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Christoph Breuer · Svenja Feiler

Board members in sports clubs in Germany

Sport Development Report for Germany 2017/2018 - Part 3



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Bibliografic Information from the German National Library

This publication is listed in the German National Library; detailed biographical data are available on the internet at <http://dnb.d-nb.de>.

Imprint**Editor**

Bundesinstitut für Sportwissenschaft
Graurheindorfer Straße 198 · 53117 Bonn
info@bisp.de
www.bisp.de

Stand

Mai 2020

Layout

MUMBECK – Agentur für Werbung GmbH, Wuppertal

Photo credit

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Text

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1 Introduction



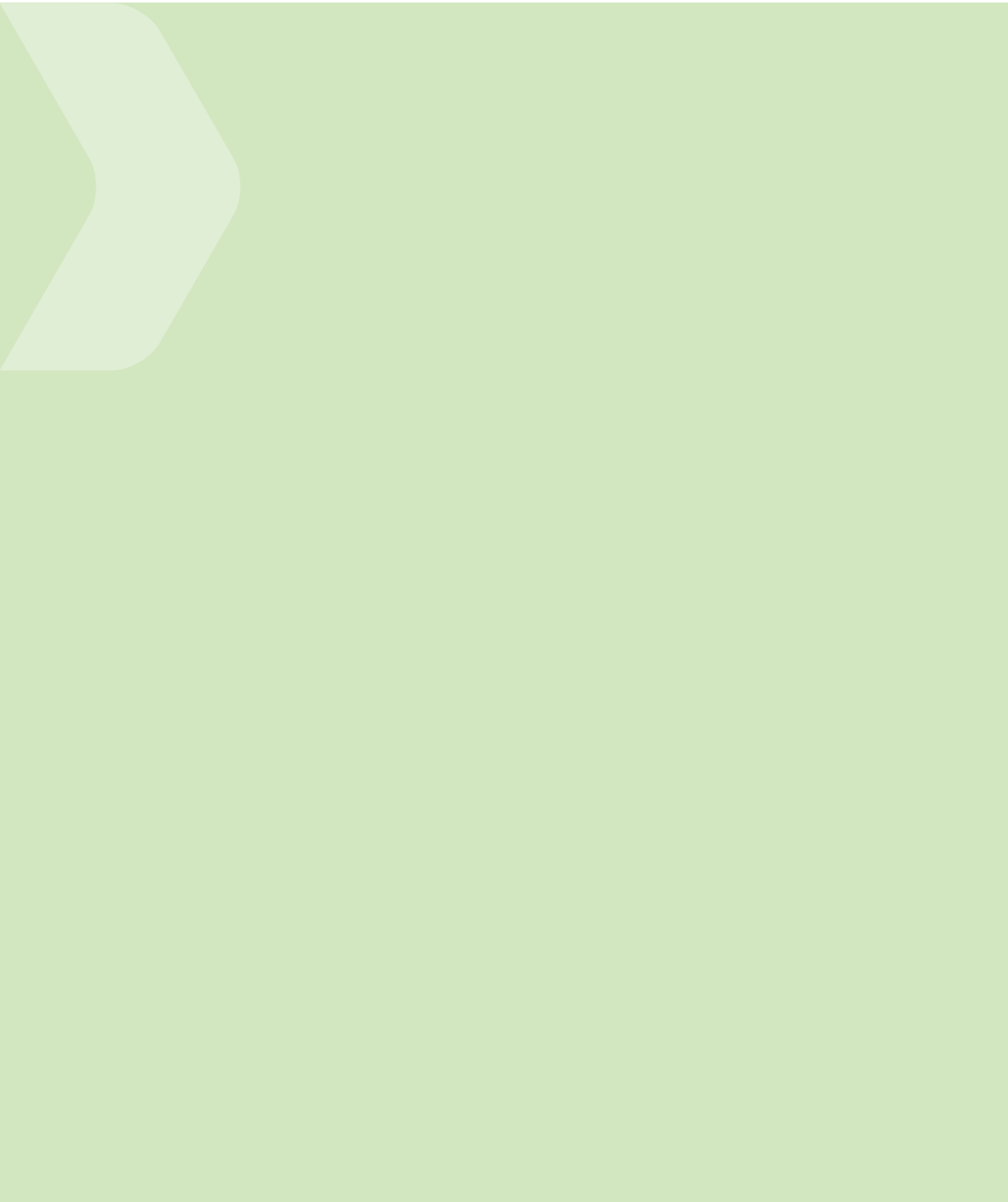
For the first time, this seventh wave of the Sport Development Report for Germany provides systematic information on positions and roles and thus the individuals in sports clubs in Germany. While the Sport Development Report up to and including the sixth wave was a purely organisational survey (the only exception being the subsequently extended perspective on officials and referees in the sixth wave; cf. Breuer & Giel, 2017), it now represents a combined organisational and personal survey. This makes it much easier to provide both knowledges for managing organised sport and for evaluating its public welfare function (knowledge of action and argumentation). For example, the organisational surveys regularly showed that the problems of retaining and recruiting volunteer functionaries, as well as coaches and trainers, were central and have become more important (Breuer & Feiler, 2017a; 2020a). However, in order to keep sports clubs viable and thus to support their services to the common good, a fundamental understanding is required of why these groups invest their knowledge, time, and material resources in the sports club and to what extent they achieve their associated goals (cf. the model of viable sports organisations; Breuer, 2007).

This volume presents the results on the situation of board members in sports clubs. 4,631 board members from 2,678 sports clubs in Germany participated in the seventh wave of the Sport Development Report. Individual partial results have already been published in the Federal Report (Part 1 of the Sport Development Report 2017/2018) (cf. Breuer & Feiler, 2020a).

In contrast to the organisational survey, the representativeness of the board members survey cannot yet be sufficiently assessed. This is because the structural features of the population of all board members are unknown. In this respect, the study has an exploratory character. At the same time, the interpretation of the findings should take into account that methodological artefacts (e.g. selection bias¹) cannot be completely excluded.

1 A selection bias is a statistical bias in empirical surveys. Sample biases occur, for example, through self-selection. A random sample cannot be drawn from the population or ensured, e.g. because no address material of the population is available or participation is voluntary. In this case, a disproportionate number of people who are more interested in the topic of the survey are likely to participate and thus distort the sample.

2 Board Members in Sports Clubs



2.1 Personal characteristics

27.4 % of the responding board members were women, and 72.6 % men. On average, the board members were 53 years old at the time of the survey (2018) (average year of birth: 1965), with the largest share coming from the age group 41 to 60 (cf. Table 1). The vast majority of the board members, 97.9 %, were born in Germany and even more, 99 %, were of German nationality.

Table 1: Age groups of board members.

	Total	Male	Female
	Share (in %)		
up to 14 years old	0.0	0.0	0.0
15 to 18 years old	0.3	0.1	0.8
19 to 26 years old	4.2	3.3	6.6
27 to 40 years old	14.1	12.6	18.3
41 to 60 years old	51.4	50.8	53.2
over 60 years old	30.0	33.2	21.1

If we compare this with the overall population, we see that men are over-represented in the sample of board members. At the time of the 2018 survey, 49.4 % of the people living in Germany were male². The average age of the overall population was 44.4 years, with the average age of women of 45.8 being slightly higher than the average age of men living in Germany (43.1). Almost 12 % of the population living in Germany did not have German citizenship at the time (Federal Statistical Office, 2019a, b).

2.2 Training

The qualification system of the DOSB offers various training opportunities for volunteer functionaries in sports clubs in Germany (cf. Fig. 1). The training providers are the state sports con-

federations and central associations organised in the DOSB. These licence training courses of the German sports system are called non-formal qualifications, whereas a university degree, for example, is a formal qualification.

The DOSB qualification system offers the possibility of qualifying as a club manager at two licence levels. Training as a club manager qualifies in particular for the requirements that are placed on a board position in sports clubs. A total of 5.4 % of the board members said that they have a club manager licence C, and 2 % have a corresponding licence B. The share for female board members is slightly higher than for men. However, the differences are relatively small and not statistically significant (cf. Table 2).

Furthermore, there is the possibility of qualifying as a youth leader (DOSB youth leader licence). 3.4 % of the board members state that they have this licence. A number of pre-stage qualifications (e.g. youth leader assistant, group helper) can be acquired along the way. 1.8 % of the board members have such a pre-stage qualification, with the rate again being slightly higher among women (2.2 %) than among men (1.6 %). These qualifications can be found in the DOSB qualification scheme (cf. Fig. 1).

In addition, the board members have further training that qualifies them for their work as board members. For example, 27.4 % of the board members state that they have completed a commercial apprenticeship, and about 15 % have completed a degree in business administration (BWL), management, or law. Gender-specific differences are evident here. Proportionally, significantly more women in board positions have completed a commercial apprenticeship than their male board colleagues, while more men have a degree in the aforementioned fields.

Furthermore, almost one-fifth of the board members state that they have completed another training course. In particular, other degrees, vocational training, qualifications as

² However, as explained in the introduction, no figures are available on the population of board members in sports clubs in Germany, so that no statements can be made on representativeness despite the population figures.



One learning unit (LU) includes 45 minutes. *Special requirements apply to these courses.

Fig. 1: Structural scheme of the DOSB qualification system (Source: adapted from DOSB, 2019).

Table 2: Training of the board members, differentiated by gender (multiple answers possible).

	Total	Male	Female	Significance
	Share (in %)			
I have a club manager licence C from the DOSB	5.4	5.1	6.3	0.142
I have a club manager licence B from the DOSB	2.0	1.9	2.3	0.428
I have a youth leader licence from the DOSB	3.4	3.3	3.7	0.455
I have a DOSB pre-stage qualification, e.g. youth leader assistant, group helper	1.8	1.6	2.2	0.250
I have completed a commercial apprenticeship	27.4	25.3	33.2	0.000***
I have a degree with a focus on business administration, management or law	14.7	16.0	11.2	0.000***
Other training	19.6	18.9	21.2	0.096
I have no special training yet	42.9	45.1	37.2	0.000***

coaches or trainers, and sports degrees were mentioned. It is therefore evident that board members are also trained in the practical aspects of sport and that there is an overlap between different areas in the clubs, i.e. the executive level and the implementation level (cf. also section 2.4 in this report). These overlaps were already evident in the evaluation of the survey of coaches and trainers (Breuer & Feiler, 2020b). Almost half of the coaches and trainers interviewed stated that they had another role or task in the same club in addition to their work as coaches, such as a position on the board.

It is striking that about 43 % of the board members have no special training for their board activities, i.e. they have neither formal nor non-formal qualifications, although this applies proportionately to significantly more men in board positions (45.1 %) than to their female colleagues (37.2 %; cf. Table 2).

A differentiation of the training of the board members, according to age groups, can be found in Table 3.

We see that the proportion of persons without training for their board activities tends to decrease with increasing age, with the group of 19- to 26-year-olds proportionately the least likely to have no training for their activity, closely followed by those over 60. The share of unqualified employees is highest among the under-18s, although this is probably due to their young age and thus the lack of vocational training.

The age group 27 to 40 is proportionally the most likely to have a non-formal qualification, i.e. a club manager licence B or C. Compared to the other age groups, adolescents and young adults most often have a youth leader's licence or a pre-stage qualification from the DOSB.

If we also consider the board positions or offices that usually exist in a sports club (see section 2.3.3 for further details), some interesting results also become apparent (cf. Fig. 2 and Fig. 3). For example, in comparison to the other surveyed functionaries, mass sports directors³ most often have a club manager licence C, while heads of department most often have a corre-

Table 3: Training of the board members, differentiated by age groups (multiple answers possible).

	Age (in years)				
	up to 18	19-26	27-40	41-60	over 60
	Share (in %)				
I have a club manager licence C from the DOSB	0	5.0	6.8	5.5	5.3
I have a club manager licence B from the DOSB	0	0	2.5	2.0	2.2
I have a youth leader licence from the DOSB	11.1	10.7	3.4	3.9	1.8
I have a DOSB pre-stage qualification, e.g. youth leader assistant, group helper	11.1	11.4	2.5	1.4	0.7
I have completed a commercial apprenticeship	0	17.9	25.6	28.8	30.1
I have a degree with a focus on business administration, management or law	0	13.6	21.4	15.2	13.0
Other training	11.1	22.1	17.6	18.7	25.7
I have no special training yet	66.7	38.6	42.4	42.0	39.4

³ However, it should be noted that in the sample the function of "mass sports director" is only held by a relatively small proportion of the participants in the survey, namely around one percent (cf. Table 5 in section 2.3.3.1).

Qualification - by board positions (I)

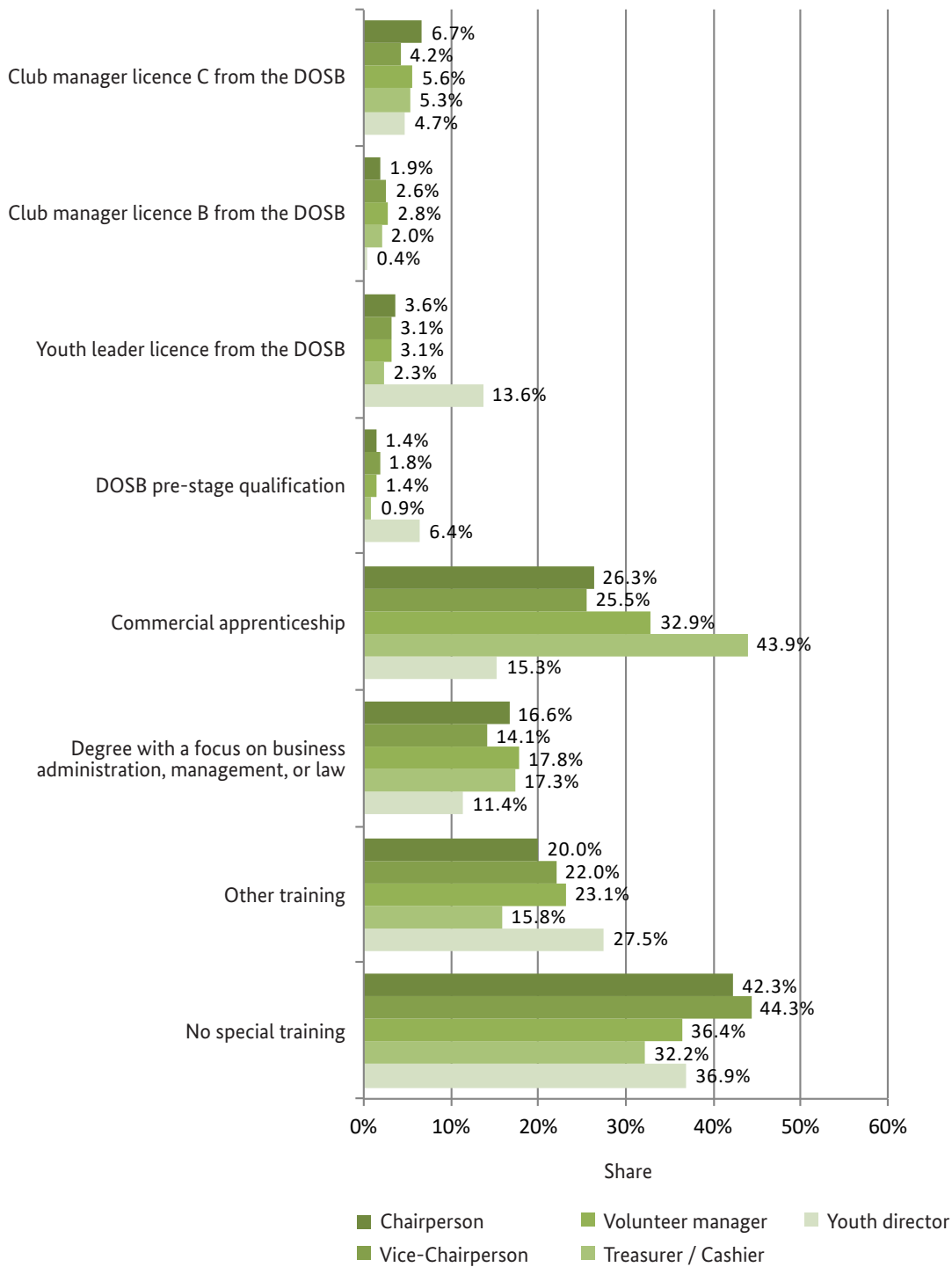


Fig. 2: Training of the board members, differentiated by positions (part 1).

Qualification - by board positions (II)

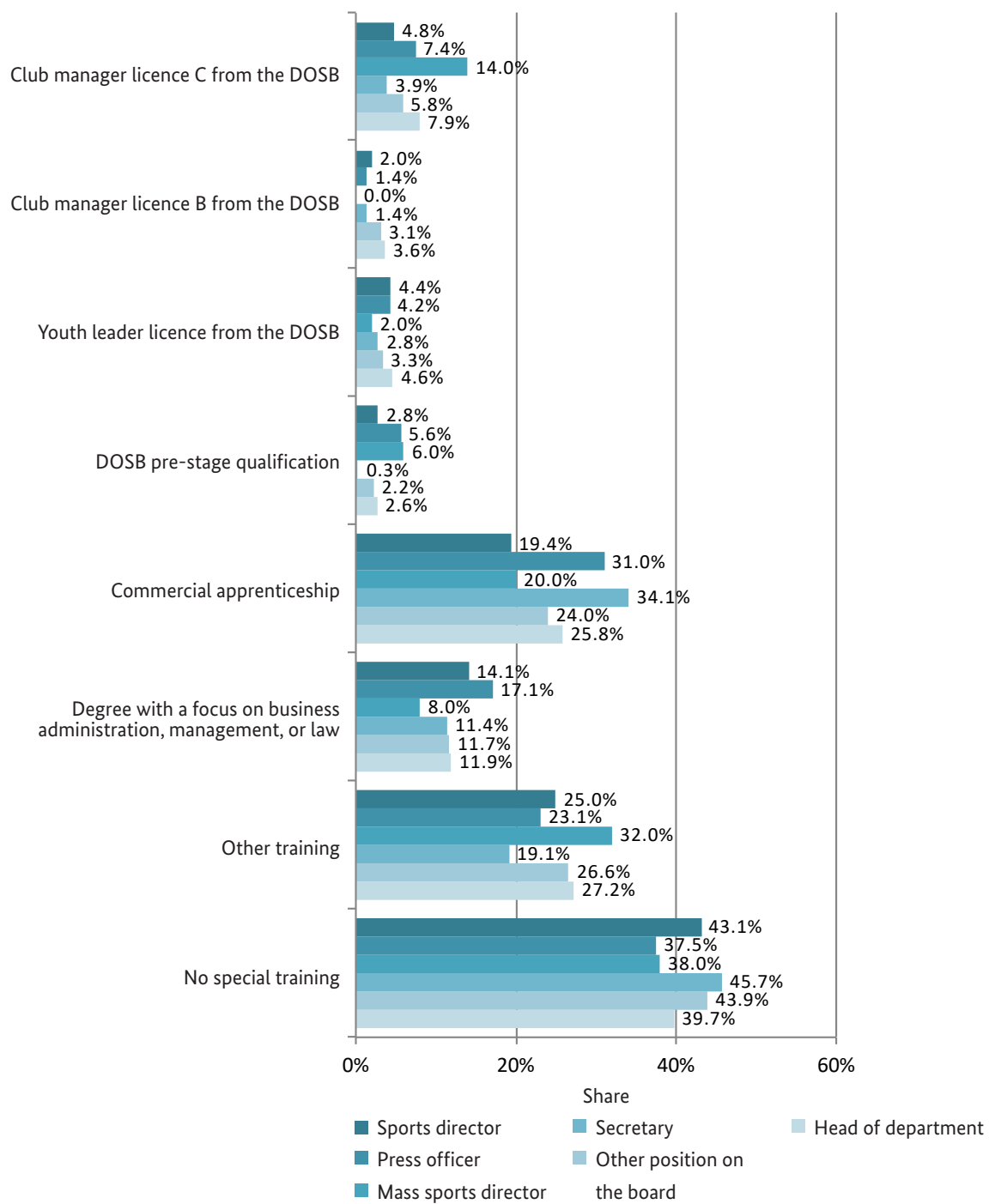


Fig. 3: Training of the board members, differentiated by positions (part 2).

sponding licence B. Among the club chairpersons, 6.7 % have a club manager licence C, and about 2 % have a corresponding licence B.

It is striking that **youth directors or youth leaders are proportionately most often in possession of a youth leader licence and thus seem to be well trained for their position on the board**. It is also possible, however, that persons who have acquired broad knowledge in the field of youth work first established and filled the position of youth director.

Proportionately, **treasurers, cashiers, secretaries, and volunteer managers** are most likely to have a **commercial education**. Here too, there seems to be a **better fit between training and the position on the board**.

About 42 % of the chairpersons and about 44 % of the vice-chairpersons have no special training for their board activities, while less than one-third of the treasurers or cashiers have no special training, which conversely means that **more than two-thirds of the treasurers and cashiers have one (or more) qualifications for their activity**.

2.3 Board activity

2.3.1 Duration of club membership and board membership

Nearly all (99.5 %) board members state that they are members of the club from which they re-

ceived the invitation to the survey⁴. On average, membership has lasted for almost 23 years and volunteer board membership in the respective club for about 12 years (this may include activities in various board positions). Unsurprisingly, there were positive correlations, i.e. correlations between the duration of membership and the duration of board membership ($r=0.689$), as well as between the duration of the board activity and the age of the board members ($r=0.462$). **This means that the older the board member, the longer the board activity has already lasted and vice versa**. On average, men have been club members for slightly longer (24.1 years) than women (18.8). This also applies to the duration of board membership. However, the effect is rather small, i.e. hardly noticeable in reality⁵ (cf. Table 4).

If we consider the distribution of the duration of board membership overall, we see that around 36 % of the board members have been on the board for up to five years, with the proportion being significantly higher for women (45 %) than for men (33 %). About one-fifth of the board members have been active on the board for a total of six to ten years, while about 8 % have been active as a volunteer board member for more than 30 years. This applies proportionately to more male board members than to their female colleagues (cf. Fig. 4).

These figures reflect a strong continuity of the voluntary commitment of board members in the sports clubs and the enormous

Table 4: Duration of club membership and volunteer board membership
(MV=mean value; St.-Dev.=standard deviation).

Duration (in years)	Total		Male		Female		Significance	Effect size
	MW	St.-Dev.	MW	St.-Dev.	MW	St.-Dev.		
Club membership	22.7	14.9	24.1	15.3	18.8	13.1	0.000***	0.36
Board membership	12.2	11.2	13.3	11.7	9.4	8.9	0.000***	0.35

⁴ For information on the method, see section 4.2.

⁵ For an explanation of the effect size, see section 4.5.5.



Fig. 4: Total duration of volunteer board membership (in years).

binding power of organised sport. The fact that commitment in sports clubs is characterised by stronger continuity than in other areas of the third sector has already been demonstrated in a sport-specific special evaluation of the ZiviZ Survey of 2012 (cf. Krimmer, 2016). The current figures of the survey of board members on which this report is based confirm this result based on a larger sample and in the form of individual rather than organisational data.

2.3.2 Digression: Cash auditors

In the chapter on methods, section 4.2 explains in detail that some of the sports clubs that took part in the club survey in the context of the Sport Development Report also agreed to participate

in the survey of the board members. The clubs were asked to forward a survey link to the board survey to their board members. Here, a few clubs apparently not only forwarded the survey link to board members but also to cash auditors, who are, however, not board members, i.e. do not formally belong to the board. 0.6 % of the participants in the board survey stated that they worked as cash auditors for the respective club.

Cash auditors fulfil the role of a controlling body, which checks the work of the board with regard to the financial means of the club. At the annual general meeting, the cash auditors usually report on the cash management of the previous year. The report of the cash auditors is a prerequisite for the approval of the actions of the board by the general meeting (Bährle, 2017).

Although cash auditors thus fulfil an important function in sports clubs, a distinction must nevertheless be made between board members and cash auditors. Due to the formally necessary differentiation between board members and cash auditors, this report only presents the results of the survey of the board members but not of the cash auditors. This means that the participants of the board survey who stated that they are cash auditors for the respective club were excluded from the data analysis⁶. The results presented in this report, therefore, only relate to the board positions listed in section 2.3.3.1.

2.3.3 Positions on the board

2.3.3.1 Positions of board members in the sample

Volunteer board members fulfil different functions, which are reflected in the execution of different offices⁷. About a third of the responding board members state that they are the chairman or chairwoman of the club, with significantly more men (38.7 %) than women (19.7 %)⁸. Men are also proportionately more likely than women to hold the positions of vice-chairperson (14.7 %) and sports director (6.9 %). On the other hand, a disproportionate number of women hold the positions of treasurer or cashier (21.2 %), youth director (8.2 %) and secretary (15.7 %) (cf. Table 5).

Overall, about 16 % of the board members participating in the survey hold another board position not listed in the survey, which applies

proportionately to slightly more women than men. Overall, the following other functions are most frequently cited: Official, sports director, referee, another chairperson(s) (e.g. sports, administration, third chairperson(s), etc.), equipment manager, insurance officer, volunteer representative, and active spokesperson.

2.3.3.2 Gender distribution in board positions

Various studies have shown that women are still under-represented in sports clubs at various levels (cf. inter alia Breuer & Feiler, 2017b; Mutz & Burrmann, 2015). The average membership rate of girls and women per sports club was 36.6 % in 2015, while the proportion of women among the volunteers at the executive level was only 28.8 % per club and thus significantly below the proportion of women in the population, which was over 50 % nationwide at that time (cf. Breuer & Feiler, 2017b)⁹. On the basis of the club survey in the 7th wave of the Sport Development Report (2017/2018), the average proportion of women per club among the volunteers at the executive level in 2017 was 30.7 %, which is still well below both the average female membership rate per club of 35.9 %¹⁰ and the female population rate of 50.7 % in the same year (Federal Statistical Office, 2019a).

If we look at the distribution of men and women in the individual board positions, i.e. the proportion of women and men in the individual offices (cf. Fig. 5), we see that more than five

6 An exception is the extrapolation for volunteer work in sports clubs (cf. section 2.3.3.5.2), in order to take into account the time invested by the cash auditors.

7 In order to be able to better classify the results of the survey and to be able to make assessments differentiated by different positions on the board, the participants of the survey were asked to state which (board) position they currently hold in their club, where multiple answers were possible.

8 For the participation of men (72.6 %) and women (27.4 %) in the survey of the board members as a whole, see section 2.1.

9 It should be noted that the data of the cited report (Breuer & Feiler, 2017b) refers to the reference year 2015 and is derived from the 6th survey wave of the Sport Development Report (2015/2016). In addition, the average shares per club are shown, whereas a share across all clubs can be calculated on the basis of the DOSB annual survey. This percentage may differ slightly from the average percentage per club.

10 The basis for the calculation is the number of members in the sports clubs supplied by the regional sports federations within the framework of the 7th wave of the Sport Development Report (2017/2018). These membership figures refer to the year 2017. The value shown here is again the average female membership rate per club, in contrast to the DOSB annual survey, which does not show any values per club.

Table 5: Positions of board members in the sample, differentiated by gender (multiple answers possible).

Position	Total	Male	Female	Significance
	Share (in %)			
Chairperson	33.5	38.7	19.7	0.000***
Vice-Chairperson	13.9	14.7	11.7	0.014*
Volunteer manager	7.3	7.7	6.3	0.143
Treasurer / cashier	16.1	14.3	21.2	0.000***
Youth director / youth leader	6.0	5.2	8.2	0.000***
Sports administrator	6.3	6.9	4.7	0.014*
Press officer	5.5	5.5	5.6	0.918
Mass sports director	1.3	1.2	1.3	0.901
Secretary	9.2	6.8	15.7	0.000***
Other position on the board	16.4	15.5	18.3	0.036*
Head of department	7.7	7.9	7.0	0.299

times as many men are chairpersons of clubs than women. Furthermore, the current study shows **that women are under-represented on average in all board positions compared to the population average**, as the proportion of women in all positions is below 50 % (cf. Fig. 5).

Women are least likely to hold the positions of club chairperson and sports directors. In these positions, less than or around one-fifth of the positions are held by women. Moreover, only about 23 % of the vice-chairpersons and volunteer managers are female. Slightly more than a quarter of the press officers (27.5 %) and mass sports directors (28 %) are women. However, in at least some positions (secretary, youth director, and treasurer), the proportion of women is higher than the average female membership rate per club, which in 2017 was 35.9 %, as mentioned above.

From a sports management perspective, these results should be viewed critically, especially since **sports clubs that have women on the board at all, and clubs that have a higher proportion of female board members, have fewer problems in various areas** (including member

retention, retention and recruitment of coaches and trainers, and finances) (Wicker & Breuer, 2013; Wicker, Breuer & von Hanau, 2012). **The aim of the clubs should therefore be to attract more women to the various board positions.** However, in a number of sports clubs, there is still need for improvement. In 2017, the proportion of clubs that had women on the board was 77 %, i.e. **almost a quarter of sports clubs in Germany had no women on the board at all.** If we look at the clubs where at least one-third of the board was made up of women, this was true for almost 44 % of the sports clubs in 2017. Just under a quarter of sports clubs had a board that was at least half female, and less than 9 % of clubs had a board that was at least three-quarters female (cf. Fig. 6)¹¹.

2.3.3.3 Positions by age

The average age of the persons in almost all board positions, with the exception of sports and youth directors, is over 50 years (cf. Fig. 7). On average, the oldest are volunteer managers at around 56 and club chairpersons at around

11 Here, too, the club survey within the framework of the 7th wave of the Sport Development Report (2017/2018) was used.

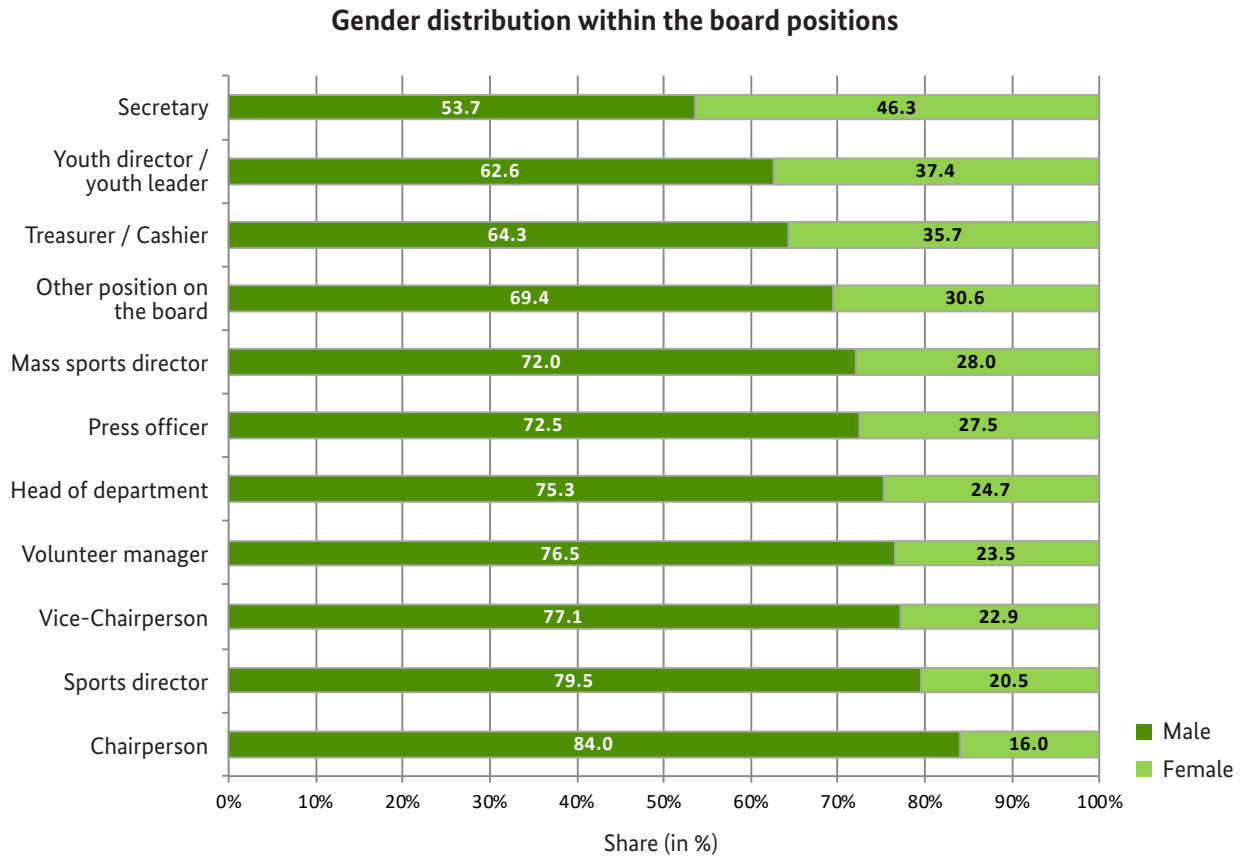


Fig. 5: Gender distribution within the board positions.

Distribution of the proportion of women on the club's boards

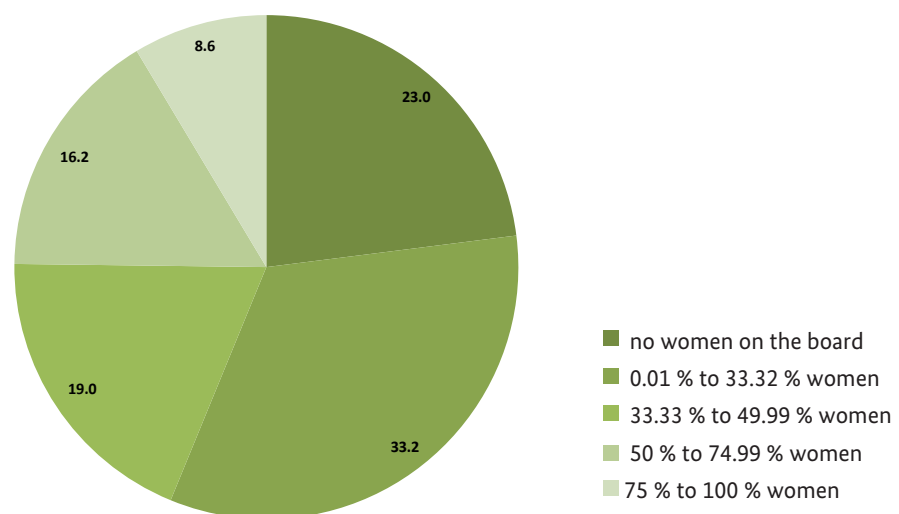


Fig. 6: Distribution of the proportion of women on the board (data basis for the club survey Sport Development Report 2017/2018).

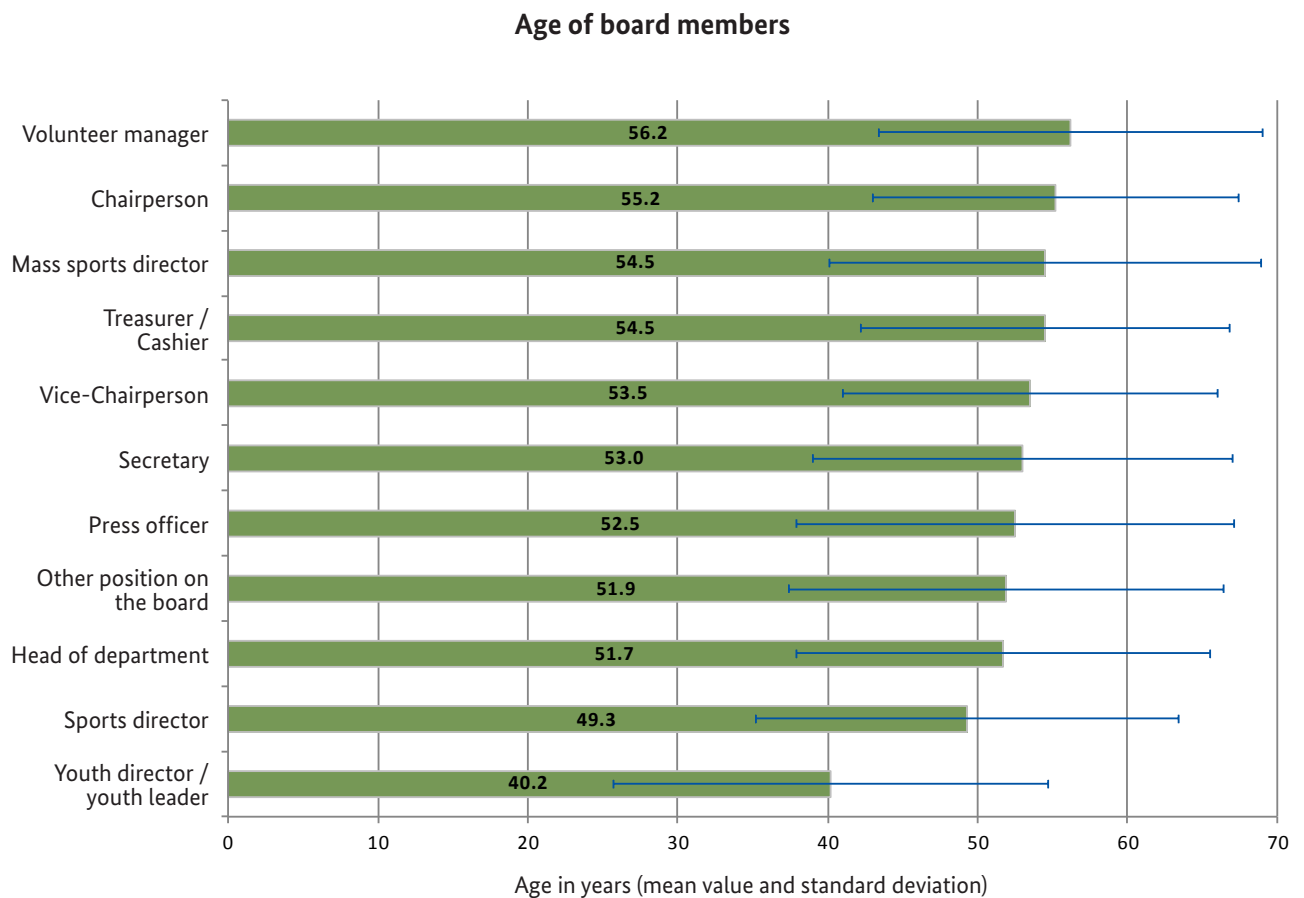


Fig. 7: Age of board members (mean value and standard deviation).

55, while youth directors and youth leaders have an average age of around 40. **People who are involved in youth work, therefore, tend to be younger than the other board members.**

The age group 41 to 60 is proportionally most strongly represented in all board positions. This characteristic, which is stable over time (cf. Breuer, Feiler & Wicker, 2013), applies to more than half of the vice-chairpersons, heads of department, treasurers or cashiers, and chairpersons of boards. Almost 39 % of the volunteer managers are over 60 years old, as is the case for more than one-third of the chairpersons, mass sports directors, treasurers, and cashiers (cf. Fig. 8).

Board members aged 27 to 40 most frequently hold the positions of youth director or youth leader (27.3 %) and sports director (20.1 %). The positions of youth director and youth leader are also held more frequently by the even younger age group 19 to 26 and also by adolescents up to the age of 18 than the other board positions (cf. Fig. 8). This office, therefore, seems to be a good starting position to introduce adolescents to volunteering.

Overall, it is apparent that the management positions chairperson and volunteer manager, in particular, are predominantly occupied by people who tend to be in the second half of life¹². For example, only about

12 The second half of life is defined here as 40 years and older, in line with the German Ageing Survey (Deutsches Alterssurvey, DEAS) (cf. German Centre for Ageing Issues [Deutsches Zentrum für Altersfragen; DZA], 2020; Federal Ministry for Family Affairs, Senior Citizens, Women and Youth [Bundesministerium für Familien, Senioren, Frauen und Jugend; BMFSFJ], 2019).

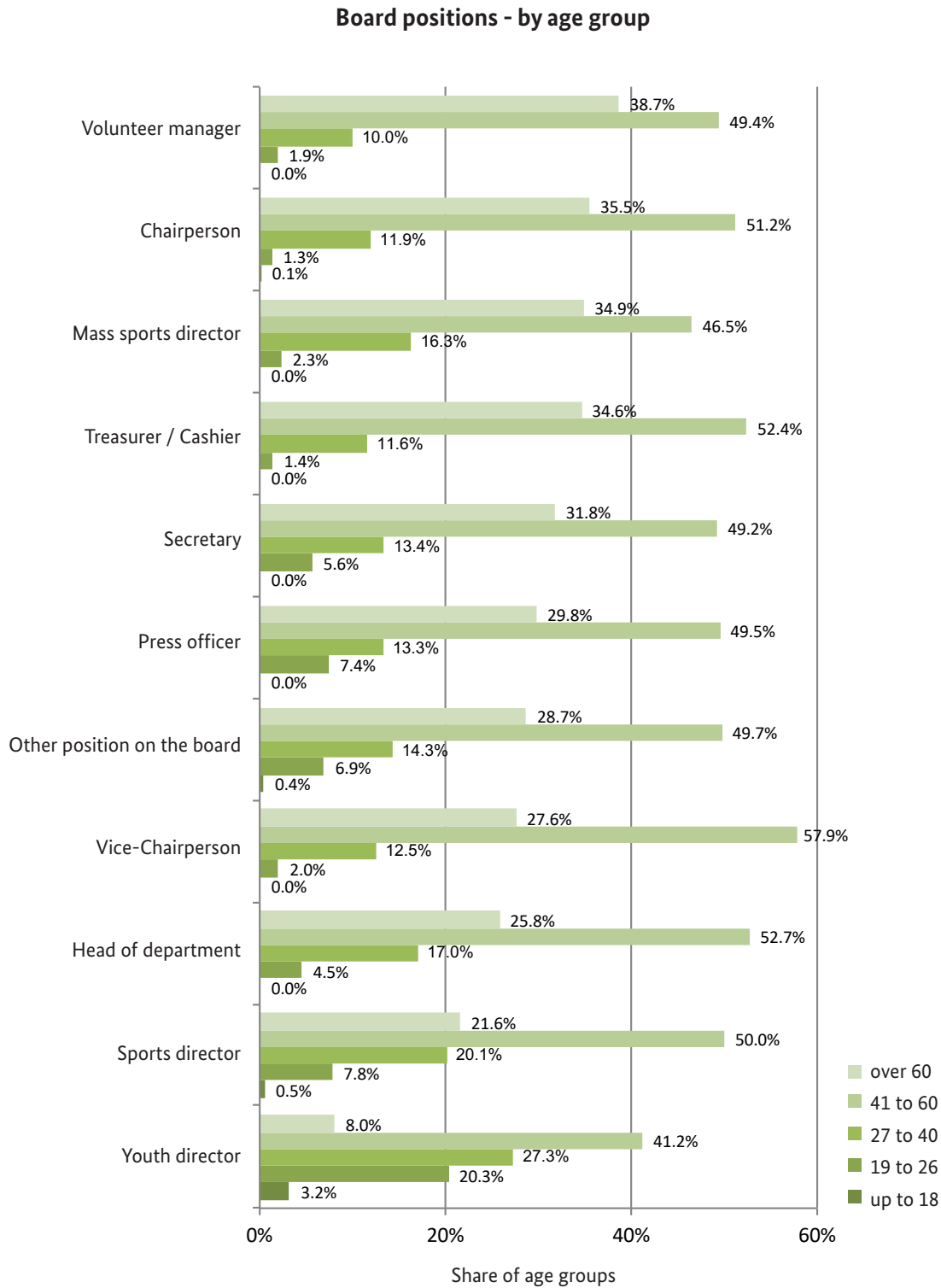


Fig. 8: Distribution of age groups within the board positions.

one in ten volunteer managers is aged 27 to 40, and about 13 % of the chairpersons are no older than 40. There is, therefore, potential in this age group to address existing personnel problems. On the other hand, positions that tend to be closer to the sports business, such as sports and youth directors, are on average held by younger people.

