

The Effect of Volunteer and Servant Leadership Motivation on Organizational Commitments Mediated by Volunteer Satisfaction: Evidence from Indonesian Sports Student Activity Unit

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Abstract

Student Activity Unit (SAU) is a student organization where students having similar interests, passion, creativity, and activity orientation of extracurricular activities gather on the campus. SAU serves as a non-profit sports organization that requires volunteers and requires implementing basic management and administrative duties including ensuring organizational sustainability through HRM processes. This study focuses on the research on the effect of volunteer motivation involved and servant leadership conducted by the chairman on organizational commitment of members mediated volunteer satisfaction in work. This research sampling the members of the sports of SAU of 153 respondents in one of the biggest universities in East Java, Indonesia. The rationale for choosing this university is based on the fact that they won the national medal in student creativity competition nationally in three consecutive years indicating that the organization is active. The method used is the positivism approach with a quantitative method and the hypotheses are tested using WARP PLS. Based on the result of the research, it is found that there is a direct effect between volunteer motivation and affective commitment but does not have a significant effect. The study also reveals that servant leadership does not affect volunteer satisfaction. Meanwhile, servant leadership does affect affective commitment. Important findings uncover that volunteer motivation and volunteer satisfaction are interrelated thus can be predicted that leadership plays an important part in ensuring the volunteers' affective commitment. With the results of this research, sports SAU officials can also find out if the leadership style of servant leadership is suitable to be applied among students and can increase commitment to the organization but the leadership style does not necessarily make them satisfied with their work.

Keywords: Volunteer Motivation, Servant Leadership, Volunteer Satisfaction, Affective Commitment

1. Introduction

The implementation of human resource management (HRM) in non-profit sports organizations has not been done so much in direct proportion concerning the previous research in this field (Fomude et al., 2020; Alkadash, & Shahid, 2017). The application of management science is important because in practice non-profit sports organizations have many problems in recruiting and maintaining the commitment of their members (Bang, Ross, and Reio, 2013). This is possible because most non-profit sports organizations apply the HRM system to profit organizations (Cuskelly, 2006). Non-profit sports organizations as well as other non-profit organizations, are also heavily dependent on volunteers to function effectively, Non-profit sports organizations are like campus sports organizations, school sports, and informal sports (Alsahli, Idris, & Alam, 2020; Fomude et al., 2020; Leigh, Cairncross, & Lamont, 2020; Otto, 2020). On the other hand, the management of sports volunteers is not an easy thing to do, Taylor (2004) suggested several obstacles in the management of sports volunteer that is difficult, causing multi-tasking work among volunteers so volunteers need to be quickly adapt in their work and they need to have mature parental characteristics and the parenting of the less mature gyms. Furthermore, in the non-profit organization, especially in the field of sports, research dealing with the effect of motivation on organizational commitment is done by Cnaan (1991) and the results show that motivation influences volunteer commitment. Han (2007) in his research investigating marathon sports events shows that volunteer motivation has a significant relationship with a volunteer commitment.

From several previous studies that have been discussed (Alkadash, 2020; Alkadash, & Aljileedi, 2020; Alkadash, & Shahid, 2017), it is known that there is a relationship between work motivation, job satisfaction, and organizational commitment. It is supported by motivation research toward organizational commitment through job satisfaction done by Wardhani et al (2015) showing that employee motivation affects organizational commitment through job satisfaction. If employee motivation is high then job satisfaction level will be high, and at the same time when job satisfaction is high

then it will increase organizational commitment. Meanwhile, in the non-profit sports organization sector, research conducted by Bang et al (2013) used Volunteer Function Inventory (VFI) developed by Clary et al. (1998) shows that job satisfaction acts as a mediator in motivation effect on volunteer affective commitment. Motivation is supported by job satisfaction so that the worker is expected to perform well. According to Luthans (2006), there are salary, promotion, supervision or superiors, and the last is a co-worker. Therefore, the behavior of leaders is a thing that cannot be separated from employee job satisfaction in an organization.

