

UDC 331

THE EFFECT OF VOLUNTEER MANAGEMENT TO MOTIVATION, JOB SATISFACTION AND VOLUNTEER'S ON INTENTION TO CONTINUE VOLUNTEERING

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ABSTRACT

This study objective was to analyze the relationship between intention to continue volunteering and volunteer management with mediating motivation and job satisfaction of volunteer. The samples were volunteers who were volunteered in The Opening and Closing Ceremony division at Asian Games 2018, Indonesia. The sample collected by purposive sampling method. The hypothesis test completed using SEM method. It indicates a positive relationship between volunteer management and volunteers' intention to continue volunteering, with a mediating effect of volunteer motivation and volunteer job satisfaction. Even though some the results show that volunteer motivation does not have a direct positive influence on volunteers' intention to continue volunteering. It's indicated in the sample have a low result for becoming volunteer in the next five years, however the finding of this study could give contribution to organization in order to present the appropriate requirement for volunteering.

KEY WORDS

Volunteering, intention to continue volunteering, job satisfaction, motivation, volunteer management.

Event organization has a different perspective from other organization because events tend to be temporary or periodic. As is, it will be a difference in HR strategy to plan and organize worker that include full time worker, freelancers such as part time workers and volunteers (Wagen & Der, 2007). In the event industry there are different types of workers, one of it is volunteering. Volunteers can be interpreted as unpaid workers who are motivated to work because of various reasons that may include nationalism or commitment to the reasons behind these events such as fundraising. According to Hind et al (2019), all types of events require volunteers to make the event a success. Many researchers have stated that volunteer take an important role in event industry. Some events may recruit volunteers to contribute to the overall management of the event, especially if you have special experience in event planning and organization. Volunteer also noted as one of factor that help reduce the costs incurred in staging events (Yudhaputri & Nyayu, 2020). Various studies argued that volunteers can be considered as a human capital for organizations because they can reduce and alleviate the budget for permanent employees (H. Cho, Lee, et al., 2019; Heetae Cho et al., 2020; Hind et al., 2019). Volunteers can act as administrators, cooperate with or assist an individual or group support, or help mobilize the various aspects of society for social engagement (Reamon, 2016). Volunteers at an event can perform a variety of different roles depending on their expertise (Hind et al., 2019). Some events may recruit volunteers to contribute to the overall management of the event, especially if you have special experience in event planning and organization. In addition, Volunteers have become a core and integral component of event service delivery. This is due to the limitations of permanent employees in the organization and volunteers play an important role in mega event or large-scale event. Based on previous research conducted by Yudhaputri & Fatimah (Yudhaputri & Nyayu, 2020), volunteers have five main motivations to volunteer at an event, namely, 'want to help make the event a success' 'networking', 'gain experience', 'receive some form of appreciation for being a volunteer', and 'nationalism'. The last reason is devoted to national events that may be held such as the 2018 Asian Games. This is reinforced by Hallman's research (2012)

which notes that volunteer can have the same characteristics as full time worker when someone devotes time to doing work to make use of their skills.

Based on management perspective, the problem is the management of volunteers is because the data is volatile, as reflected in the high turnover rate which makes the recruitment of volunteers to be a challenge (Bidee et al., 2013). In addition, another challenge is how to process the selection of volunteers who qualified for the job at the event, and to be motivated to work hard and provide exceptional customer satisfaction without receiving financial reward. According to Hall (2005), a fast growth rate and a high turnover rate of volunteers are observed in the management of volunteer services. Therefore, it is necessary to maintain a volunteer organization in the industry to retain volunteers. A proper strategy should be designed and provided by the organization. A study found that many of volunteers discontinued volunteering for the organization due to inappropriate volunteer management practices (Hager & Brudney, 2004). That is, the inappropriate volunteer management practices can not only cause a weak volunteer group relationships and bad but also causes the volunteers stop volunteering (Connors, 2011) Instead, the proper management practices, such as training and orientation provided by the organization, leading to a level higher volunteer satisfaction (Wisner et al., 2005). The role of volunteer management in event management is more important (Kim & Cuskelly, 2017) because various events, from the Olympics to regional community festivals, is very dependent on volunteer participation for their operations (Hallmann & Harms, 2012). At the 2018 Asian Games held in Indonesia, they recruited many volunteers to work on the event, playing a role in supporting the opening and closing ceremonies, in event production, multi-media technology, catering, and other functions that related to customer. In addition, some opinion mention that event volunteer management is significantly different from other types of volunteering in that short-term events require more effort to recruit episodic volunteers and offer adequate training in a relatively short period of time (Cuskelly & Auld, 2000; Page & Getz, 2016). Thus, in order to recruit and maintain volunteers for the upcoming event, the event organizers need to better understand the principles of volunteer management in the setting of the event.