2.3.3.4 Years of service in board positions

In the survey, the board members were asked to indicate how many years they have held their current board position. We see that mass sports directors can look back on the longest term of office with an average of 11.5 years, closely followed by heads of department. Men who hold these two positions remain in office on average slightly longer than women, although the differences are only slight and not statistically significant. Volunteer managers have also been in office for over ten years on average (cf. Fig. 9).

Significant differences between the genders¹³ with regard to the term of office are particularly evident in the positions of the club chairperson(s) and the treasurers and cashiers. The magnitude of the effect¹⁴, i.e. the standardised mean difference in the terms of office between the genders, is small (chairperson: $d=0.387$; treasurer: $d=0.284$), with men holding office longer than women on average. In terms of practical relevance, this means that the difference in terms of office between the genders can, in reality, be considered small. The shortest term of office is in the position of youth directors with an average of 6.8 years (cf. Fig. 9). This is probably related to the representation of youth by young people and the clearly lowest average age of youth directors.

If we look at the terms of office of the persons in the various board positions differentiated

by training (not) received for the board activity¹⁵, it is first of all apparent that persons with training for their board activities have longer terms of office on average in almost all board positions than persons without training, with the exception of the vice-chairperson and the sports director, although the difference is only significant in the position of secretary (cf. Fig. 10) and the effect can be classified as small ($d=0.279$). Training, therefore, seems to play a role in the duration of the activity, at least in some positions, even if the results of this evaluation should be treated with caution due to the small sample size (cf. footnote 15).

2.3.3.5 Time invested

2.3.3.5.1 Differentiated by board positions

The average amount of time invested by the board members in their activities per month differs between the different positions/offices (cf. Table 6). The most time-consuming office is that of the chairperson of the club. The chairpersons of the clubs cite a monthly average time investment of about 26 hours. The office of volunteer manager is similarly time-consuming, with an average of about 24 hours per month.

If we look at the time invested in the individual offices differentiated by gender, significant differences in the time invested per month can be seen in the positions of head of department, youth directors, and mass sports directors. While male heads of department and youth directors invest significantly more time in their activities on average than their female colleagues in the same office, the average time invested by female mass sports directors is significantly higher (15.3 hours) than that of male mass sports directors (8 hours). The effect can be classified as large (cf. Table 6).

13 Concerning significant group differences identified in this report in tables and figures, see the explanations in section 4.5.2.

14 For a more detailed explanation of the effect size, see method, section 4.5.5.

15 In this evaluation, however, it should be noted that due to the differentiation according to positions and training, the number of respondents in the individual groups is sometimes only quite small, especially among mass sports directors. The results should therefore be considered with caution.

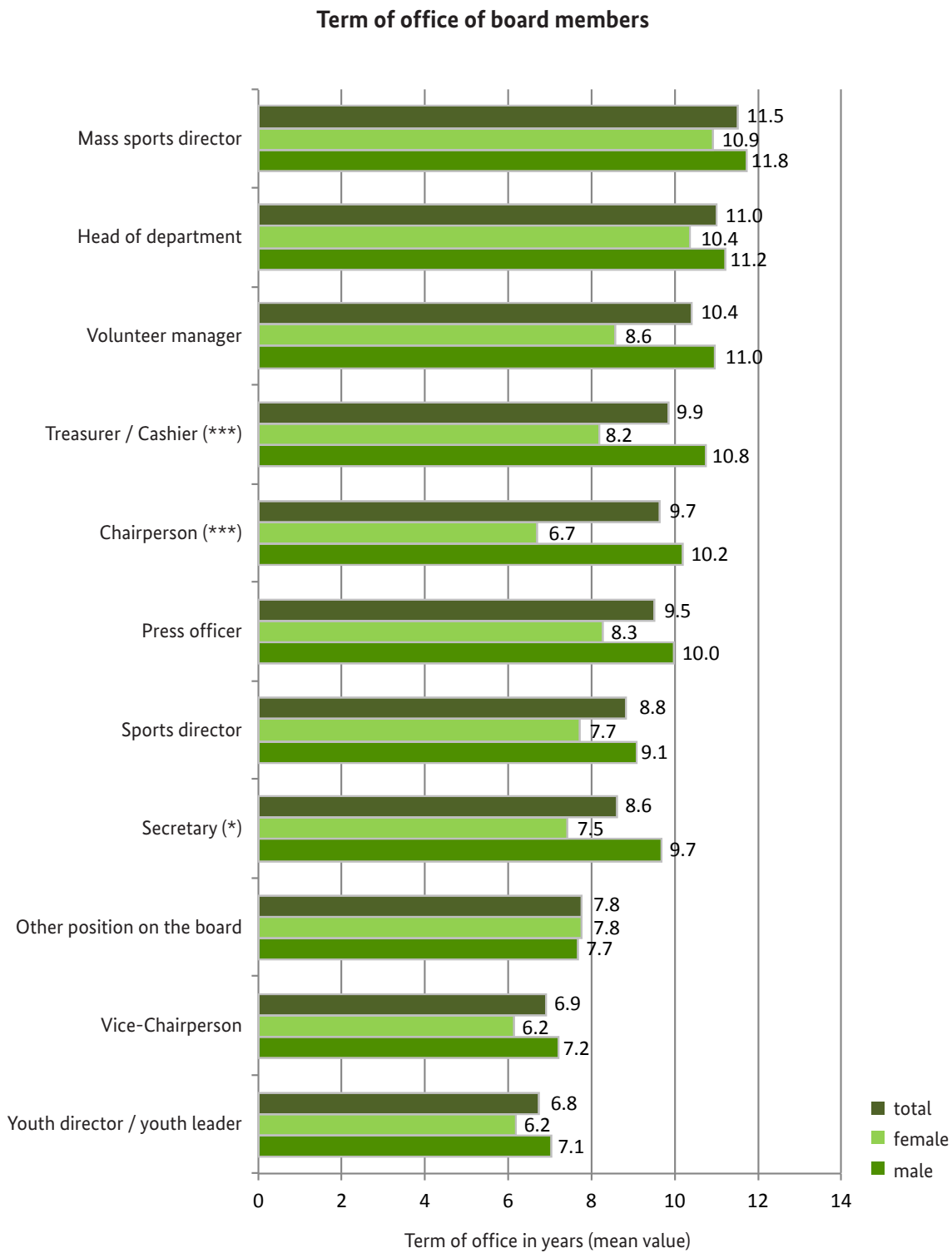


Fig. 9: Term of office of the board members, by gender (average).

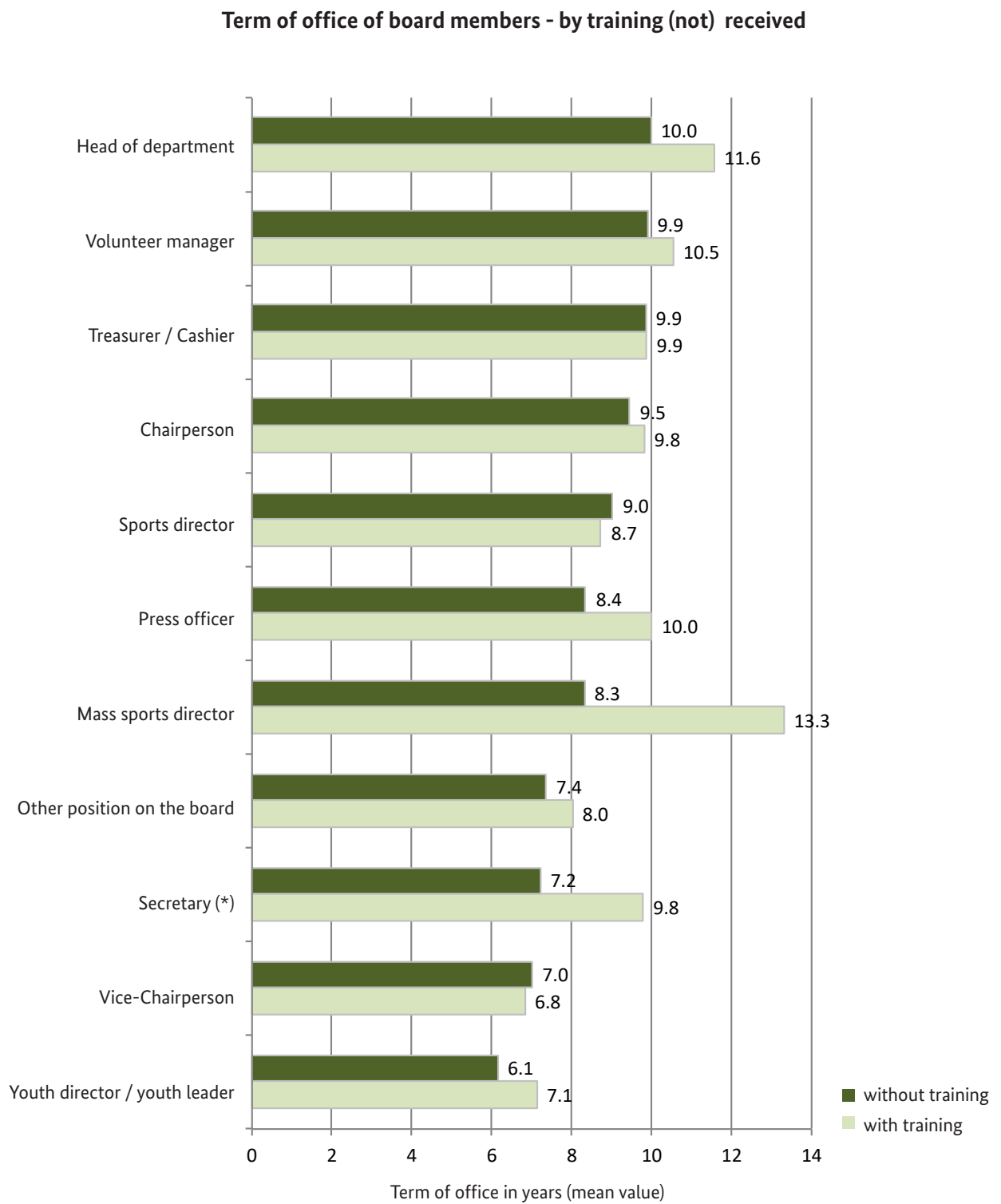


Fig. 10: Term of office of board members, by training (not) received for their board activity (average).

Table 6: Time invested per month by volunteer board members in sports clubs in Germany.

Position	Average time invested per month (mean value)			Significance	Effect size
	Total	Male	Female		
Chairperson	26.0	26.4	24.0	0.307	0.078
Volunteer manager	24.3	24.9	22.1	0.450	0.108
Vice-Chairperson	16.9	17.4	14.7	0.240	0.127
Head of department	15.9	17.6	10.2	0.001***	0.459
Youth director / youth leader	15.3	17.6	11.4	0.026*	0.317
Other position on the board	15.3	15.9	13.9	0.194	0.118
Treasurer / Cashier	15.1	15.2	14.9	0.770	0.024
Sports administrator	12.7	13.0	11.4	0.419	0.134
Mass sports director	10.0	8.0	15.3	0.024*	0.797
Secretary	9.2	9.2	9.2	0.996	0.001
Press officer	9.0	8.8	9.4	0.727	0.056

A differentiated consideration of the average amount of time invested by the board members by training (not) received for the board activity reveals that chairpersons, vice-chairpersons and board members in other board positions invest significantly more hours per month than their colleagues in the same positions without training for their board activities. However, the effects here can be classified as small (cf. Table 7).

2.3.3.5.2 Extrapolation of volunteer commitment

If we factor in the average number of volun-

teer board members in the individual positions as well as the number of cash auditors¹⁶ in the sports clubs in Germany¹⁷, the average time invested by the volunteer board members and cash auditors in the sports clubs can be extrapolated¹⁸. In total, this results in a **monthly commitment of around 13 million hours invested by voluntary board members and cash auditors in sports clubs in Germany.**

This results in a **monthly added value¹⁹ of around € 194.8 million and an annual added value of about € 2.34 billion** through the volunteer commitment of board members and cash

¹⁶ At this point, the cash auditors are included in the calculation of the volunteer commitment to ensure that their time investment of an average of 9.7 hours per month for their activity is not neglected. A total of around 152,300 cash auditors are involved in sports clubs in Germany (Breuer & Feiler, 2020a).

¹⁷ The data basis here is the club survey in the seventh wave of the Sport Development Report.

¹⁸ The extrapolation used the total number of sports clubs in Germany from 2017. According to the DOSB annual survey, this number was 89,594 clubs (DOSB, 2017).

¹⁹ The calculation of the monthly added value through the volunteer board members in sports clubs uses an hourly rate of € 15 as a basis, following Heinemann and Schubert (1994). However, it should be noted that the result of the calculated added value depends on the method and assessment basis used to determine the value of volunteer work. The assessment basis may vary depending on the scenario chosen for the calculation (for an overview of different valuation approaches to volunteer work see Orlowski & Wicker, 2015).

Table 7: Time invested per month by volunteer board members in sports clubs in Germany, by training (not) received.

Position	Training		Significance	Effect size
	received	not received		
	Average time spent per month (mean value)			
Chairperson	29.6	21.2	0.000***	0.281
Volunteer manager	25.4	22.0	0.286	0.134
Vice-Chairperson	20.3	12.3	0.000***	0.376
Other position on the board	17.5	12.4	0.000***	0.303
Head of department	17.0	14.3	0.169	0.168
Treasurer / Cashier	15.7	13.9	0.156	0.123
Youth director / youth leader	14.3	17.4	0.268	0.159
Sports administrator	13.1	12.2	0.584	0.073
Mass sports director	9.8	10.3	0.874	0.050
Secretary	9.9	8.3	0.276	0.122
Press officer	8.8	9.5	0.653	0.066

auditors in sports clubs²⁰.

It should be noted that these figures only reflect the **volunteer work performed by the volunteer board members and cash auditors. If we add up the time commitment of volunteer coaches and trainers** in the context of their commitment to sports clubs and the resulting added value (cf. Breuer & Feiler, 2020b), the **total monthly commitment amounts to around 23.8 million hours and an annual added value of around € 4.29 billion** from the volunteer commitment of board members, cash auditors, coaches, and trainers in sports clubs in Germany.

This calculation does not yet take into account the work done by **volunteer referees and officials** or the time invested by **helpers** sporadically that is not tied to fixed offices or functions (e.g. driving services, helpers at sporting events, etc.).

2.3.4 Limitations in carrying out the activity

The majority of the board members disagree or tend to disagree with the statement that their knowledge and skills as board members limit their activities (cf. Fig. 11). The mean value on a five-point scale from 1=“strongly disagree” to 5=“strongly agree” is $M=1.75$ (cf. Table 8).

Only around 6 % feel limited in their activities as board members by their knowledge and skills. On the other hand, about one-fifth of the board members agree with the statement that it will be difficult in the coming year to find the time necessary for the activity (cf. Fig. 11). The mean value here is $M=2.38$. There are no significant differences between the genders in terms of limitations in activity (cf. Table 8).

²⁰ At this point, however, we once again point out that the results of the survey of board members are to be classified as non-representative. It is possible that more committed board members also participated more strongly in the survey (cf. sections 1 and 4.4.3). For this reason the projections should be regarded as tendencies and with caution.

Table 8: Limitations in carrying out the activity
(mean value; 1="strongly disagree" to 5="strongly agree").

	Total	Male	Female	Significance	Effect size
	Mean value				
My knowledge and skills as a board member limit me in my activities.	1.75	1.76	1.70	0.067	0.064
In the coming year, it will be difficult for me to find the time for my work as a board member.	2.38	2.40	2.32	0.066	0.068

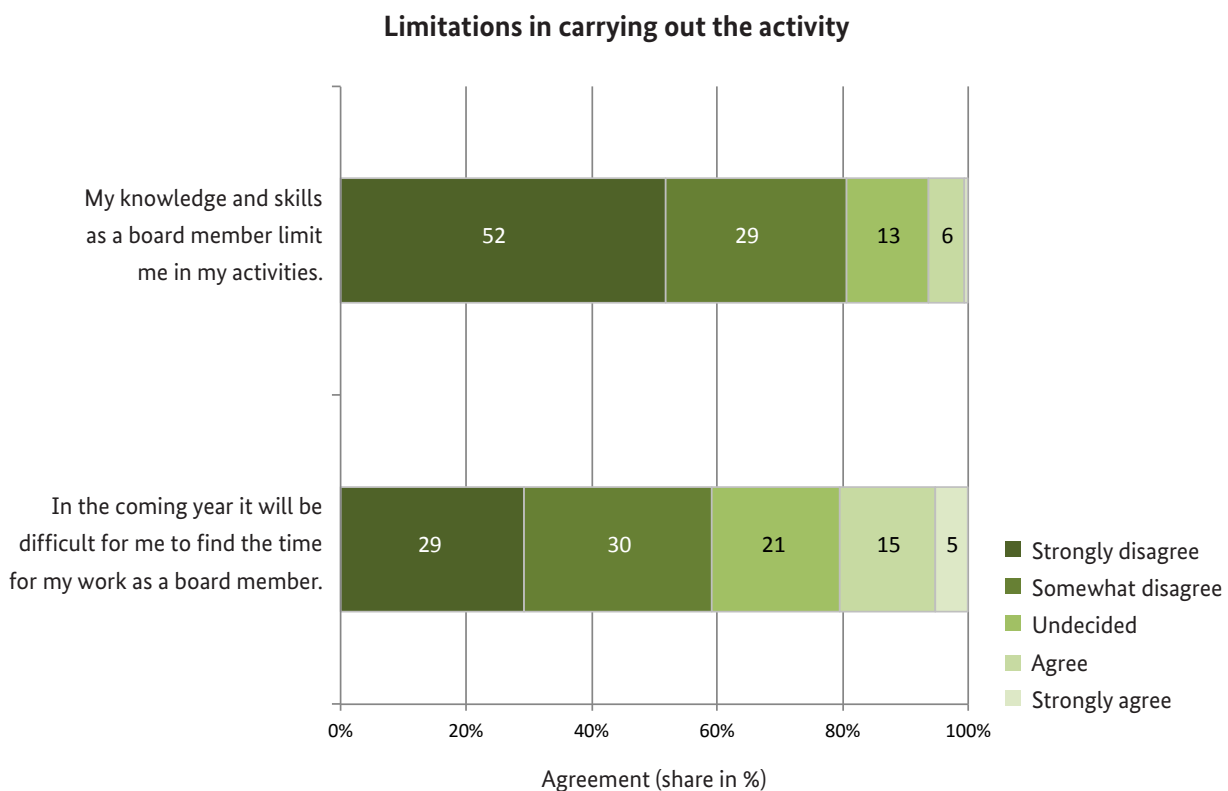


Fig. 11: Limitations in carrying out the activity.

If we look at the perceived limitations of the board members differentiated by age group, some interesting, though not surprising, differences become apparent (cf. Table 9). For example, the youngest board members, aged up to 18, feel most limited in their activities as board members by their knowledge and skills, which may be explained in particular by a lack of experience

and training. On the other hand, board members over 60, who are likely to have a wealth of experience, feel least limited by their knowledge and skills. This age group differs significantly from all younger age groups in terms of the perceived limitations of their knowledge and skills. The effect ($d=1.028$) is particularly large in comparison to the youngest age group of those up to 18.

However, a somewhat different picture emerges with regard to possible limitations due to a lack of available time. The age groups of 19 to 26 and 27 to 40 feel particularly limited by time constraints (cf. Table 9). Here, large and statistically significant differences to the over-60 age group are particularly evident. A plausible explanation is that the younger board members are in training or professional life and/or in an intensive family phase, while the older ones are likely to have already retired.

Board members without training for their activity feel somewhat more limited as board members by their knowledge and skills ($M=1.79$) than board members with training ($M=1.72$; cf. Table 10). **Training for the activity, therefore, seems worthwhile in order to feel less restrict-**

ed by one's own knowledge and skills. In terms of time availability, however, there are hardly any differences between the two examined groups (cf. Table 10).

2.4 Other activities in the club

In addition to being a board member in the surveyed sports club, 22.5 % of the board members also stated that they were also active as a board member in another club (another sports club or other club). For men, the proportion is 24.7 %, which is higher than for women (16.8 %).

The board members were also asked whether they perform other tasks or roles in the surveyed club in addition to their board activi-

Table 9: Limitations in carrying out the activity, by age group
(mean value; 1="strongly disagree" to 5="strongly agree").

	Age				
	up to 18	19-26	27-40	41-60	over 60
	Mean value				
My knowledge and skills as a board member limit me in my activities.	2.44	1.86	1.89	1.78	1.56
In the coming year, it will be difficult for me to find the time for my work as a board member.	2.67	3.06	2.78	2.51	1.80

Table 10: Limitations in carrying out the activity, by training (not) received
(mean value; 1="strongly disagree" to 5="strongly agree").

	Training		Significance	Effect size
	received	not received		
	Mean value			
My knowledge and skills as a board member limit me in my activities.	1.72	1.79	0.031*	0.075
In the coming year, it will be difficult for me to find the time for my work as a board member.	2.39	2.36	0.383	0.025

ties. This applies to 57.6 % of the board members (men: 58.3 %; women: 55.8 %).

In total, almost one-third of the board members are also active as coaches or trainers in the same club. The proportion of women board members who also work as coaches or trainers in the same club is about 30 %. Furthermore, almost every tenth board member also acts as an official or referee in the respective club, where this applies predominantly (about 80 %) to male board members (cf. Table 11).

About 30 % of the board members also state that they have another role in the same club (cf. Table 11). In particular, the following roles were mentioned: Active athlete(s); coordinator or game organisation; equipment manager, groundskeeper, technical staff, caretaker; head of department; administration/organisation; administrator or webmaster; supervisor; sports badge testing; team captain; sponsoring or public relations; club representatives in other institutions (e.g. district sports director).

2.5 Motivation

2.5.1 Reasons for commitment

When the board members are asked about the reasons for their commitment, a variety of individual motives emerge. From a list of 31 items, the participants in the survey were able to indicate on a seven-point scale (from 1=“strongly disagree” to 7=“strongly agree”) to what extent they agree with the listed reasons for doing the

activity. **On average, most board members state that they agree to carry out the activity because they want to do something for the club community, because of their personal values and convictions, because they want to spend their leisure time doing something that makes sense to them personally, and out of solidarity with the club** (cf. Fig. 12).

Other strong motives cited by board members for volunteering on the board are that **the activity is fun**, that they generally like to get involved, that they enjoy helping other people and that their commitment is good for the community, and they are making a valuable contribution to the community (cf. Fig. 12).

On the other hand, monetary incentives such as the receipt of money or reduced membership fees and the provision of sportswear are hardly ever mentioned as reasons for a corresponding commitment (cf. Fig. 13). **This is similar to the situation for coaches and trainers** (Breuer & Feiler, 2020b). It is possible, however, that this response is to some extent due to the phenomenon of social desirability, because although board members state that monetary incentives are not very important, they are dissatisfied with the financial remuneration for the work (in most cases, this is probably an expense allowance) (cf. section 2.6.2). On the other hand, these results are not necessarily contradictory because the motivation for a cause, in this case for holding a board position, is not necessarily related to the satisfaction with the framework conditions of the position. This means that although the majority of board members do not

Table 11: Other positions in the surveyed club besides the activity as a board member (multiple answers possible).

Additional role in the club	Percentage of those who have an additional role (in %)	Percentage of all respondents (in %)	Share of women (in %)
Coach / Trainer	55.8	32.0	30.5
Referee / Official	16.7	9.6	19.2
Other	53.2	30.5	20.5

carry out their duties for monetary reasons, they may still be dissatisfied with, for example, tax relief or expense allowances for their commitment.

The importance of the individual reasons for carrying out a volunteer board activity is also reflected in the distribution of motives. For example, 90 % or more of the board members state that they carry out the activity because they want to do something for the club community, as well as out of solidarity with the club (cf. Fig. 14)²¹. On the other hand, 94 % or more of the board members state that material aspects such as the provision of sportswear or financial incentives such as reduced membership fees or the receipt of money are not important as reasons for their commitment (cf. Fig. 15).

It is also interesting to consider the reasons for carrying out board activities differentiated by gender. **For example, significantly more male board members indicate that they carry out their activities because they want to be successful in sports ($M=3.55$). This motive is less pronounced among women ($M=3.09$).** It is striking, however, that the sporting motive is less pronounced among volunteer board members in sports clubs overall than among coaches and trainers (cf. Breuer & Feiler, 2020b). In contrast to the stronger sporting motive among men, the motive of challenging themselves and testing their own skills plays a greater role among women ($M=4.60$) than among men ($M=4.26$). This is also true of the motives of wanting to learn things that can be applied in other areas, as well as for personal development and experience (cf. Fig. 13).

Female board members also state more often than their male colleagues that they generally like to get involved ($M=6.08$ vs. $M=5.86$) and that they get involved because it is fun ($M=6.03$ vs. $M=5.94$). For men, on the other hand, the focus is more on the obligation to help others and the transfer of knowledge and skills (cf. Fig. 12 and Fig. 13).

If we look at the motives of the board members differentiated by age groups, some differences between the different groups become apparent (cf. Fig. 16 to Fig. 18). In particular, the oldest age group of those over 60 differs in some areas from some or all younger age groups. For example, **motives of social commitment are most pronounced in the over-60s**. Significant differences to the youngest age group of board members aged up to 18 are especially evident in the two motives “Because my commitment does something good for the community” and “Because I am making a valuable contribution to the community” (cf. Fig. 16). In addition, significant differences between the board members over 60 and the next two younger age groups (41 to 60 and 27 to 40 years) are evident in the motives of meaningful involvement in leisure activities, fun, the general enjoyment of commitment, and the good feeling created by commitment. Older board members also believe more than all younger age groups in promoting the commitment of board members for the good of society.

In contrast, the two **youngest age groups**, i.e. board members up to the age of 26, are more strongly **motivated by personal development, gaining experience, and learning things can be applied in other areas** than the three older groups of board members (cf. Fig. 17 and Fig. 18). A similar pattern was observed in these areas among the surveyed coaches and trainers (cf. Breuer & Feiler, 2020b).

It is also interesting to note that the age group 27 to 40 is the group least encouraged by their own family to be board members. Significant differences can be seen here, especially in comparison with the oldest board members. One possible explanation could be that 27- to 40-year-old board members have the greatest family commitments, and the family may therefore take up more time than is the case with board members of other age groups.

21 For this purpose, response options 1 to 3 have been grouped into a category that indicates rejection, while response options 5 to 7 reflect agreement and 4 is considered neutral (cf. Fig. 14 and Fig. 15).

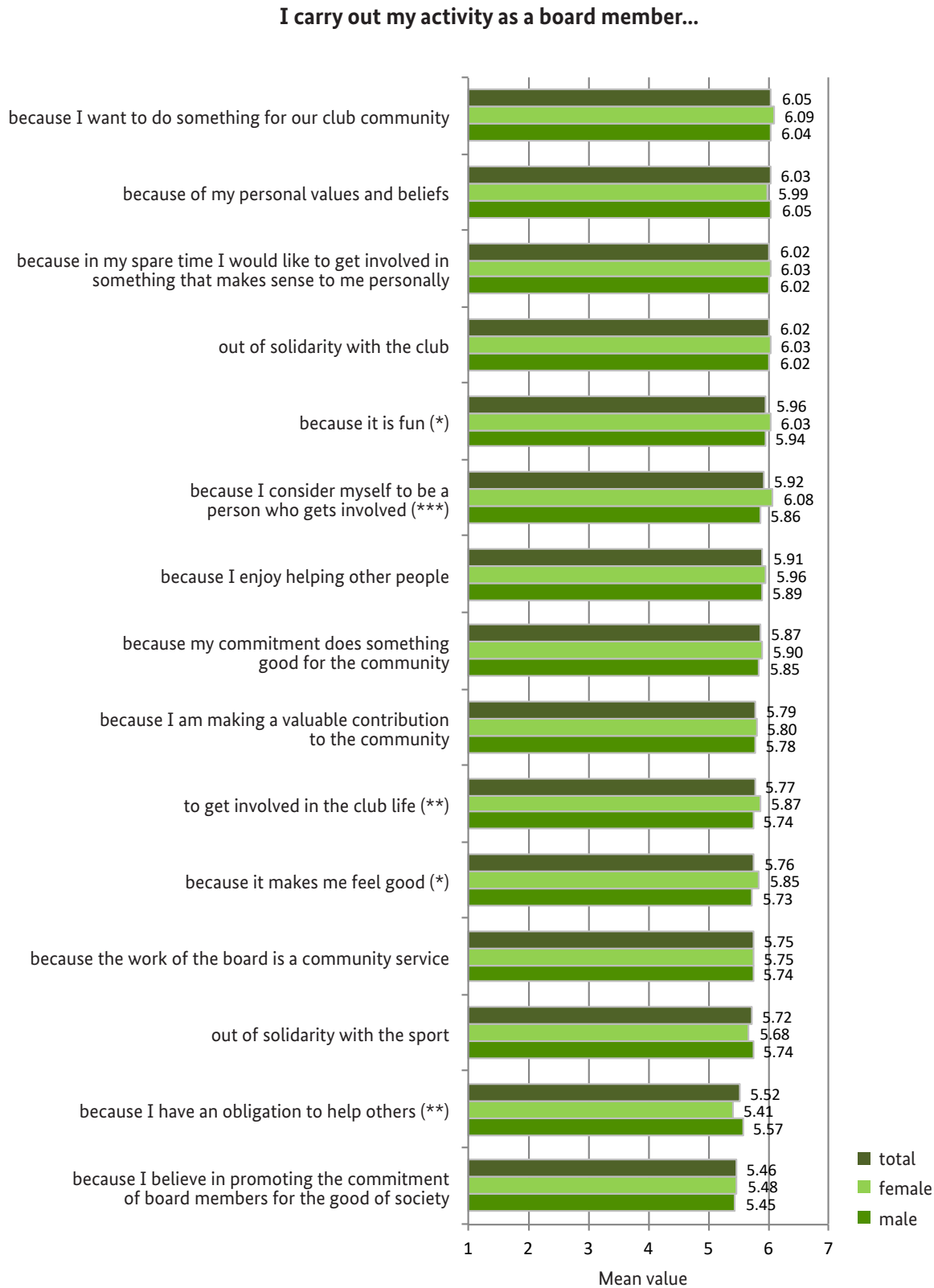
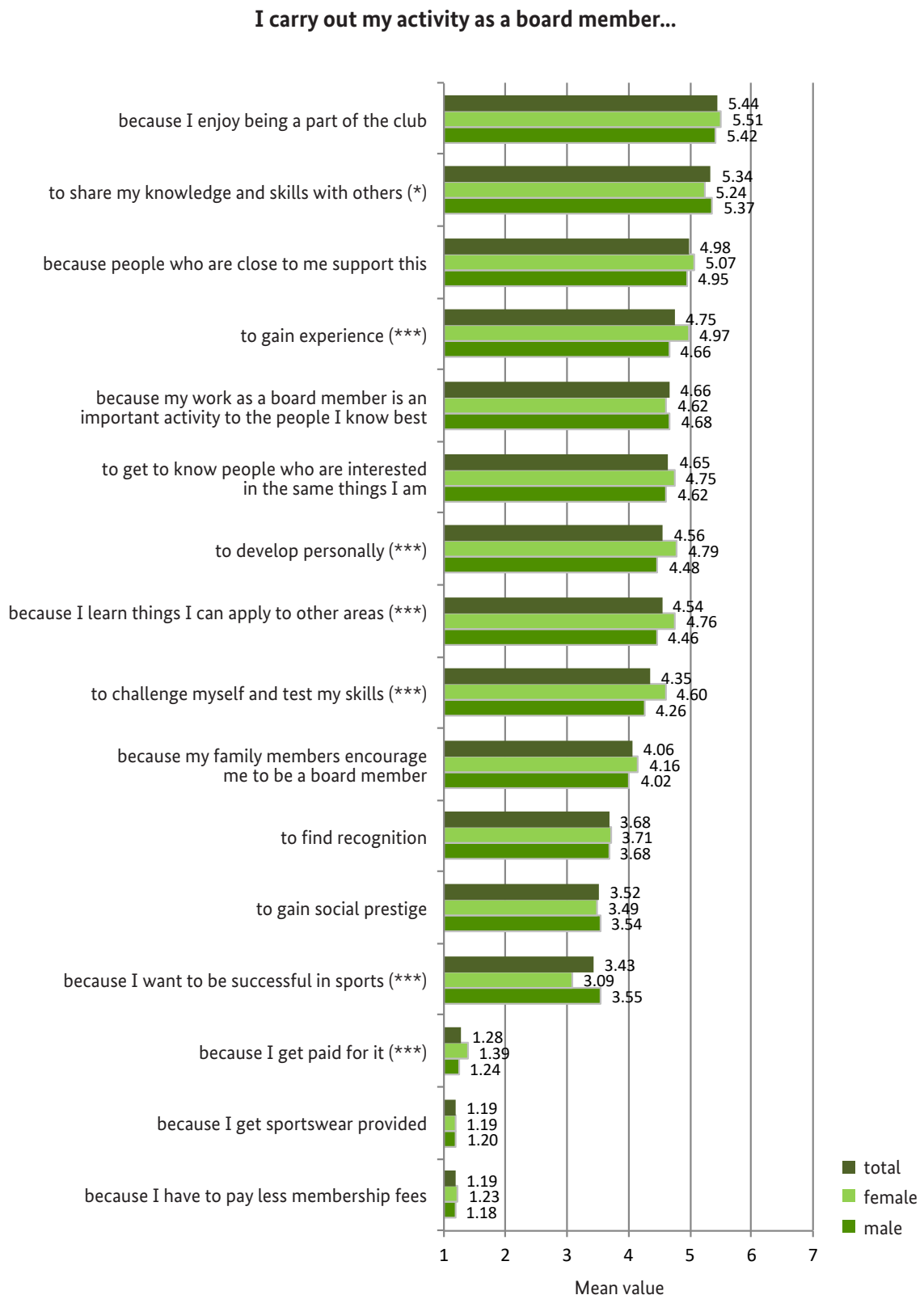


Fig. 12: Motives of board members, by gender
(1="strongly disagree" to 7="strongly agree"; part 1).



*Fig. 13: Motives of board members, by gender
(1="strongly disagree" to 7="strongly agree"; part 2).*

I carry out my activity as a board member...

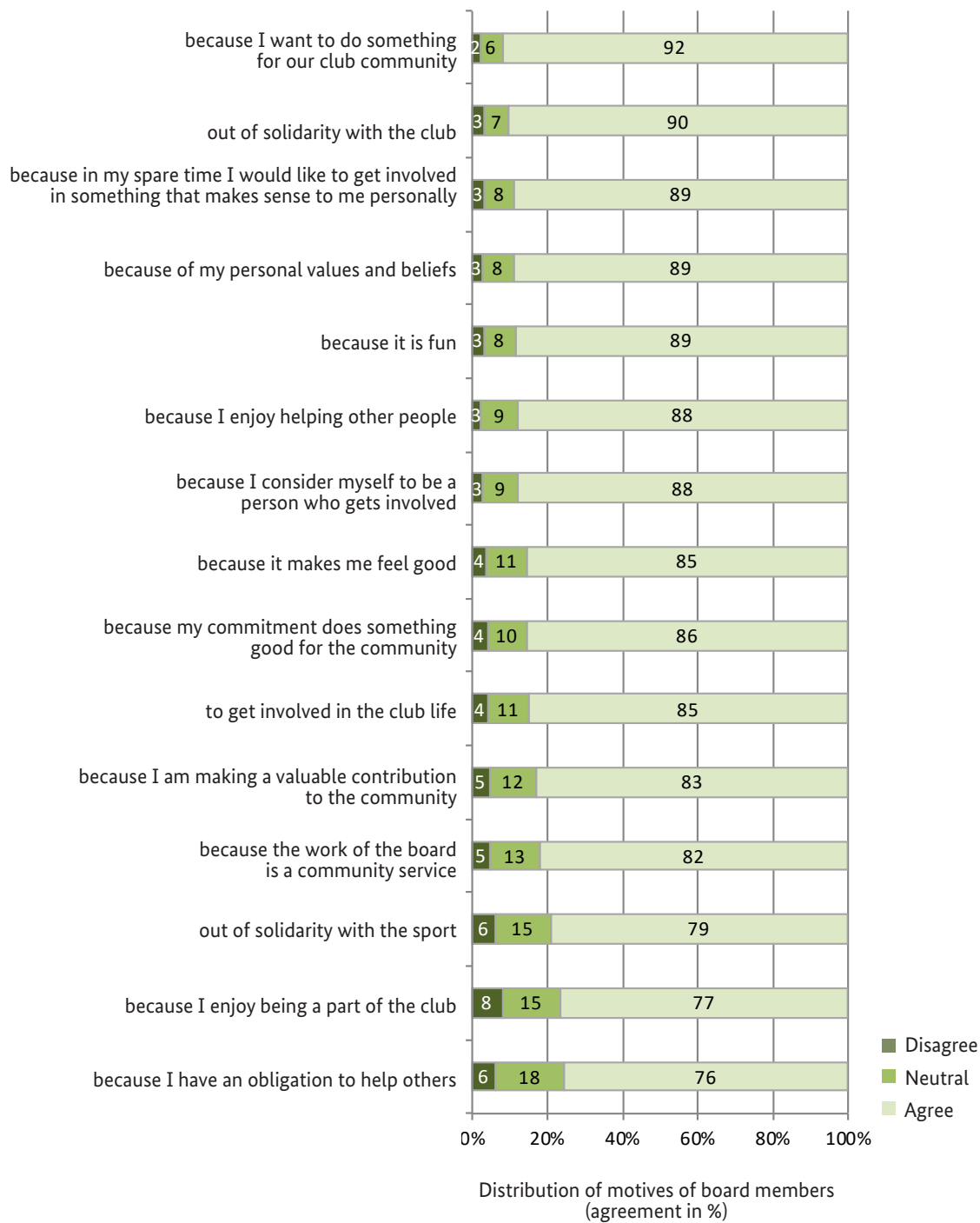
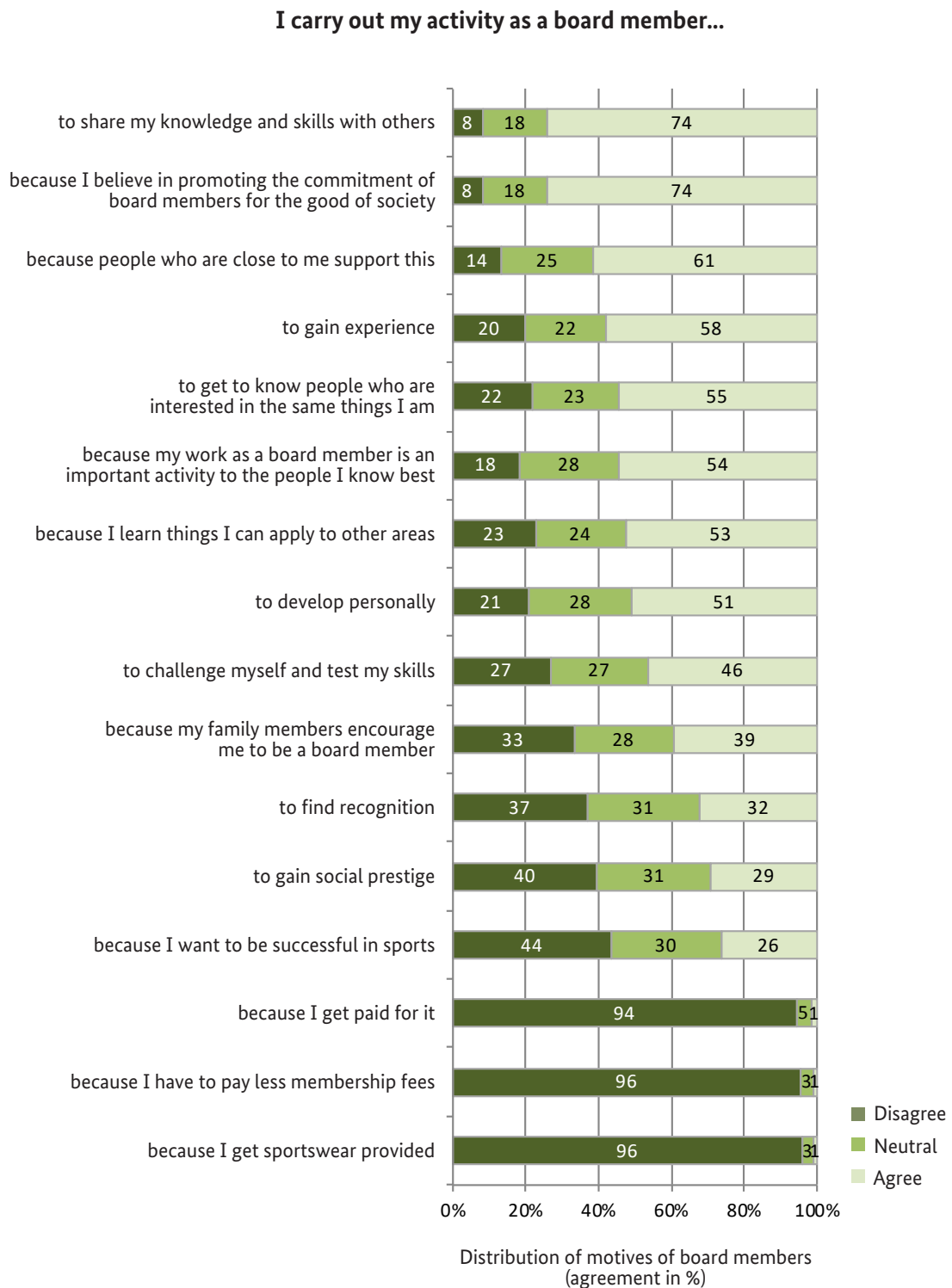


Fig. 14: Distribution of motives of board members
(1 to 3 = (lean towards) rejection, 4 = neutral, 5 to 7 = (lean towards) agreement; part 1).



