



## Intention to Stay Indonesian Volunteers: The Effect of Autonomy, Competence, Relatedness, Satisfaction and Spirituality

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### ABSTRACT

The trend of volunteering increases from year to year in the world, but the challenges of retaining volunteers increased because it depends solely on their intent to stay. Therefore, volunteer satisfaction needs to be achieved. Self Determination Theory (SDT) offers three dimensions, namely autonomy, competence, and connectedness to elaborate individual's intrinsic motivation to feel satisfied. When these three needs are met, theoretically a person will feel satisfied at work. This research aims to examine and analyze the influence of fulfilling their psychological needs on job satisfaction thus satisfied volunteers are more willing to stay longer and see how work spirituality influences this relationship. The research results show that there is a significant influence between job satisfaction and intention to stay.

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## INTRODUCTION

Based on some management literature, volunteers are a unique and significant resource for Human Resources in non-profit companies (Zollo et al., 2017, p. 513). In fact, volunteer activities themselves bring benefits to volunteers, especially in terms of their mental and physical health (Morse, et al., 2022). However, in reality, retaining volunteers is not as easy as a for-profit company retaining paid employees. According to Zollo, et al. (2019), problems in retaining volunteers arise when they stop identifying themselves with the organization; Because the reward lies in the fun experience associated with their work, if this fun experience is lost, the volunteer will lose motivation and leave the organization. Therefore, it is important to pay attention to the current job satisfaction of volunteers so that non-profit companies can maintain and increase their volunteer work engagement (Winterton, et al., 2021).

Through data released by the World Giving Index (WGI), in 2018, 2021, and 2022, Indonesia received the title: "*World's Most Generous Nation*." However, there are not many studies that examine volunteer activities in Indonesia, especially from the personal aspect of volunteers in terms of their motivation to do volunteer activities.

While carrying out volunteer activities, volunteers generally join non-profit organizations. Non-profit organizations are organizations that are built with the aim of not seeking profit, but for the benefit and welfare of the local community. According to PSAK No. 45 (IAI, 2011:45.1) a non-profit organization is "a non-profit entity that obtains resources from donations from donors and other donors who do not expect any return from the non-profit entity," (Indonesian Institute of Accountants, 1998). Non-profit organizations in Indonesia themselves have various types according to the original purpose of the organization, such as health, education, humanity, the environment, and so on. Using the responses of volunteers spread across various non-profit backgrounds in Indonesia, this study is possible to generalize how the factors that are predictors of volunteer satisfaction and spirituality so that they can survive longer in continuing volunteer activities. This research will also help practitioners to understand how the characteristics of volunteers in non-profit organizations survive and continue to carry out volunteer activities. Through this research, the study of Self-Determination Theory for volunteers as the object of research will be further enriched.

## THEORETICAL REVIEW

Basic psychological needs in Self Determination Theory consisting of autonomy, competeness, and relatedness are resonated with satisfacion level. It is not only show the connectivity between those variable but also stressing the variable that has more significancy then other. Lorente-Ayala, et al. (2019) shared how the the fulfillment of relatedness and competence needs for Spain volunteers were higher than autonomy needs because of their collectivity culture.

Work spirituality in volunteer setting also play crucial part to intention to stay. Schrer, et al. (2016) found that volunteers who felt unsuitable for the organization and tended to feel more stressed had the intention to leave volunteering activities. However, when the volunteers had a high level of

spirituality, their intention to leave became weaker. On the other hand, Pradana (2022) found that work spirituality was not significant to servant leadership as characteristics, even though the object of the research was closely related to the values of spirituality. So, although in one study of work spirituality exerts an influence as a moderation variable, in another study of work spirituality does not exert a significant influence.

### *Volunteers*

Volunteer activities are one of the main forms of community involvement that can provide physical and mental health benefits for volunteers as well as positive outcomes for the community (Stukas, et al., 2016). This activity tends to be given free of charge for a certain period of time and provides benefits to other people and other groups. Some authors point to the fact that some volunteers have altruistic tendencies (Wuthnow, 1991 in Rusu, 2016) as well as other tendencies that may be contrary (Haski-Leventhal, 2009 in Rusu, 2016). However, Wilson and Musick (1997) consider "volunteering as a type of work that is very well organized, has large human resources and requires a lot of involvement, moreover they underline the fact that helping in the informal field is the same as volunteering," (Rusu, 2016, p.127).

