

UDC 332

VOLUNTEER JOB SATISFACTION AT THE ALOR REGENCY REGIONAL DISASTER MANAGEMENT AGENCY

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ABSTRACT

This research aimed to describe and analyze: (1) volunteer job satisfaction in Alor Regency Regional Disaster Management Agency (*Badan Penanggulangan Bencana Daerah - BPBD*) and (2) factors influencing volunteer job satisfaction. This study was qualitative with a case study design. The researchers determined the research location using the purposive technique (specific considerations). The research location was Alor Regency BPBD. The research focus was: (1) volunteer job satisfaction and (2) factors influencing volunteer job satisfaction. The researchers determined the informants using the purposive technique. The data were primary and secondary data. The data were collected using interviews, documentation, and observation. The researchers used Miles and Huberman's analysis techniques: (1) data reduction, (2) data presentation, and (3) conclusion drawing. The researchers used the triangulation technique to validate the research result. The research result showed that volunteer job satisfaction depended on the volunteer type in Alor Regency BPBD. The volunteer type was divided into "Y" and "X". "Y" volunteers diligently accept work and are responsible. On the other hand, "X" volunteers hesitate to take work and are irresponsible. The need for appreciation and self-actualization influences "Y" volunteer job satisfaction. "X" volunteer job satisfaction is influenced by the need for physiology, security, and affection.

KEY WORDS

Job satisfaction, volunteer, disaster, performance, motivation.

Alor Regency in East Nusa Tenggara Province, Indonesia, has high potential of disasters. Based on the Disaster Risk Assessment, there are 10 types of disasters that threaten Alor Regency such as floods, flash floods, extreme weather (whirlwind), extreme waves and abrasion, earthquakes, forest and land fires, droughts, volcanic eruptions, landslides, and tsunamis (Alor Regency Regional Disaster Management Report, 2020).

The most threatening disaster in Alor Regency is the earthquake. Based on Indonesian National Agency for Disaster Countermeasure data in the Indonesian Disaster Risk Index 2020, Alor Regency showed a high-risk level in the multi-hazard category. Alor Regency ranked 98 of 496 regencies and cities in Indonesia and 4 of 21 regencies and cities in East Nusa Tenggara Province regarding the risk level. Furthermore, Alor Regency showed a high-risk level in the earthquake category. Alor Regency ranked 243 of 497 regencies and cities in Indonesia and 14 of 21 regencies and cities in East Nusa Tenggara Province. To sum up, Alor Regency has a high risk of earthquakes due to the high threat level of the earthquake in the region.

In addition to the earthquake, Alor Regency is vulnerable to other disasters such as floods, extreme weather (whirlwinds), extreme waves and abrasion, land and forest fires, droughts, and landslides. Due to the high threat level, the government must implement countermeasures to disasters through various programs and activities. The government may reduce disaster risk through preventive measures, logistics, rehabilitation, and reconstruction.

Alor Regency delegates the BPBD to manage disaster relief. BPBD is a non-department government agency that manages disaster relief at the province, regency, and

city levels. BPBD refers to National Agency for Disaster Countermeasure policies. Alor Regency government formed BPBD in 2010 to manage disaster relief in Alor Regency.

Despite the various limitation, the BPBD manages emergency aid, rescue, evacuation, and logistic distribution. In 2021, Alor Regency BPBD had 26 personnel and 80 volunteers. Due to the limited human resources, volunteers really influenced disaster relief.

Based on the Chief Executive Decree of Alor Regency BPBD, the volunteers are honorary (unpaid) human resources that play a crucial role in disaster relief. Volunteers conduct activities before, during, and after the disaster.

The volunteers aim to obtain job satisfaction from disaster relief activities. Job satisfaction may improve work motivation and productivity. Each individual has a differing job satisfaction level that depends on individual values. The more aspects of a job align with individual values, the higher the job satisfaction would be. This research aimed to describe and analyze: (1) volunteer job satisfaction in Alor Regency BPBD, (2) factors influencing volunteer job satisfaction, and (3) the influence of volunteer job satisfaction on Alor Regency BPBD.