*Fig. 15: Distribution of motives of board members
(1 to 3 = (lean towards) rejection, 4 = neutral, 5 to 7 = (lean towards) agreement; part 2).*

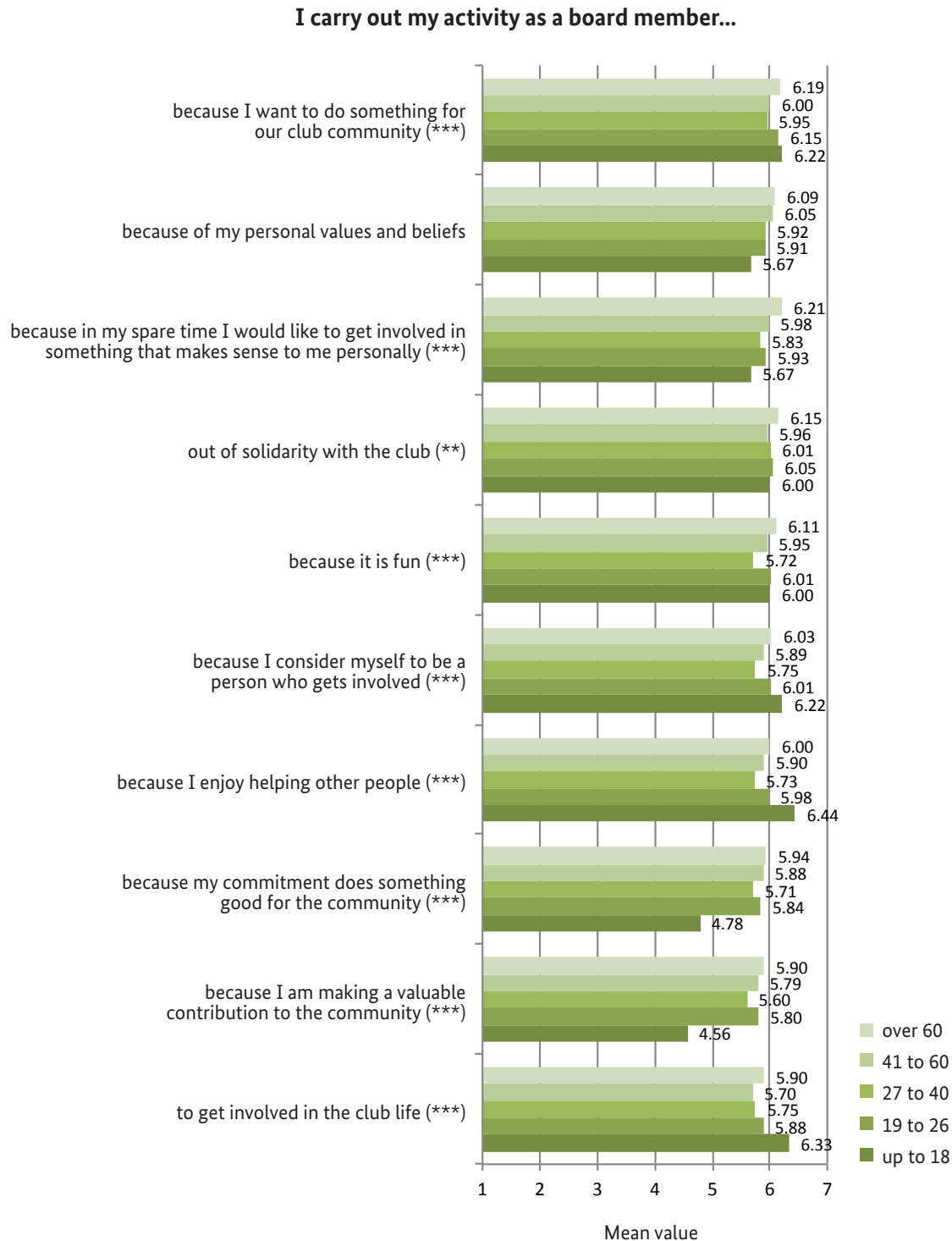


Fig. 16: Motives of board members, by age group
(1="strongly disagree" to 7="strongly agree"; part 1).

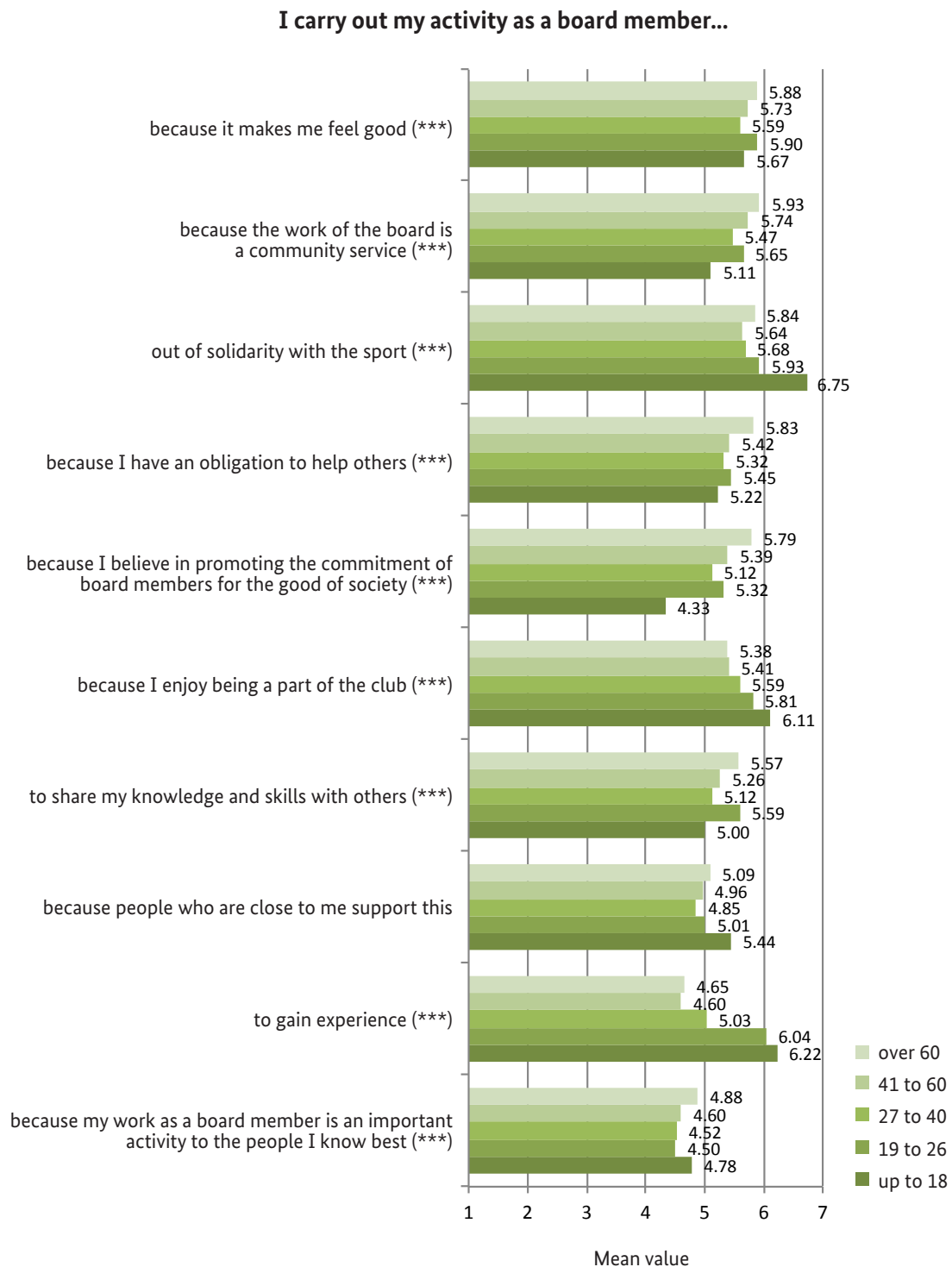


Fig. 17: Motives of board members, by age group
(1="strongly disagree" to 7="strongly agree"; part 2).

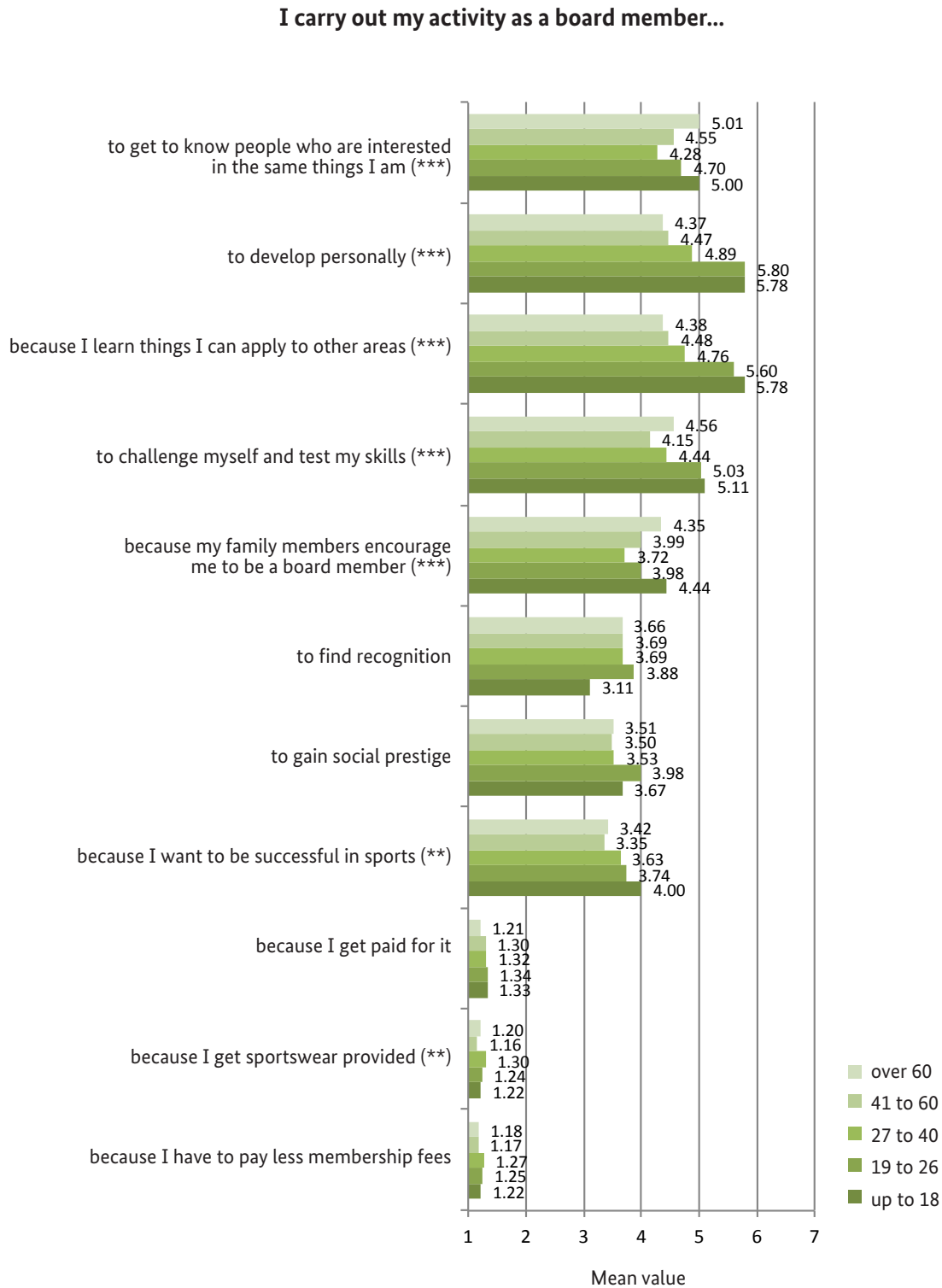


Fig. 18: Motives of board members, by age group
(1="strongly disagree" to 7="strongly agree"; part 3).

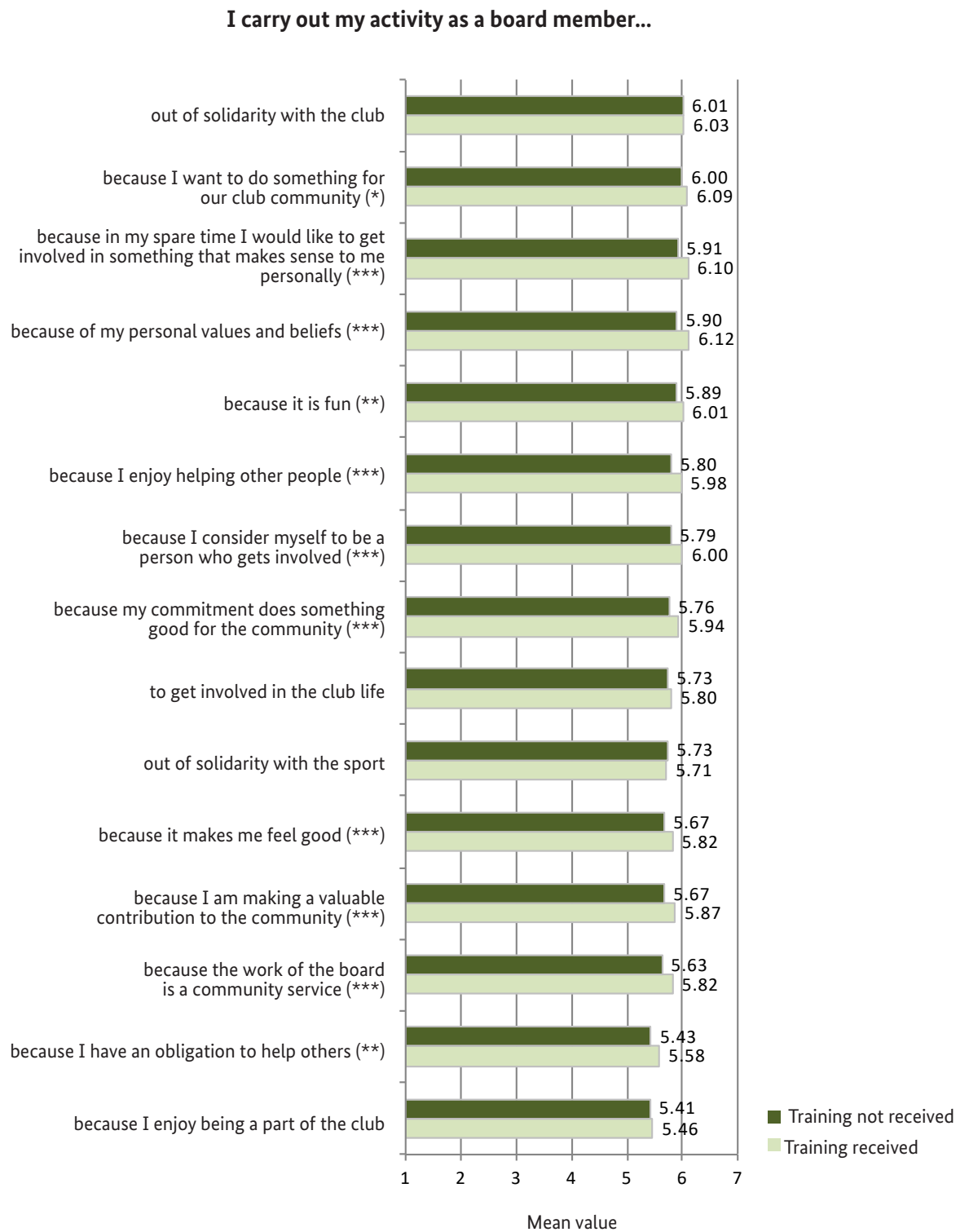


Fig. 19: Motives of board members, by training (not) received (1="strongly disagree" to 7="strongly agree"; part 1).

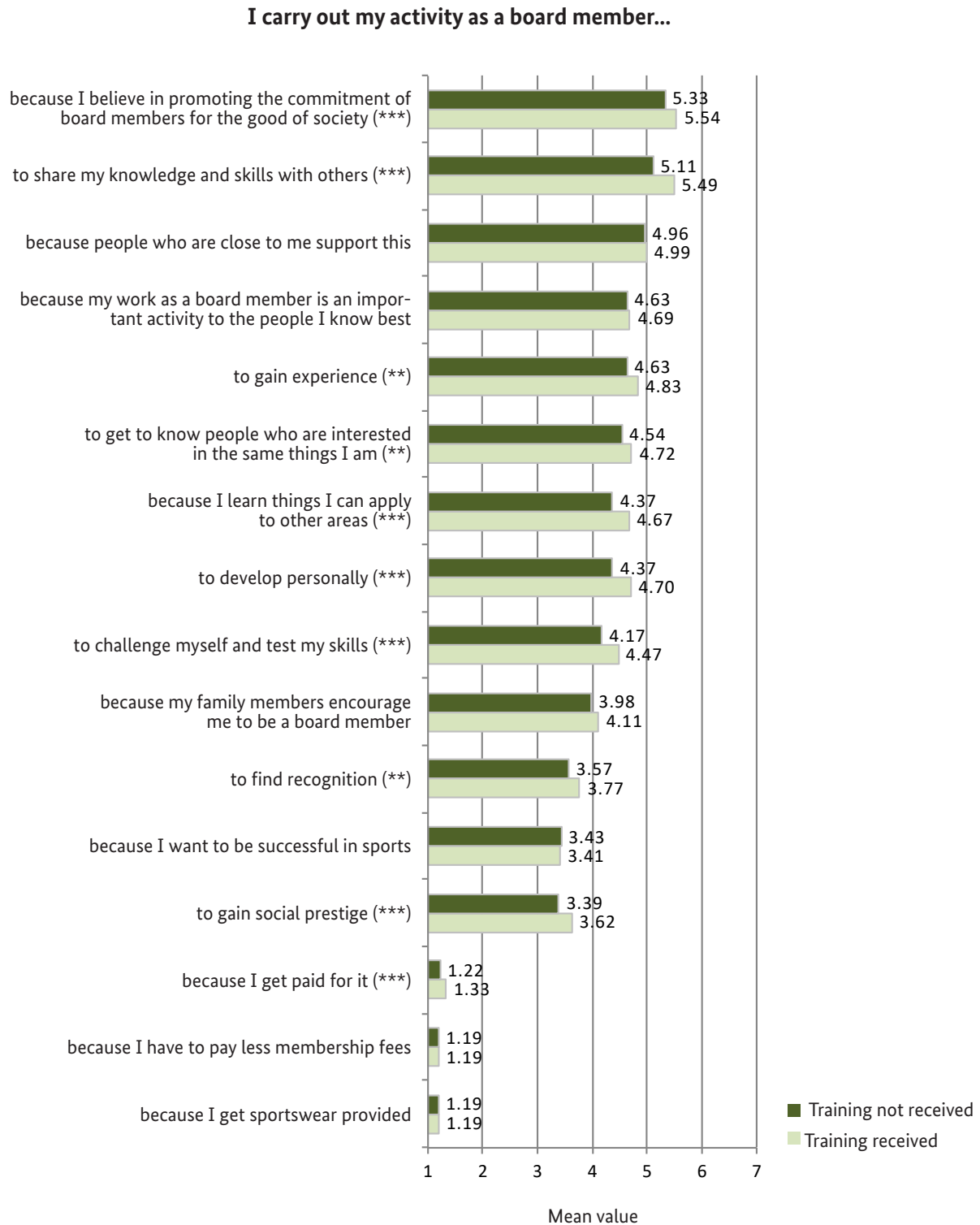


Fig. 20: Motives of board members, by training (not) received (1="strongly disagree" to 7="strongly agree"; part 2).

Overall, we see **that the motives of the board members** for carrying out their board activities **vary greatly depending on their current age**.

If we also differentiate the reasons for carrying out the activity by board members with and without training for their board activities, some differences become apparent (cf. Fig. 19 and Fig. 20). First of all, it is striking that board members with training for their activities almost consistently agree more strongly with the individual reasons for carrying out their activities than board members without training. Exceptions to this rule are the pursuit of sporting success and solidarity with the sport. However, the differences are only very small.

The largest and also statistically significant difference is that trained board members more often ($M=5.49$) cite wanting to share their knowledge and skills with others as a reason for carrying out their work than board members without training for their activities ($M=5.11$; cf. Fig. 20). This result was already evident among the surveyed coaches and trainers (cf. Breuer & Feiler, 2020b) and appears to be plausible in that board members with training for their activities (e.g. training from a state sports confederation or federation, a university degree, or commercial apprenticeship) are likely to have greater specialised knowledge for the position as a board member than is the case for persons without training for the position.

Other differences are especially evident in the areas of personal development, learning things that can be applied in other areas, challenging themselves and testing their own skills. Board members with training agree with all these motives significantly more strongly than board members without training for their activities. **So there seems to be a connection between the pursuit of personal development and learning and the willingness to take part in**

training. Differences between board members with and without training in the area of further development are also apparent in the analysis of the motive bundles, which is presented in the next section (cf. chapter 2.5.2).

2.5.2 Commitment factors

With the help of factor analysis²², the 31 individual reasons for commitment could be combined into a total of seven overarching motives. **The motives for carrying out volunteer activities as a board member can be summarised as follows: 1) Well-being and meaning, 2) social responsibility, 3) solidarity with clubs and sports, 4) personal development/experiences, 5) social environment, 6) recognition and 7) material aspects** (cf. Table 12).

If additive indices are formed for the extracted factors or motives based on individual items (i.e. also on the 7-level scale described above), it becomes clear that the highest level of agreement among the board members is to be found in the motive “well-being and meaning”. Here the mean value is $M=5.93$ and thus slightly ahead of the second most important set of motives, namely social responsibility ($M=5.67$). The motive of solidarity with the club and sport is at a similar level ($M=5.40$), i.e. a certain community orientation within the club plays an important role, which had already proved to be an important motive in earlier studies on the motivation of volunteers in sport (cf. Braun, 2003; 2011).

Furthermore, personal development and gathering and passing on experience also play a significant role for the board members ($M=4.69$). The social environment, i.e. people close to board members, is on average of the same approximately medium importance ($M=4.56$) for board members as for coaches and trainers (cf. Breuer & Feiler, 2020b). On average, the motive of recognition ($M=3.60$) plays a minor role in the mo-

²² Factor analysis is a common method for reducing complexity in large item batteries and has already been used in the past to identify motive bundles for volunteer work in sports clubs (e.g. Braun, 2003; Hoyer et al., 2008). For the procedure within the framework of the Sport Development Report, see method, section 4.5.6.

Table 12: Result of factor analysis on motives of board members.

Motives	Items (1=strongly disagree; 7=strongly agree). “I carry out my volunteer activity as a board member...”	Factor loading	Mean value	Cronbach’s alpha
Well-being and meaning				
	... because I enjoy helping other people	0.733	5.93	0.857
	... because I generally like to get involved	0.687		
	... because it is fun	0.649		
	... because in my spare time I would like to get involved in something that makes sense to me personally	0.637		
	... because of my personal values and beliefs	0.627		
	... because it makes me feel good	0.610		
Social responsibility				
	... because I am making a valuable contribution to the community	0.867	5.67	0.868
	... because the work of the board is a community service	0.842		
	... because my commitment does something good for the community	0.826		
	... because I believe in promoting the commitment of board members for the good of society	0.707		
	... because I have an obligation to help others	0.411		
Solidarity with the club and sport				
	... out of solidarity with the club	0.775	5.40	0.786
	... to get involved in the club life	0.722		
	... because I want to do something for our club community	0.697		
	... out of solidarity with the sport	0.656		
	... because I enjoy being a part of the club	0.611		
	... because I want to be successful in sports	0.406		
Personal development / experience				
	... to gain experience	0.834	4.69	0.879
	... to develop personally	0.804		
	... because I learn things that I can apply to other areas	0.795		
	... to challenge myself and test my skills	0.717		
	... to get to know people who are interested in the same things I am	0.647		
	... to share my knowledge and skills with others	0.549		

Motives	Items (1=strongly disagree; 7=strongly agree). “I carry out my volunteer activity as a board member...”	Factor loading	Mean value	Cronbach’s alpha
Social environment				
	... because people close to me support this	0.820	4.56	0.796
	... because my family members encourage me to be a board member	0.802		
	... because my work as a board member is an important activity to the people I know best	0.733		
Recognition				
	... to find recognition	0.905	3.60	0.904
	... to gain social prestige	0.897		
Material aspects				
	... because I have to pay less membership fees	0.800	1.22	0.691
	... because I get sportswear provided	0.786		
	... because I get paid for it	0.758		

tivation of board members, while the lowest average level of agreement is given to the motive of material incentives ($M=1.22$) (cf. Table 12). This motive is even less pronounced among board members than among the coaches and trainers who were also asked (cf. Breuer & Feiler, 2020b).

If we also look at the proportion of participants who strongly agree with the seven motives (i.e. values of the additive index ≥ 6.5), it becomes apparent that about one third strongly agree with the motive of well-being and meaning, where the proportion is significantly higher among women than among men. There are no gender differences, however, in the motive of social responsibility, which is fully supported by just over a quarter of the board members (cf. Fig. 21).

There are also no differences between female and male board members in terms of their solidarity with the club or sport. Almost 17 % of the board members fully pursue this motive (cf. Fig. 21).

However, significant differences between the genders can be seen in the motives of personal development, social environment, and striving for recognition. More female board members indicate that they very strongly pursue these motives than their male colleagues. No differences between the genders are apparent in the material aspects as a motive for commitment, which almost no board members strongly agree with (cf. Fig. 21).

It is also interesting to consider the motives differentiated by age groups (cf. Fig. 22). For example, we see that **the well-being and meaning motive is pursued in particular by board members over 60 (38.7 %), while a smaller proportion (27.2 %) of 27- to 40-year-olds strongly agree with this motive.** A similar difference between these age groups is also evident in the area of social responsibility. The differences in these motives between the two age groups mentioned are statistically significant in each case.

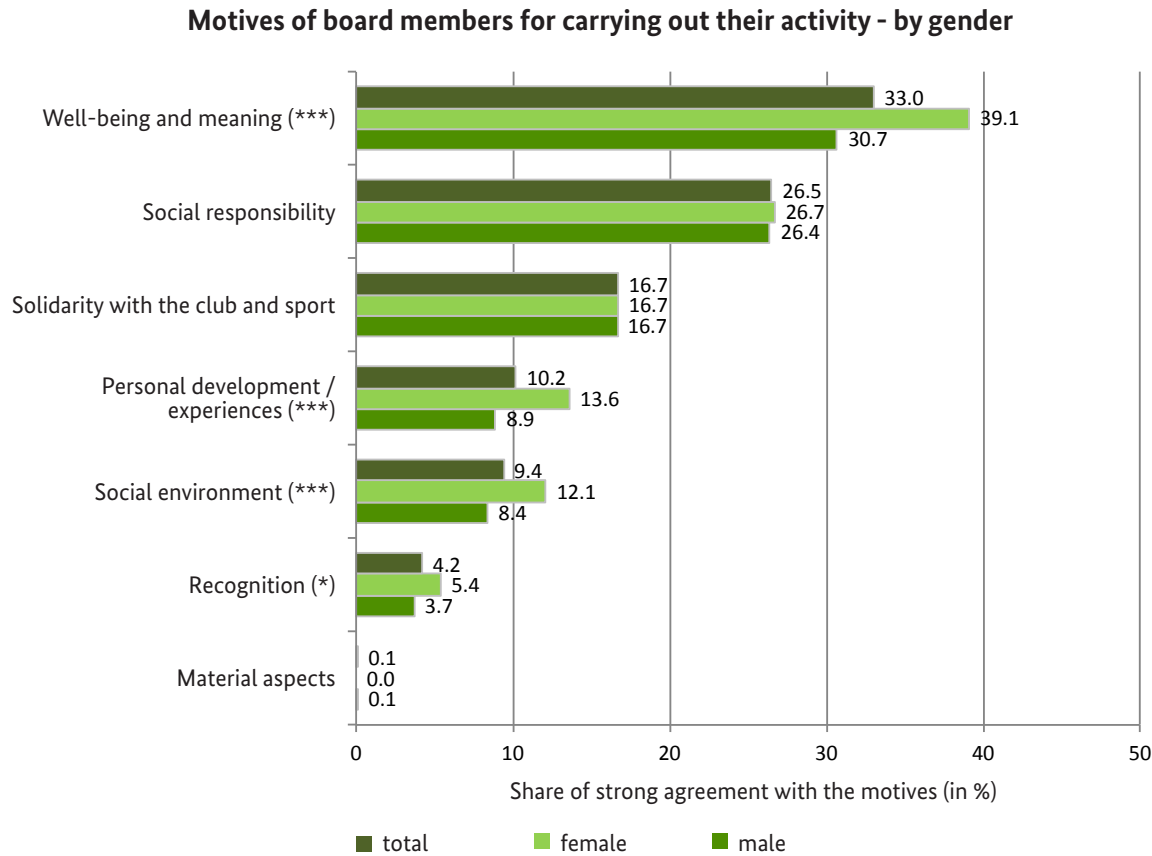


Fig. 21: Motives of board members, by gender (share of strong agreement in %).

On the other hand, solidarity with clubs and sports is strongest in the younger age groups, and **personal development also plays an especially important role for the age group 19-26. This seems logical, as younger board members still have more experience to gain compared to their older colleagues.** The social environment of the board members is particularly relevant for the youngest age group of those up to 18 (cf. Fig. 22).

The differentiated representations of motives according to gender and age have shown that there are apparent differences based on demographic factors, which should be taken into account by the clubs when recruiting new potential board members.

In addition, however, the motives for carrying out voluntary board activities also vary

between the different functionaries (cf. in detail Fig. 23 and Fig. 24). For example, the motive of well-being and meaning is most pronounced among mass sports directors, even though this position is only represented by a relatively small group in the sample (1.2 %). Alongside mass sports directors, solidarity with the club and sport is most pronounced among sports directors.

At this point, we also look at the motives according to whether the board members have received training for their activities or not. It is striking that proportionately more board members with training for their activities agree to all motives except material incentives than is the case for board members without training for their activities. Thus, although both groups agree most strongly with the motive of well-being and meaning, the proportion of strongly agreeing

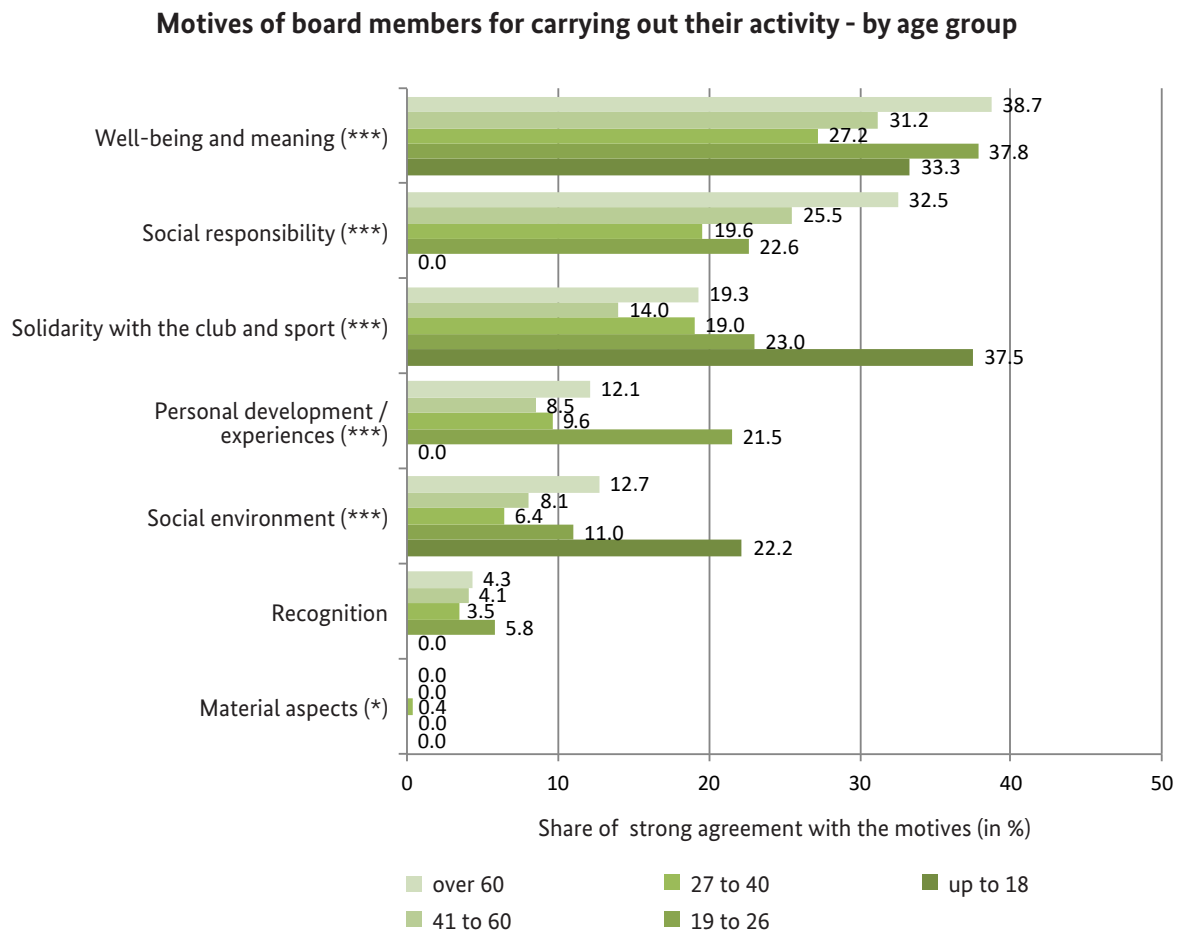


Fig. 22: Motives of board members, by age group (share of strong agreement in %).

board members with training is 35.3 %, which is significantly higher than the proportion of strongly agreeing board members without training (29.4 %). Significant differences between the groups can also be seen in the motives of social responsibility, personal development, and gathering experience. **11.5 % of the board members with training for their activities strongly agree with the motive of personal development, compared with 8.4 % of the board members without training for their activities** (cf. Fig. 25). This trend was already evident among coaches and trainers (cf. Breuer & Feiler, 2020b) and indicates **that training thus also seems to play a decisive role in personal development.**

2.5.3 Conclusion on the motives of board members

Overall, we see that the analyses highlight meaningful motive bundles that confirm existing studies to the extent that **a differentiation between community spirit and personal motives emerges** (cf. Braun, 2003, 2011; Hoyer et al., 2008). It is also interesting to note that **there are differences in the structure of motives between volunteer board members and coaches or trainers.** Compared to the motives of the coaches and trainers (cf. Breuer & Feiler, 2020b), it is striking that no independent sporting motive emerges among the board members,

Motives of board members for carrying out their activity - by board position (I)

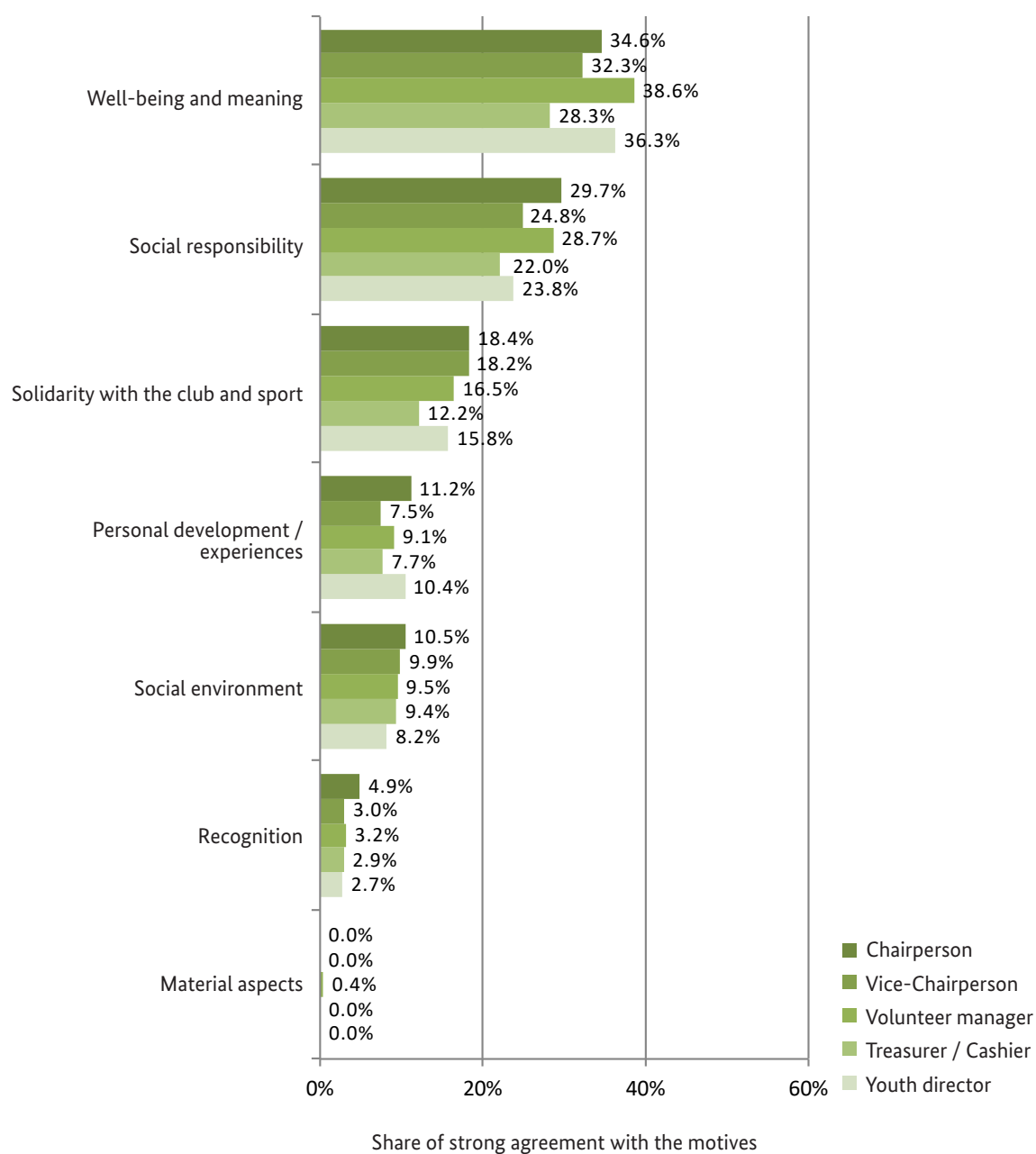


Fig. 23: Motives of board members, by position (share of strong agreement; part 1).

