

The Relationship between Motivation, Satisfaction, and Organizational commitment among Scout volunteers in East Kalimantan, Indonesia

Yeni Rahmawati^{1*}, Norhasni Zainal Ibiddin^{2*}, Khusnul Khatimah^{1*}

^{1,3} Faculty of Education, Universitas Muhammadiyah Kalimantan Timur, Jl. Ir. Juanda, Samarinda, East Kalimantan, Indonesia, 75117.

³Faculty of Educational Studies, Universiti Putra Malaysia 43400 UPM Serdang, Selangor, Malaysia

ABSTRACT

The existence of volunteerism could be observed from several aspects in various communities as it is functioned as presented action with intention to help others and expect less material compensation or monetary advantages. Volunteers working under organizational context rather than working alone, they provide two services namely service for the society. this study has several emphasizes that arranged into several objectives namely; to determine the level of motivation, satisfaction, and organizational commitment, to determine the relationship between motivation and organizational commitment, to determine the relationship between satisfaction and organizational commitment, to determine the relationship among dimension and organizational commitment, to determine the best predictor dimension for organizational commitment. The present study is using quantitative research design, therefore it used descriptive as well as inferential statistic to analyze the data. According to the findings, regression model fit the data ($F=10.280$, $p<.05$). Based on the interpretation on the value, it could be decided that only understanding dimension ($t= 2.531$, $p<.05$) had significant contribution to the organizational commitment among scout volunteer in East Kalimantan.

Keywords: motivation, satisfaction, commitment, volunteer, scout

1. Introduction

As preliminary, the existence of volunteerism could be observed from several aspects in various communities as it is functioned as presented action with intention to help others and expect less material compensation or monetary advantages (Harootyan, 1996; Okun & Schultz, 2003). Since it is included in almost communities' level, volunteers becomes an essential element particularly gripping any movement. As a matter of fact, their longevity, action, little compensation, organizational context and obligation (Widjaja, 2010) compose the unique characteristic of volunteers. Consequently, McCurley and Lynch (2006) notified that communities and nonprofit organization frequently rely on volunteer in conducting their aspiration. In another word, volunteers are able to offer the need for the societies that are not provided (Ollis, 2001).

Related to this study, volunteers are noticed from two aspects namely non formal education (NFE) and nonprofit organization (NPO). Merriam and Cafarella (1999) notified that NFE tend to be community learning provides knowledge outside formal institution. On the other hand, NFE is having similar point with extension education which concerned in education

outside formal school. 4H activity for youth (Terry, Harder, & Pracht, 2011) or scouting (Vaske, 2008) are examples of NFE also extension education. Moreover, Digby (2010) notified that NFE can be employed collaboratively with government agencies, environmental learning center or other communities.

As regards to NFE, the existence of volunteers' involvement cannot be separated within NFE or extension education as well as NPO particularly as a programmer, director, and change agents. For instance, it was well known that majority literacy program involved volunteers in their program. It can be seen from Schmiesing, Soder, and Russell (2005)'s study. Volunteers become provider within NFE (Terry et al., 2011). Moreover, it can also become essential foundation within NPO (Terry et al., 2011) since they work within organizational context (Chacon, Vecina, & Davila, 2007) and they are denoted as unpaid worker who contribute their time to organization (Snyder & Omoto, 2004). On the other words, volunteer engaged with organization and voluntarily share their interest without expecting material funding. Therefore, those two aspects namely NFE and NPO are having similarity in social caring that is constantly contribute their interest for the society development.

Since volunteers working under organizational context rather than working alone, they provide two services namely service for the society (direct service) and service to the organization (indirect service) (Hartenian, 2007). Indirect service included involvement and their relation within organization and other volunteers in it. Consequently, it can be seen that volunteers having different types compared others job description whereby in this part volunteers having more responsibility to the society they served. Moreover, NPO has valuable assets which not existed in another type of organization precisely committed and enthusiastic volunteers to fulfill the society needs rather than earning compensation (Bang, Ross, & Reio, 2013). Therefore, as regards to direct and indirect services, it cannot be denied that both of those characteristics are dependable. During the volunteers providing their services to the society, they considered provides their services to the organization. For that matter, commitment is having essential element within organization since it affect on how long the volunteers will provides their services. The viability of NPO is able to be identified through their commitment within organization. In short, organizational commitment is fundamentally required within NPO to maintain the life of organization.

