







NNFI values of Model I did not meet the recommended level of 0.08 and 0.90 for RMSEA and NNFI, respectively, which indicates that Model I may not be acceptable.

Model II included only the values factor of volunteer motivation when testing the full model. Although the  $\chi^2$  - value ( $\chi^2=125.54$ ,  $df=51$ ,  $p<0.01$ ) was significant, other fit indices achieved a marginally acceptable fit with the data (RMSEA=0.085, CFI=0.95, NNFI=0.94, IFI=0.92, and RMR=0.068). A  $\chi^2$  - difference test was then used to compare Model I to Model II. Model II (the full model) indicated significant difference in the fit for these two models,  $\chi^2_{\text{difference}}$  (32,  $n=223$ ) =65.5,  $p<0.001$ , supporting the full model that included partial mediation.

However, Model III may not be acceptable because the RMSEA (0.086) and RMR(0.082) did not meet the cutoff of 0.08. Moreover, the  $\chi^2_{\text{difference}}$  test on the full model of Model II was significant, difference (1,  $n = 217$ ) =7.49,  $p<0.01$ , thereby supporting Model II. That is, value congruence did not completely mediate the relationship between values and organizational commitment, but partial mediation was evident, which indicates that the present study partially supports H1.

#### 4. Discussion

Results from the three models offered support for a partial mediation effect of volunteer motivation on organizational commitment, suggesting that value congruence partially mediates the effects of values on organizational commitment. This indicates that although volunteer motivation influences the level of organizational commitment, volunteers

who are motivated by their values would be more satisfied with their volunteer experience and consequently be more committed to the nonprofit sport organization.

The findings are consistent with previous organizational research in that volunteer motivation predicts organizational commitment if the volunteer's motivation is satisfied. Based on Clary et al.'s work on functional motives for volunteering, it is suggested that workers initially engage in organizational citizenship behavior to satisfy particular functional needs. Individuals are then more likely to continue to volunteer if the experience as a whole is rewarding, satisfying. To be precise, the volunteer's satisfaction would contribute to a stronger sense of organizational commitment.

This study also contributes to the ongoing research on organizational commitment by testing a mediating variable. Value congruence plays a mediating role in many other relationships in the process of organizational commitment. Considering the results of previous studies, the present study suggests that greater attention to potential mediations among various relationships through using SEM may be useful for providing a more interpretable mechanism to analyze how and why a relationship exists between the predictor and dependent variable.

#### 5. References

- [1] Clary, E.G., Snyder, M., et al., "Understanding and assessing the motivations of volunteers: a functional approach", *Journal of Personality and Social Psychology*, Vol. 74 No. 6, pp. 16-22, 1998.