Other studies have highlighted the importance of motivation in volunteer behavior (Bang et al., 2012; Bang & Ross, 2009; H. Cho, Li, et al., 2019; Yudhaputri & Nyayu, 2020). However, the internal factors must also be considered as an impact because it plays an important role in understanding the behavioral responses of individuals (Heetae Cho et al., 2020). That is, in the context of volunteering, the influence of volunteer work environment needs to be examined to understand the behavior of volunteers in the future (H. Cho, Lee, et al., 2019). Previous research has also mention that there is a relationship between volunteer satisfaction and intention to continue volunteering (Heetae Cho et al., 2020). Based on this explanation and previous research on volunteers in the Asian region, it is stated that there is a relationship between job satisfaction and the intention to continue as a volunteer in future events. However, it is not only the satisfaction factor that needs to be considered because it is stated that there are motivational factors that have not been measured in previous studies. These factors may give different decisions in the desire to continue or the intention to continue to volunteer. Therefore, this study examines the relationship between the role of volunteer management on the motivation and job satisfaction of volunteers to volunteer intentions to continue volunteering in an event or organization. The research sample was taken from volunteers at a sporting event in Indonesia (Asian Games 2018) which was an update due to internal cultural factors and individual perceptions that could affect a research result. In addition, a specific sample of respondents is in the Opening & Closing ceremony division which is managed by one organizer in collaboration with several vendors.

LITERATURE REVIEW

Volunteer Management

HR strategies should analyze the local labour market to determine the types of workers available to event organizers and the potential to recruit volunteers to support staging events

(Webb, 2001). Wagen & Der (Wagen & Der, 2007) suggested that HR planning involves; Formulate HR strategy, including environmental assessment of the labour market, industrial relations framework and required level of expertise; Develop a flexible and responsive approach to dealing with HR issues especially when holding events; Facilitate the integration of workers across various projects required for the event to be successful; and Focus on customer service both internally and externally related to the audience and event workers. Successful volunteer management is to make sure the organization and good management among volunteers, and recognizing the potential in it and maximize human resources were found to achieve organizational goals (Snyder, M. & Omoto, 2008).

Volunteer Motivation

Volunteers set from a variety of different backgrounds (Hind et al., 2019). These different backgrounds make there are various motivations to become a volunteer. Therefore, (Alfes et al., 2017) mentions this variation affects different type or types of work that may lead to behaviour between volunteers and paid workers. The main motivation for general volunteering is the social interest, seeking social and career benefits (networking), seeking new experiences and challenges (Page & Getz, 2016). Strigas and Jackson (2003) describe the motivation of people to volunteer which is divided into three categories; Material factors, including incentives or payments received for volunteering; Purposive factors, motivation to become volunteers based on recognition from the community; and the last one are Free time, volunteering to gain experience and other opportunities to develop new interests.

Volunteer Job Satisfaction

Chung defines job satisfaction as a feeling of pleasure or positive feelings from within employees towards one job or work experience (Olasupo, 2011). Job satisfaction is a feeling of pleasure from within employees shown by positive behaviour towards work. In addition, other research states that the definition of job satisfaction is an assessment of the pleasure possessed by an employee because employees have experience with various aspects of work (Olasupo, 2011). Wong, et al., (Wong et al., 2011) mention that the notion of satisfaction gained from previous voluntary experience may serve as a motive for future voluntary activities and contribute to intentions to participate in future volunteer work.