According to Wahana Visi Indonesia (2022) based on its volunteer activities, volunteers can be divided into four (4) types, namely:

1. Education Volunteers, they are the volunteers who have a concern for the world of education. In addition to focusing on cognitive development, education volunteers also have the responsibility to build character for the community, especially children. This volunteer activity is carried out through informal activities outside educational institutions (formal institutions). Some examples of volunteer activities in this field, such as teaching foreign languages, teaching religion, both in person and virtually.
2. Health Volunteers, they are the volunteers who care about health issues and want to contribute to them. Health volunteers do not need to have a certification of doctors or professionals in other health fields. These volunteers can contribute, one of which is through personal hygiene counseling in villages.
3. Environmental Volunteers, they are the volunteers who care about environmental conservation. Environmental volunteers are commonly encountered in non-profit organizations that focus on environmental issues. Voluntary activities in this group usually revolve around the issue of global warming, waste, and wildlife conservation.
4. Social Humanitarian Volunteers, they are the volunteers who have concern for the social humanitarian field. In Indonesia, humanitarian social volunteers are the most in demand because of the many social issues that are rampant in Indonesia, one of which is the issue of poverty. In addition to fighting poverty, humanitarian social volunteers also contribute to helping others when natural disasters occur.

### ***Volunteers' Intention to Stay***

According to previous research, the factors that make volunteers intend to stay (intention to stay) come more from within themselves. These things are closely related to job satisfaction or satisfaction of the employee in working in his or her volunteer work (Cho, et al., 2020; Winterton, et al., 2021; Biason, 2020). Although volunteer activities themselves bring satisfaction to volunteers, the challenges faced during the activity can have a negative effect (Morse, et al., 2020). Therefore, the motivation of volunteers in participating in volunteer activities is one of the variables needed to achieve satisfaction, including whether their motivation to join can be achieved through these volunteer activities (Stukas, et al., 2016).

Self-Determination Theory proposes that individuals struggle to satisfy their basic psychological needs such as autonomy, competence, and connectedness. Volunteer satisfaction includes satisfaction with their work (in this case, volunteering) and also overall with the organization they belong to. This satisfaction drives volunteer retention (Benevene et al., 2018; De Clerck et al., 2022; Jiménez et al., 2009 in Toscano & Zappalà, 2023). Before being able to serve in volunteer programs, volunteers need to meet their basic needs, including recognition, a sense of belonging, and a sense of satisfaction in helping others and serving their communities (Smeby, 2022). Maintaining a positive experience of volunteering can also increase volunteer satisfaction so that in the long run it can increase the effectiveness and success of the organization (Toscano & Zappalà, 2023). Volunteer satisfaction is also manifested in a greater sense of achievement and pride in their contributions so that they can strengthen social bonds and foster a strong sense of community (Lachance et al., 2021; Pozzi et al., 2014 in Toscano & Zappalà, 2023). Therefore, understanding the reasons for volunteer satisfaction and actively increasing satisfaction with volunteer associations is an important managerial aspect, with relevant consequences also in relation to organizational outcomes.

Several previous studies (Cho, et al, 2020; Lorente-Ayala, 2019) shows that volunteer satisfaction and intention to continue volunteer activities are in a positive relationship. Meanwhile, what constitutes a person's satisfaction is explained through the fulfillment of three basic needs, namely autonomy, competence, and relatedness (Lorente-Ayala, 2019). This theory was introduced as Self-Determination Theory (SDT), which is a meta-theory of personality and motivation (Ryan & Deci, 2017). The fulfillment of these basic needs is completely a person's psychological innate so that the satisfaction created from meeting these needs can vary.

Although theory said that the fulfillment of basic needs in SDT will lead to a person's job satisfaction, in contrast some previous studies have shown different results. According to Lorente-Ayala's research (2019), the fulfillment of the need for autonomy is not so significant to volunteer satisfaction. Meanwhile, in the Haivas (2013) study in the Netherlands, relatedness is not the most important basic need for volunteer satisfaction. Therefore, through this study, the relationship between the three basic human psychological needs will be reviewed and retested.

