI）=0.901，基準適合度指標（NFI）=0.948，非基準適合度指標（TLI）=0.962，皆符合大於0.9的條件。比較適合度指標（CFI）=0.978符合大於0.8的條件。整體模式適配度皆達理想標準。

結構方程模式之母數估計

鐵道旅遊吸引力、遊客滿意度與行為意向結構方程模式之母數估計數據及內容如表2所示。

<table>
<thead>
<tr>
<th>變項關係</th>
<th>標準化</th>
<th>未標準化</th>
<th>估計值</th>
<th>p value</th>
</tr>
</thead>
<tbody>
<tr>
<td>鐵道歷史文物 ↓ 鐵道旅遊吸引力</td>
<td>.747</td>
<td>.686</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>自然體驗 ↓ 鐵道旅遊吸引力</td>
<td>.560</td>
<td>.689</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>運具特色 ↓ 鐵道旅遊吸引力</td>
<td>.602</td>
<td>1.000</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>價格 ↓ 遊客滿意度</td>
<td>.651</td>
<td>1.400</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>服務品質 ↓ 遊客滿意度</td>
<td>.747</td>
<td>1.382</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>體驗的滿足 ↓ 遊客滿意度</td>
<td>.856</td>
<td>1.000</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>遊客滿意度 ↓ 鐵道旅遊吸引力</td>
<td>.884</td>
<td>.896</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>結果顯示母數估計的中介效果可以確認成立。</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

研究假設之AMOS實證分析結果

為了了解遊客滿意度是否具有中介效果，本研究在理論模式中，增加一條徑路(即鐵道旅遊吸引至行為意向的徑路)。結果顯示模式雖達到可接受之契合水準（x²=22.849；x²/df=1.203；RMR=0.032；GFI=0.969；AGFI=0.927；NFI=0.968；TLI=0.989；CFI=0.994）。鐵道旅遊吸引至行為意向的徑路係數不顯著（迴歸係數為-0.416，p<0.05），顯示遊客滿意度的完全中介效果可以確認成立。

因此，本研究假設所探討鐵道旅遊吸引至行為滿意度與行為意向結構方程模式AMOS分析結果為鐵道旅遊吸引至行為意向的徑路係數不顯著。鐵道旅遊吸引至行為滿意度的完全中介效果可以確認成立。
結論與建議

研究結論

鐵道套裝旅遊遊客特性

經研究結果顯示，在受測樣本個人背景中男性、未婚、大學學歷與學生居多；年齡以20~29歲最多，顯示本研究鐵道套裝旅遊參與者以青、壯年為主族群，老年人比例偏低；平均月收入以無收入為最多，佔總樣本26.7%，原因是職業以學生最多的關係；其次為4~6萬元。

另外，不同遊客特性會影響鐵道旅遊吸引程度，分別發現在「性別」、「平均收入」與「常使用的旅遊交通工具」上。在性別中，男性的遊客較為女性的遊客；在平均月收入中，平均月收入2萬元以下及20001~40000元的遊客較為平均月收入在40001~60000元的遊客；在常使用的旅遊交通工具中，常使用的旅遊交通工具為火車的遊客較為常使用的旅遊交通工具為火車的遊客。因此，不同遊客特性對鐵道旅遊吸引程度有顯著差異，故研究假設2成立。

鐵道旅遊吸引力

從鐵道套裝旅遊參與者對鐵道歷史文物構面中，平均值最高為「可以看到不同的火車站」，其次為「可以搭乘特殊的火車」及自然體驗構面中，平均值最高為「尋訪火車時可以看到不同的風景」，其次為「體驗當地風土民情的旅遊感受」；研究對象兩者觀點：Inskeep（1991）認為觀光吸引力分為自然的吸引

力(由自然的環境所組成)、文化吸引

力(由人文的活動所組成)與特殊型態

吸引力(由人為力量所創造出)三種類

型。Swarbrooke（2000）認為人造景

觀而不以吸引觀光客為目的(如歷史建築物、蒸氣火車)為觀光吸引力類型之一。

另外，根據AMOS實證分析結果顯示：鐵道旅遊吸引無正向影響鐵道套裝

旅遊遊客滿意度(迴歸係數=0.884)，故研究假設2成立。

鐵道套裝旅遊遊客滿意度

鐵道套裝旅遊參與者對鐵道套裝旅遊價格

構面並非屬於高度滿意，但在服務品質上則偏向

於滿意程度。而從鐵道套裝旅遊參與者對體驗

的滿意之滿意度構面中，平均值最高為「讓我有

享受搭火車時有感受的感覺」，其次為「讓我有

提升休閒生活的感受」來看，驗證了Robert et al.

(2003)所提「感受體驗」是對遊憩區遊客滿意度的

替代性衡量法之一。

另外，根據AMOS實證分析結果顯示：鐵道套裝

旅遊遊客滿意度會正向影響遊客行為意向(迴歸係數

=0.658)，故研究假設3成立。

鐵道套裝旅遊遊客行為意向

從鐵道套裝旅遊參與者在忠誠度構面中，認同「若有

機會，我會再參加鐵道套裝旅遊」及「我會介紹親朋好友

參加鐵道套裝旅遊活動」來看，顯示鐵道套裝旅遊參與者

願意再參加鐵道套裝旅遊，並且樂意介紹鐵道套裝旅遊活
動給親朋好友，也驗證了Boulding, Kalr, Staelin and

Zeithaml (1993)的「再購意願」及「向他人推薦意願」來

衡量消費者行為意向的看法。另外，鐵道套裝旅遊參與者

認同行為意向之付出構面並在遇到難解決問題時，普遍觀

同於相關人員反應。

研究模式分析

1. 鐵道旅遊吸引力、遊客滿意度與行為意向整體模式

顯示有良好的契合度

35
本研究利用結構方程模式作為分析方法，主要的目的是藉由觀察變項來測量潛在變項，以驗證鐵道旅遊吸引力、遊客滿意度與行為意向之間是否存在著相互影響關係。驗證的結果得知鐵道旅遊吸引力與遊客滿意度之迴歸係數為.884，遊客滿意度與行為意向之迴歸係數為.658，驗證了鐵道旅遊吸引力對遊客滿意度、遊客滿意度對行為意向的確有正向影響。其中，鐵道旅遊吸引力最能解釋觀察變項之運具特色(迴歸係數 =.802)，其次為鐵道歷史文物(迴歸係數 =.747)，最低是自然體驗(迴歸係數 =.560)；遊客滿意度最能解釋觀察變項之體驗的滿足(迴歸係數 =.856)，其次為服務品質(迴歸係數 =.747)，最低是價格(迴歸係數 =.651)。行為意向最能解釋觀察變項之忠誠度(迴歸係數 =.929)，其次為付出(迴歸係數 =.708)，最低是外部反應(迴歸係數 =.542)。顯示鐵道旅遊吸引力內部結構中運具特色有最大影響，遊客滿意度內部結構中體驗的滿足有最大影響，行為意向內部結構中忠誠度有最大影響。在整體配適度指標檢驗上(GFI、AGFI、NFI、TLI、CFI)，配適度均達.9以上，且RMR = 0.36 < .05，RMSEA = .065 < .08，達到可接受標準，整體模型顯示有良好的契合度。

2. 鐵道旅遊吸引力、遊客滿意度與行為意向模式在變項間的直接效果

圖4顯示鐵道旅遊吸引力、遊客滿意度與行為意向模式中各變項間的直接效果，也就是變項間的徑路係數，此為完全標準化解(c completely standardized

研究限制與建議

研究限制

1. 對象不同的限制：本研究受限於時間、經費與能力等因素，故僅以台灣鐵道網的會員為主要研究對象，無法涵蓋所有符合條件的調查對象。

2. 地區不同的限制：本研究僅針對鐵道套房旅遊之遊客進行研究，並未針對不同地區的鐵道套房旅遊作探討，因此在價格及服務品質構面上，僅作整體之探討。

3. 樣本取樣的限制：本研究透過網路電子郵件發放問卷，較無法控制問卷的回收情形，因此問卷回收率不高。另外，受限於網路使用年齡層分布不同的原因，在取樣樣本年齡上較無法考慮到。