Mowday, Steers, and Porter (1979) explained that organizational commitment is the strength to identify the individual within their involvement in particular organization. By that matter, majority of the studies were concerns on that element. However, it was focused and intentionally has been purposed merely for paid worker in profit organization. In contrast, since

several studies concern in profit sector, few studies focus on volunteers' organizational commitment within NPO (Davila & Cachon, 2003; Pearce, 1993).

Commitment is defined as attitude (Mowday et al., 1979). Attitudinal commitment emerge when individual and their organization linkage each other (Sheldon, 1971). Accordingly, Mowday's approach intends to represent attitudinal rather than behavioral which related to social cognitive theory. Attitude signifies for something further than passive loyalty, it requires active involvement and action within organization such as provide something likewise contribute their time for organization's life. In another word, it can be notified that commitment is not merely passive loyalty, it required more action (Dorsch, Riemer, Sluth, & Paskevich, 2002). Meanwhile, in contrast, behavioral commitment intends to shape their commitment engaged to behavioral character. On the whole, it can be deprived that there would be any interrelationship between attitude and behavior characteristic within organizational commitment under Mowday's approach.

According to Steers (1977) there are four factors influence organizational commitment precisely personal factors, structural and role related characteristic, and work experience. While, motivation is included as personal factor and satisfaction tends to be influenced by work experience. As regards to the uniqueness of the volunteers' characteristic related to their involvement within organization as well as factor that affected around their commitment within organization, this current study gives to emphasis on the relationship between motivation, satisfaction as well as organizational commitment among volunteers. On the other words, if motivation concern on the relatedness as personal needs, satisfaction according to Smith, Kendall, and Hulin (1969) referred as the affective reactions to the facet of the condition .

According to Clary et al., (1998) motivation becoming the important element within volunteers. They concluded that motivation can be defined as directing, starting, maintaining process of physical and emotional activities that involves mechanism in partially for one an activity over another and the energy and perseverance of respond (Gerrig, 2012). Moreover, motivation, is psychological essential process or require behavior activities (Luthans, 2011).

Satisfaction in general context meant as a facet of work in human services. Job satisfaction is leveled as main concept within organizational psychology and work which is used as agent link between working condition and organizational, and personality outcomes (Warsi, Fatima, & Sahibzada, 2009). However, in profit worker, the important element of satisfaction is intention to pay, benefit, and promotion (Williamson, 1996). It is vastly different psychological, existed in volunteers environment since satisfaction within volunteers tend to

be affected by the needs, social responsibility, not concerning on monetary and merely for obligation (Ellis & Noyes, 1990).

By looking at the aforementioned discussion, therefore this study has several emphasizes that arranged into several objectives namely; 1) to determine the level of motivation, satisfaction, and organizational commitment, 2) to determine the relationship between motivation and organizational commitment, 3) to determine the relationship between satisfaction and organizational commitment, 4) to determine the relationship among dimension and organizational commitment, 5) to determine the best predictor dimension for organizational commitment.

Furthermore, this study refers to six function of motivation from Clary et al., (1998) namely career, social, value, understanding, enhancement, and protection. Career function refers to individual who participate in a volunteerism program merely to find their career path. Social function tends to be a desire to serve according to social factors or it is caused from the normative and social pressure. Meanwhile, value function is altruism whereby it represents contribution to the society and to be done for others welfare. Understanding function tends to individual involvement into the volunteerism merely for finding opportunity to learn, try to understand others as well as for practicing their ability and skills through the services. Enhancement function is serving the community in order to fulfill their own self esteem, confidence, and self improvement. Protection function is services in order to reduce their guilty since they feel being wealthier than other people. Linked with those functions, functional approach and theory of human need (Maslow, 1970) were also applied to support this study.