Servant leadership can be an alternative to leadership within the organization. The most important servant leadership construct is that servant leadership is based on the primary responsibility of subordinates by placing the interests of subordinates above the leader's interests (Franco & Antunes, 2020; Langhof & Guldenberg, 2020). The concept of servant leadership prioritizes the service of leaders in organizations and employees of non-profit organizations. This is supported by an article from Smith, (2005) entitled *Servant leadership: An Ideal for Non-Profit Organization*. The relationship between servant leadership and organizational commitment is explained by Sokoll (2014). The results of the research show that servant leadership has a significant effect on the organizational commitment of several universities in the United States. In addition, there is also the effect of servant leadership on job satisfaction described by Guillaume et al (2013) and shows if servant leadership affects the job satisfaction of faculty staff at the university. It can be concluded that from previous researches, that motivation and leadership style affect the effect of motivation and organizational commitment. While the role of satisfaction in mediating the effect of leadership style on volunteer organizational commitment has not been much of concern especially in the sports organization. This study focuses on the research on the effect of volunteer motivation involved and servant leadership conducted by the chairman on organizational commitment of members mediated volunteer satisfaction in work.

2. Literature Review

2.1. Non-profit sport organization

The long-term goal of the non-profit organization's development process is to empower its people, increase community participation, foster social cohesion, enhance cultural identity, and strengthen institutional development (Carol J. De Vita, 2001). Voluntary is an activity undertaken to help others in the absence of hope in the form of the money of Harootyan in Okun, Schultz (2003). There are five (5) characteristics mentioned by Omoto & Snyder (2002) which can be concluded that voluntary refers to an understanding of people who have no obligation to help a party but always looking for an opportunity to be able to help others through a certain organization in a relatively long time, have a high enough involvement and sacrifice various personal cost (e.g. money, time, thoughts) it has. In this research, a non-profit sports organization (Sports Activity Unit) is a non-profit sports organization that is defined as a place provider of sports programs in a community. Cuskelly et al (2006) defined non-profit sports organizations as an organization that aims to provide opportunities for members to participate in sports whether it is teamwork or individual and most non-profit sports organizations have a formal relationship with government agencies or sports federations. While Hoye et al (2006) defines, non-profit sports organizations as organizations that have the task to organize competitions and provide opportunities for people to participate in sports

2.2. Volunteer Motivation

According to Vroom (2007) motivation refers to a process of influencing the choice of individuals against the various forms of activities that are desirable. According to Herzberg in Hasibuan (2005), there are two types of factors that encourage a person to try to achieve satisfaction and distance themselves from discontent. Volunteer motivation was developed by Clary et al in 1998. This theory was developed based on the functional theory that is a theory that takes a wide perspective in sociology and anthropology which seeks to interpret society as a structure with interconnected parts. Clary et al. (1998) suggested that there are six common psychological functions executed by volunteers. Through a series of six studies, Clary developed, verified, and perfected what he calls Volunteer Function Inventory (VFI). In the non-profit sports organization Bang (2013) used VFI to measure the effect of volunteer motivation on organizational commitment through job satisfaction. Construction of volunteer function inventory by Clary et al (1998) is developed as follow:

1. Value is the way to express altruistic and humanist values.
2. Understanding is a way to gain knowledge, skills, and abilities.
3. Social is the way to develop and strengthen social ties.
4. A career is a way to improve career and work prospects.
5. Protection is the way to protect the ego from the hardships of life.
6. Enhancement is the way to help the ego grow and develop

2.3. Volunteer Satisfaction

Volunteer satisfaction is essential for non-profit sports organizations, as satisfaction plays a role not only in the volunteer's experience but also the volunteer's possibility to return to volunteer (Benevene et al., 2018). Cnaan and Goldberg-Glen (1991) suggested that people will remain volunteers as long as they gain valuable experience and can satisfy their needs. Robbins (2003) stated that job satisfaction is a general attitude of employees to their work, which shows the difference between the numbers of awards received by the amount believed to be acceptable.

The satisfaction of the volunteers in this research adapted the job satisfaction theory of Vroom (1964) which stated that job satisfaction is a general attitude toward one's work, which shows the difference between the number of rewards earned by workers and the amount they believe they should receive. Locke in Colquitt et al. (2009). Mentioning that one's affective response to work is referred to as Job Satisfaction. In that year, Locke introduced a special dimension that shows the characteristics of the work normally used to assess job satisfaction. Job satisfaction has been used to predict relevant work outcomes such as performance, turnover, absenteeism, counterproductive behavior, and organizational commitment.