LITERATURE REVIEW

Locke (1969) in Pitasari and Perdhana (2018) defined job satisfaction as emotional happiness or positive emotion that originates from work assessment or experience. Locke defines job satisfaction as employee perception of work quality and positive contribution.

Robbins and Judge (2015) explain that job satisfaction is a positive work emotion. Furthermore, job satisfaction is the result of the evaluation of work characteristics. Therefore, individuals with high job satisfaction have positive emotions about their work. On the other hand, individuals with low job satisfaction tend to have negative emotions about their work.

Job satisfaction is positive emotion in evaluating work characteristics (Robin & Judge, 2013). According to Locke (1969) in Sunarta (2019), job satisfaction covers affective, cognitive, and behavioral aspects. The affective aspect illustrates how an individual assesses personal or group work. The cognitive aspect explains job satisfaction as a sensation, perception, and conception. Based on the descriptions of job satisfaction above, all definitions are correlated with the perception, behavior, emotion, and favorability of a work. Therefore, the definitions above have a similar stance and differing stresses.

Job satisfaction can be measured from a single global rating and summation score of work aspects (Khalilzadeh, Chiappa, & Borujeni, 2013). The measurements are the faces scale, Minnesota Satisfaction Questionnaire (MSQ), and Job Descriptive Index (JDI). The majority of job satisfaction measurements use self-reports based on a multi-item scale. In general, job satisfaction measures "workplace reaction", a psychometric instrument for organizational research. In addition, JDI (Khalilzadeh et al., 2013) measures cognitive job satisfaction through five aspects: salary, promotion opportunity, workplace relationship, supervision, and work. The majority of JDI questionnaires require short responses such as "Yes", "No", and "I don't know". The other surveys use a Likert scale to measure job satisfaction. The usage of a nominal scale allows the employee to understand the questionnaire. On the other hand, the Likert scale allows the researchers to obtain flexible analysis for data category and interval.

Based on previous research, there are several factors influencing job satisfaction. This section summarizes the factors influencing job satisfaction.

Satisfaction with the work one performs influences job satisfaction (Luthans, 2006). The two main factors of job satisfaction are work feedback and autonomy. Furthermore, work characteristics and complexity are related to job satisfaction. In addition, work creativity may improve job satisfaction. Finally, challenging and interesting work may increase job satisfaction. Belias et al. (2014) state that works influence job satisfaction.

Satisfaction management is a management system capable of creating stable work conditions. Furthermore, perceived organization support and performance evaluation are job satisfaction indicators. Tansel and Gazioglu (2013) state that poor management causes low job satisfaction. Perceived organization support is the level of employee trust towards an

organization. Organization evaluation on employee contribution and care for employee welfare influence perceived organization support (Robbins dan Judge, 2015).

Work environment refers to the physical work atmosphere or environment in which a group of individuals works together to achieve a common goal (Desa et al., 2018). Satisfaction to work environment refers to emotion towards the work environment (physically or non-physically, directly or indirectly) that influences employees.

Job satisfaction with compensation is a multidimensional factor (Luthans, 2006). In addition to purchasing basic needs, money provides a higher level of satisfaction. The employees view compensation as how the management values employee contribution to the company. Compensation refers to salary and reward. Salary is financial and non-financial remuneration the company provides to its employees in a fixed period. Salary affects job satisfaction (Malik et al., 2012). According to the Two Factors Theory, salary is one of the hygiene factors of job dissatisfaction. Expectancy Theory illustrates that an employee aims to obtain reward through money, promotion, etc. A well-performing employee will obtain a salary increase and promotion opportunities.

Promotion refers to an employee obtaining a higher position and a higher salary. Promoting employees to a higher organizational hierarchy will increase their responsibility and compensation (Malik et al., 2012). Therefore, promotion is a vital aspect of career growth in a company. Satisfaction to promotion refers to an employee's emotion toward self-improvement through promotion. Heery and Noon (2001) state that obtaining high status through hard work will improve an employee's status, position, and remuneration.

Basir and Wahjono (2014) state that training improves employee competence. Training improves employee knowledge and skill to obtain a stable position. Basir and Wahjono (2014) and Chiang et al. (2005) state that work training influences job satisfaction.