Motives of board members for carrying out their activity - by board position (II)

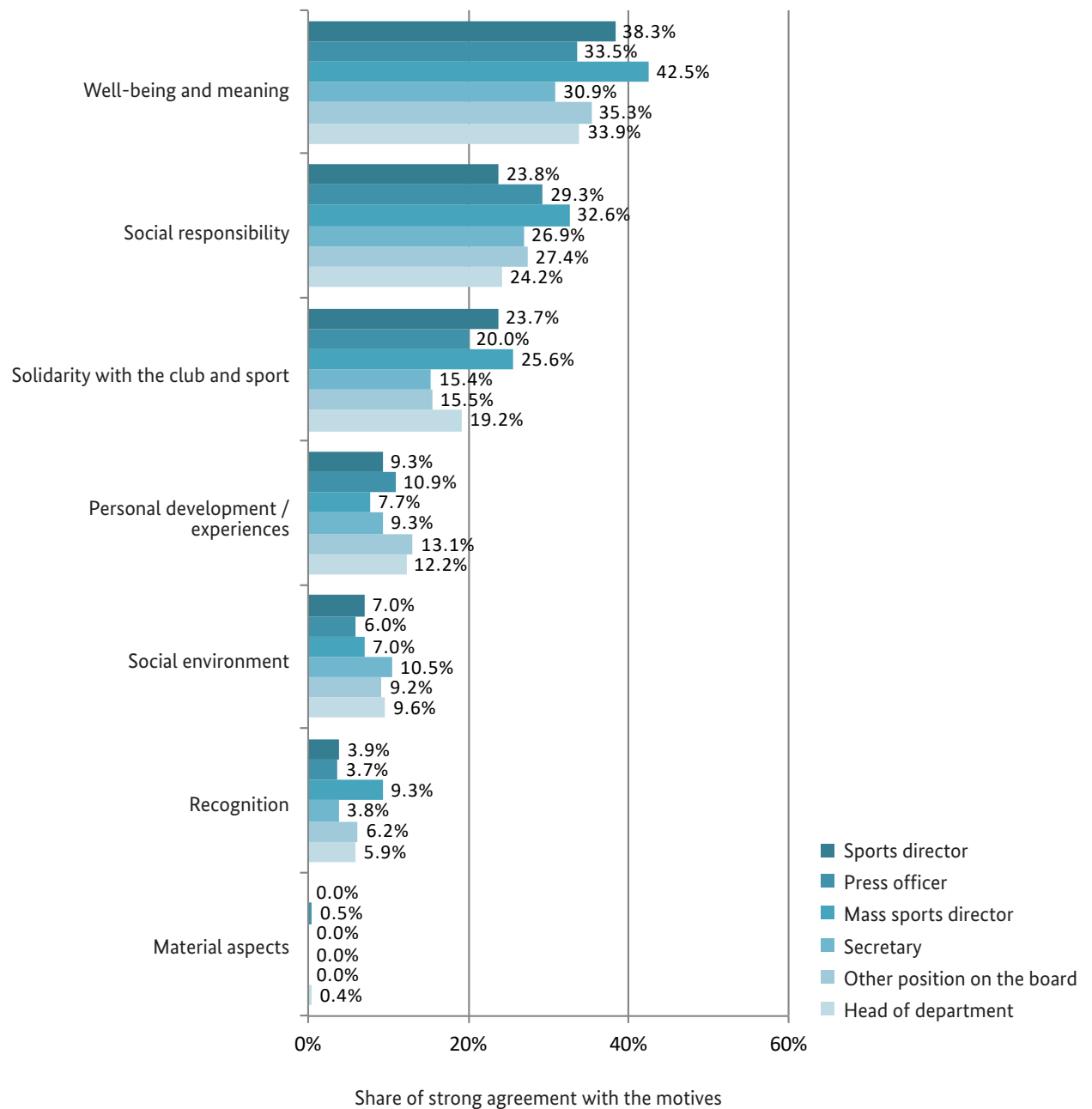


Fig. 24: Motives of board members, by position (share of strong agreement; part 2).

Motives of board members for carrying out their activity - by training (not) received

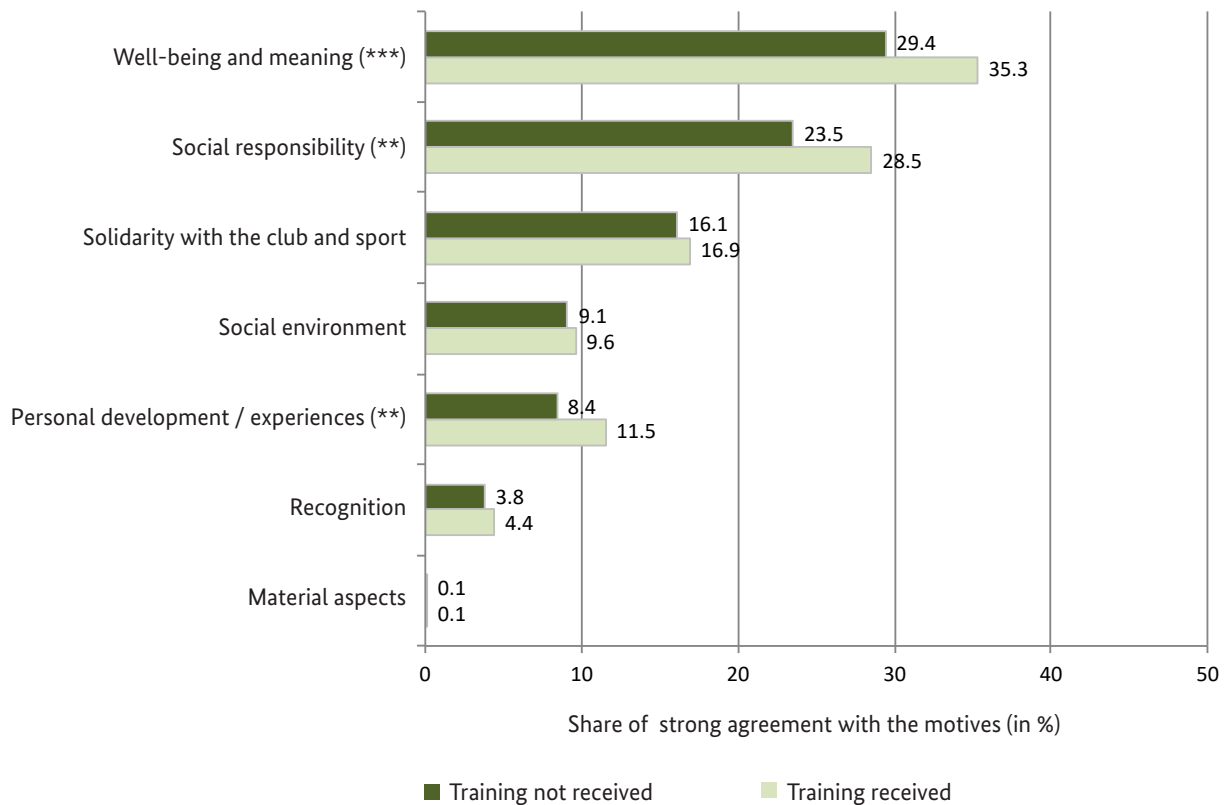


Fig. 25: Motives of board members, by training (not) received (share of strong agreement in %).

but rather that the sporting idea among board members is more associated with the general solidarity with the club. Nor is there a sole “fun” motive among the board members. “Fun” as a single motive is also rated less strongly by the board members overall ($M=5.96$) than by the surveyed coaches and trainers ($M=6.51$; cf. Breuer & Feiler, 2020b). **In this respect, it seems appropriate to consider different groups of volunteers in the sports clubs, such as persons from the board and operational levels, in a differentiated way.**

2.6 Satisfaction

2.6.1 General satisfaction

In addition to the motives for carrying out their activities, the board members were also asked²³ about their satisfaction with their work. **Overall, we see that the average satisfaction of board members with their work is generally very high.** On an eleven-point scale (from 0=“not satisfied at all” to 10=“extremely satisfied”), the board members give an average value of $M=7.51$. Looking at the distribution of agreement for the individual categories, we see that a total of

23 If a board member held several board positions, the participants were asked to relate the statements on satisfaction to their most time-consuming board position.

around 88 % of the board members are (rather) satisfied with their work (cf. Fig. 26)²⁴.

The likelihood of recommending the activity ($M=6.87$) and the club ($M=8.86$) is also very high on average and balanced between the genders (cf. Table 13). Almost three-quarters of the board members consider it (rather) likely that they would recommend the activity as a board member to others, while 14 % consider this (rather) unlikely. **In contrast, the likelihood of recommending the club is rated positively by around 94 % of the board members**, while only 3 % would (rather) not recommend the club. **However, a significant number of board members, around 41 %, have often considered terminating their board activities** (even if they have obviously not yet done so)²⁵, while 46 % state they have not thought about it as often or never (cf. Fig. 26). However, there is a significant difference between the genders here, as men more often state that they have already considered terminating their activity than is the case with female board members. The effect is, however, small²⁶ (cf. Table 13).

A differentiated evaluation, according to training (not) received for the activity as a board member, did not reveal any significant differences between the two groups concerning general satisfaction.

Somewhat smaller differences in general satisfaction are found between age groups. The youngest board members are generally the most satisfied. This is consistent with the fact that this age group has also hardly given any thought to terminating the activity (cf. Table 14). However, this is probably due to the fact that board members up to the age of 18 have not been in office as long as the older board members.

Considerations of terminating the activity increase with age (and also tend to increase with the average term as a board member), while the likelihood of recommending the club to others decreases slightly with age. In particular, there are significant differences between the over-60s and the younger age groups, i.e. older board members recommend their club on average less strongly than all younger age groups, even though the likelihood of recommending the club is very high in all age groups (cf. Table 14).

Table 13: Satisfaction of board members with their activity.

Item	Scale	Total	Male	Female	Significance	Effect size
		Mean value				
General satisfaction with the activity	0=not satisfied at all; 10=extremely satisfied	7.51	7.50	7.54	0.542	0.023
Likelihood of recommending the activity	0=unlikely; 10=most likely	6.87	6.87	6.88	0.956	0.004
Consideration of terminating the activity	0=never; 10=very often	4.59	4.76	4.13	0.000***	0.198
Likelihood of recommending the club	0=unlikely; 10=most likely	8.86	8.86	8.86	0.953	0.000

24 To illustrate the distribution of the four items in Table 13, three categories were formed on the basis of the eleven-point scale: 0 to 4 (corresponds to no or less agreement), 5 (corresponds to medium agreement) and 6 to 10 (corresponds to (full) agreement).

25 Reasons for “sticking with it” despite thoughts of termination were not surveyed. Here, however, the problem of finding a successor might play a role and bind the functionaries to their office for longer than intended.

26 However, it should be noted that the results can be considered not representative for the population of board members in Germany. It could be that the board members, who were more committed and therefore possibly more satisfied, tended to take part in the survey (cf. method, section 4.4.3).

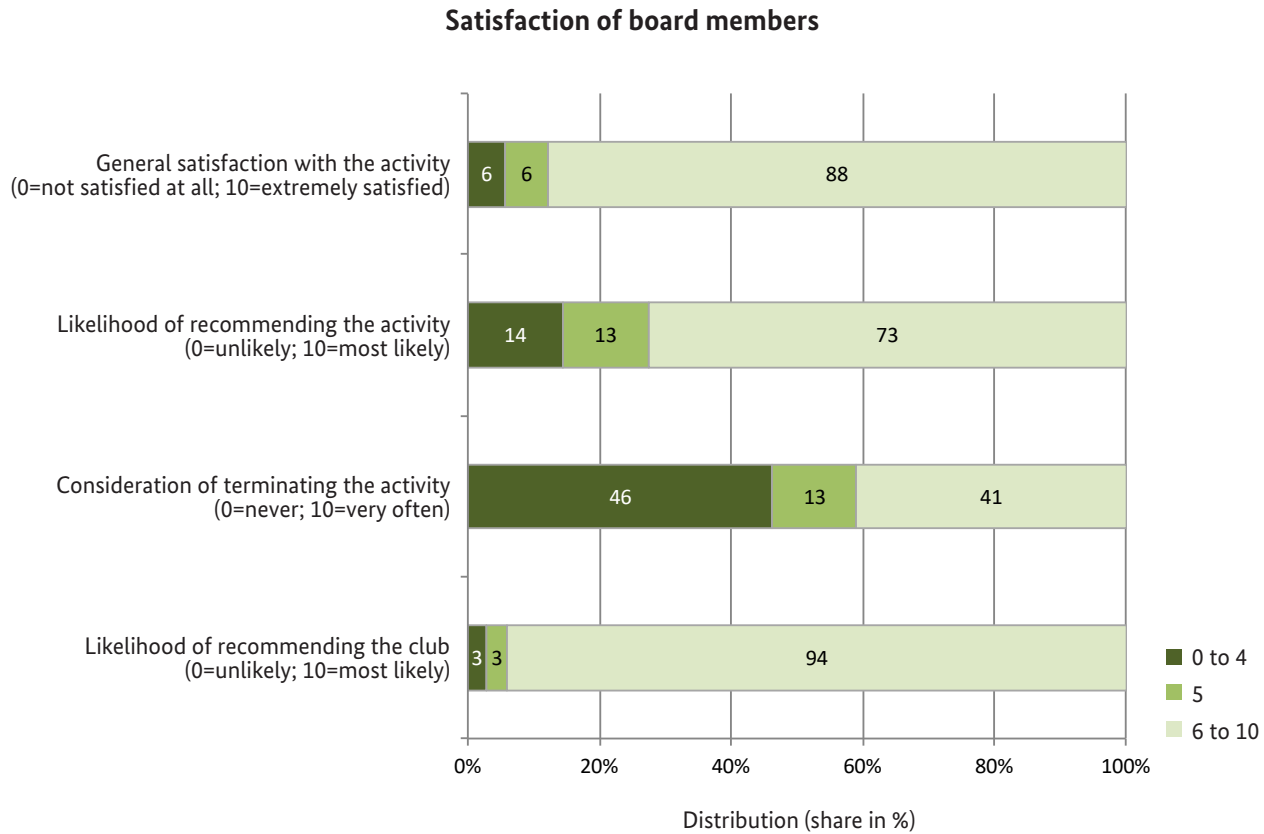


Fig. 26: Distribution of board members' satisfaction with their activities (scaling listed under the items).

Table 14: Satisfaction of board members with their activities, by age group.

Item	Age				
	up to 18	19-26	27-40	41-60	over 60
	Mean value				
General satisfaction with the activity	8.00	7.76	7.43	7.44	7.79
Likelihood of recommending the activity	8.44	6.97	6.64	6.79	7.26
Consideration of terminating the activity	0.44	3.22	4.21	4.61	4.87
Likelihood of recommending the club	9.56	9.42	9.04	8.92	8.70

The individual board positions hardly differ in terms of the satisfaction of the office-holders (cf. Fig. 27 and Fig. 28). On average, the secretaries are generally the most satisfied with their work, while satisfaction is lowest among heads of department. Mass sports directors are

the least likely to consider quitting, while club chairpersons are the most likely to consider it. Treasurers and cashiers would be the least likely to recommend their activities to others, while press officers and sports directors, in particular, would recommend the club.

Satisfaction of board members - by board position (I)

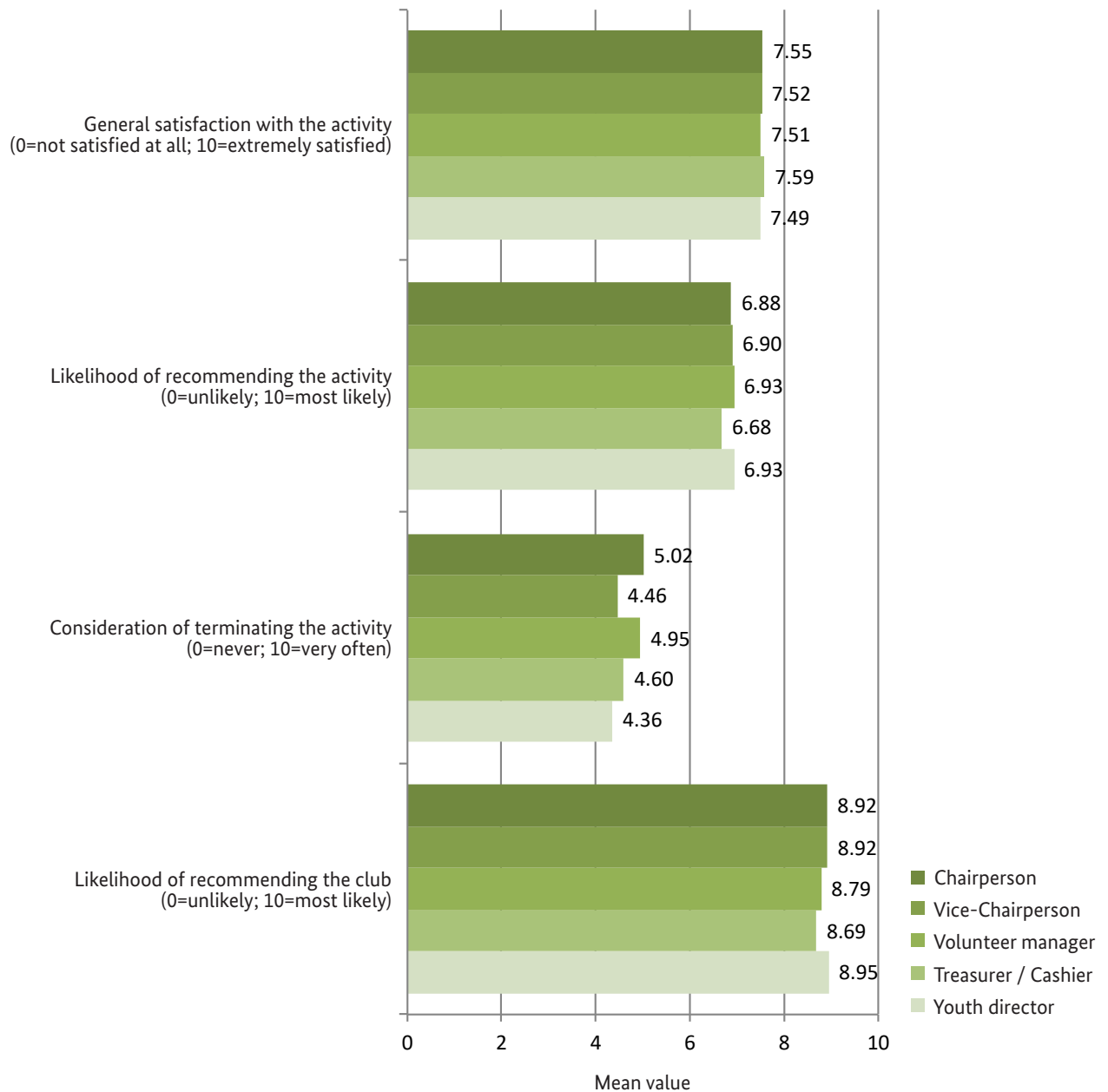


Fig. 27: Satisfaction of board members with their activities, by position (part 1).

Satisfaction of board members - by board position (II)

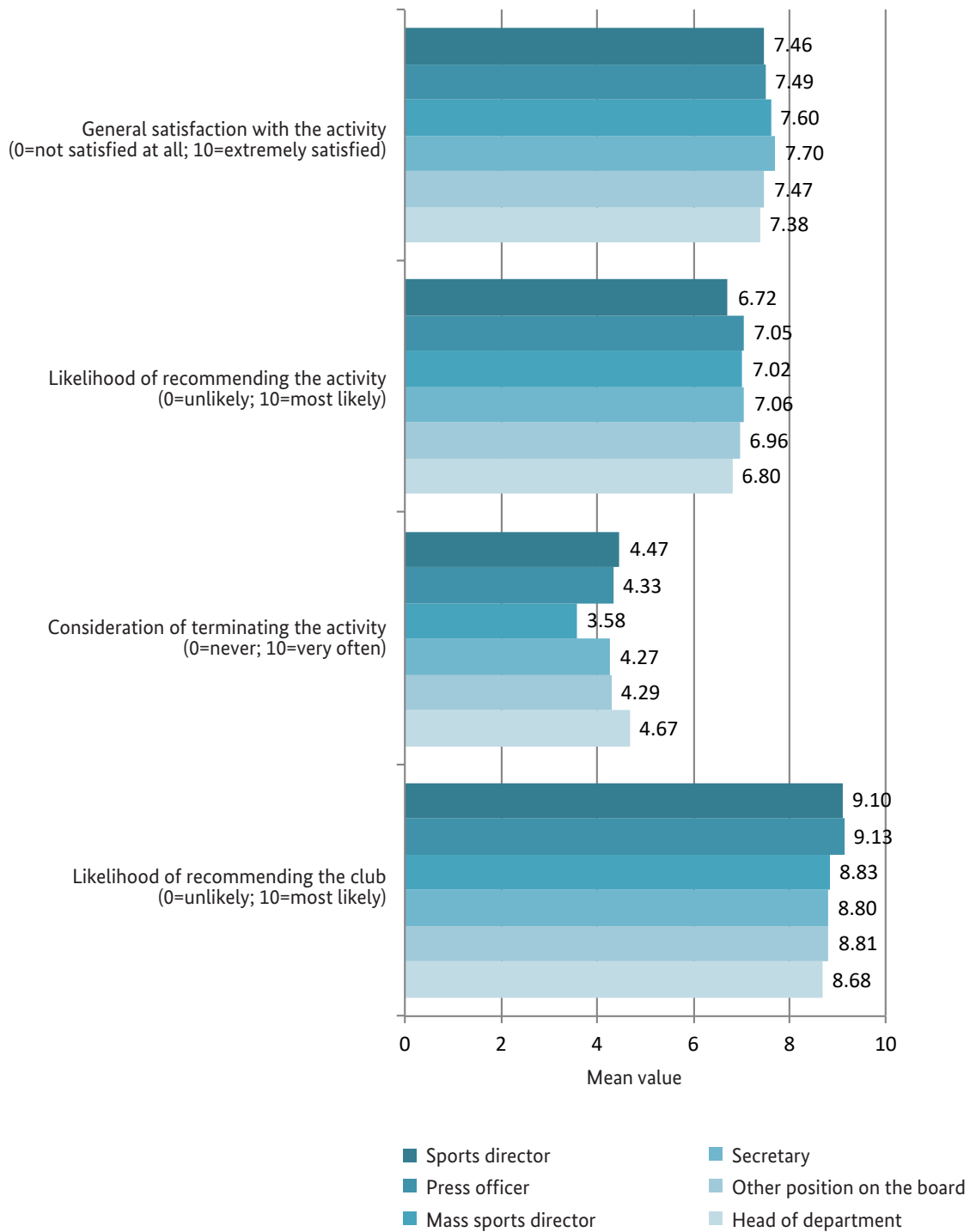


Fig. 28: Satisfaction of board members with their activities, by position (part 2).

2.6.2 Satisfaction with individual aspects of the activity

If, in addition to the general satisfaction, the satisfaction of the board members with individual aspects of the activity is also considered (cf. Fig. 29 and Fig. 30), the highest satisfaction values can be seen for their own performance as board members, the cooperation within the club, flexible choice of operating times, the equipment of the club groups with sports devices and equipment, and the sporting success of the club. Women are, on average, more satisfied with the latter point than men and also with the choice of flexible operating times.

Areas where there is a need for improvement and which are therefore of interest to the clubs and associations are satisfaction with the financial remuneration for the work, the association's registration system, and openness to criticism and suggestions for change within the association.

The lowest degree of satisfaction is expressed by volunteer board members regarding tax benefits. The volunteer board members are, on average, also not very satisfied with the bureaucratic burden. It seems that the political measures that have been taken so far, which were included in the current Sports Report of the Federal Government, on tax relief and the "less bureaucratic" design of rules (cf. German Bundestag, 2019) are not yet sufficient to satisfy volunteers. **Consequently, it seems that a consistent design and implementation of legal regulations is still required in order to free volunteers from bureaucratic burdens as well as to protect them from insufficient benefits.**

If we consider the differences between the genders in terms of the satisfaction with individual aspects, it is apparent that female board members are on average almost consistently

more satisfied with the individual aspects of their activity than their male colleagues. This can be seen, for example, in the support for new ideas, the compatibility of the activity with family, friends, and occupation/work, the flexible choice of operating times, and support for administrative tasks (cf. Fig. 29 and Fig. 30). Male board members are only significantly more satisfied with the condition of the sports facilities used by the club.

A consideration of the distribution of satisfaction²⁷ of the board members with the individual aspects of their activities shows that around 90 % of the board members are satisfied with their own performance, while around 4 % state that they are not satisfied or are not very satisfied with their own performance as a board member (cf. Fig. 31).

A consideration of the distribution of satisfaction confirms that more than three-quarters of the board members are satisfied with the cooperation within the club, the equipment with sports devices and materials, the flexible choice of operating times as well as the sporting success of the club. More than 70 % are also satisfied with the openness to criticism and suggestions for change within the club and the appreciation of the activity by the members of their own club (cf. Fig. 31).

Looking at the areas in which the board members are not very satisfied, however, it becomes clear **that more than half are not very or not satisfied with tax benefits, more than 40 % are not or not very satisfied with the financial remuneration for the work** and support for administrative tasks, and around 40 % are not or not very satisfied with the registration system of the association. More than a third of the board members are also dissatisfied with the bureaucratic burden of reimbursement and the liability risk or protection through insurance (cf. Fig. 32).

27 For this purpose, three categories were established on the basis of an eleven-point scale: not satisfied or not very satisfied (corresponds to categories 0 to 4), moderately satisfied (corresponds to category 5) and satisfied (corresponds to categories 6 to 10).

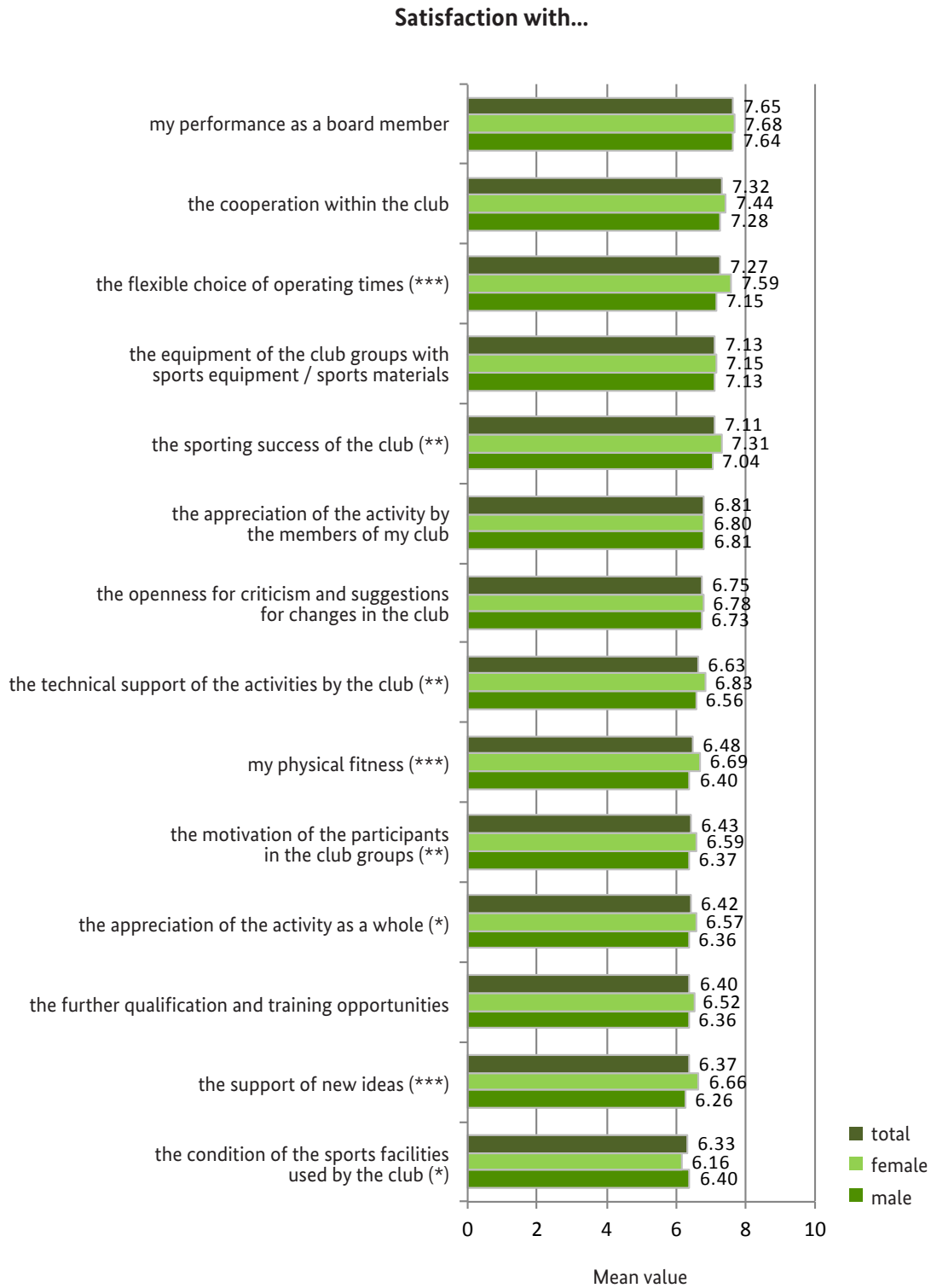


Fig. 29: Satisfaction of board members with individual aspects of the activity, by gender (0="not satisfied at all" to 10="extremely satisfied"; part 1).

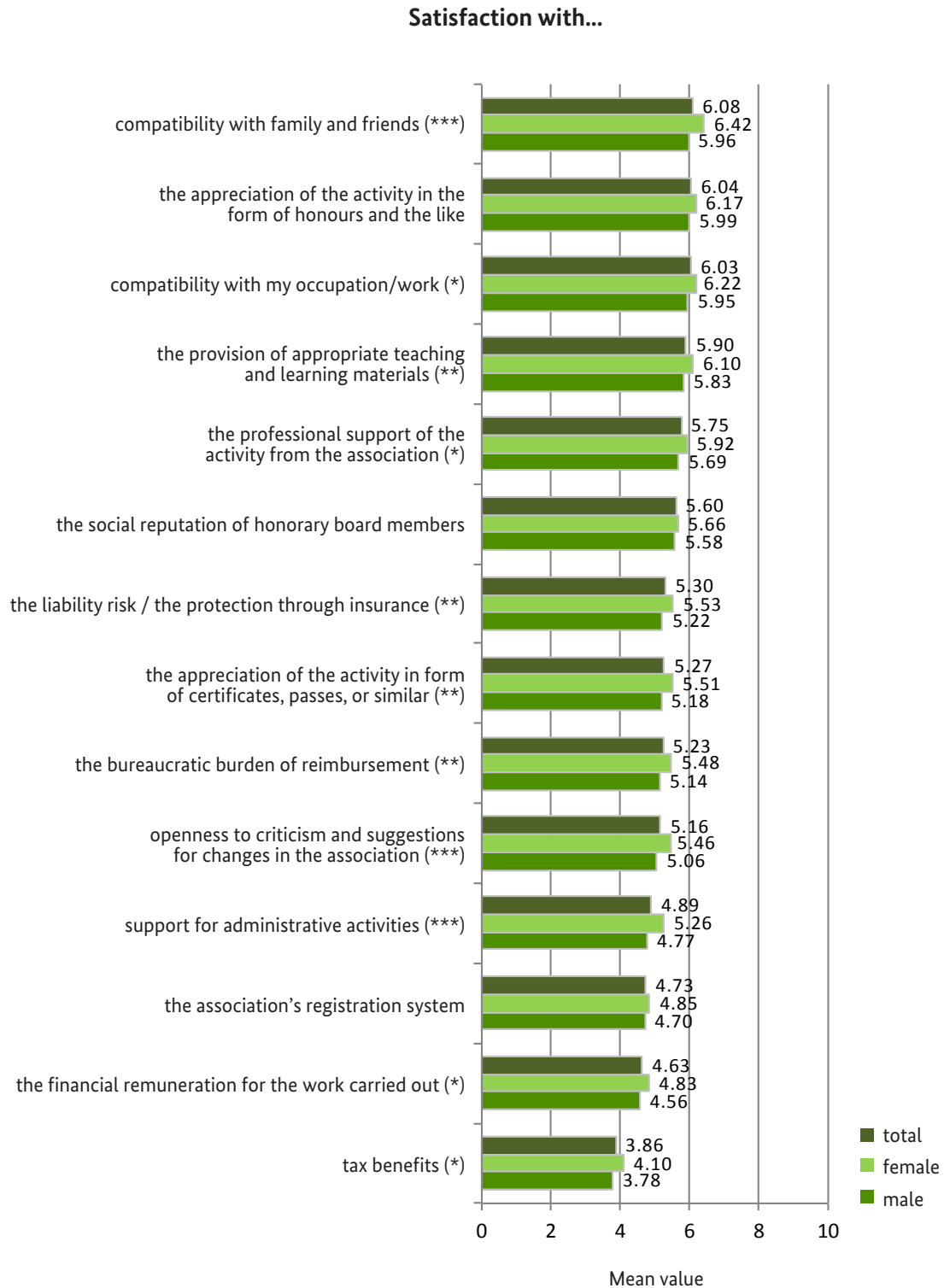


Fig. 30: Satisfaction of board members with individual aspects of the activity, by gender (0="not satisfied at all" to 10="extremely satisfied"; part 2).

Satisfaction with...

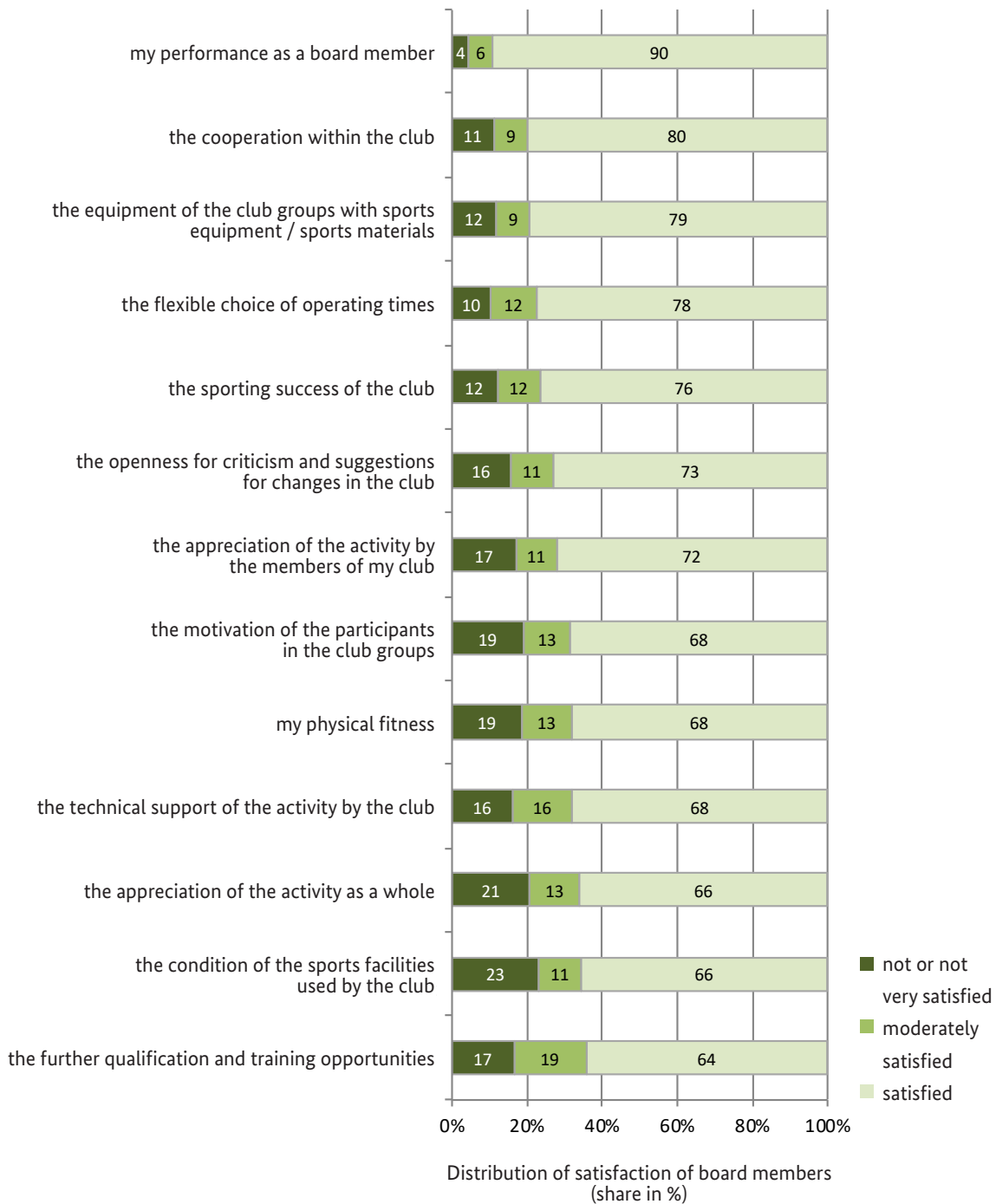


Fig. 31: Distribution of board members' satisfaction with individual aspects of the activity (0 to 4 = not or not very satisfied; 5 = moderately satisfied, 6 to 10 = satisfied; part 1).

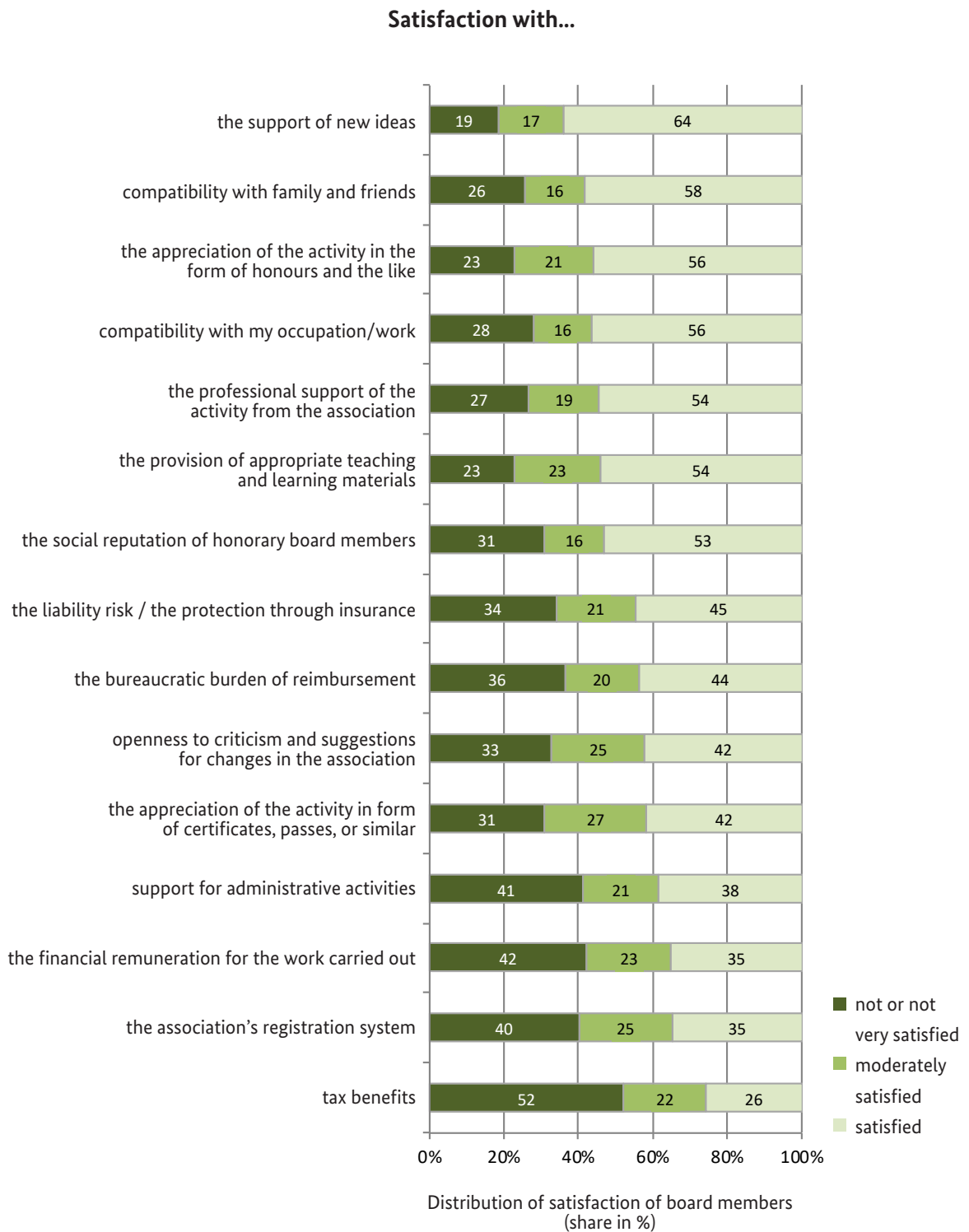


Fig. 32: Distribution of board members' satisfaction with individual aspects of the activity (0 to 4 = not or not very satisfied; 5 = moderately satisfied, 6 to 10 = satisfied; part 2).

If we look at the satisfaction of the volunteer board members with individual aspects of their activity, differentiated by age group, some differences become apparent (cf. Fig. 33 to Fig. 35).

Similar to the situation of coaches and trainers (Breuer & Feiler, 2020b), it is striking that the average satisfaction of the youngest²⁸ and oldest groups of board members is often greater than the satisfaction of the other age groups. This pattern can be seen, for example, in the satisfaction with the appreciation of the activity by the members of their own club, compatibility with family and friends, and the condition of the sports facilities used by the club. Here, board members up to the age of 18 as well as the over 60s are significantly more satisfied than the age group 27 to 40.

It is also striking that the age group 27 to 40 is the least satisfied in many other areas. This applies, for example, to the following aspects of satisfaction: Satisfaction with the appreciation of the activity as a whole and by the members of their own club, as well as satisfaction with the compatibility with their occupation/work, family, and friends. The latter is probably due to the fact that this age group is in a phase of life in which it is under greater strain both professionally and in the family.

Compared to the younger age groups, the over-60s are significantly more satisfied with their own performance as board members. This greater satisfaction may be due to the wealth of experience that the oldest board members have already accumulated during their term of office.

A consideration of the individual aspects of satisfaction differentiated by board members with and without training for their work in sport reveals **that trained board members are signifi-**

cantly more satisfied with their own performance than board members without training. Consequently, professional training for the activity seems important for the personal assessment of performance as a board member, as has already been observed with trainers and coaches (cf. Breuer & Feiler, 2020b). Moreover, satisfaction with the motivation of participants in club groups is also greater among trained board members, while board members without training are more satisfied with the compatibility of the activity with family and friends (cf. Fig. 36).

Training for the activity, therefore, seems important for motivation, satisfaction and the assessment of one's own skills, but also for cooperation with other people in the club. On the other hand, training obviously requires time to be invested, which deprives the individual(s) of their own free time and, therefore, time with family and friends. In this respect, it is particularly important to make **the opportunities for education and training for volunteers as simple and as uncomplicated as possible** (e.g. through appropriate contact persons in the club) because the board members are then more likely to be willing to take part in further training (cf. section 2.7).