Hoye et al (2006) defined a non-profit organization as an organization whose primary purpose is not to seek profit so that salaries or wages are not something that is considered a volunteer concession factor. In this research, job satisfaction from volunteers measured using indicators from Luthans, (2011) is as follows: Satisfaction on promotion, Satisfaction of co-workers, Satisfaction of leaders, Satisfaction of the work itself:

2.4. Organizational commitment

According to Greenberg, Baron (2008), employees with high organizational commitment are more stable and more productive employees and ultimately more profitable for the organization. Organizational commitment affects whether an employee remains a member of the organization or leaves it to pursue other work. Often commitment is associated with employee withdrawal behavior, and this linkage is negative. Robbins (2003) revealed that commitment is the identification of an organization and its purpose, and the willingness to maintain membership within the organization. The commitment of sports volunteers and the satisfaction of their experience as sports volunteers is very important for volunteers and non-profit sports organizations, Cuskelly, (2006). In this research affective commitment is focused as a research variable in line with Bang (2013) which mentioned that affective commitment is more relevant as a representation of organizational commitment volunteer Affective commitment is one form of attachment and affective feeling towards the organization. While the perception of organizational support is more regarded as an unrestricted free act and not because of the impetus or coercion of certain conditions (Rhoades, Eisenberger, 2002).

2.5. Servant Leadership

The concept of servant leadership is a leadership approach in an evolutionary and personal way. This concept is not a quick fix for the problems facing the leader. Servant leadership uses a fundamental and long-term approach, which will ultimately provide a thorough refinement to the personal and professional lives of employees. Servant leadership is a concept of ethical leadership introduced by Greenleaf in 1970. This servant leadership model essentially serves others, i.e. service to employees, customers, and society, as first and foremost priorities (Alkadash, 2020; (Alkadash, & Nadam, 2020).

Servant leadership begins with a sincere feeling arising from within the heart of the will to serve, which is to become the first serving party. The difference in manifestations in the ministry first is to ensure that the other side can be fulfilled, that is, to make them mature, healthy, free, and autonomous, who can eventually become the next servant of Greenleaf (2002).

Servant leadership is considered a leadership style suitable for use in non-profit organizations, Carroll (2005) in his article entitled Servant leadership: an ideal for Non-Profit Organization. Servant leadership construction by Dennis, Bocarnea (2005) consists of:

1. Love
2. Empowerment
3. Vision
4. Humility
5. Trust

3. Methods

This research uses a positivism approach with the quantitative method because the data used and analyzed in this research is qualitative data that is in the form of the opinion of respondents who agree or disagree about something which is then analyzed quantitatively. In addition, the method used in this research is the survey method. According to Creswell

(2014), the survey design provides a quantitative picture or description of the numbers of trends, attitudes, or opinions of a population by studying the sample of that population. The population of this research is 248 administrators from 16 SAU. In this research, the organizational board is made the respondents because almost all board members are volunteers who joined the organization within at least one year. This is the basic assumption if the board commits the organization. Due to limitations in the distribution of questionnaires, not all populations were made as respondents. To determine the number of samples, this research used the formulas of Slovin, Sujarweni, & Endrayanto, (2012).

Based on these formulas, it can be seen that the sample of a population of 248 people with a 5% error rate is 153 respondents. The number of female respondents is 56% more than male respondents which are 44%. The management who joined SAU between 1 and 2 years is 45 people or 29%. Management who have a working period of more than two years is 108 people or 71% of the total respondents. In this research, the selection criteria of respondents are those who have joined in the membership of SAU for a minimum of one year because with the span membership period then the commitment to the organization of the board can be measured.

The type of measurement scale used the Likert scale to measure opinion attitude and perception of a person or group about social events or symptoms that have been specified specifically by researchers Riduwan and Kuncoro, (2008). The questionnaire used in this research was a closed questionnaire in which respondents were asked to make a choice of answers among alternate arrangements.