METHODS OF RESEARCH

This research used a qualitative approach and case study research. First, the researchers determined the research location using the purposive technique (specific considerations). The research location was Alor Regency BPBD. The research focus was: (1) volunteer job satisfaction, (2) factors influencing volunteer job satisfaction, and (3) influence of job satisfaction. Second, the researchers determined the informants using the purposive technique. The criteria were: (1) Stakeholders of Alor Regency BPBD, (2) Volunteers of Alor Regency BPBD, and (3) Community. Third, the researchers determined the total informants using a purposive sampling technique and data saturation level for each research focus and sub-focus. The data sources were primary data and secondary data. The data were collected using interviews, documentation, and observation. Fourth, the researchers used Miles and Huberman's analysis techniques: (1) data reduction, (2) data presentation, and (3) conclusion drawing. Finally, the researchers used the triangulation technique to validate the research result.

RESULTS AND DISCUSSION

Volunteer Job Satisfaction

In this research, volunteer job satisfaction refers to the positive physical condition of volunteers during disaster relief due to adequate fulfillment of all needs. Previous research referred to Douglas McGregor's assumption related to X and Y theory. Based on Douglas McGregor, there are two real views of humans: (1) Negative View or "X Theory", and (2) Positive View for "Y Theory".

After studying the interaction between managers and employees, McGregor concludes that managers' views on human nature refer to several assumption groups. First, the managers' behavior toward the employee relies on the above assumptions (Robbins and Judge, 2008).

According to X Theory, managers have four assumptions (Robins dan Judge, 2008: 226). (1) In general, the employee dislikes work and will avoid work when possible. (2) It is necessary to coerce, control, and threaten the employee to achieve the organizational goal. (3) Employees will avoid responsibility and seek formal order when possible. (4) Employees put security above work-related factors and show little ambition.

In contrast to X Theory which shows negative views of human nature, McGregor mentions four positive assumptions or Y Theory (Robins dan Judge, 2008): (1) Employees consider work fun to do, similar to resting and playing. (2) Employee control their emotion and behavior to achieve various goals. (3) Employees are willing to accept and seek responsibility. (4) Employees are capable of making innovative decisions that are circulated with the entire population, including employees in managerial positions.

Based on the research result, the volunteers joined Alor Regency BPBD to obtain work. The volunteers continued to work for Alor Regency BPBD for humanitarian reasons and to aid fellow citizens.

Furthermore, the research result divided the volunteers into two groups based on work and responsibility. The first group works enthusiastically and finds fulfillment through finishing work. The second group dislikes work and tends to avoid additional work. Volunteers with high job satisfaction are willing to do additional work. On the other hand, volunteers with low job satisfaction dislike additional work.

In addition to volunteer perception of work, the researchers measured volunteer job satisfaction through work performance. Based on the research result, volunteers possessing a high level of job satisfaction had high work performance. However, volunteers with low job satisfaction levels had low work performance. Therefore, the volunteers may be divided into two groups. The first volunteer group diligently worked and produced a maximum result. The second volunteer group disliked work and produced a minimum result.

Furthermore, the researcher divided the volunteers into two groups based on discipline level. The first group had a high discipline level, and the second one had a low one. Volunteers possessing high discipline levels had a high level of diligence and motivation. On the other hand, volunteers possessing low discipline levels had a low level of diligence and motivation.