研究建議

1. 對經營管理者之建議

以樣本特性來分析，參與者以男性為主，在與婚姻交叉分析後，發現尤其未婚男性居多(72%)，但以能增加家人相處機會的鐵道套房旅遊而言，可考慮推廣適合家庭親子同遊的鐵道套房旅遊行程。另外，從平均月收入中得知，無收入者最多，其次為40001~60000元。雖然無收入者佔最多數，但經由交叉分析後，發現半數以上的無收入者之職業為學生(佔64.9%)，由此可知鐵道套房旅遊以有
參與者而言，鐵道遊客旅遊具有很高的吸引力。另外，在鐵道旅遊吸引中，最吸引遊客的是自然體驗方面的資源，因為可以體驗穿越山嶺的旅遊及看到不同公路的風景，因此對於自然資源要加以保護，避免不當的商業開發造成破壞。而參與鐵道套裝旅遊的遊客選擇因素，除了因為交通因素之外，最重要的是要體驗搭乘火車的感官，感受不同的火車車廂及車內環境，鐵道套裝旅遊行程也使遊客成為火車旅遊的愛好者。從遊客滿意度來看，體驗的滿足構面之平均值為4.19，其中平均最高為「讓我有機會搭上火車特有感受的感覺」，由此可知對鐵道套裝旅遊的參團者而言，參與鐵道套裝旅遊在體驗的滿足上，具有很高的滿意度。但相較之下，價格構面的平均值為5.13，服務品質的平均值為3.70，卻顯得偏高。因此，建議鐵道套裝旅遊業者在訂價策略上可著重於強調提升顧客的正面價格知覺，同時也不忘服務品質的維護與提升，才能持續吸引並留住鐵道套裝旅遊的參團者。從行為意圖來看，忠誠度構面之平均值為4.05，付出構面之平均值為3.66，取得回應構面之平均值為4.14。由此可知，對鐵道套裝旅遊的參團者，具有高忠誠度，且樂於向有興趣單位建議。而從管理的角度來看，驗證了降低成本及提高服務品質的重要性。另外，建議經營者以重遊優惠方案及結伴同行優惠專案等方式，促使高忠誠度的鐵道遊客不因價格而形同再參與的行為意向。

以中介效果來分析，從理論模式的分析結構中，旅遊者滿意度扮演著重要角色，遊客滿意度本身是中介變項，能夠顯著影響鐵道套裝旅遊的行為意向，同時也是中介變項，擔任鐵道旅遊吸引力的中介作用而影響鐵道套裝遊客的行為意向，由遊客滿意度在理論模式的雙重角色，鐵道套裝旅遊業者，必需要注意到如何提升鐵道套裝遊客的滿意度。

2. 對後續研究者之建議

本研究受限於時間、經費與能力等因素，欲僅以台灣鐵道網的遊客為研究對象。因此建議後續研究者可擴大研究的範圍，以全國的鐵道套裝旅遊參團者為研究對象，其研究結果將更具代表性。再者，不同的遊客趨勢可能也會產生不同的結果。而本研究僅針對鐵道套裝旅遊之遊客進行研究，建議後續研究可針對不同地區的鐵道套裝旅遊作探究，以了解鐵道套裝遊客在不同環境或區域時所重視之遊客體驗。

另外，本研究並未對服務品質相關內容作細項的探究，建議後續研究可以針對旅遊業型態之服務品質相關內容作細項研究，以了解遊客對於服務品質相關內容之滿意程度，將有助於鐵道套裝旅遊活動的經營管理與環境改善。

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INTRODUCTION

Background

In Hong Kong, despite its dense population, Hong Kong is reported to be one of the greenest cities in Asia. According to the report by Agriculture, Fisheries and Conservation Department (AFCD), "Introduction to Country and Marine Parks", 41,583 hectares (about 38 per cent of Hong Kong’s land area) have been officially conserved in country, marine parks and nature reserves. There are 23 country parks under the management of Country Parks Ordinance (see Appendix I). According to the Useful Statistics of AFCD, over 10 million people per year visited the country parks since 1990. Today, the total numbers of visitors has gradually increased to a total amount of 12 millions. The Wikipedia website (2007) (Sai Kung District) states that there are four country parks in Hong Kong, namely: the Clearwater Bay Country Park, the Kiu Tsui Country Park, parts of Sai Kung East and the Sai Kung West Country Park. Sai Kung Town is a gateway of the Sai Kung East and West Country Park. They are some of the most popular country parks in Hong Kong statistically receiving over 2 millions visitors a year, a figure that has gradually increased in percentage every year according to the Annual Report 2003/05 of AFCD. For the completeness of this study, the above four country parks, including the whole Sai Kung East and Sai Kung West Country Park were studied in this report.

This study is concerned with analyzing people’s expressed and latent demand for hiking activity in Sai Kung Country Parks. In Hong Kong, there is relatively little information focusing mainly on people’s demand for outdoor activity, and few studies have been conducted. Only a few studies were conducted in the early 90s (Wong 1994 and 1997: Jim 1989a and 1989b), covering all country parks over a long period of time, and focused on other outdoor activities. Thus, the present study aims to focus on hiking and tries to find out the demand for hiking at the present date.

Nowadays, the phenomenon of obesity is a major concern for Hong Kong’s children. Sung and Nelson (2006) pointed out that one of the suspected cause of the problem in Hong Kong was the lack of physical activity. The epidemic affects children as well as adults and the growing phenomenon of childhood obesity has also extended to Asia. Sung and Nelson (2006) showed that Hong Kong children were in general physically less active than their counterparts in Western countries. In physical activity lies one major remedy to the problem of overweight and obesity (Johns and Lindner, 2006).

Leisure and recreational activities are often being regarded as essential elements of a healthy society and have played a vital role in community development (Owens 1984). Johns and Lindner (2006) stated that there are many possible entry points to health-related societal behavior. Walking along the hills and countryside hiking is one of them and there are many such opportunities in Hong Kong. Wong (1997) stated that understanding the pattern of youth experiences was considered as a direct approach to clarify the present participation in recreation activities. Also, outdoor recreation could be considered as providing a healthy outcome for young people.
in deflecting their energy and attention away from anti-social activities. Buse and Enosh (1977) found that early life experiences had a strong influence on later life especially when it comes to recreational activities. Activities engaged in childhood were more likely to be engaged in during adulthood (Wong 1997).

In more general terms, it is clear that gathering relevant information on recreational demand is crucial to better understanding recreational patterns and to the provision of recreational activities that are relevant and adequate.

Such a research is not purely academic. Its practical value is in that can provide useful information for the identification of areas for improvement, the planning, the provision of facilities and the management of Hong Kong country parks. As Mitchell stated it, understanding the patterns and processes associated with recreational behavior was essential for administrators, resources planners and managers in both public and private sectors (Mitchell 1981).

By gathering baseline information in the form of a direct survey, this study aims at determining people’s participation patterns in hiking in Hong Kong’s country parks.

**METHODOLOGY**

**Survey Instrument**

In most of the recreation site surveys, there were several data collection methods, namely interviews, self-administered questionnaire (SAQ) and combination of interviews and SAQ. The main research instrument for this project was an on-site visitor survey carried out in Country Park in Sai Kung District.

The questionnaire survey was set and modified based on the three questionnaires which set by predecessors. The design and pattern of questionnaire mainly followed as suggested by Wong (1997), which was the unpublished Doctor Philosophy Thesis of the University of Hong Kong, Recreational use of Hong Kong Country Parks: an analysis of patterns and demand (see Appendix 4a and b). The others were Mulder et al. (2005) which was the published journal of managing leisure, Young people’s demand for countryside recreation: a function of supply, tastes and preferences (see Appendix 5), and Mimi Chan and Anny Kwan (2003) which was an unpublished final report of The Hong Kong University of Science and Technology, Sustainable Development: Hiking in Sai Kung (see Appendix 6). All of the questionnaires were kindly approved by the authors and the Associate Professor respectively before setting the questionnaires. All of the email contents of informed consents were referring to Appendix 7, 8 and 9.

The questionnaire consisted of four parts (see Appendix 10). Part I related to the trip, such as frequency of visit in particular country parks, times of visit, transport means, opinion of transport mode, transport time, ownership of car and opinion, and visit to particular country parks at night after 7:00 pm. Part II consisted of questions related to transport cost, other expenses, and opinion of hiking activity.

Part III consisted of questions related to attitudes and activities of visitors, such as reasons for visiting a particular country parks, concerning elements, and activities performed and preferred. Part IV was related to personal profile. It consisted of information such as sex, age, nationality, location of residence, educational level, occupation, and monthly income.

The questionnaire was designed in Chinese and English version. They were appended at Appendix 10a and 10b respectively. The target groups were mainly Chinese that the Chinese version was appropriated for fully understanding the questions. A total of 29 questions were included.

In selecting this on-site survey method, every effort had been made to ensure the accuracy, reliability and comparability of the survey results.
ANALYSIS AND DISCUSSION

In this chapter, after a review of the major factors affecting countryside recreation, the general patterns of hiking activity in Sai Kung Country Parks will be given. The aim is to provide a broad picture on the general patterns on individual country parks.

Characteristics of Visitors

Understanding the socio-economic background of country park visitors is not only important for park planning and management, but also it is essential for the prediction of recreational demand (Chan and Kwan 2003; Jim 1989c; Patmore 1970). In the visitor surveys, seven elements were covered, namely: sex, age, nationality, educational level, living place, occupation and average monthly income.