Another approach could be to classify the non-formal qualifications of the German sports system in the so-called German Qualification Framework (DQR²⁹) in the future in order to enable better comparability with other qualifications in the education system. An assessment of the compatibility of the DOSB's qualifications framework guidelines with the DQR has already been carried out by organised sport (Sygusch, Liebl & Töpfer, 2013) and continues to be demanded by civil society stakeholders (cf. Priemer & Schwind-Gick, 2020). In principle, there

28 It should be noted, however, that the youngest age group, i.e. those under 18, represents only a very small proportion (0.3 %) in the sample of board members and the results for this age group in particular should therefore be treated with caution.

29 The DQR is used as an instrument for classifying different qualifications in the German education system. It provides orientation in the German education system and facilitates the comparability of German qualifications in the European context (DQR, 2020a).

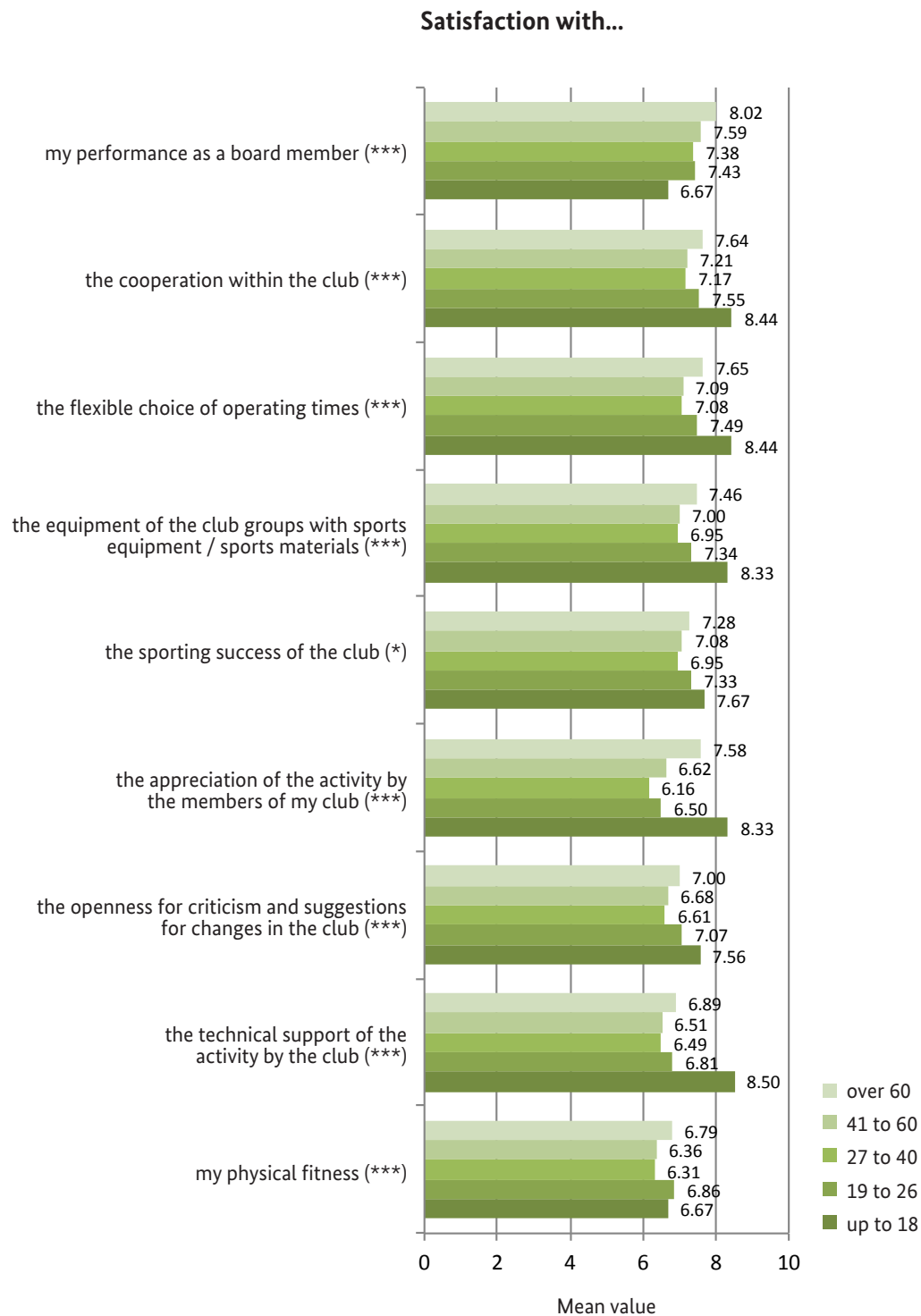


Fig. 33: Satisfaction of board members with individual aspects of the activity, by age group (0="not satisfied at all" to 10="extremely satisfied"; part 1).

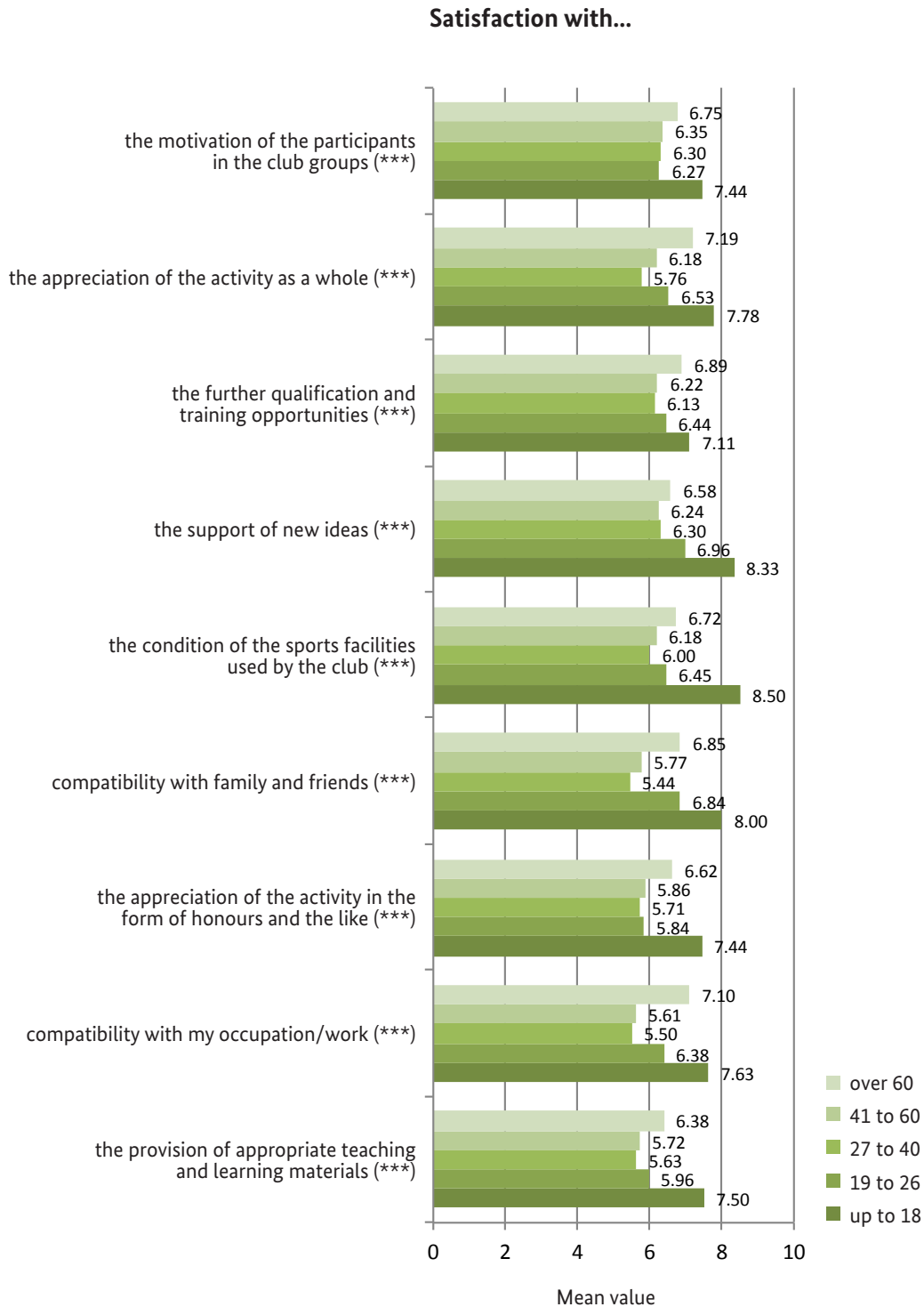


Fig. 34: Satisfaction of board members with individual aspects of the activity, by age group (0="not satisfied at all" to 10="extremely satisfied"; part 2).

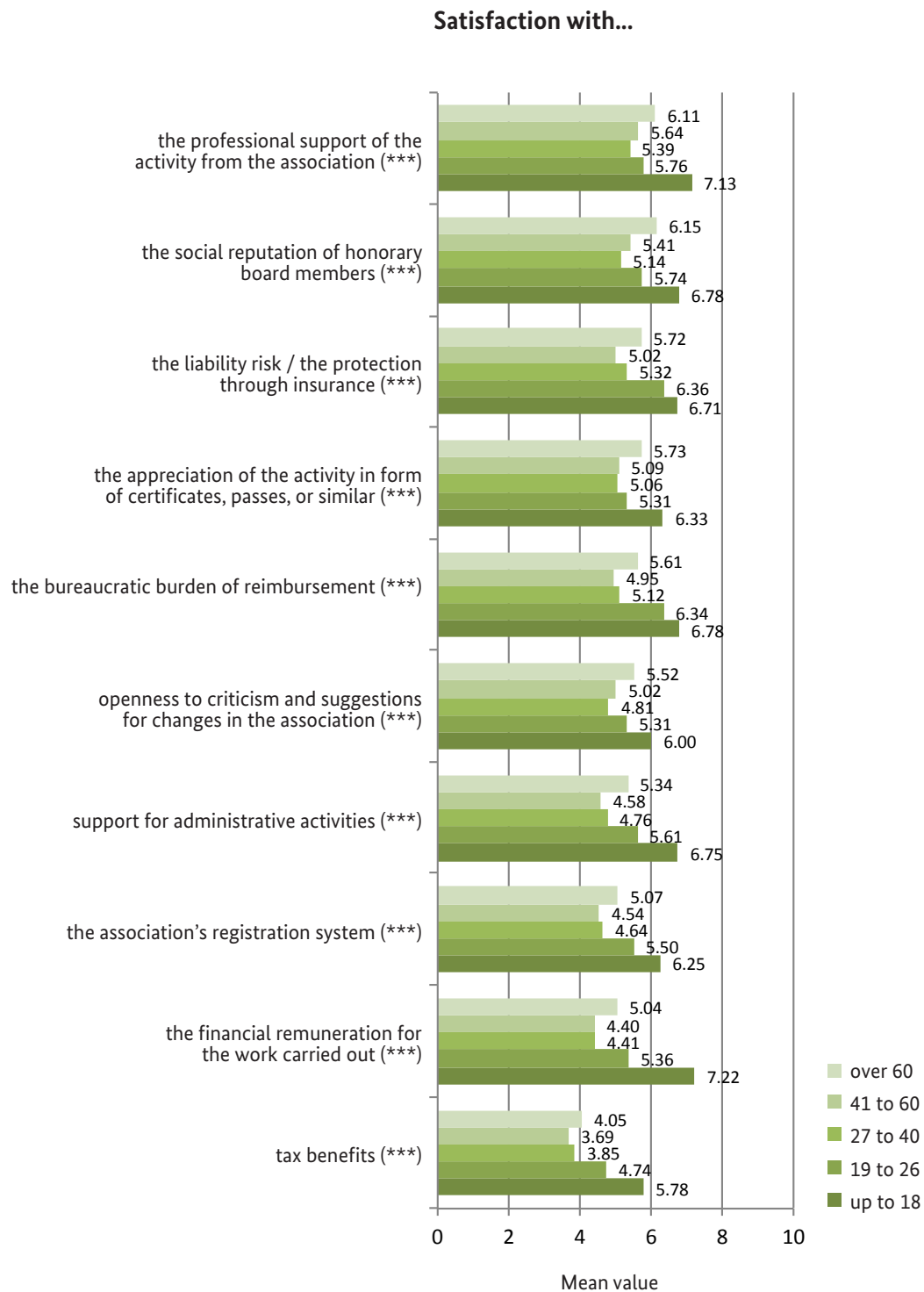


Fig. 35: Satisfaction of board members with individual aspects of the activity, by age group (0="not satisfied at all" to 10="extremely satisfied"; part 3).

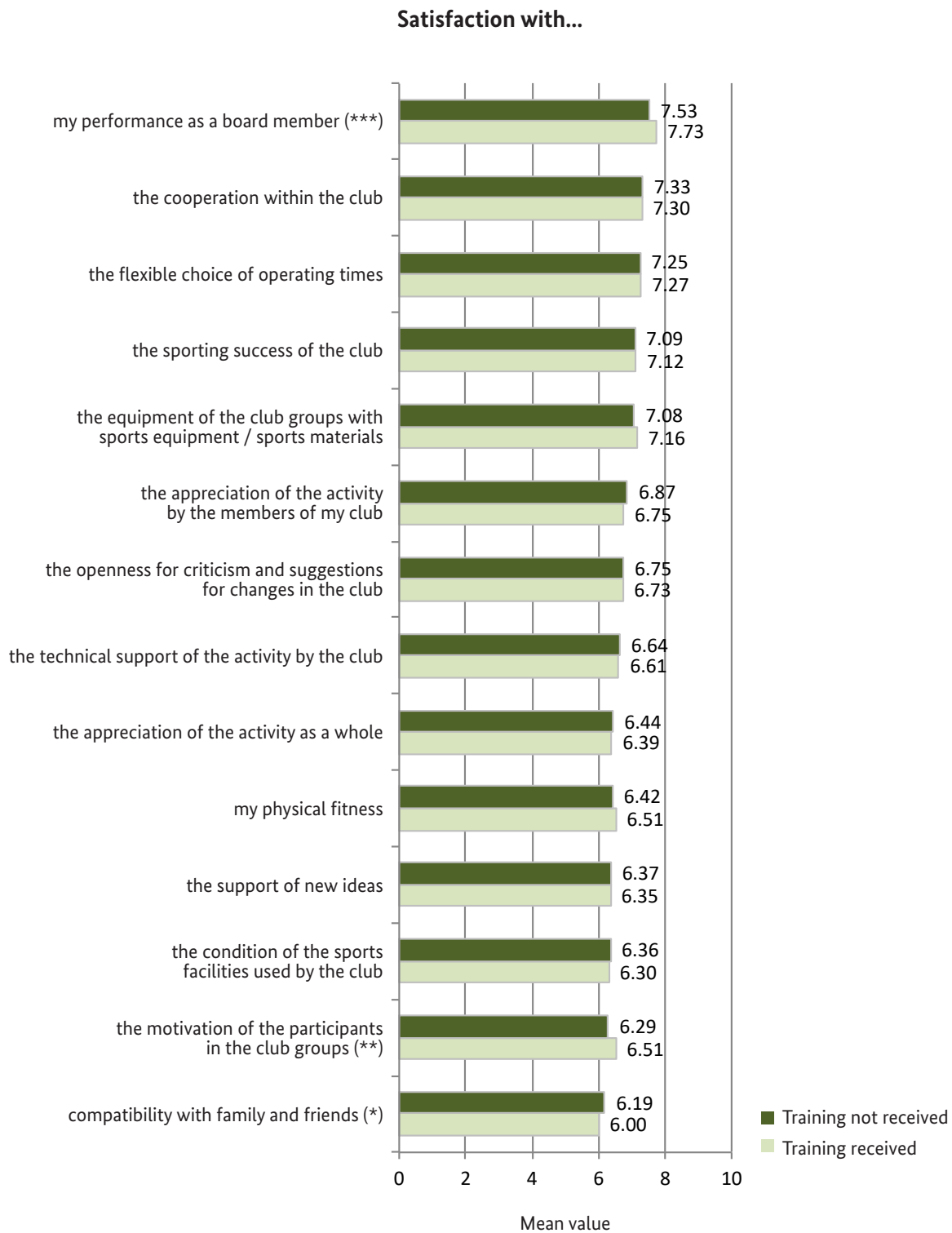


Fig. 36: Satisfaction of board members with individual aspects of the activity, differentiated by training (not) received (0="not satisfied at all" to 10="extremely satisfied"; part 1).

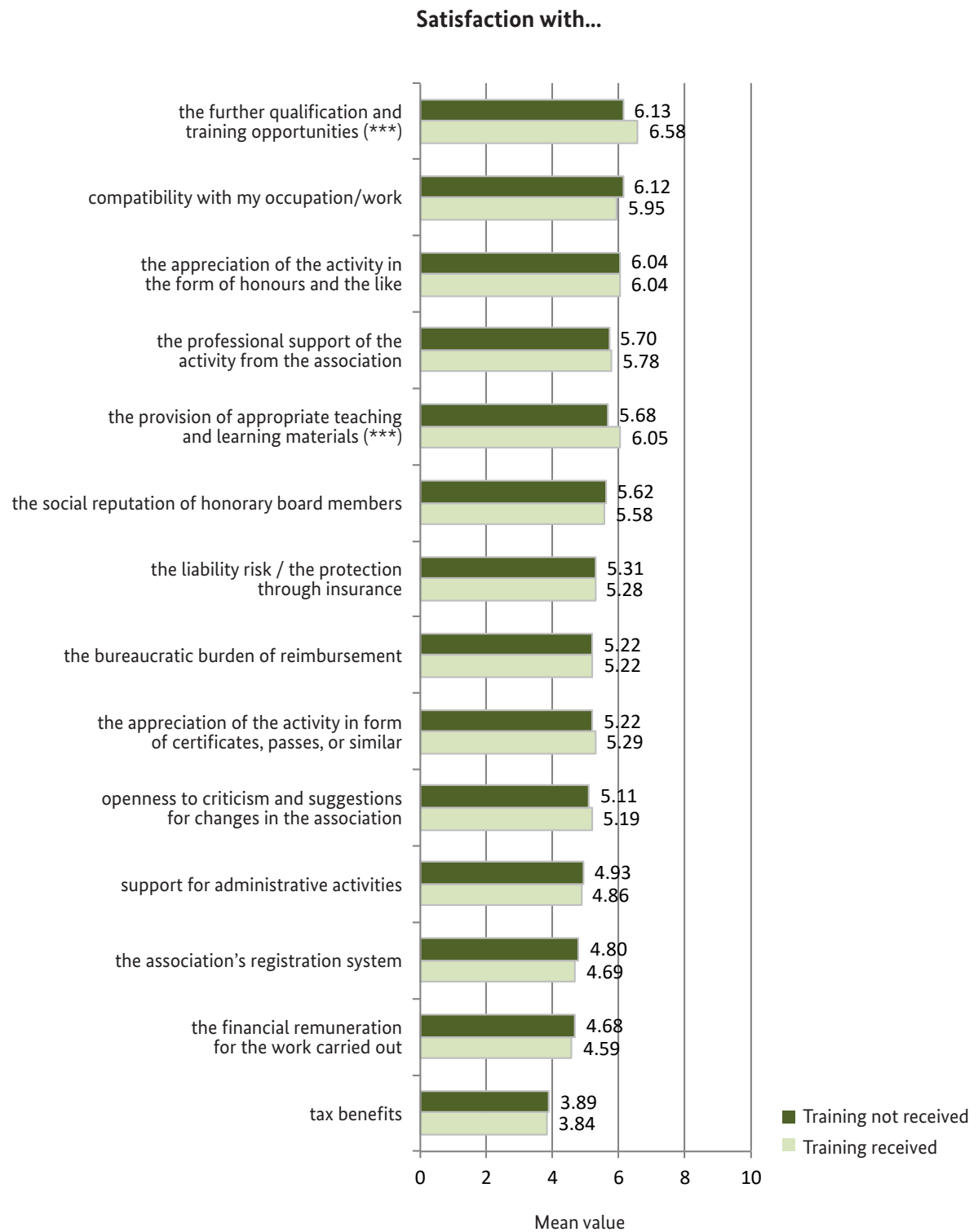


Fig. 37: Satisfaction of board members with individual aspects of the activity, differentiated by training (not) received (0="not satisfied at all" to 10="extremely satisfied"; part 2).

are plans to include non-formal qualifications in the DQR (DQR, 2020b), although the criteria for the classification of non-formal qualifications in the DQR are still being developed and tested, which is why classification is not yet possible (DQR, 2020c).

It is interesting to note that **trained board members are significantly more satisfied with the opportunities for further and advanced training** (cf. Fig. 37). **Conversely, this means that board members without training are not very satisfied with the opportunities that are offered. This could be one reason why the group of untrained board members has so far not taken advantage of the opportunities for further and advanced training.** In order to increase the rate of training, it is necessary to filter out why the untrained board members are not satisfied with training offers and then make appropriate adjustments to the offers. In addition, the clubs and associations should examine whether all board members are aware of the existing further and advanced training offers because they can only take advantage of them if they are aware that these offers exist.

2.6.3 Satisfaction with the commitment as a board member

In order to survey satisfaction with their own commitment as a volunteer board member, we used the “Short questionnaire for recording general and facet-specific job satisfaction” (KAFA). KAFA was originally developed to measure job satisfaction (cf. Haarhaus, 2016) and was adapted to the specific situation of sports clubs for the present study. It measures both general job satisfaction (i.e. in the case of the board members examined here, commitment satisfaction) and five facets of job satisfaction (here commitment satisfaction). The facets include satisfaction with activities, colleagues, development opportunities, expense allowances (in the original KAFA: payment), as well as the other board members (in the original KAFA: superiors). The board

members were asked to evaluate 30 statements adapted to the specific sports club context, which can be assigned to the six areas (general satisfaction and five facets). The six areas were each measured using five items on a five-point scale from “not true at all” (1) to “completely true” (5), where the scale measures both positive and negative statements.

In the following, both the results of the individual 30 items (cf. Fig. 43 to Fig. 54) and the mean values of the six areas (cf. Fig. 38 to Fig. 42) are presented. Six additive indices were formed for this purpose, whereby the negatively formulated statements were recoded. As a result, a higher scale value of the indices means a more positive assessment of the corresponding range.

We see that the **volunteer board members are generally quite satisfied with their commitment**. The mean value is $M=4.13$, with women being significantly more satisfied than men (cf. Fig. 38). **However, the general commitment satisfaction among board members is somewhat lower than the satisfaction of coaches and trainers** (cf. Breuer & Feiler, 2020b). The individual positively formulated items for measuring general commitment satisfaction are also rated higher by female board members than by their male colleagues (cf. Fig. 47).

If we look at the five facets of commitment satisfaction, it becomes clear that the volunteer board members are also extremely satisfied with the other board members and their colleagues. About 90 % agree both with the statement that the other board members are trustworthy (cf. Fig. 44) and the statement that their colleagues are likeable (cf. Fig. 46). The board members are also satisfied with their activities on average, although satisfaction is somewhat higher among men than among women (cf. Fig. 38).

However, the results for the individual items are less clear in the areas of development opportunities (cf. Fig. 51) and especially expense allowances (cf. Fig. 53). Here the board members also agree on average somewhat more strongly with the positive statements than with the neg-

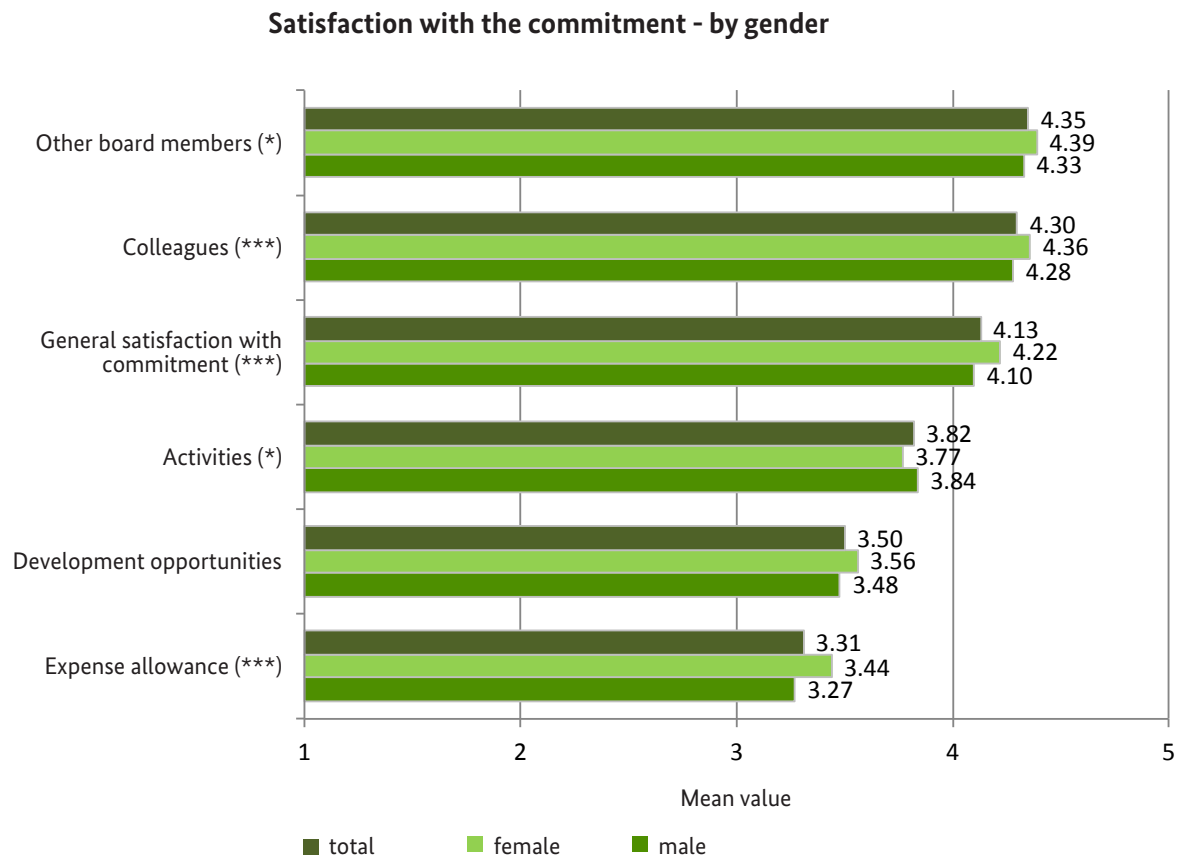


Fig. 38: Overview of board members' commitment satisfaction in individual areas, by gender (1="not true at all" to 5="completely true").

ative statements, but the difference between the values is not as pronounced as in the other areas.

If we use regression analysis to investigate the significance of the individual five facets in relation to the general satisfaction of board members with their commitment, we see that satisfaction with the activities has the greatest relative influence on general satisfaction with the commitment ($\beta=0.282$), i.e. it is most significant for overall satisfaction. The second-largest influence can be seen in the satisfaction with the other board members ($\beta=0.215$), while satisfaction with development opportunities is relatively speaking the least important

in terms of general satisfaction with the commitment ($\beta=0.125$). The importance of satisfaction with colleagues ($\beta=0.133$) and expense allowances ($\beta=0.140$) differs only slightly in relation to overall satisfaction.

If we consider the commitment satisfaction according to age groups, we find that, especially in the areas of expense allowances and development opportunities, the age groups 27 to 40 and 41 to 60 are on average less satisfied than the oldest board members over 60. The youngest age group of those up to the age of 18 is also more satisfied³⁰ on average. On average, the over-60s are the most satisfied with their ac-

³⁰ However, this age group of board members up to the age of 18 is only represented in the sample of board members to a very limited extent (0.3 %, see section 2.1).

tivities as board members, while in general, the age group 19-26 is the most satisfied with their commitment (cf. Fig. 39).

If we differentiate between board members with and without training for their activities, there are only slight differences in the six areas of commitment satisfaction. However, board members with training for their board activities are significantly more satisfied with their activities than their colleagues without such training (cf. Fig. 40).

If we consider commitment satisfaction according to the individual board positions, there are only slight differences between the functionaries in terms of satisfaction with the

other board members and colleagues. General satisfaction also only varies slightly (cf. Fig. 41 and Fig. 42). Slightly more significant differences in satisfaction levels between the various positions on the board are, however, evident in the areas of activities, development opportunities, and expense allowances. For example, secretaries and treasurers are on average the least satisfied with their activities, while the greatest satisfaction in this area is found among club chairpersons, press officers, and youth directors. On the other hand, chairpersons are the least satisfied with development opportunities. The chairpersons' satisfaction with expense allowances is also the least pronounced.

Satisfaction with commitment - by age group

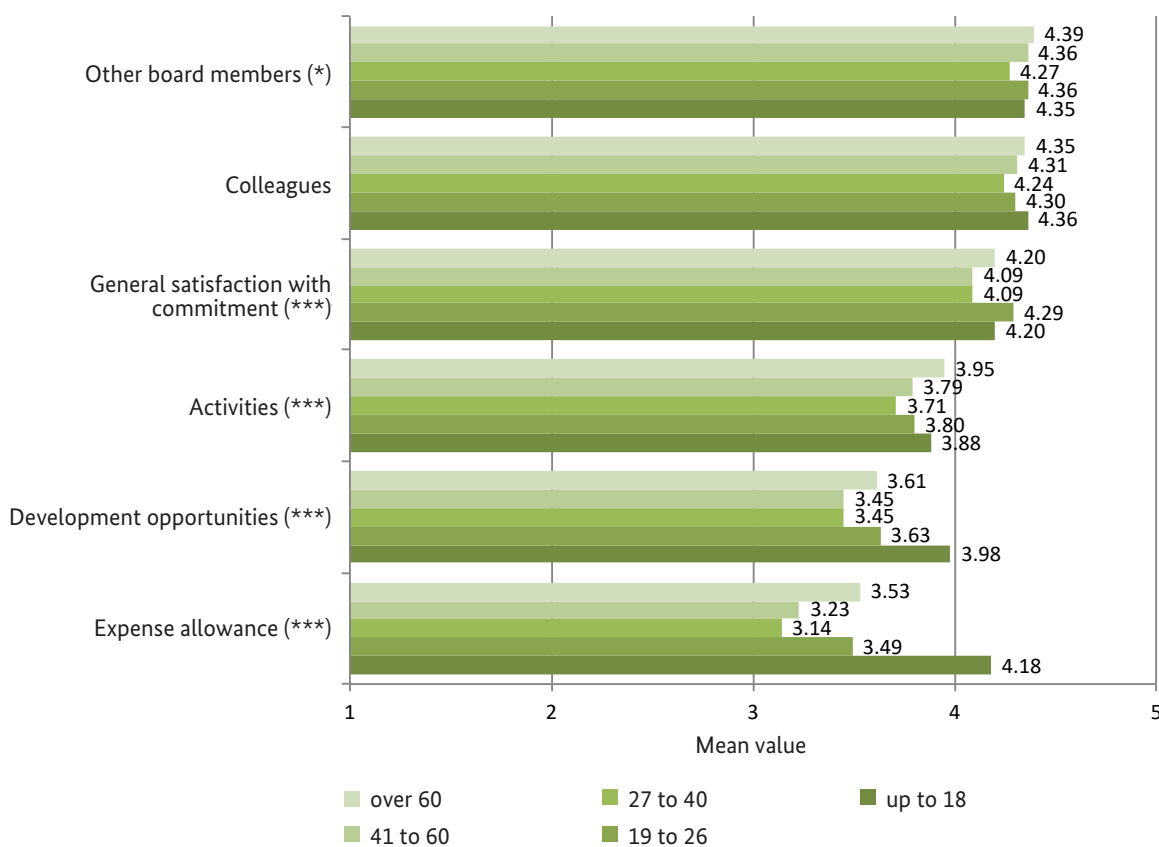


Fig. 39: Overview of board members' commitment satisfaction in individual areas, by age group (1="not true at all" to 5="completely true").



Fig. 40: Overview of board members' commitment satisfaction in individual areas, by training (not) received (1="not true at all" to 5="completely true").

Overall, the differentiated consideration of commitment satisfaction shows that board members have different levels of satisfaction depending on gender and age, but that the dif-

ferentiation criteria of the positions they hold and their training only seem to play a subordinate role in commitment satisfaction.

Satisfaction with commitment - by board position (I)

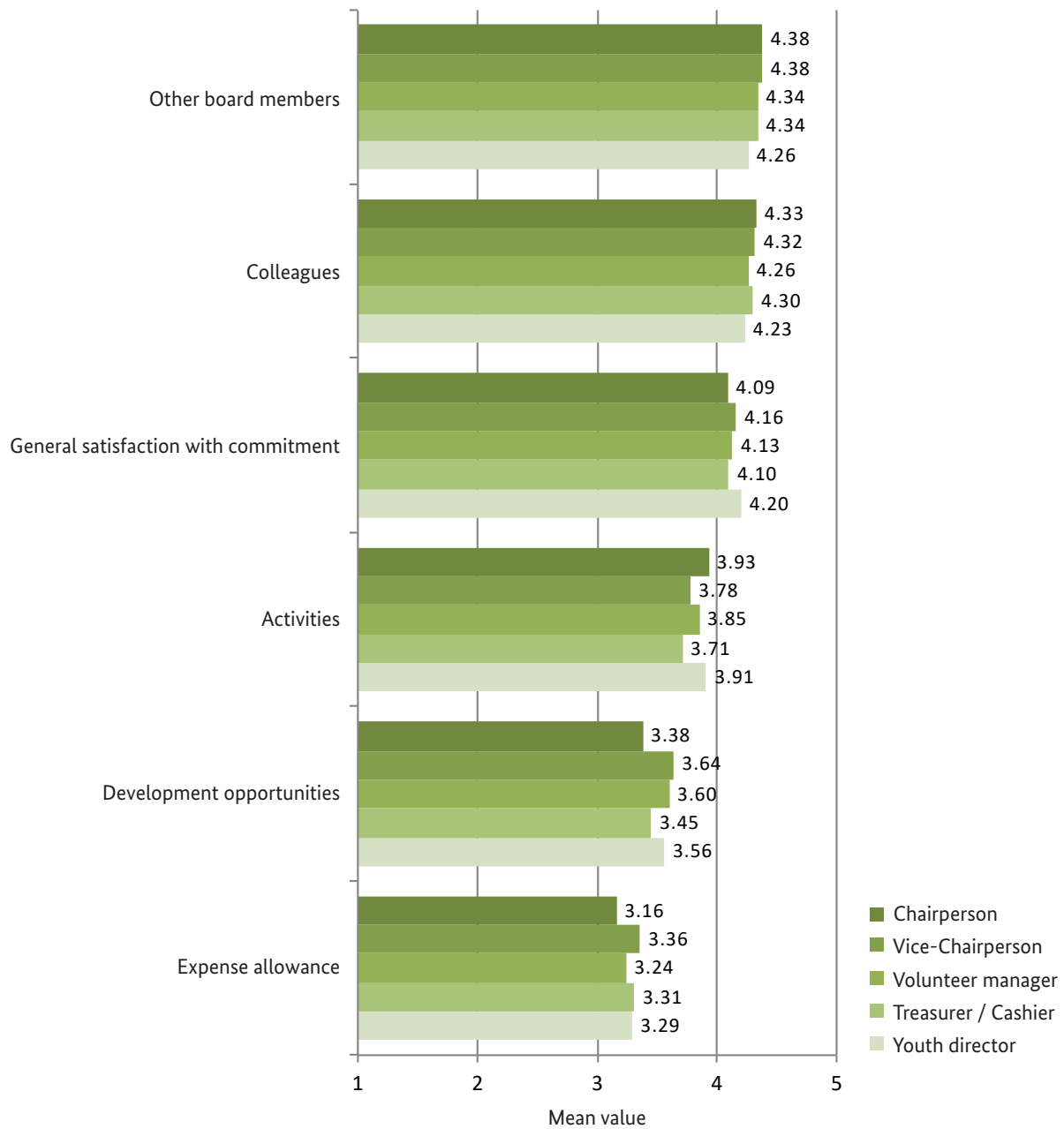


Fig. 41: Overview of board members' commitment satisfaction in individual areas, by position (1="not true at all" to 5="completely true"; part 1).

Satisfaction with commitment - by board position (II)

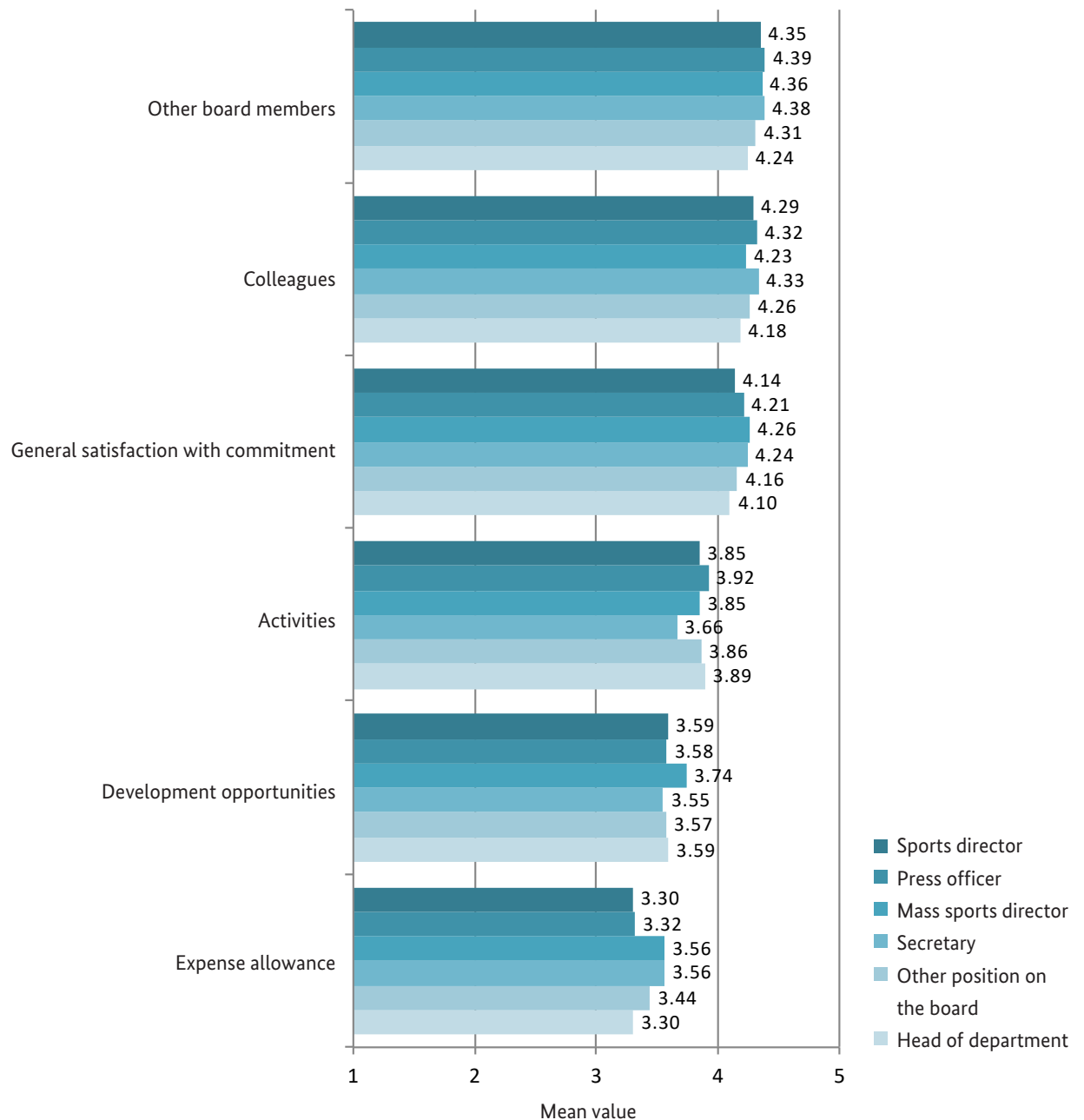


Fig. 42: Overview of board members' commitment satisfaction in individual areas, by position (1="not true at all" to 5="completely true"; part 2).

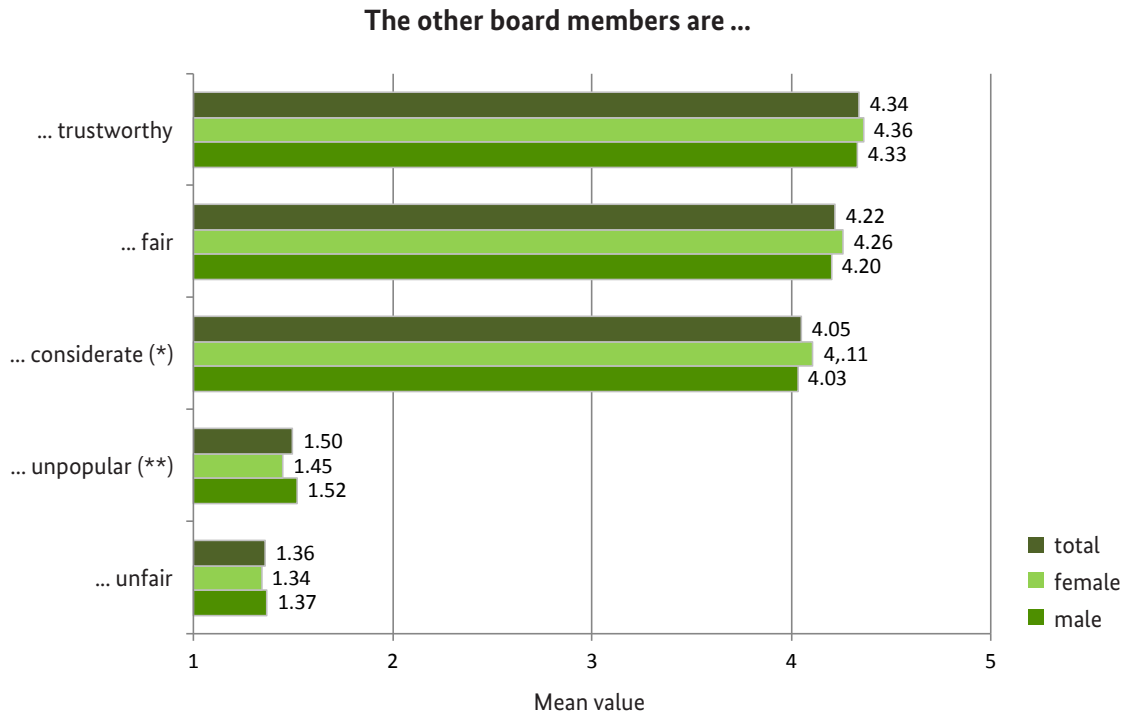


Fig. 43: Assessment of the other board members (1="not true at all" to 5="completely true").