The Relationship of each Variable

Good management practices in event industry, such as recognizing and providing volunteer with training, can help maintain them, because they rely on voluntary experience meaningful and valuable (Hager & Brudney, 2004). Meanwhile, rejecting by organizational culture makes it more difficult to maintain it. Volunteer managers have a tendency to focus their time and attention on traditional recruiting and end up stuck in a perpetual hiring system partly because of increased competition among organizations but in large part because of the high turnover rate within the organization, which creates an urgent and ongoing need (Brudney & Meijs, 2014). The task of HR in the planning of an event is to define the various types of workers required to hold an event and then develop a strategy for recruitment, selection, training, supervision and motivation. TNA (Training needs analysis) of event workers and designing then implementing the training is one of the important functions of HR planning for an event (Hind et al., 2019; Wagen, M & White, 2010). It is essential for the success of the event so that all workers understand clearly show what their individual roles in creating customer satisfaction (Yudhaputri & Nyayu, 2020). Understanding the intentions of future behaviour is important to maintain a volunteer and reduces the time involved in the recruitment and training of the new volunteer (Chacko et al., 2012; H. Cho, Lee, et al., 2019; Hallmann & Harms, 2012; Pauline, 2011).

Hypothesis 1 (H1): Volunteer management has a positive influence on volunteer motivation

Hypothesis 2 (H2): Volunteer management has a positive influence on volunteers' job satisfaction.

Hypothesis 3 (H3): Volunteer motivation has a positive influence on volunteers' intention to continue volunteering.

Hypothesis 4 (H4): Job satisfaction has a positive influence on volunteers' intention to continue volunteering.

Volunteering can be referred to as a job, and this shows that job satisfaction is an important factor of the duration of volunteer services (Vecina et al., 2013). Hallberg & Schaufeli (2006) mention that the feeling of satisfaction gained from previous volunteer experiences may become as a motive for future volunteering and contribute to intentions to participate in future volunteer work. Doherty (2009) further noted that the volunteers' satisfaction in their experience of giving back to the community and social engagement can affect the intention to continue volunteering. That is, similar to satisfied employees, satisfied volunteers are more likely to continue volunteering with the organization and show future intentions to volunteer (Fairley et al., 2013). When an organization uses volunteer then the organization should consider the management aspects of the volunteer labour force. First, the job functions and tasks assigned to volunteers should be according to their abilities, clear briefings are given to volunteers, through training, to explain to them what their job is and how to do it safely. Volunteer workers benefit from a higher level of independence and flexibility in their roles, because it is less structured than paid work. Using volunteers in an organization places additional responsibility on the organization but it also has an impact especially if the employee is motivated and eventually becomes loyal to the organization.

Hypothesis 5 (H5): Volunteer Management, has a relationship with the intention to continue volunteering mediated by job satisfaction and volunteer motivation