According to functional approach, individual may have more than or multiple purpose in regarding their involvement in volunteerism. Therefore, this theory permits likelihood of numerous volunteers who engage to equal activity in the association or organization with having different reason or motive from one to others. According to human needs theory, several hierarchies of need are started by need of biological and psychological needs, safety needs, belongingness and love needs, esteem needs, and self actualization needs. By adapted this hierarchy, Steers (1977) assumed that motivation behavior is influenced by human needs. According to Houle, Sagarin, and Kaplan (2005) majority studies have used functional strategy to figure out the motives behind volunteerism. It can be seen that functional analysis have used as the reason and purposes that underlying psychological issue such as social and personal needs, goals, plans, and function being served by people's belief as well as their action (Clary & Snyder, 1999). Therefore, under this approach, volunteers' services may base on different

function although it provides similar attitude and behavior. In addition, Katz (1960) revealed that person may have more than one function for certain attitude or behavior.

Theory of needs also become widely referred to job satisfaction besides it contributed to motivation element. While according to two factors theory by Herzberg, job satisfaction is affected by intrinsic reward which included as motive while from volunteer perspective, intrinsic rewards increase the satisfaction. Consequently, it become the reason people intent to continue their services since their satisfy with what they obtain from the experience as well as value the rewards receive and willing to sustain and extend (Gidron, 1983). Therefore, satisfaction is actually giving wide impact differently from motivation towards organizational commitment since it enlarges the organizational devotion and better performance.

Current study give emphasize on job satisfaction index by Galindo-Kuhn and Guzley (2001) to measure the facets of satisfaction. There are four dimensions which included namely organizational support, participation efficacy, empowerment, and group integration. Organizational support is able to emerge feeling of satisfying within volunteers such as encouragement and training that has been conducted emerging volunteers satisfaction from emotional and educational to perform their assignment (Cyr & Dowrick, 1991; Ozminkowski, Supiano, & Campbell, 1991). Participation efficacy is a factor that affecting job satisfaction among volunteers (Gidron, 1983). From this factor, volunteers have satisfaction since they feel other people will get benefit from their services. Empowerment is reflection from role assignment and communication quality whereby it related to satisfying of a chance to utilize their skills and knowledge. Moreover, they will feel satisfy since they have good access to have information within organization and they have freedom in deciding the volunteers assignment. Group integration become one dimension since by this integration volunteers would be able to have contact with other staff or other volunteers involved such as wanted to get new activity in order to looking for new contact with others (Field & Johnson, 1993).

Related to those discussions, several former studies also conducted in similar focus. For instances there was a positive relatedness between volunteer satisfaction index (VSI) and intent to remain (Galindo-Kuhn & Guzley, 2001). Ping, Wing, Chui, and Yuen (2011) found that there was any positive correlation between VSI and functional motivation within Chinese context. Siti-nazilah, Rozmi, and Fauziah (2012) found that there was any relationship between overall satisfaction and organizational commitment among college volunteers in universities Peninsular Malaysia. Motive factors such as understanding function and value have been affecting towards organizational commitment of the volunteers (Salas, 2008). Similar finding in study under Siti-Nazilah, Rozmi, and Fauziah (2012) revealed that there was relationship

between motivation and organizational commitment under Mowday's approach. Value factor within motivation had important straight impact on affective commitment (Bang et al., 2013). Moreover, as comparison, from the profit sector there was study from Warsi et al., (2009) revealed that there was relationship between motivation and organizational commitment. In sport event, it was found that functional motivation predicted the sport volunteer commitment (Sharififar, Jamalain, Nikbakhsh, & Ramezani, 2011).

2. Methods ← for Original Research Article only

Since the present study is using quantitative research design, therefore it used descriptive as well as inferential statistic to analyze the data. This study was designed to determine the relationship between two independent variables and one control variable among scout volunteers in East Kalimantan. The questionnaire was administered to 207 participants from scout movement center organization. The sample was taken by using random sampling technique and using Scout volunteer in Scout Center-Samarinda as the subject. The independent variables in this study were motivation and satisfaction whereas each independent variable has dimension. Six dimensions for functional motivation (career, social, value, understanding, enhancement and protection), four dimension for job satisfaction (organizational support, participation efficacy, empowerment and group integration) while the dependent variable was organizational commitment. Furthermore, referring to the previous studies, the current study adapted the theory of human needs, functional approach, job satisfaction model, and organizational commitment model.