Nationality does not show any significant difference because in all visitor surveys, 96% of the visitors were Chinese and only 4% belonged to other nationality, including British, French, Thai. In the present study, it can be assumed that the cultural background of visitors is dominantly Chinese.

Age and Sex

Throughout the surveys, there are more female visitors than male visitors. The sex ratio of female and male is 88:81 in the present study (Total no. of respondents is 169). The finding was not consistent with Dr. Wong’s study (1997). In his study, the trend was for a decrease in female visitors, leading to an unbalanced use of the Country Parks. And Wong (1997) stated females were less motivated to go to the countryside because of family commitment or care of the young children at home. In the present study, the different result may be explained by the fact that 10 years later, females are more keen to visit country parks due to an increased level in interest and for the health benefits related to this kind of activity.

In the survey, the most active group in countryside recreation was aged between 23 and 27. This trend may indicate that more facilities suitable for middle age people will be required than those for the younger generation of 18 - 22. On the other hand, the reasons why young people reduce their visit to country parks also need to be studied. Another reason for the difference is that older people tend to visit Sai Kung Country Parks very early in the morning. They might not be covered in the on-site visitor surveys which were conducted mainly after 9am.

Education Level

All of the parks visitors have received secondary education or above. The result was consistent with Dr. Wong’s study (1997), which found that over 85% of park visitors had received secondary education or above. This is a very clear indication that the trend of rate of visit is positively related to the level of education. People with more education were more likely to be susceptible to the influence of a social movement (Wong 1997). In the age of environmental awareness, a focus on the need to get in touch with nature had a positive effect in promoting outdoor recreation and the enjoyment of the countryside (Wong 1997). Undoubtedly, it generated more visits to country parks, particularly among those who had achieved a higher education.

Occupation

Both Wong’s study (1997) and the present study surveys confirm that the rates of visit to country parks are higher amongst professionals and white collar workers than blue collar and service workers. As better occupation status are directly related to the level of education. The education level is positively correlated with the occupations. People who were more skilled or professional and held more responsible occupations, which had a higher income tend to lead a much more active and varied leisure life (Patmore 1983). This reaffirms the fact that the tendency of visit is higher for those who had a higher education level.

Income Level

People belonging to the monthly income group HK$10,000 - 19,999 reported a higher rate of visits to country parks. It is also found that a better monthly income is directly related to the level of education. This is possibly because they have more leisure time or opportunities on weekend to enjoy a hiking activity than people on the lower end of the income scale (Wong 1997). Therefore, this confirms the fact that the propensity of visit is higher for those who had earned better monthly income (Sivan and Robertson 1996). The hypothesis which was mentioned in Chapter 1.3, point 2 is accepted.
Temporal Patterns

Weekly Patterns

The patterns for going to country parks may be different as outlined in Dr. Wong’s survey (1997). In his study, the average percentage of visits was 55% on weekends, while Fridays were throughout the years with an average of 12.5% and Thursdays with an average of 9.1%. The visiting rate on Fridays and Thursdays was probably due to the fact that schools organized large parties which often came to country parks on Thursdays or Fridays (Wong 1997).

For this study, the on-site surveys were conducted on two days, Saturday and Sunday at the end of February. For the institution of Hong Kong Primary and Secondary schools, it mostly is the period of schools term examination and preparation of public examination. Thus, visitors were mainly casual individuals or voluntary groups of friends or families (Wong 1997).

The management implication of this pattern is that more patrolling staffs are required on weekends. Also, all recreational facilities have to be well organized and prepared ready for the use of massive visitors on weekends and public holidays.

Diurnal Patterns

The length of stay is found not only positively correlated with the travel time, but also with travel cost. The hypothesis which was mentioned in Chapter 1.3, point 3 is accepted. This reconfirms Wong’s (1997) conclusion that visitors tend to pay off the longer transport time and higher traveling cost with a longer stay. Yam (2004) also stated that a day-tripper will be willing to compromise the quality of experience for a swap for a nearby opportunity that can be consumed in a short period of time.

Moreover, the frequency of visit was negatively correlated with the duration of stay, which is to say visitors tend to make more frequent, although shorter visits (Yam 2004). The hypothesis mentioned in Chapter 1.3 is accepted. It can also be said that people will stay longer in Country Parks when they make fewer visits (Yam 2004). Visitors most likely have a much higher expectations of hiking opportunities when traveling away because of an increased cost involved in traveling to destination, of a greater time engagement and a greater effort (Yam 2004). Visitors could enjoy a moderate to high quality day trip at little cost and effort.

Frequency of Visits

In general, visitors aged between 18 and 22 and the ones above 33 tended to have a higher frequency of visit to country parks over the year. This is probably because they have more time and opportunities to enjoy countryside recreation and pay very frequent visits to Country Parks, like hiking, than other sectors of the community over the year (Jim 1989a). It can also be said that younger people have more energy for all outdoor recreation (Patmore 1970).

Summary

The temporal patterns of visit to country parks indicate that country parks are not evenly used at the same intensity and capacity throughout the year. A variety of factors are involved in shaping these patterns. Some of them are socially determinated, such as the school calendar and leisure time available to citizens. It is reminded that the present recreational opportunity offered by the country parks programme has been cherished by the citizens (Wong 1997).

Characteristics of Trips

One of the key factors affecting visits to country parks is the availability of suitable means of transport. Three components are associated with the transport system, including transport mode, transport cost, and transport time.
Transport Mode

Unlike other countries in the west, public bus is the most popular means of transport used by country parks visitors in Hong Kong (Wong 1997). It represents about 45% of the overall transport modes. In Hong Kong, transport has a huge impact on human’s daily life with regards to quality of life, socio-economic development, and the conception of a more sustainable pattern of human development (Chan and Kwan 2003). A highly efficient, greatly available, cheap transport system has a positive effect on traveling to Country Parks by such a system (Wong 1997).

Only 3% of visitors used a private car the day the surveys were carried out, and only 30% of respondents used a private car in the past 12 months for traveling to Sai Kung Country Parks on weekends. This implies that additional parking facilities would not be required in Hong Kong. Private cars are not essential for access to parks which are served well by public transport. Wong (1997) also stated that public buses are the only means of public transport to certain parks, like Sai Kung Country Parks. Coaches and maxicab buses have become more important as a public transport to Country Parks. And, ferries services are essential for access to Kiu Tsui Country Parks as stated by Wong (1997).

Transport Cost

Most of the trips cost between of HK$20 - and HK$30. Over half of the visitors agreed that the transport cost to Sai Kung Country Parks is expensive. Transport cost to Sai Kung Country Parks is comparatively high when compared with Wong’s study (1997), which stated a cost was between HK$5 15, even taking into account the inflation rate correction. However, it relatively higher perceived cost doesn’t seem to affect the visiting patterns for people. Therefore, the traveling cost is not a factor for affecting the visiting patterns. The hypothesis which was mentioned in Chapter 1.3, point 1 is accepted.

Transport Time

As stated in Wong’s study (1997), trips to remote parks such as Lantau, Sai Kung and Plover Cove Country Parks that take a longer time than trips to other parks located near urban areas. In this study, it was found that 2.5 hours traveling time was reasonable and acceptable for 96% of the visitors going to Sai Kung Country Parks. This may be attributed to the efficiency of transport system and improvement of road networks. Therefore, the traveling time is also not a factor for affecting the visiting patterns. The hypothesis which was mentioned in Chapter 1.3, point 1 is accepted.

Summary

Travel costs and travel time are independent variables (Bockstael, Strand and Hanemann 1987). However, transport cost is a comparatively lower barrier for traveling to Country Parks. It does not show to be a significant factor affecting the visitors’ pattern compared with the transport time and the convenience of the transport service available to the visitors. Time is more often an important constraint. Mudler et al. (2005) also stated that the financial cost is the least of a people’s barriers to participation. The larger barrier is more likely to be time constraints. With the improvement of road networks and efficiency of the transport system, there has been a reduction in the transport time (Wong 1997).
Reasons for Visiting Country Parks

Understanding of the fundamental motivation and reasons for visiting country parks are essential for the projecting of demand as well as for the purposes of planning and management.

In the results of this survey, the visitors cited 'suitable for activities' (first category) and 'arrangement by others' (third category) as their main reasons for visiting Sai Kung Country Parks. Similar results were found in the survey of Jim's (1989c) and Wong's (1997), who stated that the visitors who chose to visit Sai Kung Country Parks were under the control of others. It focuses on the importance of group leaders or organizers in deciding where to go or whether to go to Sai Kung Country Parks or not.

When comparing the reasons for visiting other country parks, it is revealed that individuals visited other country parks for reasons of second category such as 'accessibility and traveling, "more convenient public transport", "nearer home" and "lesser transport time". It reaffirms that those who chose to visit Sai Kung Country Parks are passively motivated and arranged by others or find it suitable for activities only.