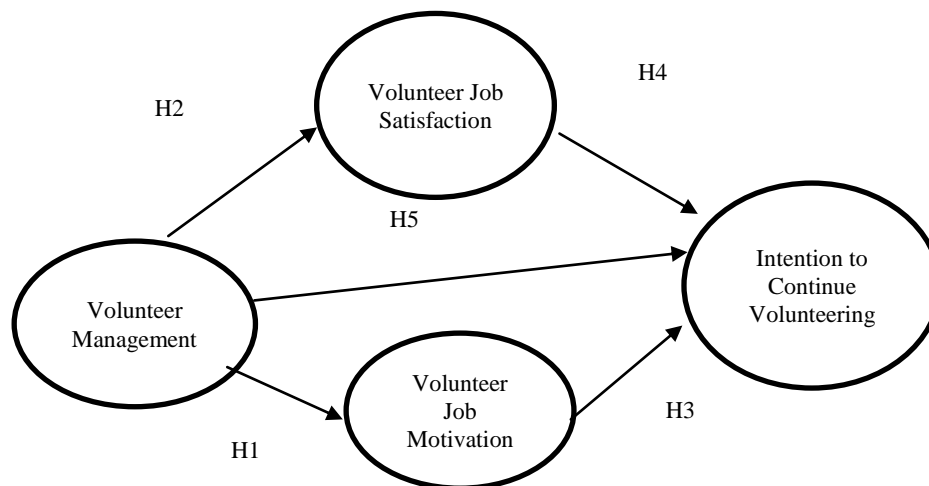


Figure 1 - Conceptual Framework Chart

METHODS OF RESEARCH

Characteristics of respondents in this study are volunteers who are members of the opening and closing ceremonies. The sampling method through purposive sampling techniques performs sampling based on certain criteria that have been determined to provide the desired information in the study by distributing questionnaires. The questionnaire study includes four variables: volunteer management, motivation, job satisfaction, and intention to continue volunteering. The items in the survey are modified to fit the context. All of these items are used Likert-scale, ranging from 1 = strongly disagree to 5 = strongly agree. Volunteer management, volunteer job satisfaction, and intention to continue volunteering was adapted from the research measurement scale conducted by Cho et al., (Heetae Cho et al., 2020). Then for volunteer motivation was adapted from the research conducted by Yudhaputri & Fatimah (Yudhaputri & Nyayu, 2020).

The analytical method used in this validity test is factor analysis using a structural equation model (SEM) with the help of AMOS 23.0 software. The validity test results all of

the statement items with a sig value >0.05 and have to be taken out from the measurement. Volunteer management, Volunteer motivation, Volunteer Job Satisfaction, and Intention to remain volunteering obtain significant values <0.05, which means that each statement item used to measure these variables is declared valid so that it can continue to the next process (Beckett et al., 2017; Hair et al., 2014). All instruments in each variable have a Cronbach's Alpha value ≥ 0.60 , which means that all instruments used in the research are reliable (Beckett et al., 2017).

RESULTS AND DISCUSSION

Based on data collected 103 questionnaires filled in online. The results of the questionnaire data analysis gender of the respondent that the majority of the volunteer were 53 female or equal with 52.5%. Based on age characteristic majority were 20-25 years old as many as 73 people or described based on the percentage obtained as much as 70.9%. The most recent based on education characteristic were bachelor degree as many as 44 people, or equal with 42.7%. The final characteristic is based on job status that 73 peoples are student or explained based on the percentage obtained equal to 70.9%.

Hypothesis testing is done by comparing the significance value or level of significant (alpha) of 0.05. The basis for decision making is:

1. The value of sig. <0.05 is hypothesis rejected, which means it has a significant positive effect. The conclusions drawn, the hypothesis decision is supported;
2. The value of sig. > 0.05 is hypothesis accepted, which means that it does not have a significant positive effect. The conclusion drawn, the decision hypothesis is not supported.

Based on the test results, the following data are obtained:

Table 1 – Testing Hypotheses Result

Hypothesis	β	Standard Error (SE)	<i>p</i> -value	Result
Volunteer Management → Volunteer Motivation	0,922	0,122	0,000	Supported
Volunteer Management → Volunteer Job Satisfaction	0,644	0,093	0,000	Supported
Volunteer Motivation → intention to continue volunteering	0,141	0,292	0,653	Rejected
Volunteer Job Satisfaction → intention to continue volunteering	0,388	0,212	0,009	Supported
Volunteer Management → Intention to Continue Volunteering mediating Volunteer Job Satisfaction and Volunteer Motivation	$0,644 * 0,388 = 0,250$ (satis) $0,922 * 0,141 = 0,130$ (motif) $0,250 + 0,130 = 0,380$	-	0,000	Supported

Source: AMOS version 23.

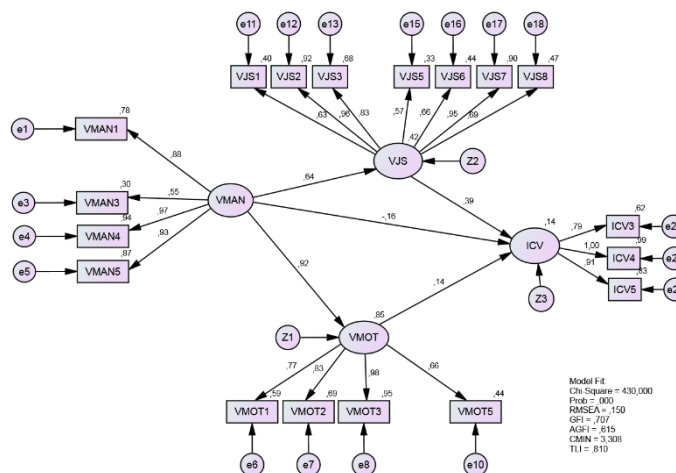


Figure 2 – Structural Model

The Structural model analyzes the relationship between volunteer management, volunteer job satisfaction, volunteer motivation and intention to continue volunteering. The