The population was scout volunteers in East Kalimantan (N=437). The sample of this study was scout volunteers who engaged themselves into scout movement in East Kalimantan (n=220). Simple random sampling was selected to collect the data. The data was obtained by self-administered questionnaire. Meanwhile, the data collection was organized in August 14th, 2013. However, only 207 questionnaires (94%) could be processed, while the rest was considered incomplete answer. Moreover, the data was analyzed by using descriptive and inferential statistics. In addition, exploratory data analysis was used to check the normality, linearity and multicollinearity.

Meanwhile, the summary of the findings for the present research was based on demographic of the respondents and research objectives. Descriptive statistic was notified to describe the characteristics of the volunteers. The results were described from the majority to the minority. According to the descriptive statistic majority were male volunteers (60.9%) rather than female volunteers (39.1%), the largest part of them were from 21 to 25 years old (41%) and only few volunteer from 41 to 47 years old (0.5%), commonly single (52.7%) while

only one percent was divorced. Based on the educational background, majority volunteers were undergraduate level (41.1%), a few number of them were from post graduate (6.8%), commonly a number of volunteer have ≤ 141 length involvement in scout volunteers (68.2%) whereas the volunteer who had around 4 – 6 years (15.9%) involvement had similar number with the volunteers who had > 4 years (15.9%) length involvement, whereby it was fulfilled by 33 volunteers for each level. Many of them involved themselves into voluntary activities in every 4 days in a month (48.3%) while more than 4 days frequency involvement in a month was considered rare (15%).

3. Findings and Discussion ← Review Article use Discussion

According to the first objective using 7 likert scales ranging from 1 that represented for not all important to 7 that represented extremely important, overall motivation variable (VFI) reached mean 5.22 as the average score. It was meant that the respondents were in high range in their motivation for volunteering. Meanwhile, according to the dimension, the highest mean score was in the item of understanding dimension (5.56) followed by the value dimension (5.41), career and protection dimension (5.15), and social dimension (5.13). Oppositely, the lowest average item score was in enhancement dimension (4.94).

Similar treatment was used to identify the level of satisfaction among respondents by using VSI. Using 7 likert scales ranging 1 represented as extremely dissatisfied to 7 as extremely satisfied. Hence, the total mean score for overall satisfaction was 5.17. It was meant that majority respondents were in high range of their satisfaction. Meanwhile according to the dimension, group integration considered had the highest mean (5.36) followed by organizational support dimension (5.21) and participation efficacy dimension (5.21). Conversely empowerment had the lowest mean (4.88).

The last identification level from the first objective was for uni-dimensional variable that was organizational commitment (OCQ). 7 likert scales was used in this variable ranging from 1 represented as strongly disagree to 7 represented as strongly agree. The findings indicated that the lowest mean score was 2.07 and the highest mean score was 5.99. The findings for the second and third objectives indicated that overall independent variable (motivation and satisfaction) had positive relationship towards organizational commitment. It was notified that motivation and organizational commitment ($r=.468$, $p<.05$) had higher relationship than satisfaction ($r=.298$, $p<.05$).

Furthermore, the findings for the fourth objective indicated that there was a positive relationship between overall motivation dimension and organizational commitment in the following order from the strongest to the weakest: understanding dimension ($r=.436$, $p<.05$),

career dimension ($r=.429$, $p < .05$), value dimension ($r=.419$, $p = .05$), social dimension ($r=.362$, $p < .05$), protective dimension ($r=.321$, $p < .05$), enhancement dimension ($r=.268$, $p < .05$). Otherwise, not all satisfaction dimension and organizational commitment had relationship. Only two dimensions reached the correlation namely organizational support ($r=.314$, $p < .05$) and group integration ($r=.280$, $p < .05$). Meanwhile empowerment and participation efficacy were failed to reach any relationship.

In order to find the best predictor among these dimensions, linear regression was utilized. There were only eight dimensions (career, social, value, understanding, enhancement, protection, organizational support and group integration) that could be included in this part while empowerment and participation efficacy could not be included. According to the findings, regression model fit the data ($F=10.280$, $p < .05$). Based on the interpretation on the value, it could be decided that only understanding dimension ($t= 2.531$, $p < .05$) had significant contribution to the organizational commitment.