As far as facilities and environmental quality of country parks are properly maintained, visitors motivated by the first category reasons will continue to visit or hike in Sai Kung Country Parks. For visitors motivated by the second category reasons, the improvement of accessibility and convenience of transport systems would be increased the frequency of visit in Sai Kung Country Parks. Moreover, for the third category reasons, that much more work has to be done in terms of education and provision of training courses in order to generate leader who will entice others to visit.

References

**Introduction**

Hong Kong would be centered on mega sporting events in the coming years as a number of mega international multi-sport games, such as the 2009 East Asia Games, the 2010 Asia Games, and the 2011 World University Games would be staged in Hong Kong or its nearby cities. For mega sporting events, on top of sport administrators, sport coaches, and athletes who have been playing key roles, volunteers have become and would be more and more important in many aspects. The roles that volunteers could play in mega sporting events range from administration and implementation of sport competitions, setting up and management of sport facilities, promotion and publicity for the event, crowd management on the ground and public relations with the audience, liaison with and hospitality for the participating groups, catering and other supporting services etc. To make full use of the volunteers, an event organizer needs to invest a lot of resources and effort in training and maintaining the volunteers once they are recruited.

There were researches suggested that volunteers would perform better when their individual motives of behavior matched with the jobs they were assigned to (Clary & Snyder, 1991; Clary et al., 1999, Switzer, Switzer, Sulasas, & Baker, 1999), and event organizers could promote their volunteer program more effectively by knowing the motivational factors of their target volunteers (Clary et al., 1998; Cnaan & Goldberg-Glen, 1991; Switzer et al., 1999). So, it would be essential for a sport organizer to identify the right potential volunteers whose expectations matched with the mission of the sporting events.

In August 2008, Beijing has hosted the 29th Olympiad, the top level of multi-sport games of the World, and Hong Kong is one of the co-host cities. Taking into consideration the close relationship between China and Hong Kong, it is worthy of studying the motivational factors for volunteers of mega sporting events held of the two cities. The present study would focus on the game-time volunteers of the Beijing 2008 Olympic Games based in Beijing and in Hong Kong, and was designed to figure out the differences of motivational factors, in terms of the 11 domains of life goals (Grouzet et al., 2005), between the volunteers of the two cities. By knowing the motivational factors of their target volunteers, sport administrators of mega sporting events can identify suitable volunteers effectively and develop a successful volunteer program to match the individual goals of volunteers with that of the sporting events. The result of this study would provide useful references for organizers of sporting event to achieve the above.

**Literature Review**

**Self-Determination Theory**

Ryan and Deci (2000) suggested that "Human beings can be proactive and engaged or, alternatively, passive and alienated, largely as a function of the social conditions in which they develop and function (p.68)." It was also understood that Self-Determination Theory (SDT) is an approach to human motivation and personality that highlights the importance of humans’ evolved inner resources for personality and behavioral self-regulation (Ryan, Kuhl, & Deci, 1997). Social condition could be provided in the form of training, and behavioral self-regulation would be happened after proper suitable volunteer program.

About inner resources, SDT suggested that the three most important human needs are autonomy (i.e. to feel one’s activities are self-chosen and self-endorsed; to feel one’s effort to determine their own behavior); competence (i.e. to feel effective in the activities one involved; to feel one’s striving to experience effective); and relatedness (i.e. to feel sense with others; to feel one’s attempt to have a satisfying and coherent involvement with others). Separately, SDT suggested differentiation between intrinsic and extrinsic aspirations. While extrinsic goals referred to those goals focusing on attaining rewards and praise, intrinsic goals referred to those goals focusing on pursuits that are supportive of intrinsic need satisfaction. (Kasser & Ryan, 1996).

SDT also suggested a continuum of self-determination. SDT differentiated types of behavioral regulation in terms of the degree to which they represent autonomous or self-determined...
functioning. Firstly, when people are intrinsically motivated, they are by definition self-determined and thus their core human needs can be met with. Secondly for extrinsic motivation, SDT differentiated this type of motivation in terms of the degree to which it has been internalized and integrated with one’s self. SDT suggested that the more fully the extrinsic motivations are internalized with one’s self, the more it would become the basis for autonomous behavior. According to the above theories, sport managers on one hand could select suitable volunteers based on their inner needs, and on the other, set out educational avenues and training tailored-made for potential volunteers with a view to mobilize them up in the continuum of self-determination.

**Aspiration Index**

There are theories of motivation suggested that people initiate and persist at behaviors to the extent that they believe the behaviors will lead to desired goals (Kasser & Ryan, 1996; Vroom, 1964). The content of goals has been shown to be an important predictor of outcomes of interest. Ryan, Sheldon, Kasser and Deci (1996) argued that the pursuit and attainment of some life goals may provide greater satisfaction of the basic psychological needs than the pursuit and attainment of others. Besides, there are also other researches on people’s expectations about attaining goals (Abramson, Seligman, & Teasdale, 1978; Bandura, 1989) and the mechanisms that keep people moving toward selected goals (Carver & Scheier, 1998).

To assess the different constructs contain within the SDT, questionnaires were developed. Among others, the Aspiration Index was designed by Kasser & Ryan (1993, 1996) to assess people’s intrinsic and extrinsic life goals or aspirations. The original version of the Aspiration Index (Kasser & Ryan, 1993) examined four domains of aspirations. Participants rated the importance to themselves of various aspirations of life goals, and also their beliefs about the likelihood of attaining those goals. In 1996, Kasser and Ryan added four more aspiration domains. Grouzet et al (2005) added three more aspiration domains to make the AI a total of 11 domains (i.e. self-acceptance, affiliation, community feeling, physical health, safety/security, financial success, image, popularity, conformity, spirituality, and hedonism.)

Aspirations refer to people’s life goals, and SDT research on aspirations focused on the relative strength of intrinsic aspirations versus extrinsic aspirations. To test the cross-cultural consistency of the Aspiration Index in personality constructs, Grouzet et al. (2005) conducted a research across 15 countries/cities and examined the content of people’s personal goals and aspirations. In the research, a stable 11 factor solution across the entire sample was found. The result confirmed that the nature of the relationship among goal contents can be described as an ordering of variables along the circumference of a circle.

**Objectives of the Study**

This study was designed to examine both dimensions of “perceived importance of individual life goals to participants” and “participants’ belief about the likelihood of attaining the goals”. This paper focused on the first aspects only and would discuss the following areas —

i. The perceived importance of specific motivational factors, represented by the 11 domains of life goals, for volunteers who would be serving in Beijing and in Hong Kong for the Beijing Olympic Games;

ii. The differences in the perceived importance of the 11 domains of life goals for volunteers in Beijing and in Hong Kong, in terms of gender, age, and level of education;

iii. The relationship of the motivational factors, represented by the 11 domains of life goals, for volunteers in these two cities; and

iv. The factors which would likely be leading to the difference of participation motives for the volunteers.

v. The management concerns in the light of the research finding.

**Hypotheses**

The following hypotheses were set out for testing the independent and interaction effects of the perceived importance of the 11 variables:

H1(a): There would be no significant mean differences on the perceived importance of the 11 domains of life goals for male and female volunteers.

H1(b): There would be no significant mean differences on the perceived importance of the 11 domains of life goals for male and female volunteers in Beijing and in Hong Kong.

H1(c): There would be no significant interaction on the perceived importance of the 11 domains of life goals for male and female volunteers in the two cities.

H2(a): There would be no significant
mean differences on the perceived importance of the 11 domains of life goals for volunteers in different age group.

H2(b): There would be no significant mean differences on the perceived importance of the 11 domains of life goals for volunteers in different age groups in Beijing and in Hong Kong.

H2(c): There would be no significant interaction on the perceived importance of the 11 domains of life goals for volunteers in different age groups in the two cities.

H3(a): There would be no significant mean differences on the perceived importance of the 11 domains of life goals for volunteers with different level of education.

H3(b): There would be no significant mean differences on the perceived importance of the 11 domains of life goals for volunteers with different level of education in Beijing and in Hong Kong.

H3(c): There would be no significant interaction on the perceived importance of the 11 domains of life goals for volunteers with different level of education in the two cities.

Method

Participants

The target participants of the present study were the game-time volunteers of the Beijing 2008 Olympic Games who had been recruited in Beijing, and the game-time volunteers of the Beijing 2008 Olympic Equestrian Events who had been recruited in Hong Kong.