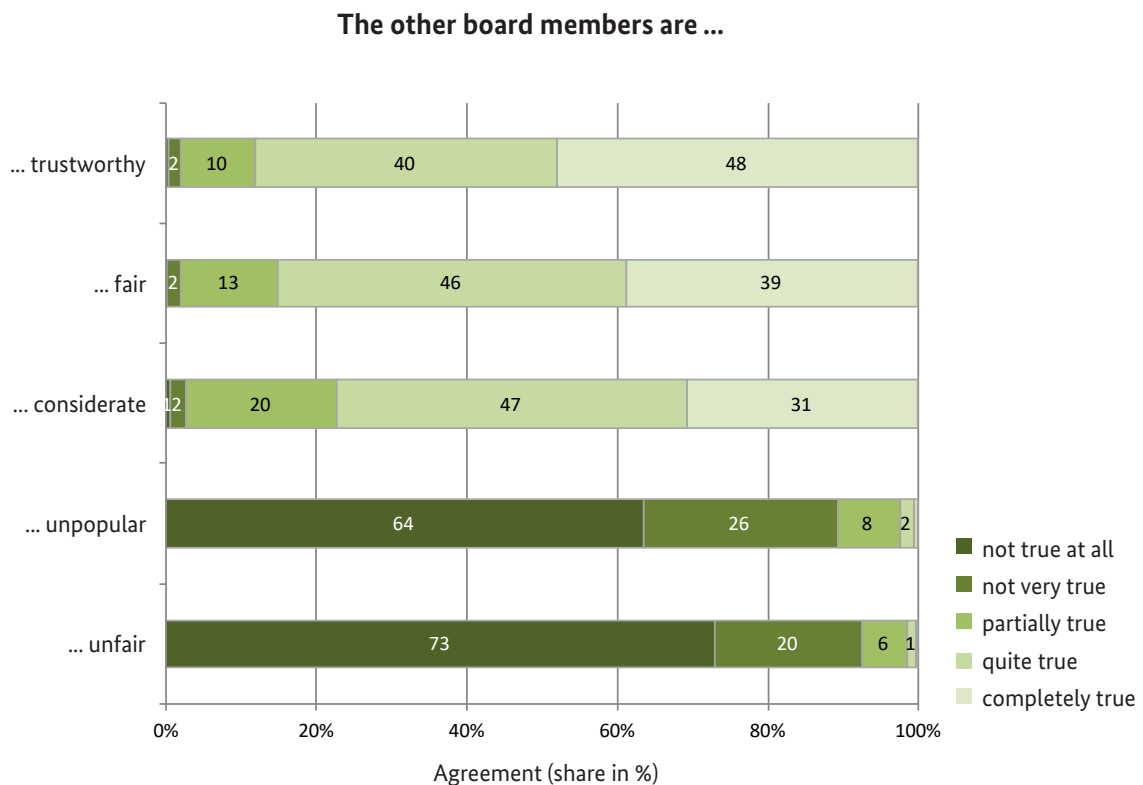


Fig. 44: Distribution of satisfaction with other board members.

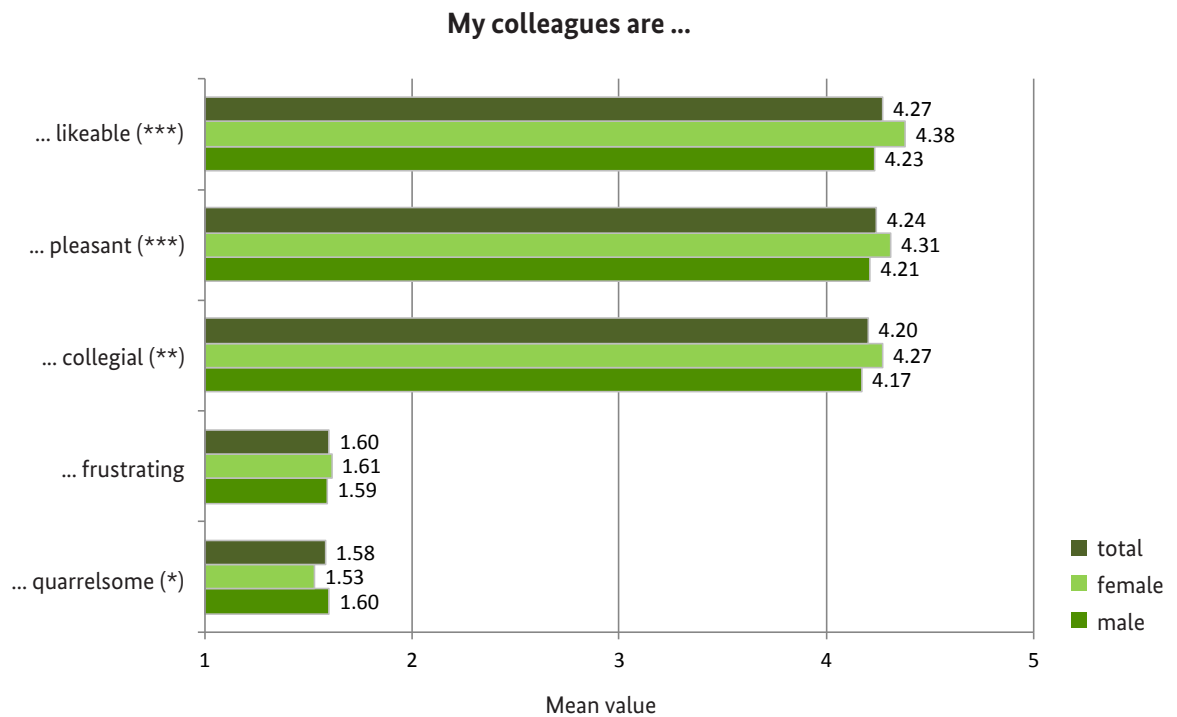


Fig. 45: Assessment of colleagues (1="not true at all" to 5="completely true").

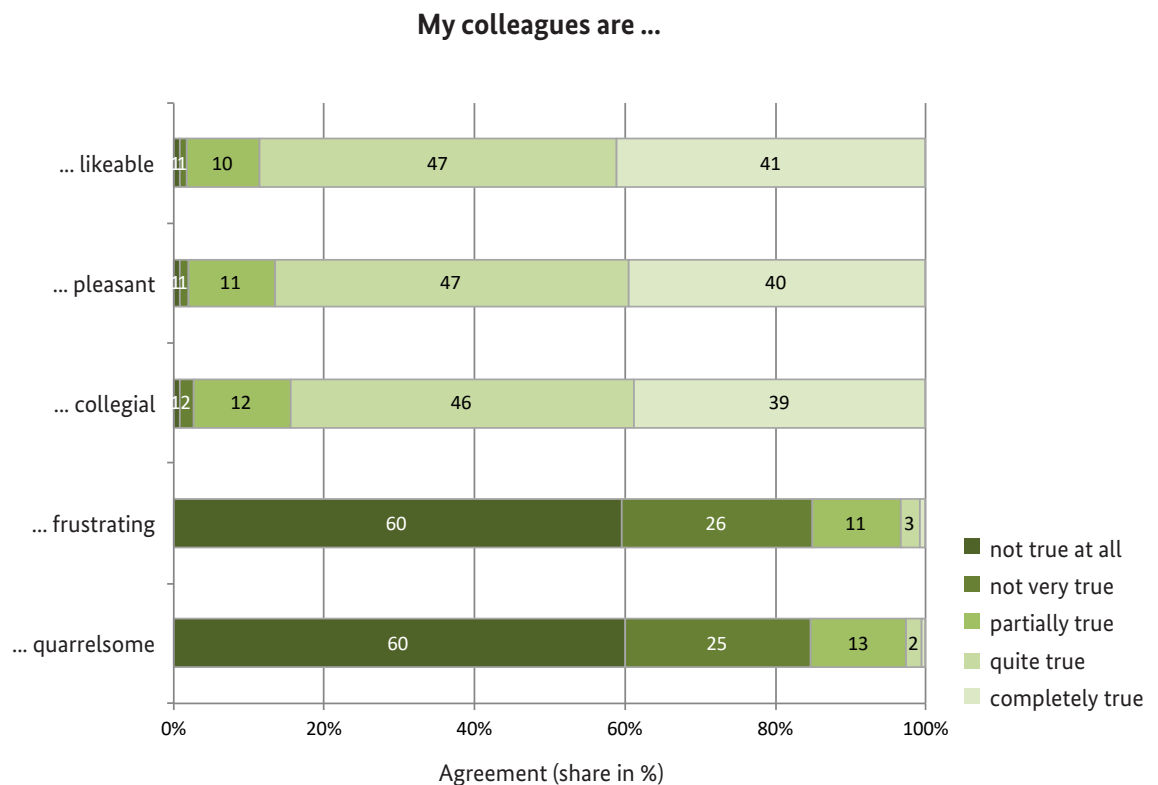


Fig. 46: Distribution of satisfaction with colleagues.

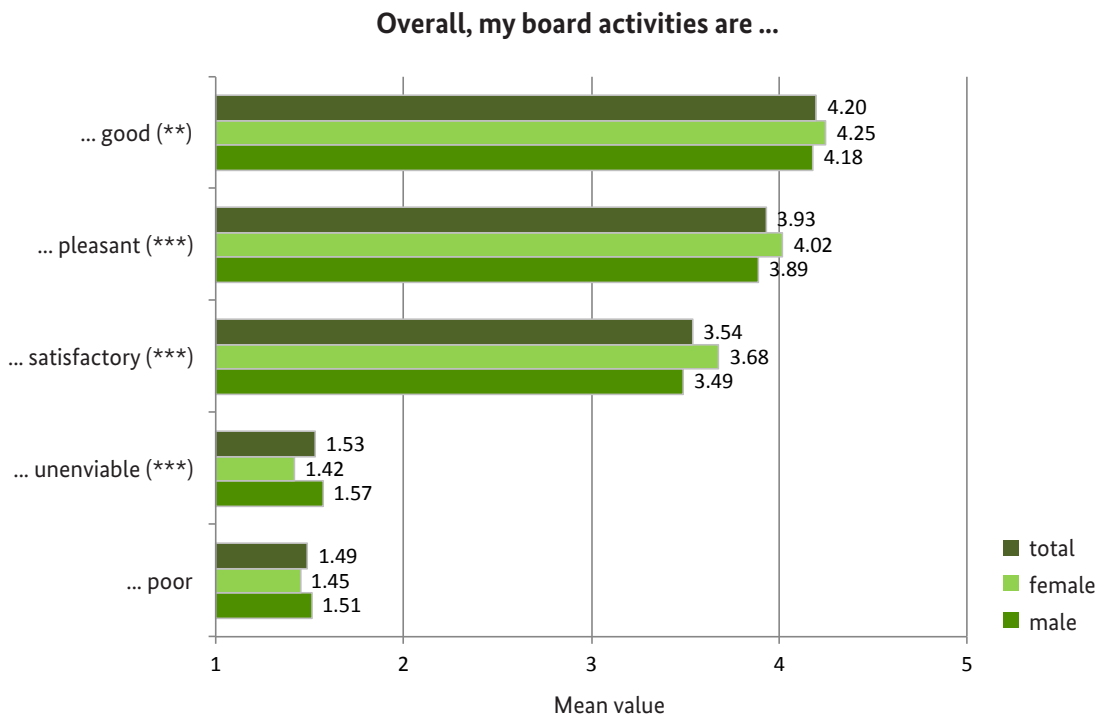


Fig. 47: Assessment of the overall situation of the board activities (1="not true at all" to 5="completely true").

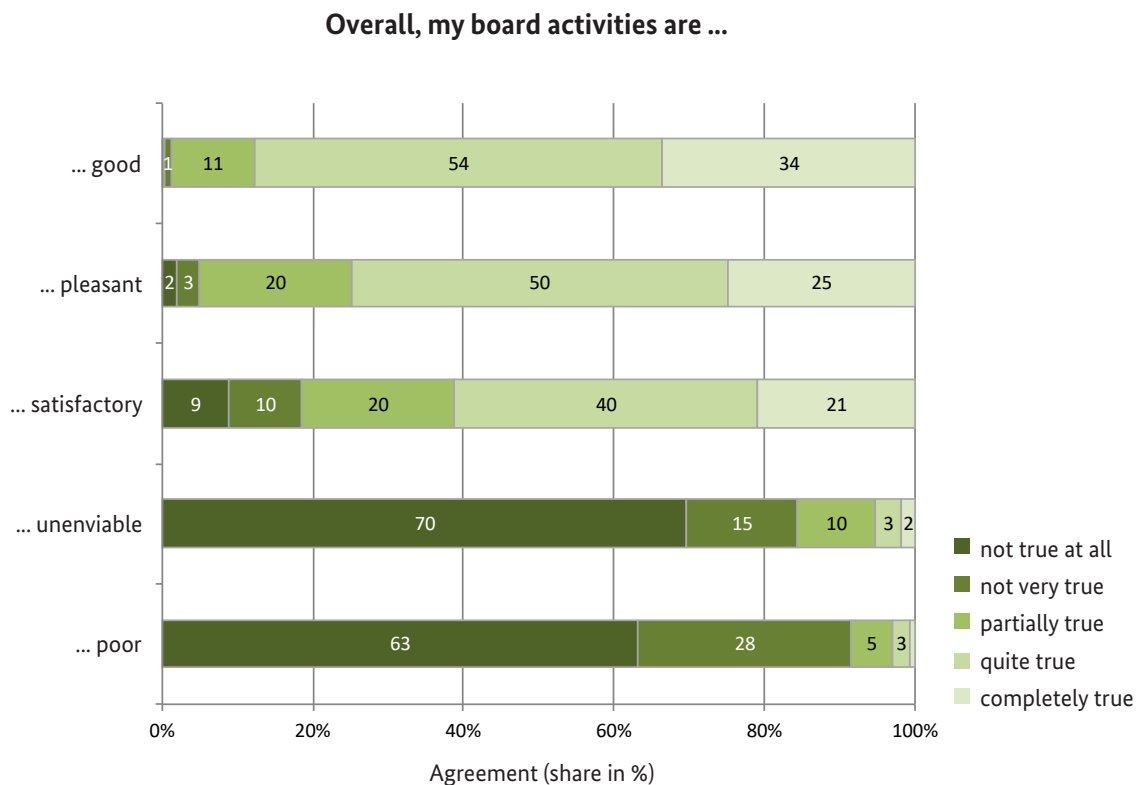


Fig. 48: Distribution of satisfaction with the overall situation of the board activities.

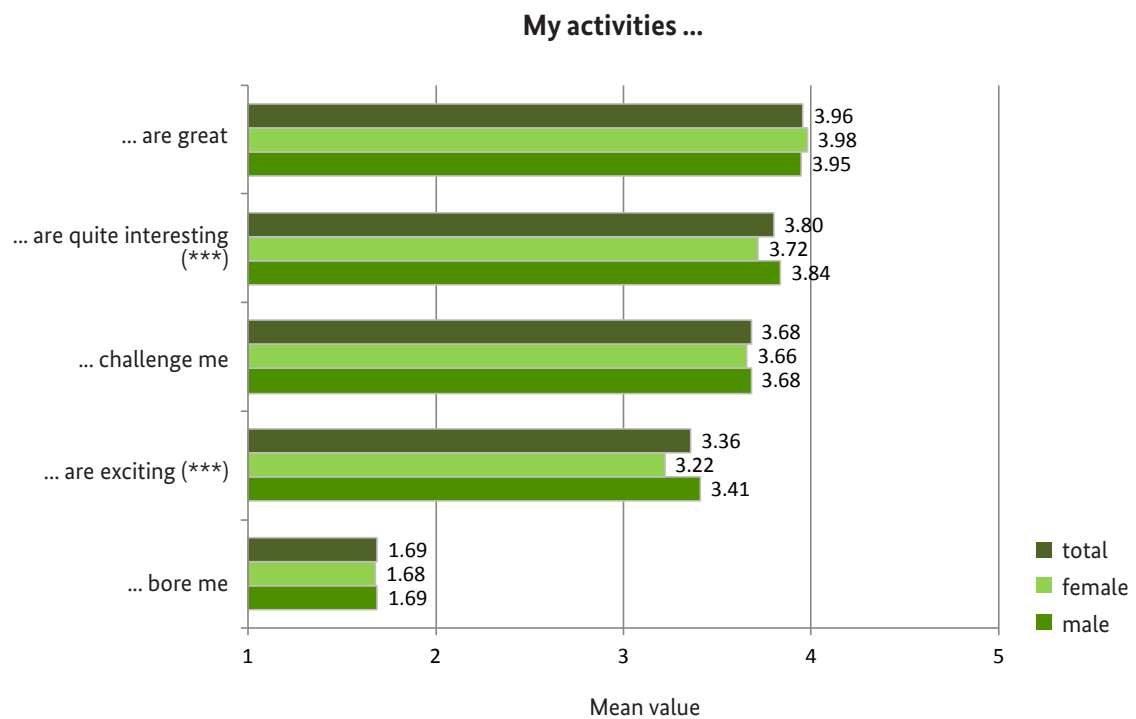


Fig. 49: Assessment of activities (1="not true at all" to 5="completely true").

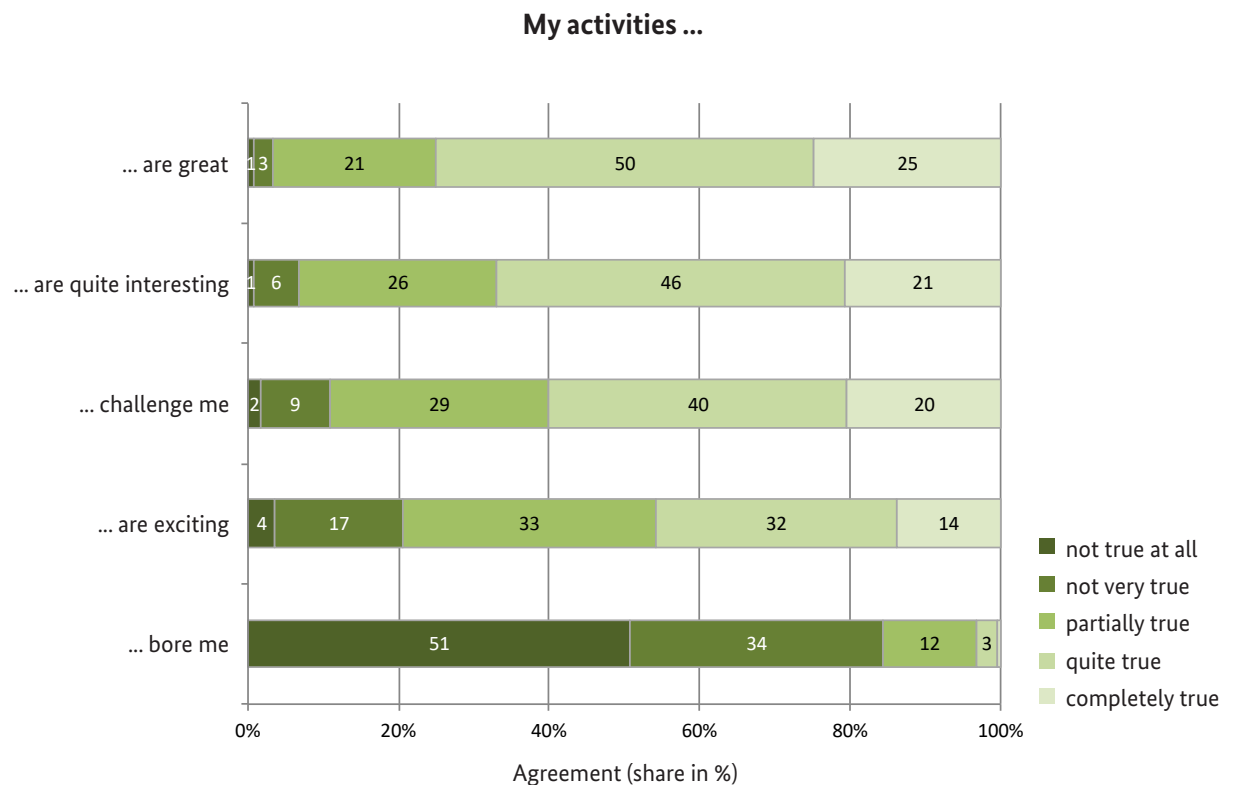


Fig. 50: Distribution of satisfaction with activities.

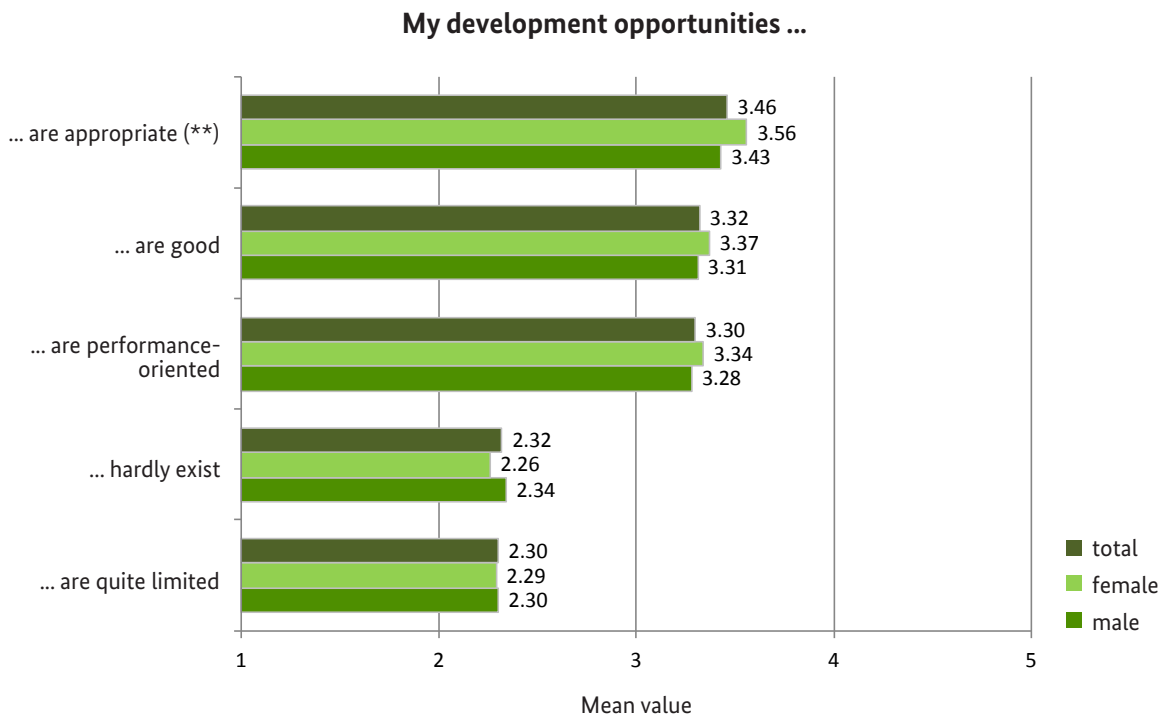


Fig. 51: Assessment of development opportunities (1="not true at all" to 5="completely true").

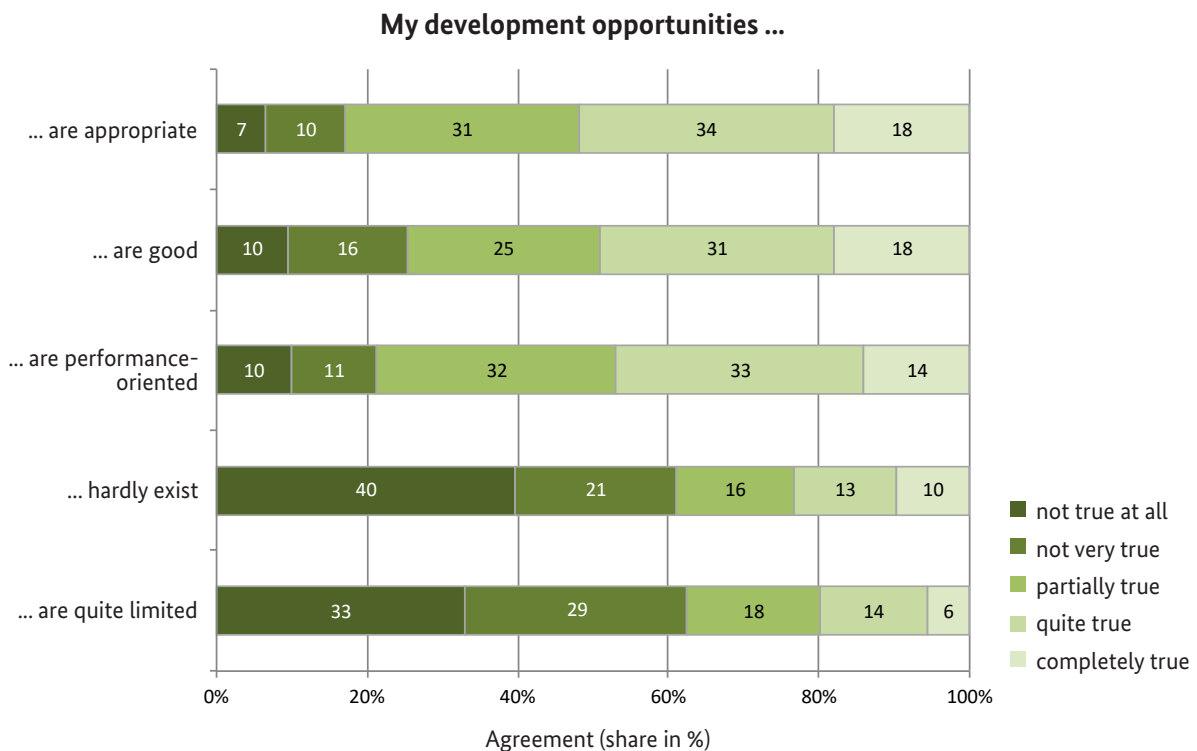


Fig. 52: Distribution of satisfaction with development opportunities.

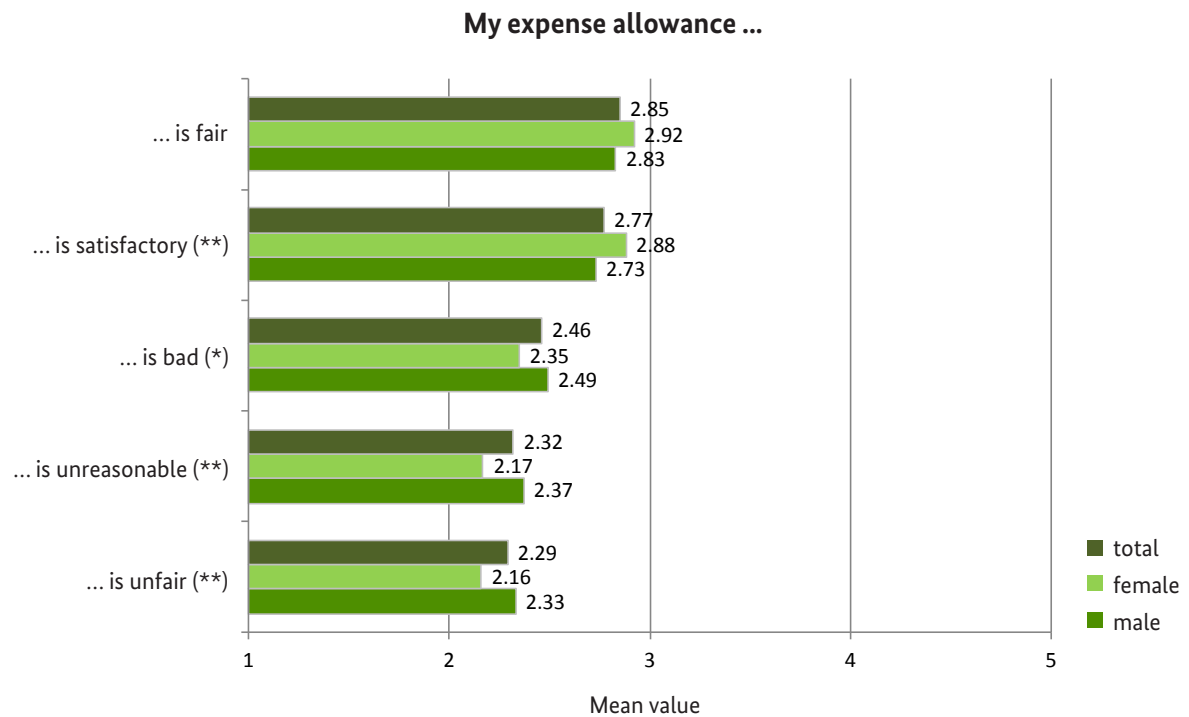


Fig. 53: Assessment of expense allowances (1="not true at all" to 5="completely true").

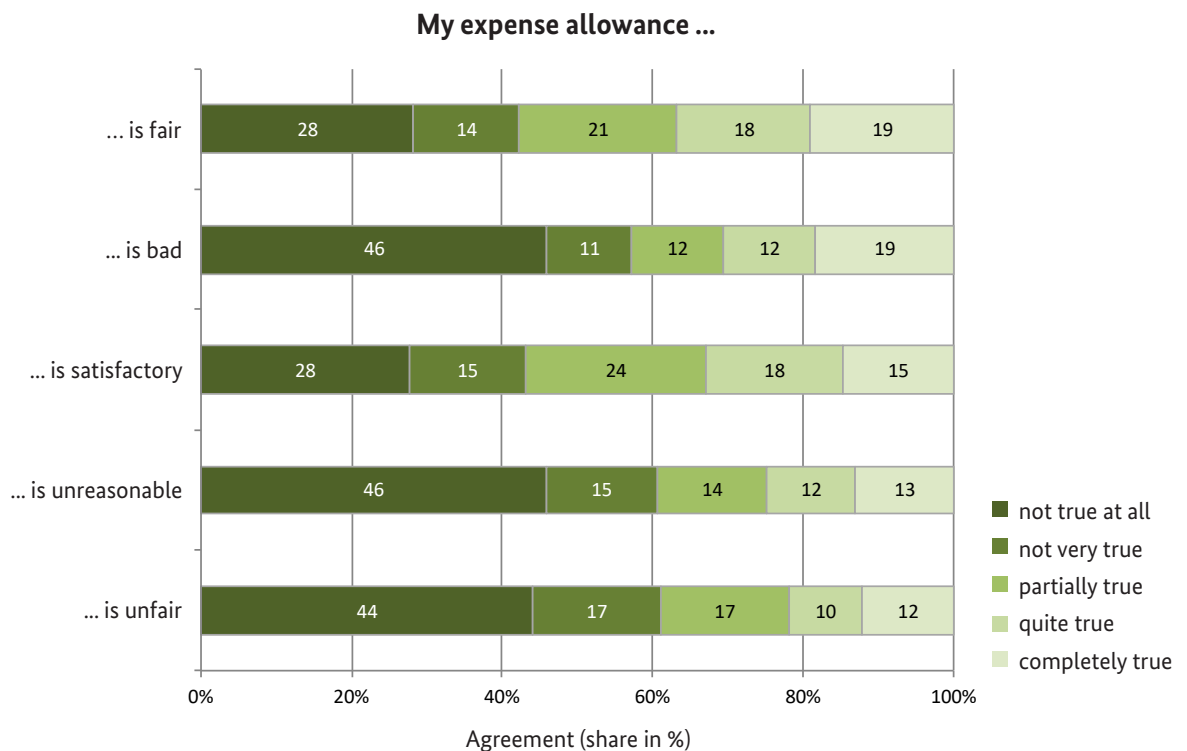


Fig. 54: Distribution of satisfaction with expense allowances.

2.7 Future commitment and willingness to take part in further training

The majority of the board members intend to continue their activities (cf. Fig. 55 and Fig. 56). On a five-point scale (from 1="strongly disagree" to 5="strongly agree"), the average overall agreement is $M=4.80$ (around 96 % agreement) concerning the continuation of the activity in the current year. There is a slightly lower but still high ($M=4.46$) level of agreement with the intention to continue working for the club next year, while the three-year value is slightly lower on average ($M=3.68$). There are hardly any differences between the genders in these areas.

This also applies to the willingness to take part in further training, which, overall, is

much less pronounced ($M=2.55$) than the plans to continue the activity (cf. Fig. 55). This means that about a quarter plan to do a training course for their activity in the coming year, while more than half tend to reject this. One quarter is undecided (cf. Fig. 56). **The willingness of volunteer board members to take part in further training is thus significantly less pronounced than that of coaches and trainers** (cf. Breuer & Feiler, 2020b).

More than a quarter (around 28 %) **plan to give up their board activities as soon as a replacement can be found**, with the figure being significantly higher among male board members than among women. In addition, it is striking that the approximately 28 % of the board members who plan to give up their position as soon as a replacement is found have already been active as board members for significantly

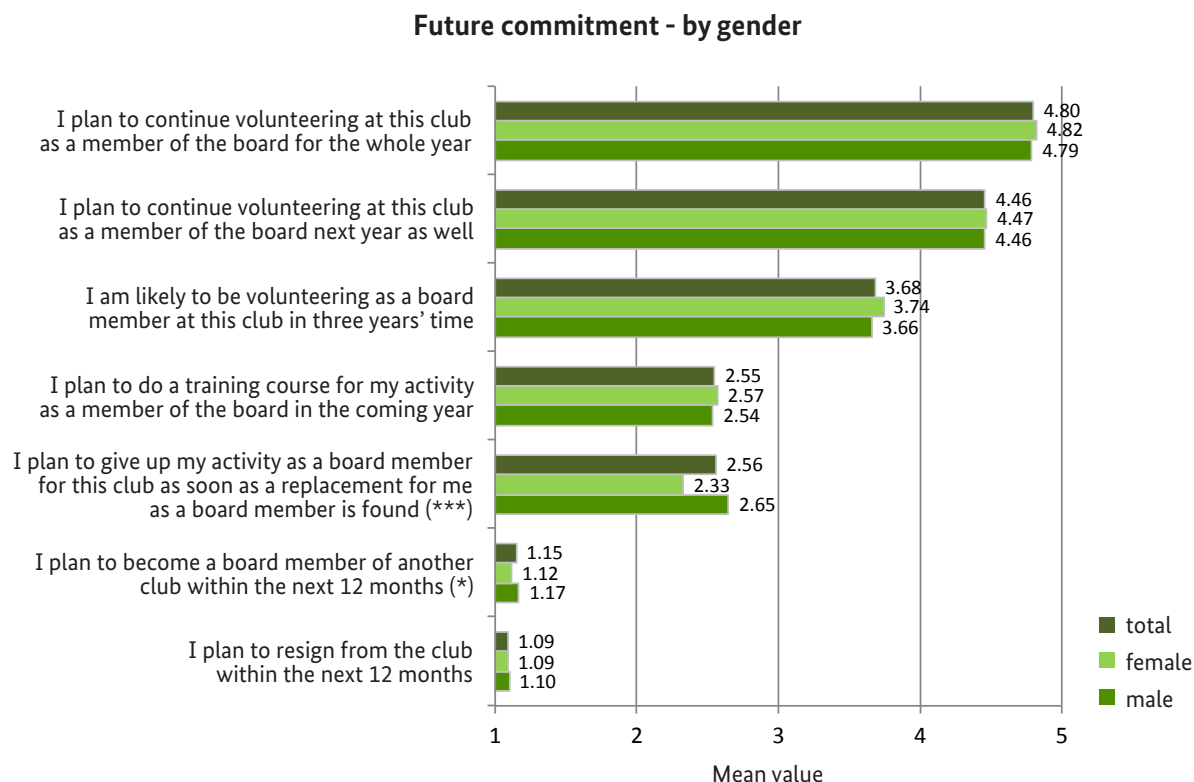


Fig. 55: Agreement of board members regarding their future commitment, by gender (1="strongly disagree" to 5="strongly agree").

longer, namely 16.2 years on average than is the case with the remaining 72 %, who tend to agree less with this statement or are undecided. In the latter group, the average length of service is 10.7 years. This is a medium effect ($d=0.504$).

Only very few board members (around 1 %) plan to become board member of another club within the next 12 months, although men agree slightly more strongly than women. A similar picture emerges for a possible withdrawal from the club within the next year, although the rejection here is even more pronounced (cf. Fig. 55 and Fig. 56).

Plans for a future commitment as a board member vary in the different age groups (cf. Fig. 57). **For example, board members over 60 most often plan to give up their work as a board member as soon as a replacement is found.** This age group differs significantly from

all younger age groups in this aspect. **This result does not seem surprising given the long terms of office and the problems recruiting new volunteers.**

However, the youngest board members also plan to continue their activities for the club as a board member in the medium term to a lesser extent on average. This is consistent with the fact that, on average, this group is most likely to become a board member of another club within the next twelve months (even if the agreement is low on average). These results for the youngest age group might be explained by upcoming training and study or training locations that might be further away from the current club or changing time commitments.

If we look at the willingness to take part in further training, this is most pronounced in the age group 27 to 40. However, the differences

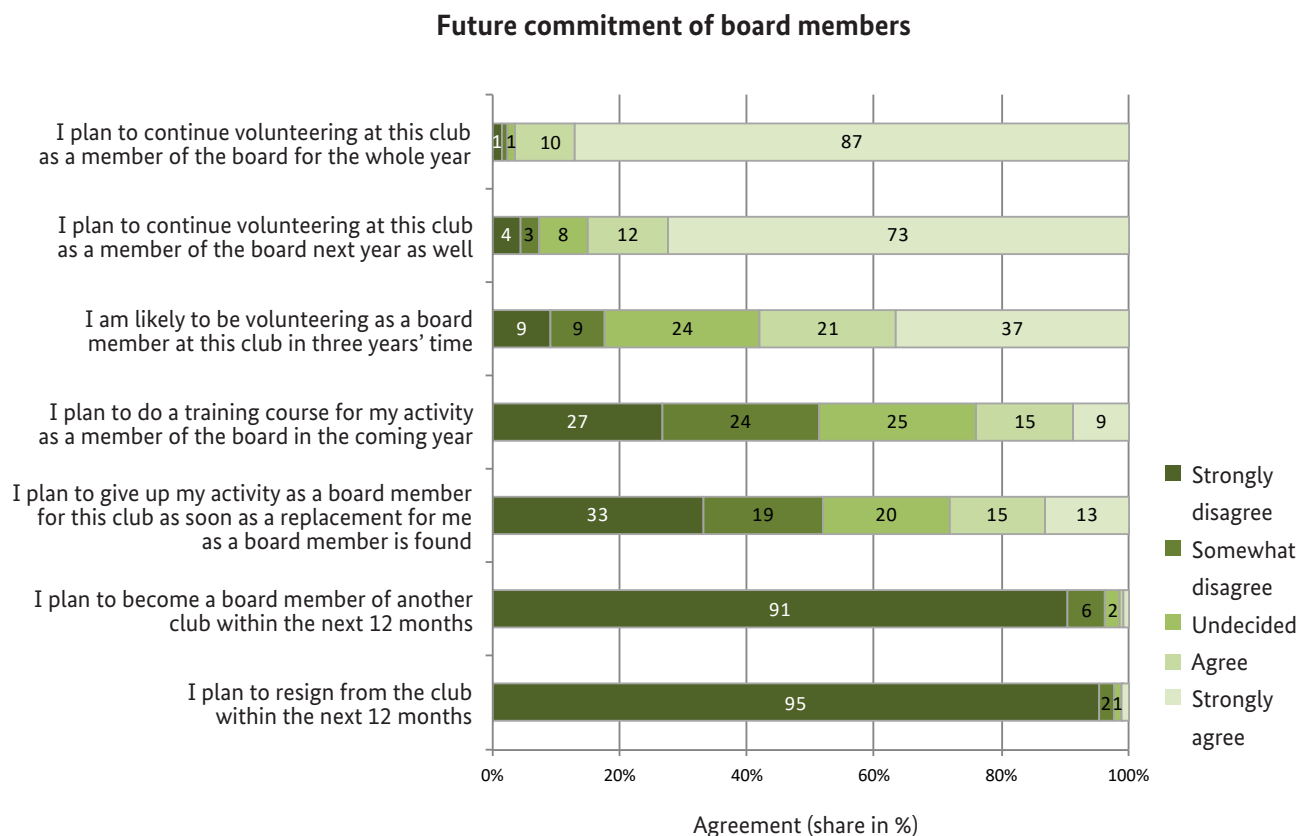


Fig. 56: Distribution of the agreement regarding the future commitment of board members

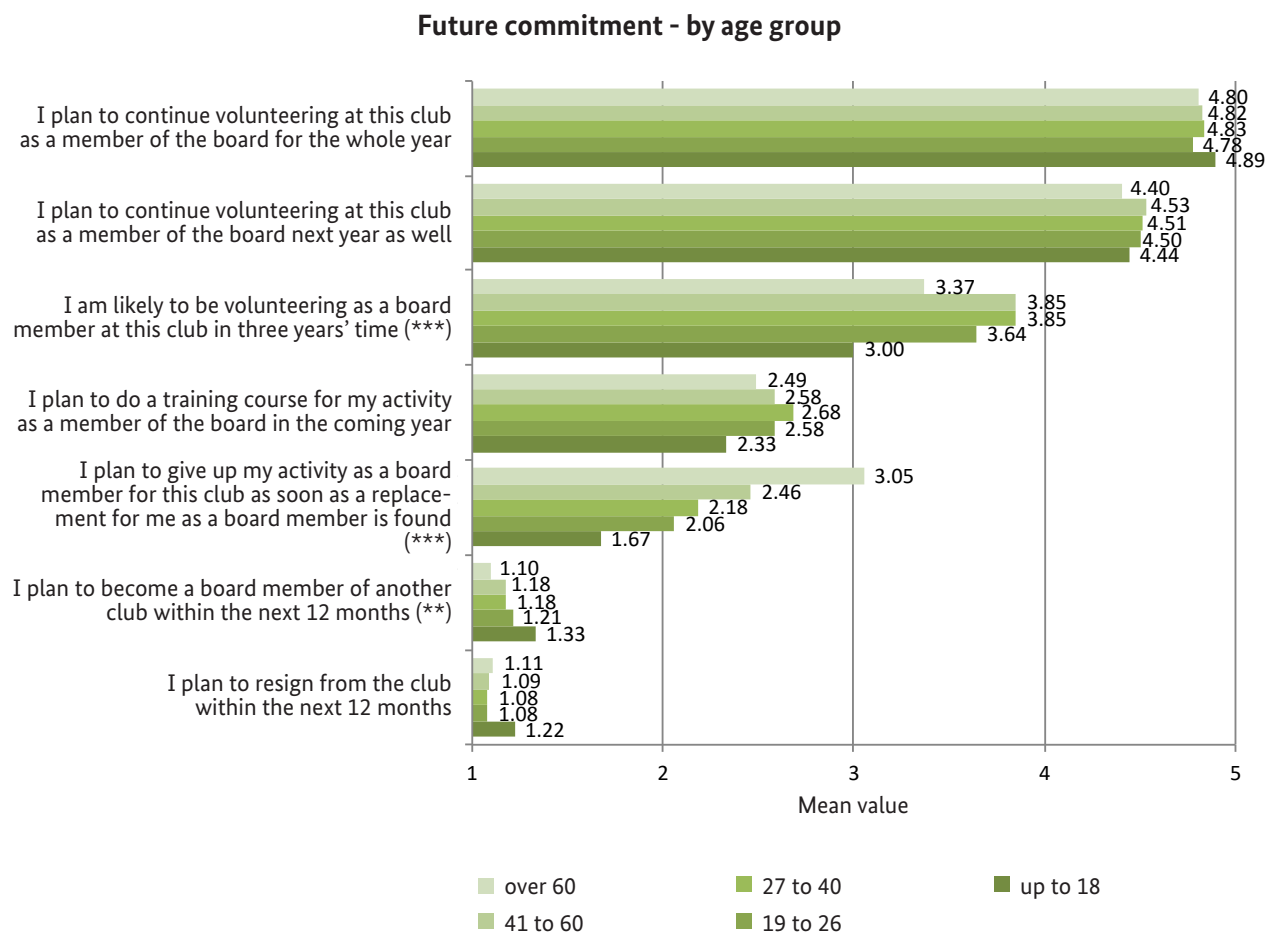


Fig. 57: Agreement of board members regarding their future commitment, by age groups (1="strongly disagree" to 5="strongly agree").

between the age groups are rather small and not statistically significant (cf. Fig. 57).