Table 1 – Research Result Categorization Based on McGregor's Theory

McGregor's Theory	Assumption	Research Result
X	<ol style="list-style-type: none"> 1. In general, employees dislike work and attempt to avoid additional workload. 2. It is necessary to coerce, control, and threaten employees to achieve organizational goal 3. Employees avoid responsibility and prefer formal orders. 4. Employees put security above work-related factors and show little ambition 	<ol style="list-style-type: none"> 1. Volunteers who dislike work tend to avoid additional workloads. These volunteers tend to reject workload or do not finish assigned work. 2. Volunteers possessing low job satisfaction dislike additional workload. 3. Volunteers who dislike work make little effort to achieve organizational goals. 4. Volunteers with a low discipline level show a low level of diligence and work motivation. 5. Low level of organizational loyalty.
Y	<ol style="list-style-type: none"> 1. Employee considers work as a fun activity such as resting or playing. 2. Employee controls emotion and behavior to achieve various goals. 3. Employees are willing to accept and seek responsibilities. 4. Employees are capable of making innovative decisions that are circulated to the entire population, including employees in managerial positions. 	<ol style="list-style-type: none"> 1. Volunteers enthusiastically work and obtain fulfillment from finishing work. 2. Volunteers with high job satisfaction are willing to undertake additional workload. 3. Volunteers who like to work produce maximum results. 4. Volunteers with a high discipline level show a high level of diligence and work motivation. 5. High level of organizational loyalty

Source: Processed data based on research findings and discussion.

BPBD referred to research results to increase volunteer job satisfaction. BPBD appealed to the volunteers through evaluation meetings and morning meetings. The appeal refers to determining the criterion of volunteer performance assessment. However, BPBD merely conveyed appeal instead of binding written rules.

Volunteer criteria may be determined by work motivation. Volunteers possessing a high level of motivation works enthusiastically. However, volunteers with low motivation will avoid or reject workload, as these volunteers tend to view additional workload poorly.

Volunteer job satisfaction may be determined by organizational loyalty level. A high level of job satisfaction indicated a high loyalty level. On the other hand, a low level of job satisfaction indicated a low loyalty level.

Based on the research result, several factors influence volunteers' job satisfaction. The factors were divided into two: supporting factors and inhibiting factors. Supporting factors refer to factors that increase volunteer job satisfaction. On the other hand, inhibiting factors refer to factors that decrease volunteer job satisfaction. Furthermore, factors influencing volunteer job satisfaction illustrate their motivation to accept, conduct, and finish work.

In addition, factors influencing job satisfaction can be illustrated in a hierarchy of needs. The researchers attempted to illustrate and categorize the factors using Abraham Maslow's Hierarchy of Needs theory. Maslow's hypothesis states that each individual has five needs. The needs are described as follows (Robins dan Judge, 2008):

1. Physiological: hunger, thirst, shelter, sexual, and other physical needs.
2. Sense of security: the desire to be protected from physical and emotional harm.
3. Social: affection, belonging, acceptance, and friendship.
4. Appreciation: internal appreciation factors such as self-respect, autonomy, and achievement, and external appreciation factors such as status, recognition, and attention.
5. Self-actualization; is the drive to improve according to respective abilities: growth, achieving one's potential, and self-fulfillment.

Table 2 shows that each person attempts to climb the need hierarchy. Despite having neither particular needs nor motivation, an individual endeavors to fulfill basic needs. After fulfilling basic needs, the higher hierarchy needs became necessary. According to Maslow, it is necessary to determine the position of an individual within a hierarchy and focus on fulfilling the needs in the particular or following hierarchy level.

Maslow divided five needs into a higher and lower hierarchy. Physiological and security were described as lower-order needs. Social, appreciation, and self-actualization are described as higher-order needs. Lower-order needs are fulfilled through external means and separated from higher-order needs (Robins dan Judge, 2008).

After illustrating the needs hierarchy pyramid, the researchers attempted to categorize the research result related to factors influencing volunteer job satisfaction.

Based on the research results, BPBD distributed salaries or incentives every three months instead of every month. The volunteers agreed on the distribution period when they joined BPBD. However, the volunteers raised an issue regarding the late salary. The volunteers hope BPBD distributes salaries or incentives on time every three months. The salary/incentive distribution issue influenced volunteer job satisfaction. In addition, the volunteers claimed that BPBD did not provide health insurance. The poorly performing volunteers complained about the lack of supporting facilities. However, high-performing volunteers did not complain about supporting facilities.

The volunteers with medium and high-performance levels showed that they did not necessarily require incentives or physiological needs. These volunteers diligently help fellow citizens and possess self of belonging in an organization. Therefore, these volunteers have a specific motivation that increases their job satisfaction. Almost all BPBD volunteers have humanitarian qualities and a sense of belonging in the organization and community.