Measuring Instruments

The present study adopted the Aspiration Index as one of the measuring instruments with focus on the motivational factors respectively for the volunteers in Beijing and in Hong Kong. The testing instruments comprised two sections. The first section was a set of questionnaire asking about the life goals that the participants might have for the future. And the second section of the measuring instrument was the demographic characteristics of the participants including the base where the volunteers are staying with (i.e., Beijing or Hong Kong), their gender, age, education, personal income, and family income of the participants. In the first section, the 57-item questionnaire developed from the Aspiration Index (Grouzet et al., 2005) was used to measure the 11 different goal domains of the volunteers:

- self-acceptance (8 items)
- affiliation (6 items)
- community feeling (4 items)
- physical health (5 items)
- safety/security (5 items)
- financial success (4 items)
- image (5 items)
- popularity (4 items)
- conformity (5 items)
- spirituality (6 items)
- hedonism (5 items)

The items have been arranged in random order. Participants were requested to report on 9-point scales ranging from, for importance: 1 ('not at all') to 9 ('extremely') with indicators at points 3 ('a little'), 5 ('moderate'), and 7 ('very'); and for chance, 1 ('very low') to 9 ('extremely') with indicators at points 3 ('low'), 5 ('moderate'), 7 ('very').

Statistical Analysis

The Statistical Package for Social Science (SPSS) for Window 14.0 computer program was used to analyses the data. The independent variables were city, gender, age, and education level of the participants. The categorical dependent variables were managed and presented in three different layers. First of all, the 57 items of life goals were studied, and then these life goals were grouped into 11 domains of life goals according to the original design (Grouzet et al., 2005). Lastly, the 11 domains of life goals were further grouped into two types, i.e. intrinsic factors and extrinsic factors, for research study. Statistical techniques, such as frequency, descriptive statistics, independent t-test, one-way ANOVA, 2 x 2 and 2 x 3 ANOVAs were used to investigate the mean differences on the dependent variables in three different layers in respect of the independent variables. All statistical testing were performed with the level of significance at \( p < 0.05 \).

The Aspiration Index contained 57 items of questions and they could be grouped into 11 domains/subscales. For statistical analysis, Grouzet et al. (2005) recommended using "mean-corrected subscale scores" instead of the ordinary mean subscale scores for the 11 subscales in the analysis of importance of motivational factors so as to avoid suppression of some of the findings. The same method could be applied for finding out the summary scores for the two types of motivational factors, i.e. the intrinsic and extrinsic life goals.
Results

Demographic data

In this study, data was collected through web-links containing a questionnaire packet. A total of 365 responses were received in which 352 responses were with valid data. Among the 352 participants who have provided feedback, 78.4% were game-time volunteers who would be serving the 29th Olympiad in Beijing during the Games period, and 21.6% were game-time volunteers in Hong Kong for the Equestrian Events. Statistics showed that more than half (60.2%) of the participants were female.

In view of that university students were the main source of game-time volunteers in Beijing, a very large portion of the participants of this study were full-time students (full-time student=79.5%, not a full-time student=20.5%). Youth participants formed the major part of the respondent population and 90.9% of them were secondary to university students. Specifically for the two cities, 95.7% of the participants from Beijing were university students. As Hong Kong has adopted a different policy on recruitment of volunteers, the percentage on the same category of participants for Hong Kong was 73.7%.

Life goals in terms of perceived importance

The 57-item questionnaire adopted for the present study was designed to assess the participants’ perceived importance of the 11 domains of life goals. These 11 domains of life goals could be classified into three types —

- intrinsic life goals (self-acceptance, affiliation, community feeling, physical health, and safety/security);
- extrinsic life goals (financial success, image, popularity, and conformity); and
- non-intrinsic / extrinsic factor: self-transcendence goal (spirituality) and physical-self goal (hedonism).

Rank order on mean scores of motivational factors. The rank orders of the mean scores for motivational factors for participants were discussed at three different levels: (a) the 57 individual items; (b) the 11 domains; (c) the 3 types of domain; and (d) mean-corrected score.

For individual items, the life goals of "I will be physically healthy", "I will feel that there are people who really love me", "My basic needs for food, shelter and clothing will be met", and "People will really respect me" were the top four items on the list of overall ranking. (see Table 1) The same rank order could be found in the data provided by the participants from Beijing. As for Hong Kong, the participants shared the items with those from Beijing on goals about physical health, as well as on food and shelter. They however perceived the life goals about respect and love of others less important to them. Furthermore, they ranked the goals of "I will be in control of my emotion" and "I will be free" at the 3rd and 4th position on the list of ranking as an instead. This might be a result of the social differences between the two cities. The difference between the value of the participants in Beijing and in Hong Kong could also be reflected by the life goal they ranked at the bottom of the list. The participants from Beijing put the item of "I will find personal answers to universal spiritual questions" at the bottom of the list, but those in Hong Kong placed "My desires and tastes will be similar to those of other people" as the least important motivational factor.

At domain level that the comparison of which was based on the average mean score for each domain (see Table 2), "physical health", "safety/security", and "affiliation" were ranked at the top of the overall list. However, the specific rankings suggested by the participants in Beijing and Hong Kong painted a different picture. While the participants in both cities assigned "physical health" as the most important domain, the

<table>
<thead>
<tr>
<th>Rank</th>
<th>Item</th>
<th>Life Goal</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>G53</td>
<td>I will be physically healthy.</td>
<td>7.87</td>
<td>1.297</td>
</tr>
<tr>
<td>2</td>
<td>G19</td>
<td>I will feel that there are people who really love me.</td>
<td>7.61</td>
<td>1.672</td>
</tr>
<tr>
<td>3</td>
<td>G18</td>
<td>My basic needs for food, shelter and clothing will be met.</td>
<td>7.57</td>
<td>1.455</td>
</tr>
<tr>
<td>4</td>
<td>G57</td>
<td>People will really respect me.</td>
<td>7.39</td>
<td>1.461</td>
</tr>
<tr>
<td>5</td>
<td>G52</td>
<td>I will &quot;fit in&quot; with others.</td>
<td>7.36</td>
<td>1.537</td>
</tr>
<tr>
<td>6</td>
<td>G29</td>
<td>I will feel safe and secure.</td>
<td>7.33</td>
<td>1.416</td>
</tr>
<tr>
<td>7</td>
<td>G24</td>
<td>Someone in my life will accept me as I am, no matter what.</td>
<td>7.32</td>
<td>1.562</td>
</tr>
<tr>
<td>8</td>
<td>G02</td>
<td>I will be efficient.</td>
<td>7.30</td>
<td>1.496</td>
</tr>
<tr>
<td>9</td>
<td>G50</td>
<td>I will have a committed, intimate relationship.</td>
<td>7.29</td>
<td>1.495</td>
</tr>
<tr>
<td>10</td>
<td>G51</td>
<td>I will have a job that pays well.</td>
<td>7.28</td>
<td>1.624</td>
</tr>
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<table>
<thead>
<tr>
<th>Total (N=352)</th>
<th>Beijing (n=276)</th>
<th>Hong Kong (n=76)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rank</td>
<td>Domain</td>
<td>M</td>
</tr>
<tr>
<td>1</td>
<td>Physical health</td>
<td>7.32</td>
</tr>
<tr>
<td>2</td>
<td>Safety/ security</td>
<td>7.16</td>
</tr>
<tr>
<td>3</td>
<td>Affiliation</td>
<td>7.15</td>
</tr>
<tr>
<td>4</td>
<td>Self-acceptance</td>
<td>7.02</td>
</tr>
<tr>
<td>5</td>
<td>Financial success</td>
<td>8.77</td>
</tr>
<tr>
<td>6</td>
<td>Community feeling</td>
<td>8.71</td>
</tr>
<tr>
<td>7</td>
<td>Hedonism</td>
<td>8.46</td>
</tr>
<tr>
<td>8</td>
<td>Conformity</td>
<td>6.44</td>
</tr>
<tr>
<td>9</td>
<td>Popularity</td>
<td>8.26</td>
</tr>
<tr>
<td>10</td>
<td>Image</td>
<td>6.13</td>
</tr>
<tr>
<td>11</td>
<td>Spirituality</td>
<td>5.69</td>
</tr>
</tbody>
</table>
participants in Beijing ranked "affiliation", a relatively outward looking factor, at the second position, and the participants in Hong Kong considered "self-acceptance", a relatively inward looking factor, as the second most important domain factor. On the other hand, both male and female participants from the two cities treasured "physical health" the most. (see Table 3) Subsequent to it, male participants gave much more weight for those "affiliation"-related goals rather than those "safety/security"-related goals. On the contrary, female participants ranked those "safety/security"-related goals higher than those "affiliation"-related goals.

Similar to the situation from gender angle, all the participants of different age groups suggested "physical health" as the most important domain factor. (see Table 4) However, they valued differently on their second and third choices, i.e. "affiliation" and "safety/security" for adolescents, "safety/security" and "affiliation" for youths, and "self-acceptance" and "community feeling" for adults. The results suggested that the value concept of adult participants was quite unique from the other two groups of participants. Separately, in comparing the choices of the participants from different level of education, the statistics provided that those participants with higher education ranked "self-acceptance" and "community feeling" higher, while those at lower education level ranked the items of "safety/security" and "affiliation" higher. (see Table 5) A similar ranking result could be found for the different income groups with a minor difference on their positioning, i.e. the participants from the high income group scored more on "community feeling" and "self-acceptance", whereas the volunteers from the low income group scored more for "affiliation" and "safety/security".