analysis suggested that there is a significant relationship between volunteer management to volunteer motivation, and volunteer management to volunteer job satisfaction. Although volunteer motivation did not have direct positive relationship to intention to continue volunteering, likewise volunteer satisfaction to intention to continue volunteering. Meanwhile this study examined the relationships between each sub factor of volunteer management and intention to continue volunteering in the mediation model by volunteer job satisfaction and volunteer motivation. The result show there is significant effect on intention to continue volunteering in the structure model.

From the calculation analysis shown in the hypothesis table, it is concluded that Volunteer Management on Intention to Continue Volunteering through Volunteer Job Satisfaction and Volunteer Motivation obtains a beta value (β) of 0.380, with a significant value below 0.05. Therefore, it is concluded that Volunteer Management has a positive influence on Intention to Continue Volunteering through Volunteer Job Satisfaction and Volunteer Motivation. This strengthens the results of the previous hypothesis that volunteer management has a positive influence on volunteer's job satisfaction which has a positive influence on volunteer's intention to continue volunteering. The other results show that there is positively influence form volunteer management to job satisfaction, and volunteer management to motivation of volunteers.

Other studies also suggest that good management practices, such as training and orientation provided by the organization, lead to higher levels of volunteer satisfaction (Wisner et al., 2005). Additionally, Reamon (Reamon, 2016) argues that planning can be done volunteer organization or manager in an attempt to retain volunteers is building a relationship, a relationship that is built to be between volunteers and volunteer managers as well as between volunteers and community volunteers. It can be seen on the variables that are in the volunteer's job satisfaction and motivation of volunteers and the response which shows the average motivation and satisfaction derived from peers and superiors. Motivation and satisfaction of employees affected management of the organization where they volunteer. This is consistent with previous research that states which is important for the success of the event that everyone understand clearly what their respective roles are in creating customer satisfaction (Yudhaputri & Nyayu, 2020). Needs or understanding the goals of workers begins with knowing one's motivation to work, therefore good management has a positive influence on motivation to work.

Therefore, planning and developing good volunteer management can increase satisfaction and motivation to continue working as a volunteer in the same organization. Although it turns out that they are not in the same organization, the desire to remain a volunteer exists and continues in other events. It is showed in the result that volunteer motivation did not directly impact to intention to remain volunteering. Reamon (Reamon, 2016) stated that volunteers have complex and varied motivations and expectations that can make it difficult to facilitate long-term commitment. Another study mention that each of the volunteer have different motivation, and it's related to the variable measurement form this research (Yudhaputri & Nyayu, 2020). It is proven in this study, that motivation is not always the main influence in continuing long-term commitment to volunteer workers.

Even though, manage the volunteer still the proper thing to do by the organization. This is based on previous research which states that in some industries the existence of volunteers is very important and plays a significant role (Heetae Cho et al., 2020; Hallmann & Harms, 2012; Hind et al., 2019; Yudhaputri & Nyayu, 2020). In addition volunteer management role in the regulation has an important aspect in organization (Kim & Cuskelly, 2017). Due to a variety of events, from the Olympics to the regional community festival is very dependent on the participation of volunteers for their operation one of them in the MICE industry.

This study has limitations on the variables and items of the question as well as the subject or respondent of the research focused on one event organization. This could lead to bias and a factor in the motivation of volunteers as the respondents of the study. Moreover, the limitation in question items that are less able to explore the construct can be an influence. In further research, it can be done to develop more in-depth variable question items and

combine methods with psychological behavior and qualitative approaches so that they can enrich the processed data analysis. The suggestions in this research are to increase the satisfaction and motivation of the volunteers then be given feedback or appreciation and recognition of their work performance so that volunteers feel part of the organization.

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