Based on the research result, the need for affection is the most significant factor influencing volunteers' job satisfaction. As BPBD is a humanitarian organization, therefore the need for affection is the most crucial factor. Therefore, the BPBD volunteers tend to have humanitarian qualities and obtain job satisfaction through helping others.

Table 2 – Categorization of Factors Influencing Volunteer Job Satisfaction Based on Maslow's Need Hierarchy

Supporting Factor	Need				
	Physiology	Security	Affection/ Sense of Belonging	Appreciation	Self-actualization
Humanitarian			√		
Sense of Belonging			√		
Kinship			√		
Good Communication			√		
Good Coordination			√		
Status quo in Community				√	

Inhibiting Factor	Need				
	Physiology	Security	Affection / Sense of Belonging	Appreciation	Self-actualization
Lack of consumption	√				
Late incentive distribution	√				
Lack of transport expense	√				
Lack of health insurance		√			
Lack of facilities		√			
Volunteer does not influence the work environment			√		
Unfair incentive distribution				√	
The motivation Improvement Strategy did not consider all of the volunteers				√	
Lack of appreciation for work achievement				√	
Lack of training to improve volunteers' skill					√

Source: Processed data based on research results.

Furthermore, the need for appreciation influenced the volunteers with medium and high-performance levels. These volunteers thought that the incentives were calculated unfairly, as BPBD distributes the same amount of incentives to all volunteers. Therefore, these particular volunteers' motivation is to obtain proper appreciation. On the other hand, the poorly performing volunteers considered that the incentive was not proportional to the workload. Therefore, poorly performing volunteers considered that BPBD did not appreciate their work. Furthermore, the lack of incentives decreased the volunteers' job satisfaction and performance.

Based on the research results, highly performing volunteers raised self-actualization issues. As a result, these volunteers want to do more work to improve their knowledge and skills. Furthermore, BPBD training influenced job satisfaction and performance. Therefore, the high-performing volunteers' focus and motivation are to pursue self-actualization.

BPBD distributed more work to the high-performing volunteers, as these volunteers focused on self-improvement. However, the strategy did not go well as the poorly performing volunteers required other types of needs.

CONCLUSION

Based on the review of related literature, research findings, and discussion, the researchers drew the following conclusions:

1. The volunteer job satisfaction depended on the types of volunteers working in Alor Regency BPBD. The BPBD volunteers are divided into "X" and "Y" types. "Y" volunteers diligently accept work and responsibility. "X" volunteers dislike work and tend to avoid responsibilities. "Y" volunteers' job satisfaction depended on the need for appreciation and self-actualization. However, "X" volunteers' job satisfaction depended on the need for physiology, security, and affection.
2. Alor Regency BPBD volunteers' job satisfaction is influenced by several determining factors such as physiology, security, affection, appreciation, and self-actualization. These factors determined the volunteer job satisfaction levels.

Based on the research conclusion, the researchers suggested the following:

1. Due to unequal job satisfaction, the organization (especially the leaders) needs to determine and map volunteers' character. Furthermore, the organization's leader must employ an appropriate leadership style and adhere to volunteers' character. BPBD needs to motivate and support the volunteers with high motivation and job satisfaction. Furthermore, BPBD needs to supervise the volunteers with low motivation and job satisfaction. In addition, BPBD needs to describe the components of performance assessment clearly and, if necessary, deliver the appropriate punishment.
2. BPBD needs to determine and map volunteers' character to provide necessary action and fulfill volunteers' needs and motivation. BPBD needs to pay attention to volunteers' welfare during fieldwork. For example, BPBD needs to provide meals for them. In addition, BPBD needs to provide health insurance to the volunteers due to the high-risk nature of the job. BPBD needs to maintain a good relationship with and between volunteers. In addition, BPBD needs to provide necessary facilities and repair broken infrastructures. BPBD need to establish an appreciation system, in addition to raising incentive. BPBD can show its appreciation by awarding highly performing volunteers. Furthermore, BPBD needs intensive training to improve the volunteers' knowledge and skills.

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