The life goals could be divided into three different types, i.e. intrinsic factors, extrinsic factors, and non-intrinsic/extrinsic factors. The survey results (see Table 6) revealed that the top three life goal items as mentioned before were intrinsic in nature. The results further suggested that, amongst the top ten life goal items on the overall ranking, four represented the domain of "affiliation" and two represented the domain of "safety/security". The remaining domains being represented were "physical health", "conformity", "self-acceptance", and "financial success". Except the life goals fallen into the domains of "conformity" (i.e. "I will fit-in with others"), which was ranked at 5th and "financial success" (i.e. "I will have a job that pays well"), which was ranked at 10th, the remaining eight life goals were intrinsic factors. General speaking, participants of this survey scored intrinsic factors more than those extrinsic factors. The same phenomenon on the ranking sequence could be
found in the comparison tables for city, gender, age, education, as well as income groups.

**Mean-corrected score of motivational factors.** Different from the average mean scores, the mean-corrected (MC) scores of the 11 subscales/domains provided indications on the ‘relative’ importance of the life goals that the participants considered on each type of aspiration domains from most-positive to most-negative. The theoretical order of the factors on the circumference of a circle is “community feeling”, “affiliation”, ”self-acceptance”, ”physical health”, ”safety/security”, ”hedonism”, ”financial success”, ”image”, ”popularity”, ”conformity” and ”spirituality”. The mean scores after ‘correction’ indicated that, the relatively most important aspiration for the participants of this study was ”physical health” which was followed by ”affiliation”, ”self-acceptance”, and ”safety/security”. On the contrary, the relatively most-negative aspirations were: ”spirituality”, ”financial success”, ”image”, and ”popularity”. The overall rank order of this mean-corrected score was a bit different from the findings represented by the mean scores before ‘correction’. According to the mean-corrected scores of this study, all the intrinsic aspiration domains were positive and the related life goals were important motivational factors for the participants. While all the extrinsic aspiration domains including ”financial success”, which was ranked at 5th in all the comparison tables, as well as those non-intrinsic/extrinsic factors were relatively less important.

Down to city level, the figures for Hong Kong showed that the relative importance of each of the aspiration domain for the participants agreed with the overall ranking. As for Beijing, the mean-corrected figures indicated that ”financial success” is the only extrinsic aspiration domain which was relatively important for the participants. Furthermore, the participants in Beijing considered ”affiliation”, instead of ”physical health”, as the relatively most important aspiration for them. The summary table on mean-corrected scores is at Table 7 with negative indicators in shaded.

**On City.** Independent t-tests were conducted to test the mean differences between the cities on the dependent variables of the 11 domains of life goals. The results indicated that there were significant mean differences on the perceived importance of the following six goal domains between the game-time volunteers in Beijing and those in Hong Kong. The participants in Beijing treasured more on the following factors: “affiliation” (BJ: M=7.25, SD=1.176; HK: M=6.76, SD=1.221), ”financial success” (BJ: M=6.94, SD=1.331; HK: 

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**Table 6.**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Domain</th>
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<td>Safety/security</td>
<td>G29</td>
<td>I will feel safe and secure.</td>
<td>7.33</td>
<td>1.416</td>
</tr>
<tr>
<td>6</td>
<td>Affiliation</td>
<td>G24</td>
<td>Someone in my life will accept me as I am, no matter what.</td>
<td>7.32</td>
<td>1.562</td>
</tr>
<tr>
<td>7</td>
<td>Self-acceptance</td>
<td>G20</td>
<td>I will be efficient.</td>
<td>7.20</td>
<td>1.495</td>
</tr>
<tr>
<td>8</td>
<td>Affiliation</td>
<td>G50</td>
<td>I will have a committed, intimate relationship.</td>
<td>7.20</td>
<td>1.495</td>
</tr>
<tr>
<td>9</td>
<td>Self-acceptance</td>
<td>G45</td>
<td>I will overcome the challenges that life presents me.</td>
<td>7.27</td>
<td>1.479</td>
</tr>
<tr>
<td>10</td>
<td>Self-acceptance</td>
<td>G20</td>
<td>I will feel free.</td>
<td>7.27</td>
<td>1.561</td>
</tr>
</tbody>
</table>

**Extrinsic motivational factors**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Domain</th>
<th>Item</th>
<th>Life Goal</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Conformity</td>
<td>G52</td>
<td>I will &quot;fit in&quot; with others.</td>
<td>7.36</td>
<td>1.537</td>
</tr>
<tr>
<td>2</td>
<td>Financial success</td>
<td>G51</td>
<td>I will have a job that pays well.</td>
<td>7.28</td>
<td>1.624</td>
</tr>
<tr>
<td>3</td>
<td>Financial success</td>
<td>G32</td>
<td>I will be financially successful.</td>
<td>7.08</td>
<td>1.402</td>
</tr>
<tr>
<td>4</td>
<td>Conformity</td>
<td>G15</td>
<td>I will be polite and obedient.</td>
<td>6.90</td>
<td>1.512</td>
</tr>
<tr>
<td>5</td>
<td>Image</td>
<td>G03</td>
<td>My Image will be one other’s find appealing.</td>
<td>6.89</td>
<td>1.884</td>
</tr>
<tr>
<td>6</td>
<td>Financial success</td>
<td>G42</td>
<td>I will have enough money to buy everything I want.</td>
<td>6.65</td>
<td>1.912</td>
</tr>
<tr>
<td>7</td>
<td>Popularity</td>
<td>G37</td>
<td>Most everyone who knows me will like me.</td>
<td>6.52</td>
<td>1.762</td>
</tr>
<tr>
<td>8</td>
<td>Image</td>
<td>G13</td>
<td>I will achieve the &quot;look&quot; I’ve been after.</td>
<td>6.50</td>
<td>1.842</td>
</tr>
<tr>
<td>9</td>
<td>Popularity</td>
<td>G14</td>
<td>I will be admired by many people.</td>
<td>6.23</td>
<td>1.655</td>
</tr>
<tr>
<td>10</td>
<td>Image</td>
<td>G39</td>
<td>I will successfully hide the signs of aging.</td>
<td>6.10</td>
<td>1.960</td>
</tr>
</tbody>
</table>

**Table 7.**

<table>
<thead>
<tr>
<th>Domains</th>
<th>Beijing</th>
<th>Hong Kong</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>MC scores</td>
<td>Relative Importance</td>
<td>MC scores</td>
</tr>
<tr>
<td><strong>Intrinsic motivational factors</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Self-acceptance</td>
<td>7.05</td>
<td>0.33</td>
<td>7.03</td>
</tr>
<tr>
<td>Affiliation</td>
<td>7.25</td>
<td>0.53*</td>
<td>6.77</td>
</tr>
<tr>
<td>Community feeling</td>
<td>6.65</td>
<td>-0.07</td>
<td>6.76</td>
</tr>
<tr>
<td>Physical health</td>
<td>7.21</td>
<td>0.49</td>
<td>7.10</td>
</tr>
<tr>
<td>Safety/security</td>
<td>7.13</td>
<td>0.41</td>
<td>6.75</td>
</tr>
<tr>
<td><strong>Extrinsic motivational factors</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial success</td>
<td>6.84</td>
<td>0.12</td>
<td>5.96</td>
</tr>
<tr>
<td>Image</td>
<td>6.41</td>
<td>-0.31</td>
<td>5.05</td>
</tr>
<tr>
<td>Popularity</td>
<td>6.55</td>
<td>-0.17</td>
<td>5.08</td>
</tr>
<tr>
<td>Conformity</td>
<td>6.40</td>
<td>-0.32</td>
<td>5.94</td>
</tr>
<tr>
<td><strong>Non-Intrinsic/extrinsic motivational factors</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spirituality</td>
<td>5.83</td>
<td>-0.89</td>
<td>5.21</td>
</tr>
<tr>
<td>Hedonism</td>
<td>6.62</td>
<td>-0.10</td>
<td>5.99</td>
</tr>
</tbody>
</table>

Note. * Relatively most importance motivational factors. Factors with relatively negative importance in shade.
to investigate the mean differences among the three age groups. The results demonstrated that there were significant mean differences on the perceived importance among the age groups for seven out of the 11 domains of life goals. The domain factors with significant mean differences among groups were: "affiliation" (F(2, 349) = 8.769, p = .000), "safety/security" (F(2, 349) = 3.941, p = .020), "financial success" (F(2, 349) = 15.682, p = .000), "image" (F(2, 349) = 26.547, p = .000), "popularity" (F(2, 349) = 23.177, p = .000), "conformity" (F(2, 349) = 6.945, p = .001), and "hedonism" (F(2, 349) = 11.656, p = .000). Post Hoc test (LSD) was then utilized to demonstrate the group differences for multiple comparisons. It was observed that there were two unique characters on the above mentioned mean differences among the age groups. For the domain of "safety/security", the major differences occurred between the age groups of youth and adult. Whereas for the remaining six domain factors, i.e. "affiliation", "safety/security", "financial success", "image", "popularity", "conformity" and "hedonism", the results provided that the adult volunteers perceived them significantly less important than the youths and the adolescents did.