The findings objective four indicates that overall dimension of six functional motivations have correlation with organizational commitment. Oppositely, not overall dimension of satisfaction are being able to reach the relation with organizational commitment namely empowerment and participation efficacy. Therefore, from overall total dimension, there are eight dimensions have positive relationship with organizational commitment. Moreover, the dimension that had positive relationship in this study are mentioned from the highest to the lowest relationship as in understanding, career, value, social, protection, enhancement, organizational support, and group integration. Consequently, the relationship between understanding dimension and organizational commitment become the highest level of correlation to be compared to the other dimensions. Since the results indicate that understanding of reaching the medium level of relationship, in that case, it can be revealed that there is a medium relationship between them. However having to be compared with other dimensions, understanding has strong relationship with organizational commitment rather than the others. Finally, organizational commitment has no relationship with empowerment as well as participation efficacy.

Concisely, the present study composed five findings based on five objectives. Several may have similar finding with the previous, in other parts are opposites. Interestingly, almost overall objective coming to the one indication that the essential motive which affecting organizational commitment within scout volunteers from the scout movement center in Samarinda-East Kalimantan is understanding dimension. It can be noticed that the highest level according to the likert scale from overall variables is understanding dimension. Compared to

the other dimensions, understanding dimension has the highest correlation with organizational commitment. Finally, among overall dimensions, understanding success becomes the best predictor influence the organizational commitment. From the discussion part, it is indicated that not only value function that is able to influence organizational commitment among volunteers in general, but understanding is also able to generate a new trend and able to strengthen the organizational commitment.

In addition, it cannot be denied that there is a cultural context behind the motive. As it was known that Indonesia becomes one of the countries which included territory in Asia. Therefore, eastern culture has become one of the important elements that are certainly rooting within the generation. Related to the present study, understanding function is existence, even to be the best predictor it may due to the cultural circumstance. For instance, the volunteers want to involve themselves since there is need to appraise, share their knowledge, learning and obtain an experience. However, it cannot also be separated with another motive since individual affiliate with the organization may be caused several motive or reasons which come from their psychological needs whereby it is appropriate to the human needs theory and functional approach.

The current study has theoretical contributions for the extension education field in terms of the body of knowledge as well as human resource development field. Moreover, it has contributed to previous studies by supporting the findings under the similar theory, model and approach. Furthermore, the findings can be used as new references for volunteers in the extension field since previous studies are merely concerned among paid workers within profit organization rather than discerning the aspect of nonprofit organization linkage with the extension education area.

Even though this study has theoretical implications, there will be other implication especially in the practice within an organization especially for nonprofit organization, in the future as well as within the societies. Firstly, nonprofit organization especially scout movement must create an effort to give positive impact to the volunteers in terms of their motivation and satisfaction. Secondly, organization and stakeholder must comprehend the situation especially in relation to organizational commitment among scout volunteers. Moreover, they have to be associated in order to determine how to assist each volunteer to increase the possibility to give their dedication to the organization for a long term involvement. Other than that, nonprofit organization and stakeholder have to be able to evaluate the volunteers' motivation and satisfaction. In other words, if the volunteers have good motivation, it will indirectly emerge their satisfaction to the organization. Due to that reason, their commitment to the organization

will increase. In addition, their satisfaction is applicable to have them continuously involved in organizational commitment.

Due to the large expansion in the extension education field, future practitioners are suggested to focus the study among motivation, satisfaction, and organizational commitment using volunteers as the subject. Extension practitioner is suggested to concern more on volunteer subject since this area is considered to have beneficial element as well as mutual linkage. In addition, stakeholders as well as organization are suggested to have more concern in providing attention in terms of motivation and satisfaction among volunteers in order to have well organizational commitment.