A differentiated evaluation of future commitment according to whether the board members have (not) been trained for their activities reveals interesting results (cf. Fig. 58). **On average, board members with training for their activities plan to continue their activities for the club to a greater extent, both in the short and medium-term, while board members without training tend to be more likely to plan to give up their activities as soon as a replacement has been found. Having received training seems to bind the board members to the club in the long term, which should**

be an additional motivation for the clubs to convince volunteers to take part in education or training.

In addition, **trained board members also plan to do a training course for their activity significantly more often** than board members without training for their activities. **It, therefore, seems to be more difficult to persuade those who have not yet received training to take part in training than those who have already received training.** The same result was also evident among coaches and trainers (cf. Breuer & Feiler, 2020b).

The plans for further commitment as a board member vary in part between the various

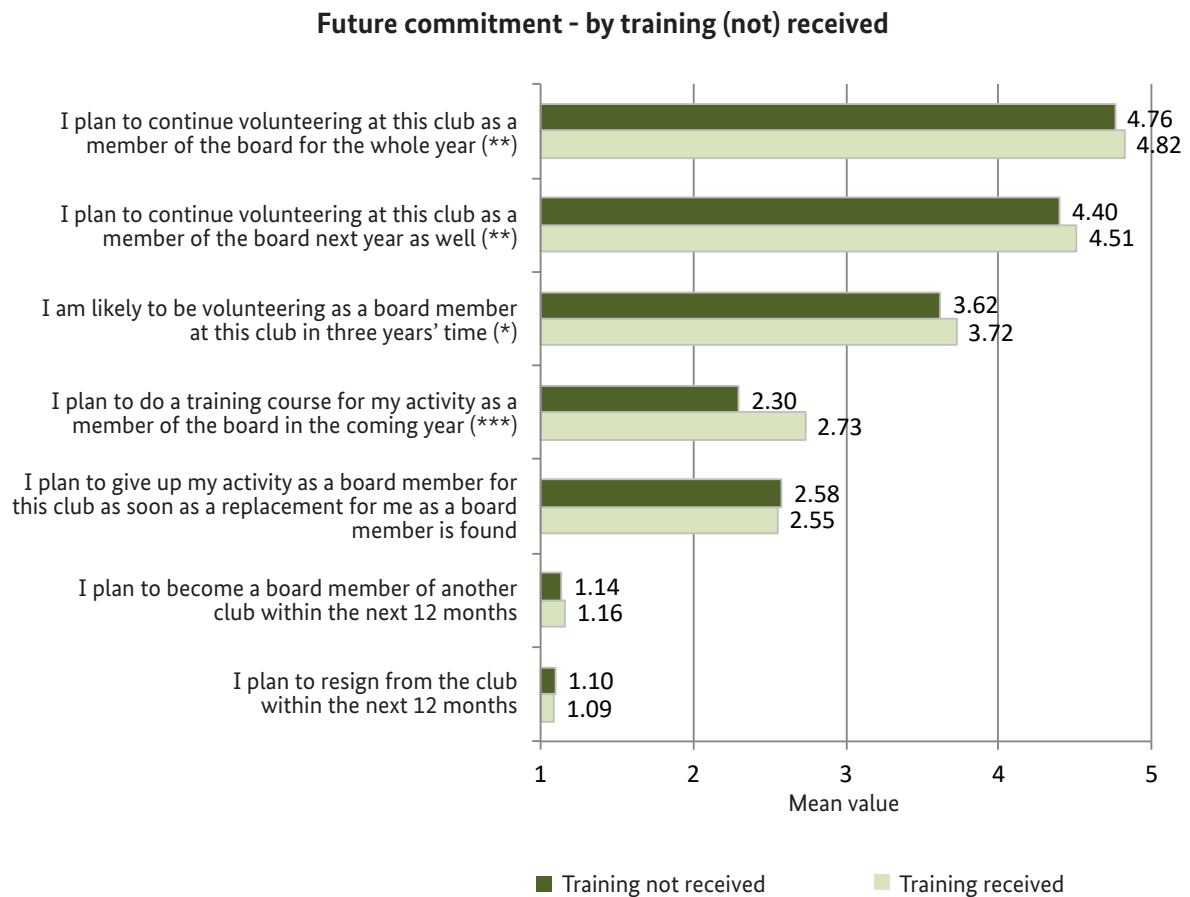


Fig. 58: Agreement of board members regarding their future commitment, by training (not) received (1="strongly disagree" to 5="strongly agree").

board positions (cf. Fig. 59 and Fig. 60). While there are hardly any differences between the functionaries in the different offices regarding short-term planning, medium-term plans for the next three years are somewhat more differentiated. Volunteer managers and youth directors, in particular, tend to be somewhat reserved. This corresponds to the fact that the volunteer managers are most likely to give up their position as soon as a replacement is found.

The willingness to take part in further training is most pronounced among mass sports directors and press officers as well as volunteer managers and chairpersons. In contrast, sec-

retaries and sports directors tend to be less inclined to do a training course for their activities in the coming year.

In view of the fact that organised sport is increasingly claiming an educational function for itself (cf. Priemer & Schwind-Gick, 2020), in which the internal qualification system is the main focus (cf. various education reports of the federations, e.g. State Sports Confederation Rhineland-Palatinate, 2015; State Sports Confederation Saxony-Anhalt, 2017), the question of the extent to which the qualification system is utilised and which factors influence utilisation arises.

To examine this question, an analysis of the board members' willingness to acquire

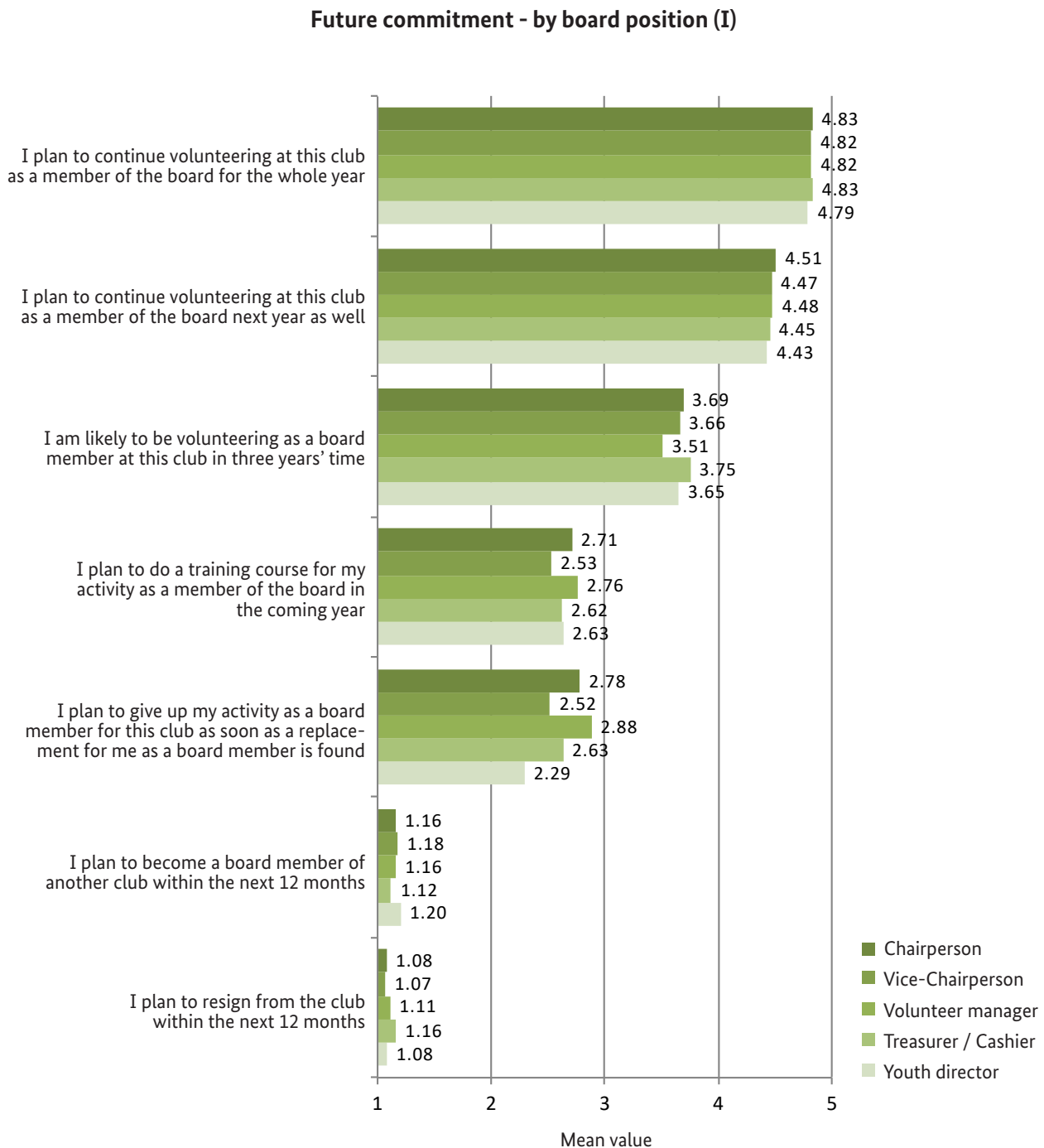


Fig. 59: Agreement of board members regarding their future commitment, by position (1="strongly disagree" to 5="strongly agree"; part 1).

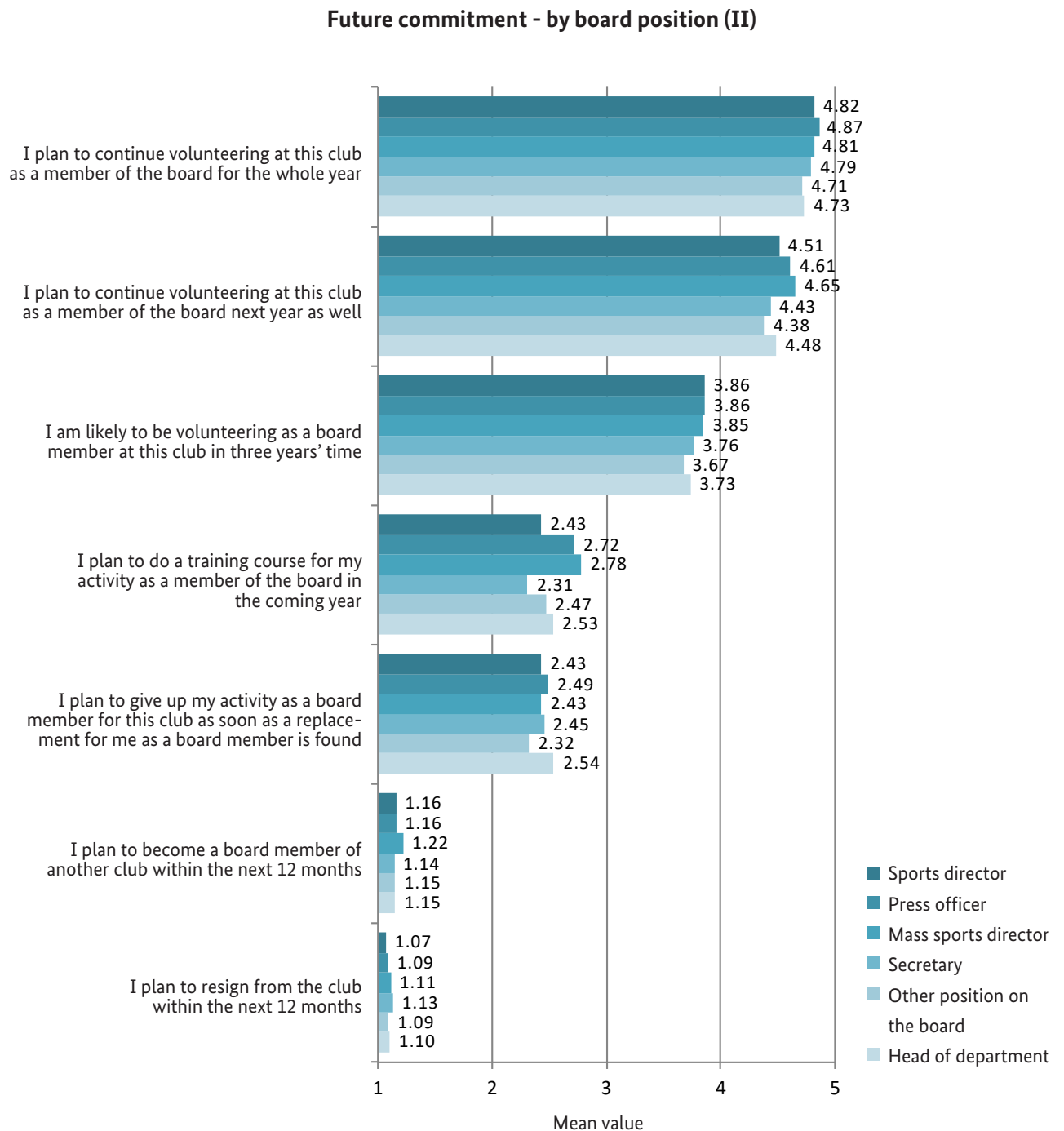


Fig. 60: Agreement of board members regarding their future commitment, by position (1="strongly disagree" to 5="strongly agree"; part 2).

qualifications³¹ was used. The analysis shows that, in addition to individual factors, the club itself also plays a role in the willingness to take part in further training. On an individual level, it initially becomes clear that **board members who already have a club manager licence B or C are more willing to take part in further training**, while board members **without training** for their activities (as described above) **are less willing to take part in further training**. **In addition, the willingness to take part in further training varies according to the board position**. For example, club chairpersons, vice-chairpersons, volunteer managers, and treasurers or cashiers are significantly more willing to take part in further training than people who do not hold these positions. However, the willingness to take part in further training decreases overall with the duration of the board activity, while plans for a medium to long-term commitment as a board member have a positive effect on the willingness to take part in further training. **In addition, board members who feel limited in their activities by their knowledge and skills want to take part in further training**. However, board members who see problems due to time constraints in the coming year are less likely to plan to continue their training.

At the meso level, i.e. the club level, it is apparent that the willingness of board members to take part in further training is more pronounced in clubs that attach greater importance to the further and advanced training of volunteers and to developing new ideas. **In addition, a culture of recognition within the club** in the form of honours and awards (e.g. badges of honour, medals, certificates etc.) has a **positive effect on the willingness to take part in further training**. In addition, the willingness to take part in further training is more pronounced among the board members in clubs that have a contact person who is responsible for the further and ad-

vanced training of club staff. Similar to coaches and trainers (cf. Breuer & Feiler, 2020b), **clubs that have a contact person, also known as a caretaker, can have a positive effect on whether board members want to receive further training**. It is possible that a “caretaker” makes it easier for board members to obtain information on further and advanced training opportunities, which in turn will have a positive effect on their willingness to take part in further training.

2.8 Compensation

2.8.1 Expense allowance

The evaluation of the motives of the board members revealed that monetary compensation only plays a minor role as an incentive to serve on the board (cf. section 2.5). However, board members also indicate that they are rather dissatisfied with the financial remuneration (cf. section 2.6.2). If we examine the actual number of board members who received an expense allowance, we see that 21.7 % of board members received an expense allowance in 2017, i.e. just under four out of five board members did not receive an expense allowance at all in 2017. This means that proportionately far fewer volunteer board members have received an expense allowance than volunteer coaches and trainers (Breuer & Feiler, 2020b).

There are no significant differences between the genders and age groups of board members with regard to the receipt of an expense allowance. However, there is a statistically significant difference in the amount of the expense allowance received between board members with and without training for their board activities. For example, 22.5 % of the board members with training received an expense allowance for their work, while the proportion among board

31 A multi-level analysis (cf. method section 4.5.7) was carried out with data from the micro level (board members) and the meso level (clubs). The item “I plan to do a training course for my activity as a board member in the coming year” served as the dependent variable.

members without training for their activities is 17.7 %. **Training is, therefore, an important factor when it comes to receiving an allowance.**

On average, the total expense allowance (i.e. for all board members, including those who did not receive an expense allowance) was around € 310 for 2017. About 95 % state they have received an expense allowance of up to € 720, i.e. the same amount as the volunteer allowance, which conversely means that only about 5 % of the board members have received an expense allowance of more than € 720. These top 5 % of the board members who received a higher expense allowance than the volunteer allowance, thus distort the mean value upwards (the median is 0, cf. Table 15).

If we only look at the board members who stated that they had received an expense allowance in 2017, the average value amounts to approximately € 1,580 for 2017. However, the median shows that the amount of the expense allowance for half of the board members who received an expense allowance is a maximum of € 600 (cf. Table 15), i.e. it is clear that the average value here is also distorted by a few board members who received a higher expense allowance.

Table 15: Amount of expense allowance of board members in 2017.

	Total		Allowance received	
	Mean value	Median	Mean value	Median
	in €		in €	
Expense allowance in 2017	310	0	1,584	600

If, in addition to the average values, we look at the distribution of the expense allowances, we see that around 85 % of all board members received an expense allowance of up

to € 180 in 2017. 5 % each received from € 181 to € 540, from € 541 to € 720, and more than € 720. This again illustrates that the mean value of € 310 is distorted strongly upwards. If we only consider those board members who received an expense allowance, just over one-fifth state they have received up to € 180, while about one quarter received more than € 720 (cf. Fig. 61).

A differentiation of the board members who received an expense allowance by gender and age group shows that men received an average annual expense allowance of around € 1,570, while women received an average of around € 1,650. However, the difference is not statistically significant, and the median is significantly lower for both genders, namely € 550 for men and € 600 for women (cf. Table 16).

The differentiation by age group shows that, on average, adolescents aged 15 to 18 received the lowest expense allowance in 2017, while the age group 41 to 60 received the highest expense allowance on average. However, the differences are not statistically significant. The median in all groups is again well below the mean value. In the age group 19 to 26, half of the board members received an expense allowance of up to € 720, i.e. up to the amount of the volunteer allowance. In all other age groups, the median is lower (cf. Table 16).

Moreover, there is a significant difference in the amount of the expense allowance that is paid between board members with and without training for their board activities. For example, the average annual expense allowance for board members with training who received compensation in 2017 was around € 2,125 (median = € 700), while board members without training received an average of around € 590 (median = € 500) for their activities if they were paid at all (cf. Table 17).

Even if, according to their own statements, the board members are not particularly financially motivated (cf. section 2.5), the relatively large difference in the amount of the expense allowances between trained and untrained board

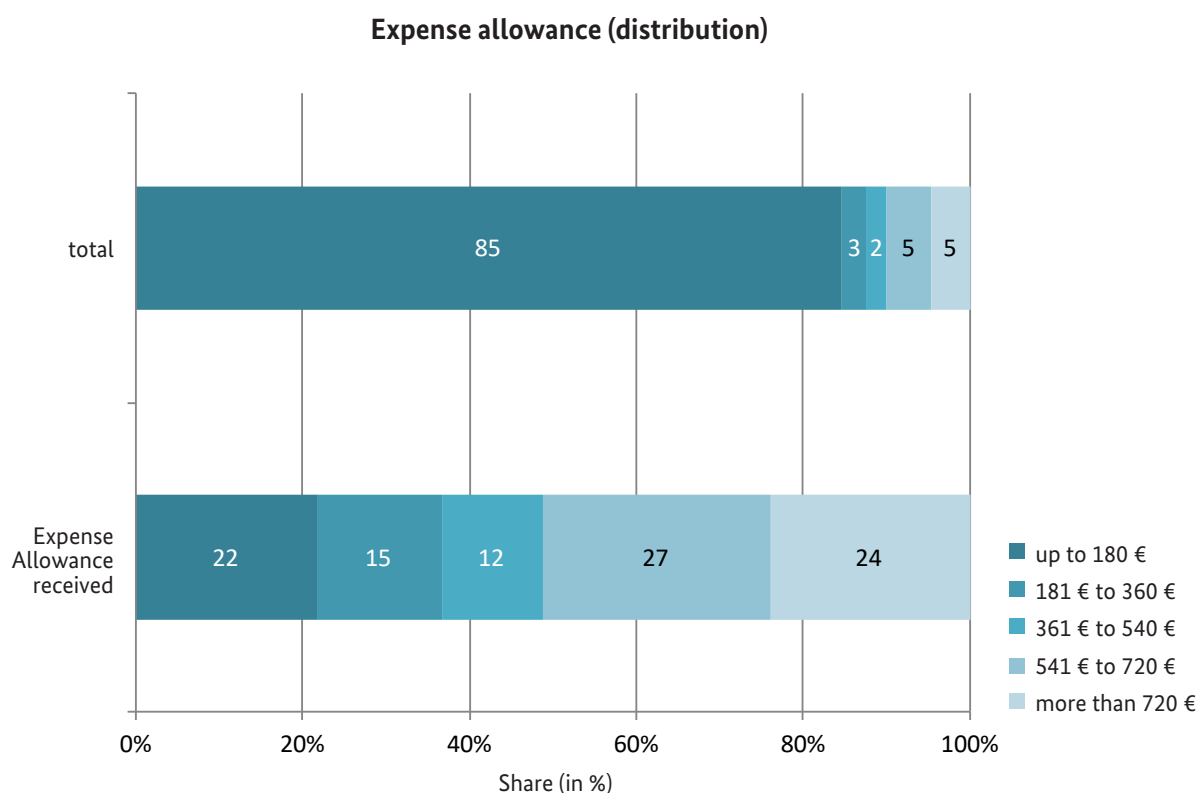


Fig. 61: Distribution of expense allowances for board members.

Table 16: Average amount of the expense allowance (if an allowance is received), by gender and age group.

Expense allowance in 2017	Gender		Age (in years)				
	Male	Female	15-18	19-26	27-40	41-60	over 60
Mean value	1,567	1,653	160	767	610	2,190	1,123
Median	550	600	160	720	500	600	609

Table 17: Average amount of the expense allowance (if an allowance is received), by training (not) received for board activity.

Expense allowance in 2017	Training for activity		Significance	Effect size
	received	not received		
Mean value	2,125	591	0.041*	0.169
Median	700	500		

members is likely to be an incentive to take part in further training for their activities, especially in view of the dissatisfaction with the financial remuneration (cf. section 2.6.2). **From the point of view of clubs, training may be used as an argument for higher expense allowances, because it is not just the individuals themselves who will benefit from trained staff, but also the clubs.**

If we also consider the receipt and the amount of the expense allowances according to the various board positions (cf. Table 18), it is apparent that mass sports directors, heads of department, youth directors, and sports directors most frequently received an expense allowance in 2017. Considering all board members, i.e. including those who did not receive an expense allowance, the average expense allowance was highest among youth leaders and youth directors at just over € 840, while treasurers and cashiers received the lowest expense allowance at just over € 130³² (cf. Table 18).

If we add to this the distribution of the expense allowances received by all board members (i.e. including those who did not receive an expense allowance), it is apparent that the proportion of those who only received up to € 180 in 2017 is highest among secretaries (88 %), closely followed by press officers (86 %). On the other hand, the proportion of mass sports directors and heads of department is about 80 % in each case. In 2017, about 12 % of the heads of department and almost one in ten youth or mass sports directors received more than € 720, while the share of those who received more than the volunteer allowance was only about 3 % for the vice-chairpersons and about 4 % for the treasurers or cashiers (cf. Fig. 62).

If the club level is also taken into account when looking at the expense allowances of board members, it becomes apparent that larger clubs (measured by the number of members) have higher proportions of board members who received an

Table 18: Expense allowance of board members in 2017, by position.

	Allowance received	Amount in € (total)	
	Share (in %)	Mean value	Median
Chairperson	20.7	467	0
Vice-Chairperson	19.8	225	0
Volunteer manager	21.3	223	0
Treasurer / Cashier	19.4	132	0
Youth director / youth leader	27.0	844	0
Sports director	24.6	803	0
Press officer	20.5	174	0
Mass sports director	37.8	233	0
Secretary	19.2	156	0
Other position on the board	22.1	170	0
Head of department	27.2	309	0

32 However, the sometimes small sample size within the individual items must be taken into account, which might lead to distortions. It was also assumed that structural as well as supply-specific factors at the meso-level, such as the sports offered by the club, play a role in determining the amount of expense allowances. For this reason, a more detailed statistical analysis (multi-level analysis, see method section 4.5.7) with the dependent variable of the amount of the expense allowance was also used (cf. footnote 33).

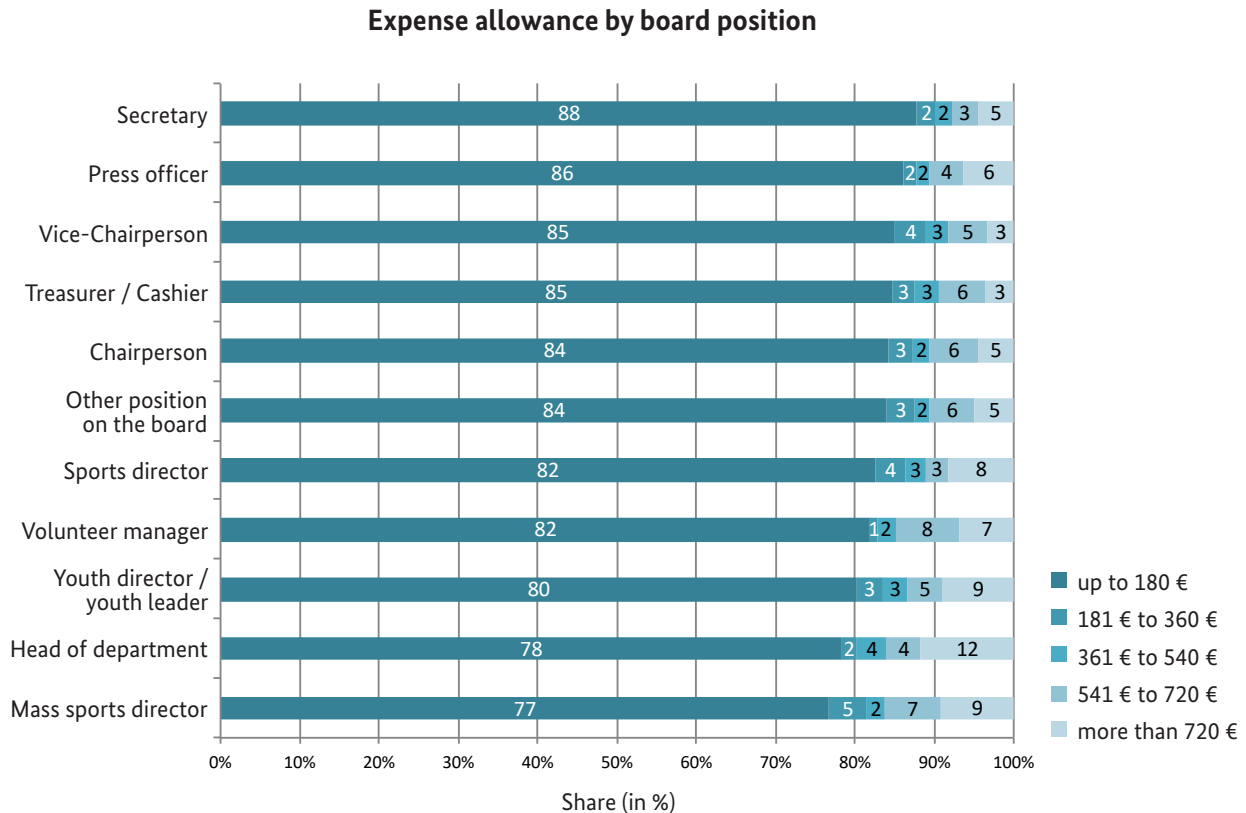


Fig. 62: Distribution of expense allowances of board members, by position (for all board members).

Table 19: Expense allowance of board members in 2017, by club size.

Club size (in members)	Allowance received	Amount in € (total)	
	Share (in %)	Mean value	Median
up to 100	15.8	56.4	0
101-300	20.2	130.4	0
301-1,000	23.7	197.9	0
1,001-2,500	32.0	794.4	0
over 2,500	28.1	5,772.5	0

expense allowance and higher average expense allowance amounts (cf. Table 19). The differences in the expense allowances and in the expense allowance amounts between groups, i.e. between clubs

of different sizes, are statistically significant³³. Larger clubs, therefore, tend to pay an expense allowance to their board members more often and, on average, also pay a higher expense allowance.

³³ The fact that the size of the club is a decisive and significant factor for the amount of expense allowances was confirmed by a more detailed statistical analysis (multi-level analysis, see method section 4.5.7). However, various sport-specific effects were also observed, i.e. the amount of the expense allowance also varies according to the sports offered by the clubs. In contrast, only a few individual factors showed a significant influence on the amount of the expense allowance.

2.8.2 Reimbursement of travel expenses

In addition to an expense allowance for their work, some board members are also reimbursed for travel expenses. However, only a relatively small proportion of the board members are offered this benefit. For example, 14.8 % of the board members state that they had travel expenses reimbursed in 2017. At 16.2 %, the proportion of male board members was significantly higher than that of female board members (10.7 %). In addition, board members with training for their activities had travel costs reimbursed significantly more often (16.4 %) than those without training for their activities (12.5 %).

If travel expenses were reimbursed in 2017, they averaged around € 200, with men receiving an average reimbursement of € 216 and women € 125. Board members with training for their activities received a higher average reimbursement of travel expenses (€ 226) than board members without training (€ 153), although the differences are not statistically significant, as is the case for the genders³⁴.

2.9 Sociodemographic background

2.9.1 Age and gender

As was already mentioned (cf. section 2.1), more men (72.6 %) than women (27.4 %) participated in the survey. The average age was 49.2 for women and 54.1 for men.

2.9.2 Education and training

A total of 5.4 % of the board members stated that they are still in training, although there are significant gender differences. Among male board members, the proportion of people in training is 4.9 %, and among female board members, 6.8 %.

As far as the educational qualifications of board members are concerned, we see that the overall level of education is quite high. A total of 38.3 % of the board members have a degree from a university or university of applied sciences³⁵, although the proportion is slightly higher for men than for women. Another roughly 12 % have the general qualification for university entrance, i.e. they have completed the Abitur. Here, proportionately more women state that this their highest qualification, while proportionately slightly more men have the entrance qualification for universities of applied sciences. About 23 % state that their highest educational qualification is the intermediate school leaving certificate (men: 21.3 %; women: 27.3 %)³⁶, and about 7 % have a lower secondary or primary school leaving certificate³⁷. None of the board members who took part in the survey has no educational qualifications (cf. Fig. 63).

It is thus clear that compared to the population as a whole, a proportionately higher number of board members have a university degree and fewer have a lower secondary or primary school leaving certificate, i.e. the average level of education among board members is higher overall than in society.

It is also interesting to note that people who have received training for their board activities also tend to have a higher educational

³⁴ Moreover, it is not possible to verify the actual travel expenses.

³⁵ In comparison, the proportion of the population with a university degree was 17.6 % in 2017 (more recent data is not available) (Federal Statistical Office [Statistisches Bundesamt], 2019c).

³⁶ In comparison, the proportion of the population in 2017 (more recent data is not available) with an intermediate school leaving certificate was 23.1 % (Federal Statistical Office [Statistisches Bundesamt], 2019c). This proportion is thus almost identical to the proportion among the board members.

³⁷ In comparison, the proportion of the population with a lower secondary or primary school leaving certificate in 2017 (more recent data is not available) was 30.4 % (Federal Statistical Office [Statistisches Bundesamt], 2019c).

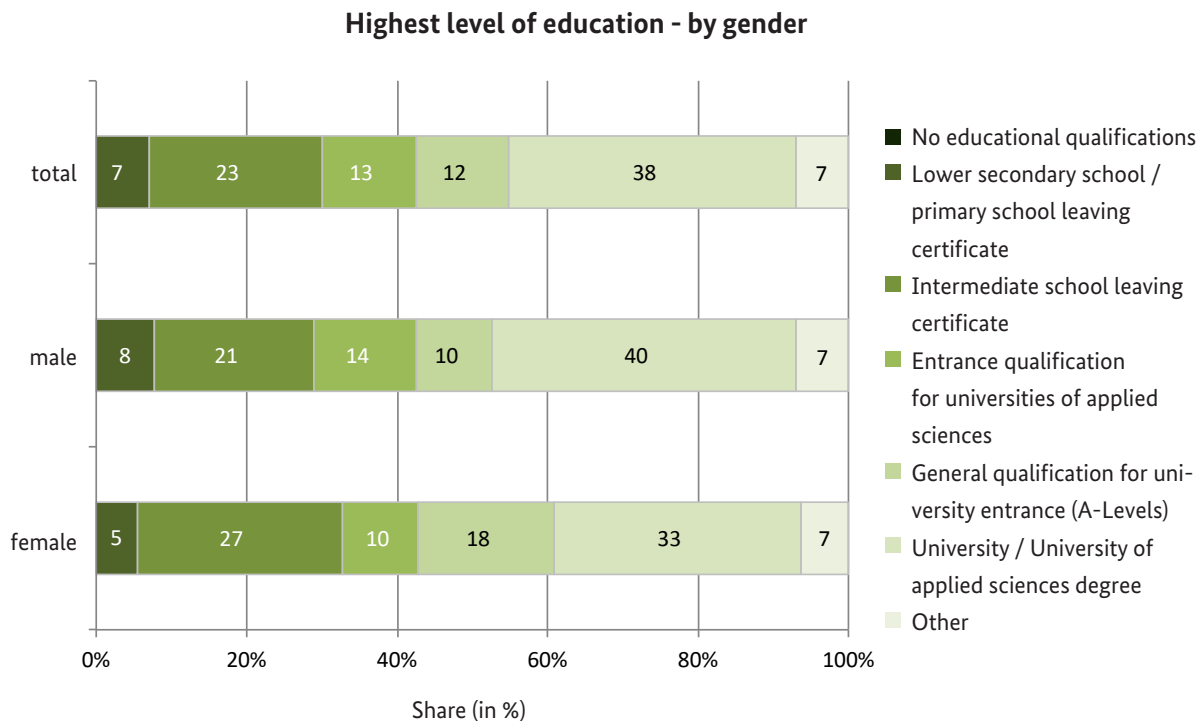


Fig. 63: Highest educational level of board members, by gender (share in %).

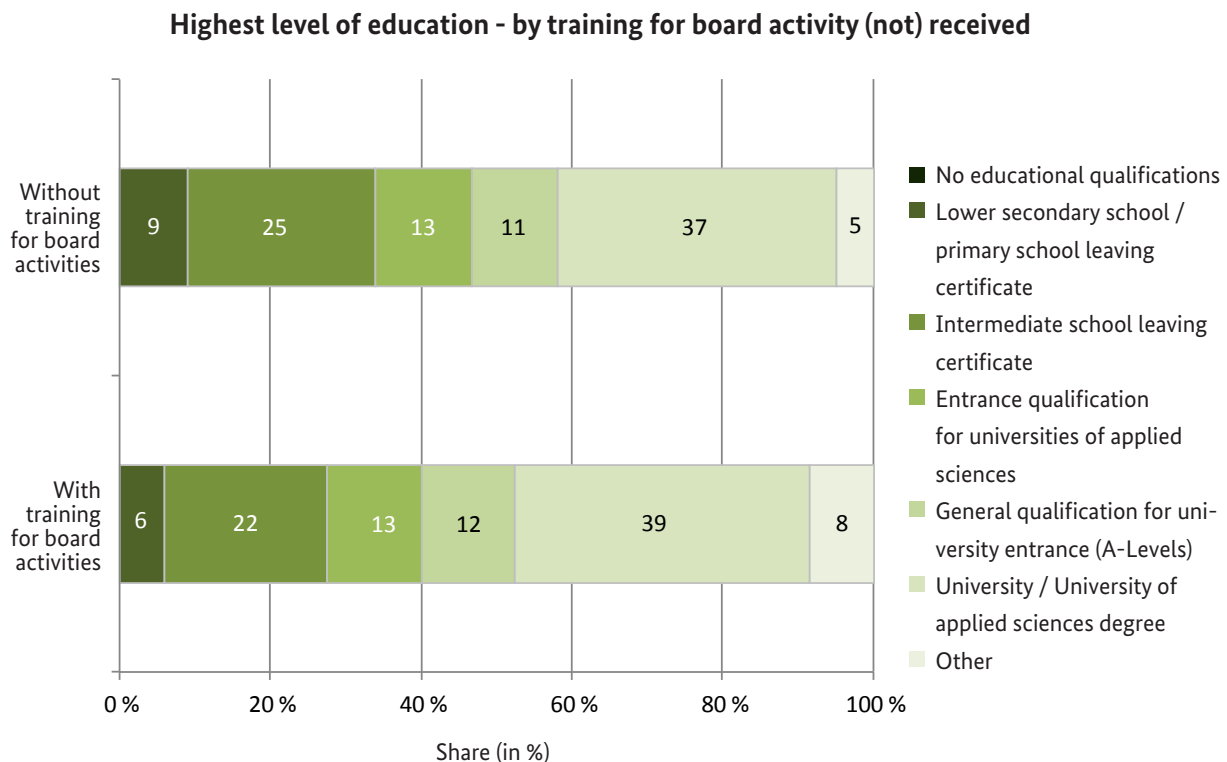


Fig. 64: Highest educational level of board members, by training (not) received for board activity (share in %).

qualification. For example, the share with a degree from a university or university of applied sciences is 39.2 % in the group with training for their activities, compared to 36.9 % for those without training. In addition, 9.1 % of persons without training for their activities have a lower secondary school leaving certificate or primary school leaving certificate, compared to 5.8 % in the group with training (cf. Fig. 64).

2.9.3 Country of birth and nationality

The board members of sports clubs in Germany were almost exclusively born in Germany (97.9 %; men: 98.3 %; women: 96.7 %) and have German citizenship (99 %; no gender differences)³⁸. A small number of the board members were born in Poland, the USA, Russia, Austria, the Netherlands, France, Belgium, Great Britain, Italy, Romania, Australia, Iran and other countries.

2.9.4 Working and care time

When asked about their weekly working hours (outside the club), the board members cited an average working time of 32.7 hours, with the working time averaging 34.3 hours for the male board members and 28.5 hours for the female board members. Board members with training specify an average weekly working time of 32 hours, while board members without training work an average of 33.9 hours per week. In total, half of the board members specify a maximum working time of up to 40 hours. This corresponds to full-time employment.

In addition, board members spend an average of 8.6 hours a week on childcare/care for relatives in need of care, with women investing significantly more time in this area (14.5 hours) than men (6.6 hours). There are no significant differ-

ences in the care time between board members with and without training for their activities.

2.9.5 Household size

On average, the board members live in a three-person household, with half of the board members living in a household with a maximum of two persons. Nearly one-fifth of the board members state that they have one or more children under the age of 14. No differences between the genders are apparent here. About 68.5 % of these children are also members of the same club in which the board member activity is carried out. However, the proportion is higher for women (75.9 %) than for men (65.7 %).