On Education. Out of the 11 domains of motivational factors, T-tests results provided that there were significant mean differences between the two education groups on the domains of "self-acceptance" (secondary to university: M = 6.99, SD = 1.083; post-graduate: M = 7.28, SD = .683) and "community feeling" (secondary to university: M = 6.65, SD = 1.321; post-graduate: M = 7.25, SD = 1.016). The results suggested that the participants with higher education perceived both factors as more important than what those with lower education perceived. Down to city level in Beijing, different from the overall situation, volunteers with higher education treasured more on "popularity" (secondary to university: M = 6.52, SD = 1.435; post-graduate: M = 7.67, SD = .7783) and "conformity" (secondary to university: M = 6.52, SD = 1.133; post-graduate: M = 7.33, SD = 1.303) than those with lower education did. As for the situation in Hong Kong, there were no significant mean differences existed on the perceived importance of all the motivational factors between the two education groups.

Discussions

The present study aimed at finding out the motivational factors for the volunteers in Beijing and in Hong Kong who would be serving the Beijing Olympic Games during the Games period, and exploring ways to improve the management of volunteer program for the future mega sporting events in the light of the survey results.

The findings. The rank order of the motivational factors for the game-time volunteers, in terms of perceived importance, revealed that the volunteers in Beijing and in Hong Kong were generally intrinsically motivated. It implied that the volunteers in both cities, in a broad term, were sharing a common set of value. It is also believed that the
volunteers could be satisfied, as proposed by Deci and Ryan (2000) in their theories, through the process of self-acceptance and affiliation during the Games period. On the whole, mean rating of goal success demonstrated that the participants had not yet fully accomplished their goals. The participants in Beijing were made better progress in the pursuit of their life goals. The sport administrators should therefore explore further on the hurdles that the volunteers in Hong Kong would face in the process of participation.

As mentioned before that the participants of this study were generally intrinsically motivated. The survey results provided further that the participants in Beijing treasured more on "financial success", an extrinsic motivational factor, than the volunteers in Hong Kong did. Against this area, Kasser, Ryan, Couchman, and Sheldon (2004) argued that people with strong extrinsic aspirations would have difficulties in meeting their needs for autonomy, competence and relatedness. Sporting event administrators should therefore understand the hurdles that the volunteers might face and address this factor in the process of setting out incentive schemes for the volunteers. Focus should be more on the creation of social conditions to facilitate the self-motivation of individual volunteers.

To study the gender differences, the findings of this study suggested that male volunteers treasured more on the motivational factor of "hedonism", and the female volunteers concerned more on the aspiration of "safety/security". As 'hedonism', by definition (Grouzet et al., 2005), is a motivational factor for physical-self, it could be a factor with no intrinsic/extrinsic implications. According to Deci and Ryan (1985), social condition is very important for a person to integrate new experiences and to regulate their intrinsic self. So, it is believed that with proper training and education, the male volunteers can be mobilized in the self-determination continuum from a lower level to a higher level and thus be intrinsically motivated. As for female participants, they revealed a need for confidence and trust that those events holding authority would not harm them, and they would be treated impartially. So, the sport administrator could consider providing more details and elaborations, including the vision and value of the events, the structure of the sporting event, the objectives and the expectations of the events etc. to those who would be volunteering. It would be vital for the enhancement of the effectiveness of a volunteer program. Training workshop, experience sharing session, outcomes of the events, pre-training and post-training questionnaire survey to understand the concerns and worries of female volunteers would be useful.

In the context of age, survey results revealed that senior volunteers expected differently with the young ones. They did not put much weight on most of the aspiration aspects including both intrinsic and extrinsic factors, such as "self-acceptance", "affiliation", "safety/security", "image" and "popularity" etc. Researches (Lapiere, Bouffard, Dube, Labelle & Bastin, 2001) suggested that older adults express a broad variety of aspirations. Their well-being was related to long-term aspirations and to an intrinsic goal profile oriented their self-development and altruistic contacts. Doubled with that there would be a longer life expectancy, the post-retirement volunteer has been and would continuous be one of the major resources for volunteer works. According to Fischer and Schaffer (1993), older volunteers volunteered average more than one day a week and 3½ hours per day, and they would give more time if asked. Chong (1991) suggested setting up a kind of human resources bank of middle-aged people who possessed a wide variety of working experience, expertise, knowledge or skills. Senior volunteers would definitely be the major resources of sport fields given their experience and availability of time.

For the present study, some of the participants were with very high education level. They were attracted to be the volunteers of the Olympic Games ever the first be held in China. Taken the opportunity in reviewing the survey results on education differences, it was noted that the volunteers with higher education treasured more on an intrinsic motivational factor, i.e. "community feeling", whereas the volunteers at lower education level weighted more on an extrinsic factor of "financial success". To make a volunteers program more effective, sport administrators should not only be able to recruit suitable volunteers but to retain them effectively. To retain volunteers with higher education level, more sophisticated duties including planning duties as well as the formulation of policies etc should be delegated to them so that they could
be satisfied through the process of involvement. Empowerment for the individual volunteers would help enhancing the level of self-determination as well. On top of the management of volunteer program, concerns should also be made on the careful forward planning for the volunteer program and the setting up of the philosophy as well as the policies for volunteer management in the sport organizations.

Mean-corrected scores. Grouzet et al.'s model (2005) suggested that the nature of the relationship among life goal contents could be described as an ordering of variables along the circumference of a circle. The analysis of the present study indicated that the theoretical order of the motivational factors did exist with the volunteers in Hong Kong. Nevertheless, the results demonstrated a different picture for the volunteers in Beijing. The results implied a major difference between the values, particularly in the area of financial success, shared by the volunteers of the two cities. In view of that the relationship between Hong Kong and the Mainland would be getting closer, hence, the volunteer program of the two places might have impact to each and other, sport administrators should take this into consideration while setting out programs for recruitment, incentive scheme, training content, as well as recognition profiles for the volunteers.

Besides the factor of "financial success", one more difference was found between the aspiration models of the volunteers in Beijing and that for the participants in Hong Kong. The mean-corrected scores indicated that, in Beijing, the game-time volunteers considered "affiliation" as the most important motivational factor which was followed by "physical health", "safety/security" and "self-acceptance". In Hong Kong, the factor of "affiliation" being at the 3rd of the list as rated by the game-time volunteers went after "physical health" which was at the top and "self-acceptance" the second. Though there was no research so far specifically studying on this area, it was believed that the difference was arising from the social impact of the Olympic Games. In fact, Beijing as the host city of the 29th Olympiad whereas Hong Kong as the co-host city for only one sport competition item, the social impact brought about by the Games for their people was different. The results agreed with the argument proposed by Deci and Ryan that social factors would facilitate the integration process and would promote self-determination if one satisfied with the needs for autonomy, competence and relatedness. (Deci & Ryan, 1991). In this context, the hosting of Olympic Games in the Beijing city would definitely be a major social factor facilitating the integration process for building up the strong feeling of affiliation among the people there. The same sort of social impact to the volunteers in Hong Kong would be less in terms of social affiliation. The finding was enlightening that sport administrators could consider putting more efforts in the creation of social support for mega-sporting events. The social impact would bring higher level of satisfaction to the volunteers, and thus the volunteers would be self-motivated in the process of participation.

Management concerns. As mentioned before, one of the characteristics of the Games-time volunteers in Beijing and in Hong Kong was that they were intrinsically motivated. To have a team of volunteer members who are intrinsically motivated is very important for any sporting organizations as there has not been any formal linkage between the performance of and rewards for the volunteers. General speaking, the participants of this study concerned more on physical health and financial success (for Beijing volunteers), and treasured much on the sense of affiliation, self-acceptance and security (for female volunteers). On the other hand, adult volunteers and those with higher education should be the focus of future development for all sporting organizations.