### *The Spirituality of a Volunteer*

Spirituality is known as an aspect of human nature. Spirituality does not only talk about religious things, but also includes an understanding of the meaning and purpose of work (Ghorbanifar & Azma, 2014). An introduction to spirituality in the workplace means seeing that the workplace is filled with people who have, both minds and spirits, who believe that the development of the soul is as important as the development of the mind (Ashmos & Duchon, 2000 in Conduit et al. (2019)). For volunteers, spirituality is considered as a resource to survive in volunteering activities (Scherer, et al., 2016). Furthermore, Scherer assessed that people who identify themselves as spiritual people are more likely to choose to volunteer.

When volunteers encounter difficulties in carrying out volunteer activities, spirituality is one of the reasons they survive. According to Scherer, et al. (2016), volunteer spirituality moderates stressful conditions with their desire to quit volunteering. The higher their spirituality, even stress will not make them easily quit this activity. However, in contrast to Pradana's (2022) research, the spirituality variable as a moderator on the relationship between job satisfaction and intention to stay did not have any effect. Therefore, this study wants to see how the variable of volunteer spirituality plays a role in moderating the relationship between job satisfaction and the volunteers' intention to stay.

While assessing the level of spirituality of volunteers, this study takes indicators at the personal level developed by Ashmos & Duchon (2000, in Conduit et al., 2019 ), namely the meaning in the volunteer's work, the spiritual identification of the volunteers, and the volunteers' relationship with the local community. Given the many types of work that exist, not all of these jobs contribute to the improvement of a volunteer's spirituality. There are times when work fosters spirituality, but it also destroys existing spirituality. It all depends on how the spiritual identification of the person in question is. Furthermore, in strengthening spiritual identity, one needs to feel welcome in a community. Community is not only to support the values that a person holds, but also to be a place where a person continues to grow spiritually.

### **METHODOLOGY**

This study is designed using a quantitative research approach. This research was carried out in Indonesia by determining the population, namely active volunteers in Indonesia in the fields of education, health, environment, and social humanity. This research was conducted by distributing questionnaires using snowball sampling and convenience random sampling techniques.

The data collected is primary data derived from respondents' answers. From the target respondents using the "sample to variable ratio" (Hair et al, 2018 in Memon et al, 2020), 106 respondents were obtained. In the questionnaire, the researcher used a 5-point Likert scale, where the alternative answers used were "Strongly Disagree", "Disagree", "Agree", "Strongly Agree", and "Strongly Agree". In this study, data analysis uses SEM-PLS with the SmartPLS 4.0 program with the following stages: designing an inner model, designing an outer model,

constructing a path diagram, estimation and goodness of fit, and testing hypotheses.

## RESEARCH RESULTS

### *Characteristics of Respondents*

Of the 106 respondents who had filled out the questionnaire, as many as 49% of the respondents were women and 51% were men. The age group of respondents ranged from 21 ~ 33 years old (16.1%), 34 ~ 46 years old (23%), 47 ~ 59 years old (44.3%), and 60 years and above (18%). The respondents in this study also had a range of duration of service in their volunteer activities and were divided into several categories, namely 1 ~ 10 years (59.4%), 11 ~ 20 years (28.3%), 21 ~ 30 years (6.6%), 31 ~ 40 years (3.9%), and 41 years and above (1.8%). The respondents were also spread from various organizations, namely education (17%), social and humanitarian (64%), health (15%), and environment (4%).

### *Instrument Validity and Reliability Test Results*

Through the validity and reliability test, all statement items used to measure the variables of Autonomy, Competence, Relatedness, Job Satisfaction, Work Spirituality, and Intention to Stay were declared valid and reliable. Therefore, all respondent response data from the questionnaire can be used for the next stage of data analysis.