2.9.6 Disabilities

In addition to questions about their family situation, the board members were asked whether they had a disability. 5.9 % of the board members stated that they had a disability with a degree of less than 50 per cent, and 7.5 % state a disability with a degree of 50 per cent or more (severe disability). 86.6 % of the board members, therefore, have no disabilities, with the proportion of persons without disabilities being slightly lower for men (85.3 %) than for women (90.4 %). Compared to the German population as a whole, the proportion of severely disabled people among the board members is slightly below the national average, which was 9 % in 2015, or a total of around 7.6 million people (Böhm, 2018).

2.9.7 Income

The board members were also asked about their personal monthly net income. About 16 % did not want to provide information on income,

³⁸ In principle, however, it cannot be ruled out that board members born in Germany and board members with German citizenship may also include people with a migration background. According to the Federal Statistical Office, a person has a migration background if he or she or at least one parent was not born with German nationality (Federal Statistical Office [Statistisches Bundesamt], 2020). However, this characteristic was not surveyed in the present survey. According to statements by the DOSB Equal Opportunities and Diversity Division, Department of Sport and Integration, the results reflect a realistic trend, however, that a below-average number of people with a migration background are active as board members.

which applies to more women than men. If we consider those board members who provided information on their income, it is apparent that these board members come from all income brackets. About 45 % of the board members state that they have an average income of € 1,500 to € 3,500, with this being the case for about half of the men and 37.4 % of the women. Moreover, women cite an income of more than € 3,500 less frequently (7.4 %) than men (30 %). On the other hand, the proportion of women with an income of up to € 1,500 is 34.7 %, compared with only 7.9 % for men (cf. Table 20).

If we consider the monthly net income of those who provided information, there are only slight differences between the groups of board members with and without training for their board activities. A slightly higher proportion of persons without training for their activities indicate a monthly net income of € 2,501 to € 3,500. On the other hand, the group of board members with training includes a proportionately larger number of people in the income bracket above € 4,500 (cf. Table 21).

Table 20: Monthly personal net income of board members.

Euro	Total	Male	Female
	Share (in %)		
up to 500	2.9	1.2	7.5
501 - 1.500	12.2	6.7	27.2
1,501 - 2,500	23.6	23.0	25.1
2,501 - 3,500	21.9	25.4	12.3
3,501 - 4,500	13.4	16.8	4.1
over 4,500	10.5	13.2	3.3
no information	15.5	13.7	20.5

Table 21: Monthly personal net income of board members, by training (not) received.

Euro	Training for board activity	
	received	not received
	Share (in %)	
up to 500	3.1	2.7
501 - 1.500	12.3	12.1
1,501 - 2,500	23.6	23.6
2,501 - 3,500	20.7	23.6
3,501 - 4,500	12.9	14.1
over 4,500	11.7	9.0
no information	15.7	14.9

2.10 Current life situation

We often hear claims that sport has special effects. The board members were, therefore, asked about their current life situation. With regard to their own sporting activities, it is evident that the board members are highly active in sports. For example, 79.6 % of the board members state that they do sports every week. This is well above the German average. On the basis of the Socio-Economic Panel (SOEP) for the year 2017, the national average shows that 43.6 % of the population stated that they do sports every week. In addition, 6.6 % of the board members do sports every month (SOEP: 5.4 %) and 11.4 % less frequently than once a month (SOEP: 13.6 %). On the other hand, only 2.4 % of the board members state that they never do sports, compared to the German average of 37.4 %.

With regard to social relationships, it is evident that the board members have strong social connections. For example, the board members claim to have an average of seven close friends. This is above the German average, which, according to SOEP evaluations for 2017, is around four close friendships.

The strong connections of board members are also reflected in a relatively high level of trust in other people. Around 88 % of the board members stated that they generally trust people. By comparison, the SOEP 2013³⁹ estimates that only about 65 % of the overall population thinks this way. In addition, around 82 % reject the statement that nowadays you cannot rely on anyone. In the overall population, the rejection of this statement is around 64 %. The picture is mixed when dealing with strangers: Around 58 % of the board members are of the opinion that caution

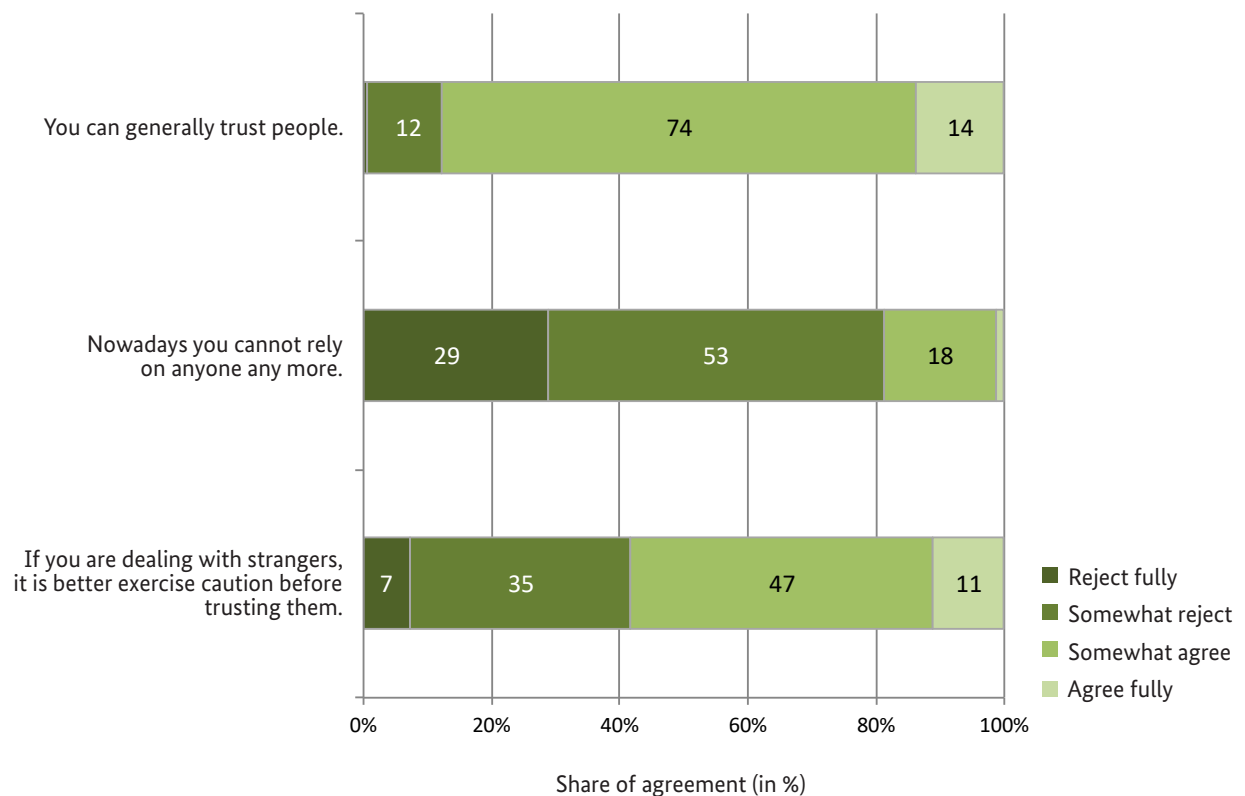


Fig. 65: Agreement of the board members regarding trust in other people (1="reject fully" to 4="agree fully").

39 Current SOEP values are not available at this point.

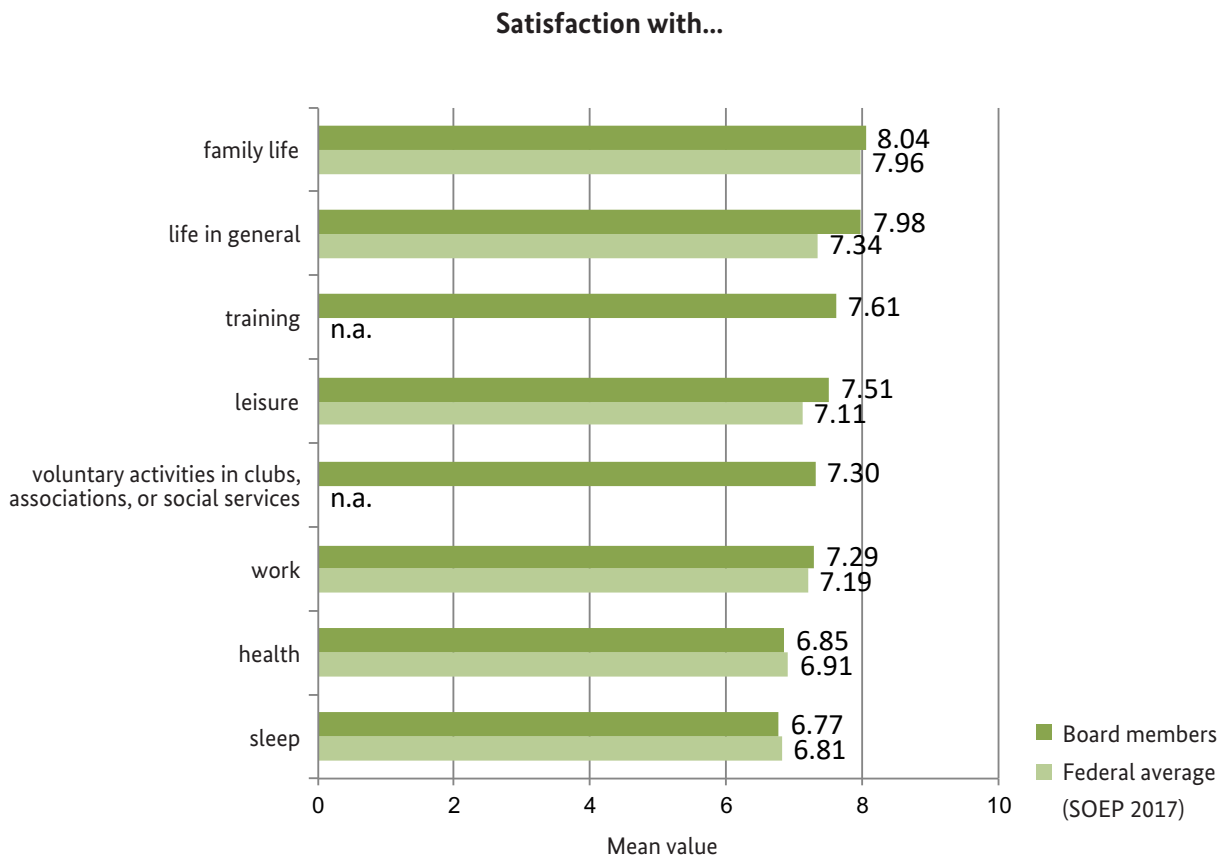


Fig. 66: Satisfaction of board members with various aspects of their lives (0="not satisfied at all" to 10="extremely satisfied").

should be exercised when dealing with strangers (cf. Fig. 65). On average, in Germany, about 86 % of the population share this opinion.

In addition to social contacts, the board members were asked about their general satisfaction with various aspects of their lives. Here, too, a high level of satisfaction is evident, especially with their family life, their training (if they are currently involved in training), their leisure activities, their volunteer work in clubs, associations or social services, and their work. The lowest level of satisfaction is observed regarding sleep and their own health. All in all, however, the board members are extremely satisfied with their lives (cf. Fig. 66).

Compared to the German average, based on SOEP 2017, the board members are generally more satisfied with their lives ($M=7.98$ vs. $M=7.34$). The satisfaction with leisure activities is also more pronounced among board members ($M=7.51$) than in the overall German population ($M=7.11$). The same applies to satisfaction with family life and work. However, the average German citizen is somewhat more satisfied with his/her health (SOEP: $M=6.91$) and sleep (SOEP: $M=6.81$) than the board members. However, the differences are very small (cf. Fig. 66).

3 Conclusion: Key results and recommended actions



Background of the survey: New elements in the Sport Development Report

In the seventh wave of the Sport Development Report, not only the sports clubs themselves, i.e. the organisations, but also for the first time, coaches and trainers, as well as board members, were surveyed. Results of the club survey and the survey of coaches and trainers were presented in separate publications (cf. Breuer & Feiler, 2020a, b).

Participating board members more satisfied and socially better connected than the overall population

4,631 people from 2,678 sports clubs in Germany participated in the survey of the board members. According to the sample, there are, on average, more men than women acting as board members of sports clubs in Germany. On average, they have more friends, a higher level of education, and are more satisfied with their lives than the overall population.

Participating board members almost exclusively born in Germany - approaches to promote cultural diversity

The participating board members are born almost exclusively in Germany and have German citizenship. Various measures can be adopted to promote cultural diversity in official functions in sports clubs. For example, flexible models could be developed to make board positions low-threshold (e.g. by sharing board positions or mentoring programmes). In addition, intercultural opening processes in boards and clubs could be encouraged. In this context, the seminar “Fit for Diversity”, which was developed and used in the federal programme “Integration through Sport” (cf. DOSB, 2020), would suggest itself.

High level of satisfaction with the board activities and club

The majority of board members are satisfied with their activities and their club. In addition, board

members are generally more satisfied with their lives than the overall population. However, 41 % of the board members also stated that they had already toyed with the idea of giving up their activities, even if they had not (yet) put this idea into practice.

High continuity of volunteer commitment from board members

Overall, the average age of the participating board members is around 53 years, and the average length of their board activity is around twelve years, with about one in ten board members having served on the board in a volunteer capacity for over 30 years. This shows a high level of continuity in the commitment of the board members, especially in comparison to other areas of the third sector, and thus the strong social binding power of sport in general and of sports clubs in particular. Nevertheless, the fact that many clubs are having difficulties finding successors for volunteer functionaries should not be ignored (cf. Breuer & Feiler, 2020a).

Strong economic significance of volunteer work

In total, the volunteer board members in sports clubs in Germany contribute a considerable amount of monthly working hours. If we extrapolate the monthly commitment of board members and cash auditors to all sports clubs, this results in around 13 million hours of work performed each month by volunteer board members and cash auditors in the sports clubs. On this basis, a monthly added value of around € 194.8 million or an annual added value of around € 2.34 billion can be calculated through the voluntary commitment of the board members and cash auditors. If we include the volume of volunteer work carried out by coaches and trainers (cf. Breuer & Feiler, 2020b), this results in a monthly commitment of around 23.8 million hours and an annual added value of around € 4.29 billion from volunteer work in sports clubs.

It should be noted that these projections should be treated with caution, i.e. as trends, as

the results of the stakeholder surveys are likely to be classified as non-representative (cf. sections 1 and 4.4.3). On the other hand, these projections do not yet include the volunteer commitment of referees and officials and the time invested by the numerous helpers who do not hold a permanent position (e.g. for driving services or support at sports events).

Qualification is important for both the clubs and volunteers - but almost 43 % of the board members have no relevant training

The board members in the sports clubs in Germany have various qualifications, including both non-formal qualifications through the German sports system, such as a DOSB licence as club manager at levels C and B, and formal qualifications such as a degree in business administration, management, or law. Furthermore, more than a quarter of the board members have completed a commercial apprenticeship. It is striking, however, that a total of around 43 % of the board members have no special training for their board activities, where the proportion is slightly higher among men than among women in board positions. On the other hand, it is positive that more than half of the board members state that they are trained or qualified for their office.

However, the share of over 40 % of persons not specifically qualified for their board activities is interesting in that there are differences between board members with and without training for the activity in various areas, e.g. motivation, satisfaction, terms of office, receipt of expense allowances, and perceived limitations in carrying out the activity due to lack of knowledge and skills. For example, board members with training for their activities feel less limited by their knowledge and skills than board members without training. Training is, therefore, important not only to obtain the necessary qualifications but also to feel personally more confident in carrying out the activity.

Need for improvement regarding women in management positions

Women are underrepresented in all board positions compared to the female population. This applies in particular to the positions of (vice) club chairperson and sports director. The office with the highest proportion of women (around 46 %) is that of the secretary. Clubs need to take action to increase the proportion of women on the board, as studies have shown that clubs with a higher proportion of female board members complain of fewer organisational problems. In 2017, however, almost a quarter of the sports clubs had no women on the board.

Club management older than other functionalities - young volunteers especially in the youth sector

The age structure of the board members shows that there are apparent age differences between the individual board positions. In particular, the executive positions on the board, such as the chairperson and volunteer manager, which are the most time-consuming, are predominantly occupied by people who are already in the second half of life, i.e. who are over 40 years old. On the other hand, positions that tend to be closer to the sports business, such as sports and youth directors, are on average held by younger people. The position of a youth leader is held by young people up to the age of 18 more frequently than any other position on the board.

When it comes to recruiting new board members, there is potential, especially for the positions in club management, among the younger age groups that have so far been underrepresented, even if time constraints due to occupational commitments may have to be overcome. An approach the clubs might take to attract more adolescents to volunteer work could be, for example, appropriate training for activities (e.g. DOSB pre-stage qualifications) to prepare potential candidates for their office. Also, the office of youth director seems to be a

good entry position to introduce adolescents to volunteer work. It would also make sense to use the offers of the associations and sports youth organisations for “young volunteers” (cf. e.g. Deutsche Sportjugend, 2020; DFB, 2020; Sportjugend NRW, 2020).

Club community most important motive for carrying out the activity

Board members in sports clubs in Germany carry out their activities primarily because they want to do something for the club community and because of their personal values and convictions. This includes a meaningful commitment in their leisure time, such as volunteer work in a sports club. An important role is also played by solidarity with the club because, as described above, many board members have been members of “their” club for years or even decades. But fun carrying out the activity and the enjoyment of commitment are also often mentioned as reasons for carrying out the activity.

Intrinsic motives dominate

If individual motives are combined into coherent bundles of motives, the most important bundle of motives for the board members can be headed “well-being and meaning”, followed by “social responsibility” and “solidarity with the club and sport”. This means that intrinsic motives are the most important, while material incentives (money, reduced membership fees, provision of sportswear) hardly play a role.

Different motive structures depending on age and gender

There are clear differences in the motivational structure between men and women and also between the different age groups. For example, men cite sporting motives more often than women, while women tend to have a stronger desire to learn things that can be applied in other areas and to test their own skills. The motive bundle “well-being and meaning” is also more

pronounced among women than among men. The same applies to people over 60 who most often pursue motives that give them meaning, whereas, for example, the motive of personal development or gathering experience is most pronounced in the age group 19 to 26. If a club wants to attract potential new board members, the different motive structures should be taken into account, and the people should be addressed and convinced accordingly.

Different motive structures depending on training for the activity

In addition to differences between the genders and age groups, there are also differences in the motives of board members with and without training for their activities. The main difference between trained and untrained board members is that trained board members more often cite that they want to share their knowledge and skills with others as a reason for carrying out their activities than board members without training. Trained board members also want to gain further experience and develop themselves personally through their work more often than untrained board members. Since passing on knowledge, i.e. learning from each other, is an important factor in any form of organisation, including sports clubs, to keep the organisation running, the importance of having well trained and qualified volunteers is again emphasised.

Possible support services to be provided by clubs with regard to qualification

Due to the differences between trained and untrained board members described above, clubs should create opportunities and support services for the volunteers that enable them to receive further training for their activities. A decisive factor in this respect is often a contact person in the club who is familiar with the subject of qualification and can advise the members on possible further training and qualification opportunities. Further analyses have shown, for

example, that clubs that have a contact person, a “caretaker”, can help to increase the willingness of board members to acquire qualifications. In addition, clubs can positively affect the willingness of board members to take part in further training by placing greater emphasis on the further and advanced training of volunteer employees, innovative concepts, and increased recognition of their achievements.

Dissatisfaction with tax benefits and bureaucracy

We see that the board members are particularly satisfied with their own performance as board members, the cooperation within the club, and the flexible operating times. On the other hand, satisfaction is less pronounced, especially regarding tax benefits, financial remuneration for the work, and the associations' registration system. On average, board members are also not very satisfied with the bureaucratic burden of reimbursement. So there is still a need for improvement here to free the volunteers from bureaucratic burdens. According to the current Sports Report of the Federal Government (German Bundestag, 2019), initial approaches have already been adopted regarding tax relief and the “less bureaucratic” design of regulations, although these measures do not yet appear to have led to increased satisfaction among the board members in these areas. Therefore, there seems to be a continuing need for action on the part of politicians to free volunteers from bureaucratic burdens and protect them from insufficient benefits.

Qualification decisive for satisfaction

Suppose we include having received training in consideration of satisfaction with individual aspects of the activity. In that case, a clear picture emerges: Trained board members are significantly more satisfied with their own performance and their activities than board members without training. Satisfaction with the motivation of the participants in club groups is also more pronounced among trained board members. The

training is therefore important for the trained person in terms of motivation, satisfaction and confidence with their own performance, but also in terms of cooperation with other people in the club. On the other hand, training obviously requires time to be invested, which deprives people of their own free time. In this respect, it is particularly important from the point of view of the clubs and with regard to a long-term commitment of the volunteers to make the opportunities for education and training as simple and as uncomplicated as possible (keyword contact persons in the club, flexibly designed learning environment etc.).

Qualified board members are more satisfied with the opportunities for further and advanced training

Board members with training for their activities are significantly more satisfied with the opportunities for further and advanced training. Conversely, this means that board members without training are less satisfied in this area and may therefore not have taken advantage of the offers so far. This could be a good starting point for clubs and associations to achieve a higher rate of training among volunteers. In this context, it is necessary to filter out why the untrained board members are not satisfied with training offers and then make appropriate adjustments to the offers. The clubs and associations should also examine whether all board members are aware of the existing further and advanced training offers.

In the medium term, only about one-third of board members are fully committed to future activities

In the short term, the majority of the board members plan to continue their activities. However, agreement decreases quite meaningfully when a medium-term perspective of three years is considered. Only 37 % strongly agree that they still want to be active for the club in three years' time, while about a tenth does not agree with

this statement at all and does not plan to continue their activities for the club as a board member in the medium term. To what extent these plans will be implemented, however, cannot be deduced from the studies to date.

Commitment to future activities and further training more pronounced among trained board members

The age group 27 to 40 most often plans to do a training course for their activities in the coming year. In this context, it is interesting to note that board members with training for their activities are more likely to be willing to take part in further training for their activities than board members without training. In addition, trained board members more often plan to commit themselves to the club in the short and medium-term. This result should be an additional motivation for the clubs to convince volunteers to take part in education or training.

Time constraints for younger board members - plans to terminate the activity among older board members

Another result of the study is that time constraints are a problem for some of the board members, namely for about one-fifth of the respondents. Those over 60 are less affected by this. However, board members over 60 are most likely to give up their board activities as soon as a replacement is found. Board members who plan to give up their office as soon as a replacement has been found have, on average, already served on the board for considerably longer than persons who do not (yet) plan to leave office as soon as possible.

Only about one-fifth of the volunteer board members receive an expense allowance

A differentiated evaluation of the satisfaction of the board members with individual aspects of their activity reveals that the average level of satisfaction with the financial remuneration for the work is low. This result is underpinned by

the fact that only about one-fifth of the surveyed board members received an expense allowance in 2017. About three-quarters of the board members who received an expense allowance received up to € 720 per year, i.e. the amount of the volunteer allowance.

Qualified people receive financial compensation more often

It is, however, also apparent that board members with training for their activities are, on average, more likely to receive financial compensation than board members without training. The compensation is also higher. From the point of view of clubs, training may be used as an argument for higher expense allowances, because it is not just the individuals themselves who will benefit from trained staff, but also the clubs. Nevertheless, entry into voluntary work should continue to be accessible to people with less formal or non-formal qualifications.

Expense allowances are linked to factors at the club level

However, it is also apparent that various structural factors, such as the size of the club and the types of sport offered, play a role in the payment of expense allowances. For example, the amount of expense allowances tends to increase with the size of the club, measured by the number of members.

Limitations of the survey

Finally, it should also be pointed out in this conclusion that, when interpreting the results of this report, it must be borne in mind that, unlike in the organisation survey, representativeness cannot yet be adequately assessed. This is due to the fact that the structural characteristics of the population of all board members are unknown. In this respect, the study has an exploratory character.

4 Method



4.1 Background

The Sport Development Reports - “Analyses of the Situation of Sports Clubs in Germany” represent a further development of the Financial and Structural Analyses of German Sport (FI-SAS) with the aim of providing decision-makers in organised sport as well as in public sports policy and administration with timely information relevant to policy fields and management (knowledge of action and argumentation). This support is intended to strengthen the competitiveness of organised sport in times of dynamic social change. The project is financed by the 16 federal state sports confederations, the German Olympic Sports Confederation (DOSB), and the Federal Institute for Sports Science (BISp).

In mid-2017, Univ.-Prof. Dr. Christoph Breuer from the Institute for Sport Economics and Sports Management at the German Sport University Cologne was commissioned to carry out the seventh to the ninth wave of Sport Development Reports (“SDR 3.0”)⁴⁰. The methodical core concept of the Sport Development Reports is still the development of a panel design. Therefore, starting with the seventh wave, the same sports clubs will be surveyed online about their situation every three years. Furthermore, new elements of “SDR 3.0” are the so-called stakeholder surveys, i.e. surveys of different groups of people. In this context, the seventh wave of the survey also surveys coaches and trainers as well as board members in addition to the clubs. In the following eighth wave, another two groups of people, namely members and referees or arbitrators, will be interviewed. The individual stakeholder surveys will be carried out in waves seven to nine after the surveys of the clubs.

4.2 Procedure

For the first time in the history of the Sport Development Report, in addition to the sports clubs

themselves, i.e. the meso level, various groups of people from the clubs were surveyed, i.e. the micro-level was integrated. In the seventh wave, coaches and trainers, as well as board members, were surveyed in addition to the clubs. This expansion has made it possible to expand the previous pure organisation surveys to an extended system analysis.

In order to contact the board members, the clubs were asked at the end of the club survey whether they would be willing to participate in the survey of their board members. If approval was granted, the clubs were asked to provide a contact email address at which the clubs could be contacted in the context of the individual survey.

The sports clubs that had agreed to take part in the individual survey were contacted by the project team before the start of the survey of the board members. In the initial contact, the planned implementation of the survey of the board members was explained, and support was offered with regard to the text for the invitation. The clubs were asked to forward an individual link to their board members. Via this specific club link, which contained the ID of the club in each case, it was then possible to assign the persons to the various clubs.

4.3 Measurement

The analysis of the board members, who are considered internal stakeholders of the clubs, focuses on the production of knowledge of action. For example, the Sport Development Reports reveal a disproportionately large problem of sports clubs with regard to the recruitment and retention of volunteer functionaries. The internal stakeholder survey, therefore, raises the question of the conditions for recruiting and retaining this group. In particular, constructs of the volunteers’ job satisfaction, motivation, and future plans (willingness to continue the activity) are used. In order to operationalise these

⁴⁰ Reference number ZMVI4-081802/17-26.

constructs, we used tested scales such as the “Short questionnaire for recording general and facet-specific job satisfaction” (KAFA; Haarhaus, 2016), the “Motivation scale for sports volunteerism”, i.e. a scale for measuring the motives of volunteers (cf. Hoyer et al., 2008; Wang, 2004), and scales for measuring the “intention to continue”, i.e. the intention to continue the activity (Clary et al., 1998; Hoyer et al., 2008). The satisfaction scales were included as 11-point scales to ensure easy comparability with SOEP data.

Beyond that, however, the question of social significance and contribution to the common good of the board members' activities also arises, which is of central importance for the perspective of knowledge of argumentation. This perspective is operationalised on the basis of various questions regarding nature, scope, or

time required for board activities and socio-demographic data.

4.4 Representation

4.4.1 Sampling and response

Of the 19,889 clubs that took part in the club survey, 5,129 clubs agreed to participate in the survey of board members. These clubs received the individual club link on 08.05.2018 to forward and invite their board members to take part in the survey. During the field time, two reminders were sent out, provided that the respective club link had not been clicked at all (1st reminder on 11.06.2018; 2nd reminder on 26.06.2018). Both reminders led to an increased response rate. The

Table 22: Participation by the federal state.

Federal state	Clubs Sample	Clubs Participation	Board members and cash auditors
			Number
Bavaria	634	297	458
Hamburg	57	35	78
Berlin	97	57	98
Brandenburg	137	61	97
Bremen	23	14	21
Hesse	424	219	427
Mecklenburg-Vorpommern	89	45	61
Lower Saxony	533	288	494
North Rhine-Westphalia	1,160	666	1,195
Rhineland-Palatinate	372	203	387
Saxony	225	116	169
Saxony-Anhalt	145	63	93
Thuringia	176	83	115
Baden-Wuerttemberg	736	377	674
Saarland	129	76	132
Schleswig-Holstein	192	86	156
Total	5,129	2,686	4,655

survey of the board members was completed on 09.07.2018. A total of 4,655 board members and cash auditors from 2,686 clubs took part in the survey. A differentiation of the participation by federal states can be found in Table 22.

The evaluations in this report only contain the data for the board members but not for the cash auditors (for explanations, see section 2.3.2). Therefore, the sample used for the analyses amounts to a total of $n=4,631$ board members from $n=2,678$ clubs (cf. Table 23).

4.4.2 Structural characteristics of the sports clubs of the participating board members

As described in the previous section, the surveyed board members come from sports clubs

in all 16 federal states. Of these, 86.3 % of the clubs are located in the old and 13.7 % in the new federal states.

If we consider the size of the clubs to which the surveyed board members belong, it is apparent that about 60 % of the clubs are smaller clubs with up to 300 members, while about 30 % of the clubs are medium-sized. About 9 % of the clubs have between 1,000 and 2,500 members, and about 2 % of the clubs are large clubs with more than 2,500 members (cf. Table 24).

Slightly more than half of the clubs are clubs with a single section (54.6 %), and accordingly, 45.4 % are clubs with a number of sections. The average founding year is 1951. However, the distribution shows that both very old and very young clubs are represented in the board members' sample (cf. Table 25).

Table 23: Participation by the federal state without cash auditors.

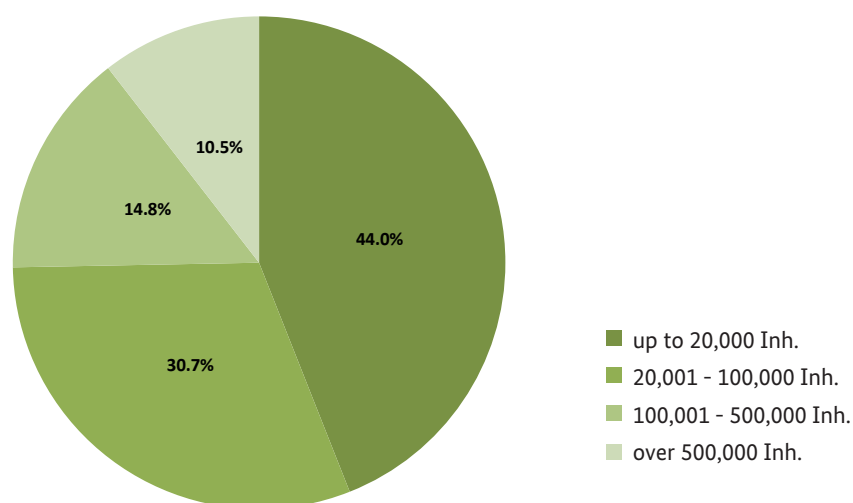
Federal state	Clubs Sample	Clubs Participation	Board members
	Number		
Bavaria	634	296	455
Hamburg	57	35	78
Berlin	97	57	98
Brandenburg	137	61	97
Bremen	23	14	21
Hesse	424	219	427
Mecklenburg-Vorpommern	89	45	60
Lower Saxony	533	288	493
North Rhine-Westphalia	1,160	663	1,185
Rhineland-Palatinate	372	202	385
Saxony	225	116	169
Saxony-Anhalt	145	63	93
Thuringia	176	83	115
Baden-Wuerttemberg	736	374	668
Saarland	129	76	132
Schleswig-Holstein	192	86	155
Total	5,129	2,678	4,631

Table 24: Size of sports clubs of participating board members compared to population (distribution in %).

Club size (in members)	Sample	Total population of clubs 2017
	Share (in %)	
up to 100	28.3	46.6
101-300	31.4	29.3
301-1,000	29.8	19.8
1,001-2,500	8.8	3.7
over 2,500	1.7	0.6

Table 25: Founding years of sports clubs of participating board members (distribution in %).

Founding year	Share (in %)
before 1900	12.1
1900 to 1915	9.4
1916 to 1930	12.3
1931 to 1945	2.5
1946 to 1960	14.2
1961 to 1975	15.9
1976 to 1990	14.2
1991 to 2005	11.9
since 2006	7.5

Clubs of participating board members according to size of municipality**Fig. 67: Municipality size of the sports clubs of participating board members, in inhabitants (Inh. = inhabitants; distribution in %).**

The sports clubs of participating board members are located in municipalities of different sizes. Around 44 % of the clubs are located in small municipalities with up to 20,000 inhabitants, while about one in ten clubs is located in a large municipality or city with more than 500,000 inhabitants (cf. Fig. 67).

4.4.3 Limitations of the individual stakeholder surveys

The procedure described above for contacting and questioning the groups of persons had to be chosen because another way of contacting the coaches and trainers was not possible due to data protection restrictions and a lack of data. In addition, with regard to the planned multi-level analyses, it had to be ensured that the persons could be assigned to their respective clubs.

Since not all clubs participated in the survey of the board members, only some of the clubs that also took part in the club survey, and since participation in the individual surveys by the persons contacted was also voluntary, a problem of sample distortion cannot be ruled out with the sample of board members. We refrained from weighting the personal data (e.g. on the basis of demographic factors such as gender, age, migration background), as comparable information on these factors was available on the basis of the weighted club data set, but no information on the population of the surveyed groups of persons was available. However, a comparison with characteristics of the weighted club sample at least showed that there were no significant differences between the weighted club data set and the micro-level data set with regard to the above-mentioned characteristics of the persons.

4.5 Data evaluation

4.5.1 Multiple answers

The data evaluation of question blocks in which multiple answers were possible (train-

ing, board offices, and other roles in the club) was carried out under consideration of a plausibility check. Thus, only those cases were included in the analysis in which at least one of the predefined response categories was selected. For this reason, there may be slight deviations in the values reported compared to the evaluation in the Federal Report (Breuer & Feiler, 2020a).

4.5.2 Testing for differences

To check whether statistically significant differences between different groups exist (e.g. between the genders or age groups), t-tests and univariate analyses of variance (ANOVA) were used in this report. In the figures of this report, statistically significant differences between the genders and training (not) received are marked with the usual label (cf. section 4.5.4).

If several groups are compared (e.g. age groups), the figures or tables indicate whether there are generally statistically significant differences between the groups. Which groups exactly differ from one another (e.g. the younger from the older ones) is explained at selected points in the text. Statistical significance means whether the results were achieved by chance or not, taking into account the error probability, i.e. a certain residual risk, (e.g. Lenhard & Lenhard, 2016).

4.5.3 Analysis of connections: Correlation analysis

In order to investigate whether there is a correlation between different variables, e.g. between the age of the respondents and the duration of the board activity, correlation analysis is used. The correlation coefficient r can be used to determine whether there is a positive or negative relationship between two variables. Here, r can assume values between -1 and $+1$, whereby a value close to 1 represents a strong correlation and a value close to 0 a weak one.

4.5.4 Error probabilities

A significance level of $\alpha=0.05$ is defined for all statistical tests in this report. The level of error probability, which is decisive for the determination of significance, is illustrated by the usual identification (cf. Table 26). If the error probability of the calculation is not more than 5 %, the result is therefore significant.

4.5.5 Effect size

Earlier in this chapter, we indicated that statistically significant differences are identified in this report. Statistical significance means whether the results may or may not have been obtained by chance, taking into account the probability of error, i.e. a certain residual risk. However, not every statistically significant result is necessarily of practical significance, as this may, for example, be related to the size of the data set. For example, when investigating large amounts of data, even small effects may be statistically significant, even if they are hardly striking in reality, i.e. they are practically irrelevant (Lenhard & Lenhard, 2016).

To determine how large the standardised mean difference between two groups (e.g. between the genders) actually is, i.e. how great the practical relevance of this difference is, we used effect size according to Cohen (Cohens d). According to this, there are three differently sized effects: $d=0.2$ corresponds to a small effect; $d=0.5$ corresponds to a medium effect; $d=0.8$ corresponds to a large effect (Cohen, 1988, 1992).

4.5.6 Factor analysis

In the chapter on the motivation of board members (cf. section 2.5.2), the statistical method of factor analysis (factor extraction after principal component analysis with varimax rotation) is used to reduce or group together individual items (a total of 31 items) into content-related categories of motives. Factor analysis serves to make a high degree of complexity, which results from the query of a multitude of variables (items), easier to interpret by combining them into a few so-called factors. Factor analysis identifies groups of variables that collect similar information (for a detailed description of the process, see Backhaus, Erichson, Plinke & Weiber, 2018). In the present case, the 31 items are reduced to seven factors. The seven extracted factors were tested for reliability using Cronbach's Alpha.

4.5.7 Multi-level analysis

In the sections on willingness to take part in further training and expense allowances, multi-level analyses were used in addition to the descriptive evaluations. Using this form of analysis, multiple levels, i.e. the board members themselves (micro-level) and the clubs (meso level), to which the board members belong, are included in the analysis. Thus the special data structure is taken into account, as several board members per club are examined. With this type of data structure, the analysis methods used must take into account that persons (in this case, board members) in the same club are likely to tend to

Table 26: Overview of error probabilities in statistical calculations and their identification.

Symbol	Meaning
*	significant, i.e. probability of error of the calculation is equal to/less than 5 %
**	very significant, i.e. probability of error of the calculation is equal to/less than 1 %
***	highly significant, i.e. probability of error of the calculation is equal to/less than 0.1 %

be more similar than board members in another club (cf. Rabe-Hesketh & Skrondal, 2012). It is, therefore, to be expected that the observations between clubs are independent of each other, but that within a club, they are not independent of each other due to possible unobserved club-specific characteristics (cf. Andreß, Golsch & Schmidt, 2013). Therefore, multi-level analyses are generally preferable to classical regression analysis in such cases.

5 References



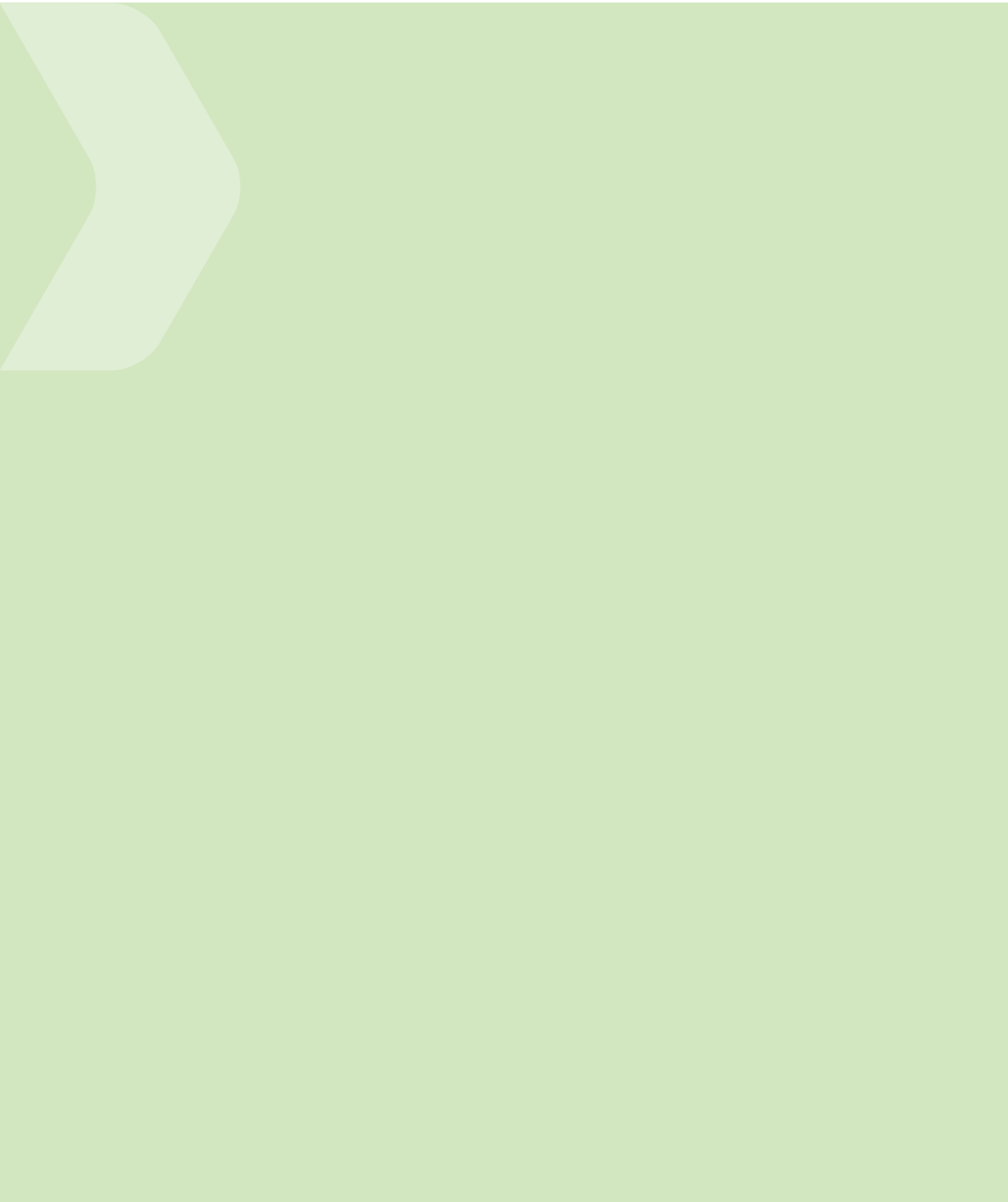
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