As a response to the above findings from sport management perspective, it is recommended to re-think the scale of empowerment for the volunteers in mega sporting events. "Efficacy expectations determine how much effort people will expend and how long they will persist in the face of obstacles and aversive experiences (Bandura, 1977)." Whether or not a volunteer will persist in achieving the designated goal as given by a sporting organization depends much on the level of the sense of self-efficacy the volunteer perceived in the process of participation. Empowerment is a management method to allow people to have a sense of self-determination, a sense of responsibility for and ownership of the activities, and a sense of meaning. "To be self-determining means to experience a
sense of choice in initiating and regulating one’s own action” (Deci, Connell, & Ryan, 1989). Volunteers will treasure the purpose and goals of the activities in which they are engaged. Their will be fulfilled by the matching of their own ideals and standards with the events they are engaging. Research on meaningfulness in working environment also suggested that when people involve in a job that they consider as meaningful, they will be more committed to it and more involved in it. People with a sense of meaningful will be more innovative and personally effective. (Brannuccci, 1977; Deci & Ryan, 1987; Kanter, 1968; Nielsen, 1986).

The effectiveness of a volunteer program would be enhanced by providing a sense of confidence, personal choice, individual impact, fulfillment of personal value, and a sense of security for the volunteers through the process of empowerment.

**Conclusions and Recommendations**

To make a volunteer program more effective, sport administrators are recommended using Aspiration Index as a mean to understand the motivational model of their volunteers to be recruited. By understanding the needs and the motivational factors of the target volunteers, a suitable program can be derived to recruit the right volunteers with potential to commit to the sporting events with good performance. The creation of suitable social interventions, such as mass social support to a sporting event, will help mobilizing volunteers to a higher level of satisfaction and satisfying the needs in affiliation. It is therefore worthy of investing more into the promotion of a mega-sporting event. To address the needs of volunteers, it is also recommended to integrate the elements of physical healthiness into the volunteer programs. Besides, sport organizations should pay more effort to set up clear vision and value which will help the volunteers be felt more secure that they are making the right commitment. Volunteer program providing chance for personal experiences sharing, mutual support, and emotional arousal will be worthwhile. To connect the success of any sporting events with the volunteers, a well planned schedule including disseminating information, providing resources and connecting outcomes of the event are also recommended. Finally, setting out of a long term plan to engage senior volunteers and those with high level of education should be the future direction of sport administrators of mega-sporting events. Against the above, further studies specifically on the effectiveness of empowerment program in sporting organizations, and on the engagement of senior volunteers for mega-sporting events are also recommended.

### References


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HKRMA Journal is now inviting research articles for the coming 2010 issue. The Journal consists of two sections: (1) thematic issue and (2) related studies in recreation, sport and exercise. The rationale of this structure is an attempt to focus certain contemporary issues in physical recreation and at the same time cover broader interesting studies in this area. It can be either English or Chinese writing. Submissions by the individual HKRMA members or the non-members are all welcome.

The theme of the 2009-10 issue will be "Recreation pattern of Hong Kong". Articles especially dedicated on this theme are cordially invited. The deadline for submission is 31st Dec, 2009. Please also note that all the articles are subject to review by the HKRMA Editorial Board.

Submission Guidelines, Hong Kong Recreation Review
1. Type the manuscript double-spaced, point 12, Time Roman, with wide margins on 8.5 x 11-in. with not more than 3000 words.
2. Label all tables and figures within the text.
3. Number the pages in the bottom right corner beginning with title page, followed by abstract, text, references.
4. Each copy of the manuscript must contain a separate cover sheet including title of manuscript, name(s) of author(s), institutional affiliation(s), and email address of the principal author.
5. The submissions shall be made electronically (in MS Word format) to Dr. Patrick W. C. Lau, HKRMA Editorial Board via e-mail (wclau@hkbu.edu.hk).
6. The paper must be original, unpublished work, and not under consideration for publication elsewhere.
7. The abstract must not exceed 200 words and it must include the introduction, method, results, discussion, and conclusion.
8. All the references should be in the format recognized by American Psychological Association (APA).
9. If you have any questions for the HKRMA Journal submission, please feel free to contact Dr. Patrick W. C. Lau through the email or call 34115634.
THE HONG KONG RECREATION MANAGEMENT ASSOCIATION
香港康樂管理協會

Objects
The objects of the Association are:
a. To provide a forum of meeting for members of the Association to exchange information, experience, ideas and concepts on the principles and practice of recreation management in Hong Kong and abroad.
b. To promote, support and encourage education in recreation management and where necessary to conduct lectures, training courses and seminars, to publish articles on the principles and practice of recreation management, to conduct examinations and to grant certificates.
c. To develop the science and techniques of recreation management and to formulate standard of knowledge, training, conduct and experience which are desirable in the practice of recreation management.
d. To do all or any of the above things as principals, agents or otherwise and by or through agents or otherwise, and either alone or in conjunction with others.
e. To do all such other lawful things as are incidental or conducive to the attainment of the above objects or any of them.

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提供康樂管理從業員交流之機會與使其認識本港及海外有關康樂管理之工作並促進本港康樂管理之教育工作，主持訓練班、研討會，出版有關刊物，主理康樂管理之考試。

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The Hong Kong Recreation Management Association
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The entrance and subscription fee for the respective membership categories shall be:

<table>
<thead>
<tr>
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</thead>
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<td>Associate member</td>
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<td>Corporate member</td>
<td>HK$500</td>
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<tr>
<td>Life member</td>
<td>HK$100</td>
<td>HK$300 (for full/associate members only)</td>
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The Executive Committee may adjust the subscription and entrance fees when the need arises.

入會費及年費

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<td>港幣 100元 (每年或不足一年)</td>
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<td>港幣 100元</td>
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<td>港幣 500元</td>
<td>港幣 250元 (每年或不足一年)</td>
</tr>
<tr>
<td>永久會員</td>
<td>港幣 100元</td>
<td>港幣 500元 (基本或贊助會員一次付款)</td>
</tr>
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</table>

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Correspondence: All correspondences should be directed to the Hong Kong Recreation Management Association
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尼詩道郵局信箱 20296 號 或 致電 2776-7629）聯絡。

I. Personal Particulars 個人資料

Name 姓名: Mr./Ms./Mrs. __________________________ (中文)

Date of Birth 出生日期: __________________________ I.D. Card No. 身份證號碼:

Job Title 職位: __________________________ Company Name 公司名稱:

Office Tel. No. 辦公室電話: __________________________ Email 電郵: __________________________

Correspondence Address 通訊地址: __________________________

Tel. No. 電話:

II. Academic Qualifications 學歷 (Please attach copies of certificates for reference 請提供證書副本)


III. Experience in Recreation Management 康樂管理經驗 (with dates 請註明日期)


IV. Type of Membership Applied For 申請會籍類別： Full 基本 / Associate 贊助 / Life 永久會員

V. Fee Attached 繳交費用： A. Entrance Fee 入會費 HK$100

AND 及

B. Subscription 會費： Annual Subscription Fee 年費 HK$100; OR 或

Life Membership Subscription 永久會費 HK$500

*Cheque should be made payable to “The Hong Kong Recreation Management Association” 支票抬頭“香港康樂管理協會”

☐ I agree to show my personal information (Title and Name; Email; Post Title and the Company name) in the HKRMA Publications.

☐ I DO NOT agree to show my personal information in the HKRMA Publications.

Date 日期: __________________________ Signature 簽名: __________________________

For Office Use Only

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CORPORATE MEMBERSHIP APPLICATION FORM 公司入會申請表

The information provided in this form will be used for the HKRMA membership records and related matters. For correction of or access to personal data collected by means of this form, please contact the Membership Convener of the HKRMA (By post to P.O. Box 20296, Hennessy Road Post Office, Hong Kong or call 2776-7629).

申請入會資料將用於本會會員資料紀錄及有關事宜。如需更正或查詢個人資料，請與本會會員小組主委聯絡（寄信香港銅鑼灣宏官道郵局信箱 20296 號或致電 2776-7629）。

I. Corporation Particulars 公司資料

Name of Corporation 公司名稱：(English)  

(中文) 

Address 地址：

Tel. No. 電話號碼： Fax No. 傳真號碼：

II. Details of Representative 代表資料 *(Please attached one recent photo 請附上近照乙張)

1. Name 姓名： Mr./Ms./Mrs. (Chinese 中文)

I. D. Card No. 身份證號碼： Tel. No. 電話：

Position in Corporation 職位： E-mail 電郵：

2. Name 姓名： Mr./Ms./Mrs. (Chinese 中文)

I. D. Card No. 身份證號碼： Tel. No. 電話：

Position in Corporation 職位： E-mail 電郵：

III. Fee Attached 繳付費用：

A. Entrance Fee 入會費 HK$500

AND 及

B. Annual Subscription Fee 年費 HK$250

*Cheque should be made payable to "The Hong Kong Recreation Management Association" 支票抬頭“香港康樂管理協會”

Corporation Chop 公司印鑑：

Date 日期： Signature 簽名：

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Erhard Sport International
91541 Rothenburg o.d.T. / Germany
Phone: +49 9861 406-49 + Fax: +49 9861 406-616
E-mail: export@erhard-sport.de
www.erhard-sport.com
www.sports-hall-equipment.com

For further information please contact our local dealers in Hong Kong & Macau