Table 1. Results of Convergent Validity and Reliability Test

	Indicator	Loading Factor	CR	AVE	Status
Autonomy	A1	0.854	0.865	0.683	Valid
	A2	0.873			Valid
	A3	0.746			Valid
Competence	C1	0.902	0.920	0.782	Valid
	C2	0.851			Valid
	C3	0.916			Valid
Relatedness	R1	0.934	0.954	0.874	Valid
	R2	0.918			Valid
	R3	0.954			Valid
Job Satisfaction	S1	0.941	0.959	0.887	Valid
	S2	0.931			Valid
	S3	0.953			Valid

Work Spirituality	SP1	0.842	0.873	0.697	Valid
	SP2	0.831			Valid
	SP3	0.830			Valid
Intention to Stay	IS1	0.897	0.859	0.753	Valid
	IS3	0.835			Valid

Source: Processed by researchers (2024)

**Model Evaluation Results**

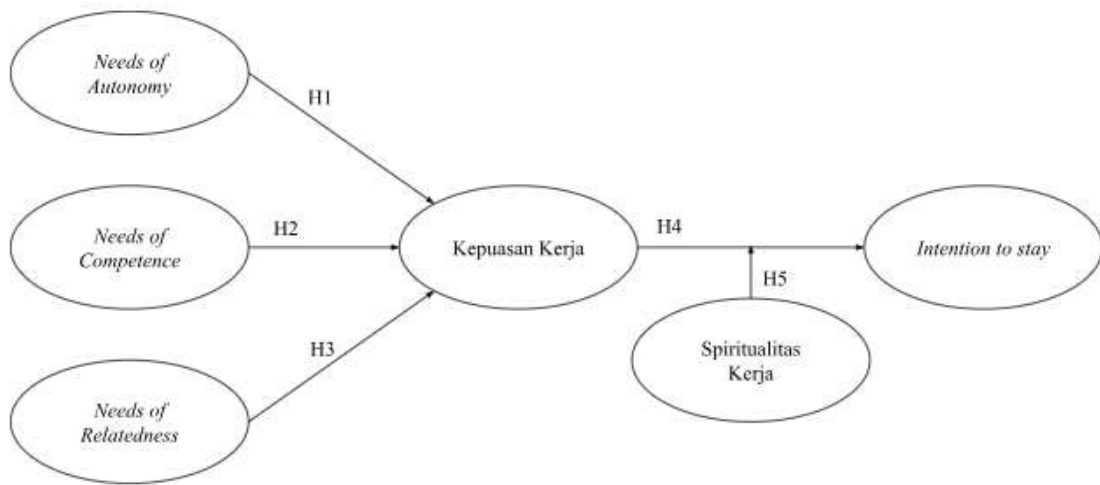


Figure 1. Structural Model Test Results (after trimming)

Source: Processed by reserachers (2024)

From Figure 1, it can be seen that the estimation of the causality relationship parameters of the structural model on the variables Autonomy, Competence, Relatedness, Job Satisfaction, Work Spirituality, and also Intention to Stay. From the figure, it can be seen that the variables Autonomy, Competence, and Relatedness have a positive (unidirectional) relationship with the Job Satisfaction variable. Furthermore, the Job Satisfaction variable had a positive (unidirectional) relationship of 0.570 to the Intention to Stay variable. Then, the variable of Work Spirituality had a positive influence of 0.104 on the relationship between the variables of job satisfaction and intention to stay.

Table 2. Hypothesis Test Results

Hypothesis	Relationship Between Variables	Path Coefficient	Nilai T	Nilai P	Information
H1	Autonomy → Job Satisfaction	0.061	0.677	0.498	Insignificant

H2	Competence → Job Satisfaction	0.410	3.201	0.001	Significant
H3	Relatedness → Job Satisfaction	0.438	3.083	0.002	Significant
H4	Job Satisfaction → Intention to Stay	0.566	4.332	0.000	Significant
H5	Work Spirituality x Job Satisfaction → Intention to Stay	0.104	1.464	0.143	Significant

Source: Processed by researchers (2024)

Based on Table 2, the results of hypothesis test are as follows:

1. Autonomy had a positive but insignificant influence on Job Satisfaction with a track coefficient value of 0.061 and a t-value of 0.677. With a t-value below 1.96, this hypothesis is rejected.
2. Competence has a positive and significant influence on Job Satisfaction with a track coefficient value of 0.410 and a t-value of 3.201.
3. Relatedness has a positive and significant influence on Job Satisfaction with a track coefficient value of 0.438 and a t-value of 3.083.
4. Job satisfaction had a positive and significant influence on Intention to Stay with a track coefficient value of 0.566 and a t-value of 4.332.
5. As a moderation variable, Work Spirituality had a positive, but not significant influence on the relationship between the variables Job Satisfaction and Intention to Stay with a path coefficient value of 0.104 and a t-value of 1.464.