Acknowledgments

This study was run well under the guidance of overall lecturers and friends in the university who has concerned in this field

References

- Bang, H., Ross, S., & Reio, T. G. (2013). From motivation to organizational commitment of volunteers in non-profit sport organizations: The role of job satisfaction. *Journal of Development Management*, 32(1), 96–112. doi:10.1108/02621711311287044
- Chacon, F., Vecina, M. L., & Davila, M. C. (2007). The Three-Stage Model of Volunteers ' Duration of Service. *Social Behavior and Personality*, 35(5), 627–642.
- Clary, E. G., & Snyder, M. (1999). The motivation to volunteer : Theoretical and practical consideration. *Current Directions in Psychological Science*, 8(5), 156–159.
- Clary, E. G., Snyder, M., Ridge, R. D., Copeland, J., Stukas, A. A., Haugen, J., & Miene, P. (1998). Understanding and assessing the motivations of volunteers: a functional approach. *Journal of Personality and Social Psychology*, 74(6), 1516–1530. Retrieved from <http://www.ncbi.nlm.nih.gov/pubmed/9654757>
- Cyr, C., & Dowrick, P. W. (1991). Burnout in crisisline volunteers. *Administration and Policy in Mental Health*, 18(5), 343–354.
- Davila, M. C. L., & Cachon, F. (2003). Adaptation de instrumentos para la evaluacion de aspectos organizacionales en ONG's in Davila et al. (2010). Organizational commitment in Spanish and italian Volunteers: A comparative study. *Revista de Psicologia Del Trabajo Y de Las Organizaciones*, 19(2), 159–179.
- Digby, C. L. B. (2010). *An Examination of the Impact of Non-formal and Informal Learning on Adult Environmental Knowledge, Attitudes, and Behaviors*. The University of Minnesota. Retrieved from Proquest

- Dorsch, K. D., Riemer, H. A., Sluth, V., & Paskevich, D. M. (2002). What Affects A Volunter's Commitment? What Affects a Volunteer ' s Commitment? *Canadian Centre for Phylanthropy*, 1–8.
- Ellis, S. J., & Noyes, K. H. (1990). *By the people: A history of Americans as volunteers* (p. 432). San Fransisco: Jossey-bass Publishers. Retrieved from <http://trove.nla.gov.au/version/20814254>
- Field, D., & Johnson, I. (1993). Satisfaction and change: A survey of volunteers in a hospice organization. *Social Science Medicine*, 36, 1625–1633.
- Galindo-Kuhn, R., & Guzley, R. M. (2001). Journal of Social Service The Volunteer Satisfaction Index The Volunteer Satisfaction Index : Construct Definition , Measurement , Development , and Validation. *Journal of Social Service Research*, (April 2013), 37–41. Retrieved from http://dx.doi.org/10.1300/J079v28m01_03
- Gerrig, R. J. (2012). *Psychology and Life, 20/E. Pearson* (p. 624). Stony Brook University: Pearson, Cloth. Retrieved from <http://www.pearsoncustomlibrary.com/ISBN/0205859135#sthash.Wrkqg9xh.dpuf>
- Gidron, B. (1983). Sources of job satisfaction among service volunteers. *Journal Voluntary Action Research*, 12, 20–35.
- Harootyan, R. A. (1996). *Volunteer activity by older adults. In J. E Birren (Ed.), Encyclopedia of Gerontology: Age, aging, and the aged (Vol. 2, pp.613-620)*. San Diego: Academic Press.
- Hartenian, L. S. (2007). Nonprofit agency dependence on direct service and indirect support volunteers: An empirical investigation. *Nonprofit Management and Leadership*, 17(3), 319–334. doi:10.1002/nml.152
- Houle, B. J., Sagarin, B. J., & Kaplan, M. F. (2005). A Functional Approach to Volunteerism : Do Volunteer Motives Predict Task Preference ? *Basic and Applied Social Psychology*, 27(4), 337–344.
- Katz, D. (1960). the functional approach to the study of attitudes. *Public Opinion Quarterly*, 24, 163–204.
- Luthans, F. (2011). *Organizational Behavior. 12th Edition* (p. 574). New York: McGraw-Hill. Retrieved from <http://cbafiles.unl.edu/public/cbainternal/facStaffUploads/Luthans2010vita.pdf>
- Maslow, A. H. (1970). *Motivation and Pesonality* (p. 35). New York: Harper & Row Publishers.
- McCurley, S., & Lynch, R. (2006). *Volunteer management: Mobilizing all the resources of the community (2nd Ed.)*. Kemptville: ON: Johnstone Training and Consultation, Inc.
- Merriam, S. B., & Cafarella, R. S. (1999). *Learning in Adulthood (2nd Ed.)*. San Fransisco: Jossey-Bass.

- Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, *14*(2), 224–247. doi:10.1016/0001-8791(79)90072-1
- Okun, M. A., & Schultz, A. (2003). Age and motives for volunteering: testing hypotheses derived from socioemotional selectivity theory. *Psychology and Aging*, *18*(2), 231–239.
- Ollis, T. (2001). Volunteers, ideology and practice towards a new century of volunteerism. *Ethos*, *9*(2), 11–17.
- Ozminkowski, R. J., Supiano, K. P., & Campbell, R. (1991). Volunteers in nursing home enrichment: A survey to evaluate training and satisfaction. *Activities, Adaptation, and Aging*, *15*(3), 13–43.
- Pearce, J. L. (1993). *Volunteers: The organizational behaviour of unpaid workers*. London/New York: Routledge.
- Ping, L., Wing, W., Chui, H., & Yuen, Y. (2011). The Volunteer Satisfaction Index : A Validation Study in the Chinese Cultural Context. *Soc. Indic Res*, *104*, 19–32. doi:10.1007/s11205-010-9715-3
- Salas, G. R. (2008). *Volunteer functions , satisfaction , commitment , and intention to leave government volunteering*.
- Schmiesing, R., Soder, J., & Russell, S. (2005). What Motivates Volunteers to Serve in a Youth Literacy Program? *Journal of Extension Education*, *43*(6). Retrieved from <http://www.joe.org/joe/2005december/rb4.php>
- Sharififar, F., Jamalain, Z., Nikbakhsh, R., & Ramezani, Z. N. (2011). Influence of Social Factors and Motives on Commitment of Sport Events Volunteers. *World Academy of Science, Engineering and Technology*, *53*, 5–20.
- Sheldon, M. E. (1971). Investments and Involvements as Mechanisms Producing Commitment to the Organization. *Administrative Science Quarterly*, *16*(2), 143–150.
- Siti-Nazilah, M. A., Rozmi, I., & Fauziah, I. (2012). Relationship Between Motivation and Organizational Commitment among College Student Volunteers.pdf. *International Business Management Medwell Journal*, *6*(4), 512–516. doi:10.3923/ibm.2012.512.516
- Siti-nazilah, M. A., Rozmi, I., & Fauziah, I. (2012). The relationship between satisfaction and organizational commitment among undergraduate volunteer. *Social Science*, *7*(3), 378–382.
- Smith, P. C., Kendall, L. M., & Hulin, C. L. (1969). *The Measurement of Satisfaction in Work and Retirement: A Strategy for the Study of Attitudes* (pp. 1–186). Rand McNally.
- Snyder, M., & Omoto, A. M. (2004). Volunteers and volunteer organizations: Theoretical perspectives and practical concerns. In R. E. Reggio & S. Smith-Orr (Eds.). In *Improving Leadership in Nonprofit Organization* (pp. 163–179). San Fransisco: Jossey-Bass.

- Steers, R. M. (1977). Antecedents and Out-comes of Organizational Commitment. *Administrative Science Quarterly*, 22(1), 46–56.
- Terry, B., Harder, A., & Pracht, D. (2011). Understanding the Value of Volunteer Involvement. *Journal of Agricultural Education*, 52(2), 118–127. doi:10.5032/jae.2011.02118
- Vaske, A. (2008). *The relationship between motivation to volunteer and cultural preference: A study of a youth development organization*. Proquest Database. St. Ambrose University.
- Warsi, S., Fatima, N., & Sahibzada, S. A. (2009). Study on Relationship Between Organizational Commitment and its Determinants among Private Sector Employees of. *International Review of Business Research Papers*, 5(3), 399–410.
- Widjaja, E. (2010). *Motivation Behind Volunteerism*. Claremont McKenna College.
- Williamson, D. A. (1996). *job satisfaciton in social services*. *Social Science* (p. 202 pages). Garland Publishing.