## DISCUSSION

### *The Effect of Autonomy on Job Satisfaction*

In the structural equation above, the effect of Autonomy on Job Satisfaction is not significant and therefore does not support the H1 hypothesis. This means that the fulfillment of basic psychological needs for autonomy has no effect on volunteer job satisfaction in Indonesia. This finding is the same as the results of a study conducted by Lorente-Ayala (2020) on volunteers in Spain.

According to Ryan & Deci (2017), the psychological need for autonomy means that a person wants to have the freedom to set the direction for themselves and in their work, motivation or willingness arises from within the individual himself, which involves feeling in control of a person's behavior and decisions, rather than feeling forced or controlled by external forces. The insignificant results on this autonomy variable show that Indonesian society is made up of people with a culture of collectivism, just like Spain (World Population Review, n.d). Collectivism itself is not a political view of a country, but rather a cultural value. Research shows that when cultures value groups of people and view individuals as social beings who are part of a network of relationships, the result is higher levels of happiness and well-being. Families recognize the need to take

care of each other, and neighbors make sure that people in their community get what they need. That is why the value of individuality such as the fulfillment of the need for autonomy does not become significant in a society that has a high value of collectivism.

### ***The Effect of Competence on Job Satisfaction***

Through the structural equation above, the influence of Competence was found to have a significant and positive relationship on Job Satisfaction so that H2 was supported. This means that the fulfillment of basic psychological needs for competency needs has an effect on volunteer job satisfaction. This finding is the same as the results of a study conducted by Lorente-Ayala (2020) on volunteers in Spain and Boezemen and Ellemers (2009) on volunteers in the Netherlands. If volunteers have the skill set needed to carry out their volunteer activities, volunteers will tend to be satisfied with their volunteer activities or their status as volunteers.

According to Ryan & Deci (2017) competence refers to the need to interact effectively with the environment and feel that it has mastery and efficacy in undertaking. It involves feeling capable, skilled, and able to achieve the desired results through effort and perseverance. Based on Lorente-Ayala research, volunteers whose needs for competence and sociability are met also show greater intrinsic motivation in volunteering.

### ***The Effect of Relatedness on Job Satisfaction***

Through the structural equation above, the influence of Relatedness was found to have a significant and positive relationship on Job Satisfaction so that H3 was supported. This means that the fulfillment of basic psychological needs for relatedness has an effect on volunteer job satisfaction. This finding is the same as the results of a study conducted by Lorente-Ayala (2020) on volunteers in Spain and Boezemen and Ellemers (2009) on volunteers in the Netherlands.

If volunteers feel accepted in their volunteer work environment and feel comfortable in it, then volunteers will tend to be satisfied with their volunteer activities or status as volunteers. According to Ryan & Deci (2017), relatedness involves the need to build meaningful relationships with others, a sense of belonging, and engaging in caring and supportive relationships. It includes feeling connected, intimate, and socially integrated. Connectedness is fulfilled through interactions that provide emotional support, understanding, and validation of a person's experiences and feelings. This is in line with the collectivist culture that exists in Indonesia. Relationships between communities that respect each other are closely related to the connectivity variable in this study. Indicators such as feeling accepted in the community, getting along closely with colleagues and the community, and the friendliness of others towards the respondents became significant.

### ***The Effect of Job Satisfaction on Intention to Stay***

Similar to the findings of previous studies, volunteers who were satisfied with their volunteer workplace were more likely to stay longer in their volunteer

activities so that H4 was supported. The results of this study are in line with previous research, both on volunteer research objects and on employee research objects (Benevene et al., 2018; De Clerck et al., 2022; Jiménez et al., 2009 in Toscano & Zappalà, 2023). It is found from the calculation of the coefficient above, the more satisfied the volunteers are with their work, the more they will intend to stay longer in their volunteer work. Job satisfaction indicators such as being satisfied with work, liking work, and liking to volunteer have a positive and significant effect on the latent variable Intention to Stay.

Before being able to serve in volunteer activities, volunteers need to meet their basic needs, including recognition, a sense of belonging, and a sense of satisfaction in helping others and serving their community (Smeby, 2022). Self Determination Theory itself also proposes that individuals struggle to satisfy their basic psychological needs such as autonomy, competence, and connectedness. However, if you look at the results of this study, the relatedness variable is the most significant variable for job satisfaction, followed by the competence variable. By meeting the needs of volunteers for these two variables, volunteers will feel more satisfied and more willing to stay longer in their jobs as volunteers.

### ***The Effect of Work Spirituality on the Relationship between Job Satisfaction and Intention to Stay***

The work spirituality variable can be used as a moderation variable on the relationship between the Job Satisfaction and Intention to Stay variables, although the effect is not so significant. This is likely because the volunteers who were the object of research in this study were on average satisfied and intended to stay longer in their jobs as volunteers. This certainly has a positive effect on reducing the burnout rate of volunteers (Scherer, et al., 2016) as well as lowering the level of dissatisfaction so that they can stay longer in their work.

After conducting further interviews with several respondents, it was found that their motivation for volunteering was diverse, one of which was because of "calling" or spiritual calling. Here, the role of divinity through personal experience becomes stronger than simply finding meaning in its work. They feel it is important to share back with the surrounding community because they feel that they have been helped in the past, so their service to the community is a form of repaying their love. According to Ashmos and Duchon (2000 in Conduit et al., 2019), a person's spirituality at work arises because a person wants to feel important and connected to others through their work. Through this study, work spirituality indicators which include meaning at work, inner life, and individual conditions for community have a positive influence as a moderator on Job Satisfaction and Intention to Stay. This means that with a higher work spirit, volunteers tend to feel satisfied so they intend to stay longer in their volunteer activities, although not very significant. This could also be due to a shift in motivation in finding meaning in life where as long as they feel satisfied in their work, they will tend to stay in their work as volunteers.

## CONCLUSIONS AND RECOMMENDATIONS

This study is intended to first examine the influence of basic psychological needs (autonomy, competence, and relatedness) on job satisfaction, as well as the effect of job satisfaction on the intention to stay in volunteers in Indonesia. Furthermore, this study is also aimed at seeing how Work Spirituality affects Job Satisfaction and Intention to stay as a moderator variable. Based on the background, problem formulation, research objectives, hypotheses and findings as well as the discussion described in this study, it can be concluded that volunteer satisfaction in Indonesia is more supported by the fulfillment of basic psychological needs for competence and relatedness. Satisfied volunteers tend to have a higher Intention to Stay. Furthermore, through this study, it can be concluded that work spirituality can play a role as a moderator of the relationship between Job Satisfaction and Intention to Stay even though it has a not significant influence.

Volunteers are an important asset for any nonprofit organization. Their role in contributing to society and the surrounding environment is ammunition for nonprofits to thrive. As a leader at a nonprofit, it's important to pay attention to the satisfaction of its volunteers. In implementing strategies to increase volunteer satisfaction, nonprofit organizations can focus more on encouraging the intrinsic motivation of volunteers. Intrinsic motivation as the deepest driver of human work can be fulfilled through the fulfillment of basic psychological needs, namely the need for competence and relatedness.

Based on this study, the basic psychological need for relatedness is the most significant in job retention for the characteristics of volunteers in Indonesia. Organizations can build the right community for volunteers by considering joint activities that involve interaction among their volunteers. Here, the role of community management is important so that it can contribute to the involvement needs of volunteers through the right community and can grow together.

Furthermore, nonprofit organizations can also pay attention to the basic psychological needs for the competence of their volunteers. It is important for leaders of nonprofit organizations to place their volunteers in jobs that match their skill sets and also seek to help and encourage volunteers to acquire their competency needs in their volunteer activities. Nonprofit organizations can provide trainings that are relevant to their needs. For example, to improve cognitive competence, seminar training or in-depth training can be carried out on certain topics such as public health. By having knowledge that is in accordance with their volunteer activities, volunteers will be more confident to share in the community.

## FURTHER STUDY

This study did not take on more specific data about the city of origin and the name of the organization of each respondent so that it could not generalize the situation of volunteers in Indonesia. Some types of volunteers that are less numerous, such as environmental volunteers, have not been fully represented through this study. For this reason, future research can explore further and describe Self Determination Theory in accordance to intention to stay for

environmental volunteers in Indonesia. In addition, because the majority of the sample in this study were satisfied with their volunteer work, the variable of spirituality as a moderator did not have a significant effect on their intention to stay longer in their nonprofit organization.

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