The data analysis used in this research is SEM-PLS with warpPLS 3.0 software. Structural Equation Modeling (SEM) is one type of multivariate analysis in social science used to analyze several variables simultaneously indicating that each item inside an instrument is considered valid to measure each variable. The decision-making criterion is that if Cronbach's Alpha and Composite Reliable values are greater than 0.70 then those variables are reliable (Fornel & Lacker, 1981; Nunnally, 1978; Solihin & Ratmono, 2013). Composite reliability of 4 variables entirely above 0.70 with details: volunteer motivation is 0.934, Servant leadership of 0.913, volunteer satisfaction is 0.901, and affective commitment is 0.905. The Cronbach's alpha value of the 4 variables also shows a value above 0.70 with the following details: volunteer motivation id 0.922, servant leadership is 0.892, volunteer satisfaction is 0.874, and affective commitment is 0.789.

4. Findings

4.1. Measurement model

This research has a focus on assessing the relationship between volunteer motivation, servant leadership, volunteer satisfaction, and organizational commitment in SAU. The research variables consist of independent variables of volunteer motivation and servant leadership, an intervening variable of volunteer satisfaction, and the dependent variable of organizational commitment represented by affective commitment.

Furthermore, the fit model indicator works to compare the best models from different models, including average R-squared (ARS), average path coefficient (APC), and average variance inflation factor (AVIF). In this research, the objective is to know the feasibility of the model of volunteer motivation and servant leadership effect on affective commitment in the mediation of volunteer satisfaction. The p-value for APC and ARS should be less than 0.05, while AVIF as a multicollinearity indicator must be less than 5. The goodness of fit model criteria has been met since the p-value of APC is less than 0.05 and AVIF is less than 5, although the ARS value is more than 0.05.

4.2. Model testing

To test the proposed hypothesis, ie any significant variables, it can be seen from the value of path value between paths. The results of statistical tests used the PLS concerning the effect of volunteer motivation and affective commitment.

Table 1. Results of Direct Effect Hypothesis Testing

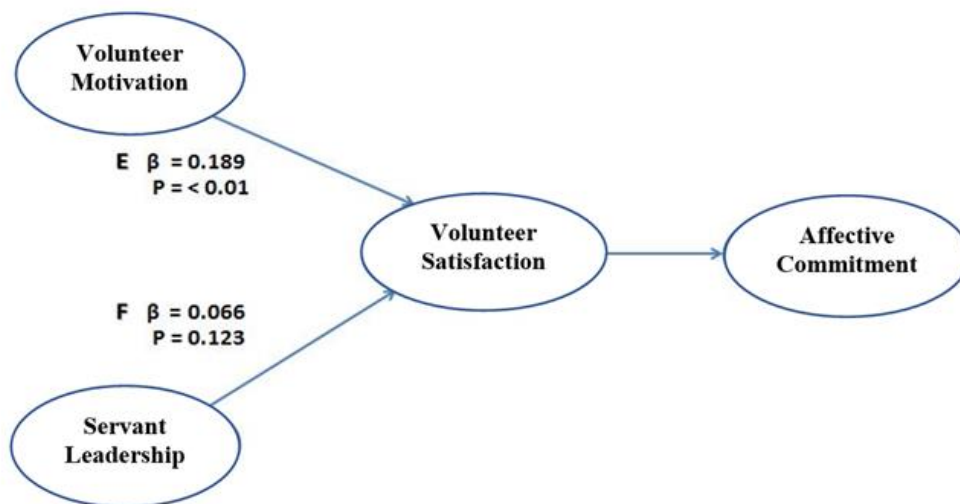
Hypotheses	Relationship	Path Coefficient	Path Value	Note
H1	Volunteer Motivation => Affective commitment	-0.040	0.309	Not significant
H2	Servant leadership => Affective commitment	0.240	0.001	significant
H3	Volunteer satisfaction=> Affective commitment	0.651	<0.001	significant
H4	Volunteer motivation => Volunteer satisfaction	0.291	<0.001	significant
H5	Servant leadership => Volunteer satisfaction	0.101	0.102	Not significant

Source: Primary data processed, 2017

The significance of the p-value of the relationship is 0.309 (<0.005) which means hypothesis 1 (H1) is not accepted. Furthermore, the results indicate if servant leadership has a positive effect (0.240) on affective commitment and the significance of a p-value of 0.001 (<0.005). This shows if servant leadership has an effect of 0.240 to affective

commitment so that hypothesis 4 (H4) is accepted. The result of table 1 shows that the satisfaction of volunteers has a positive effect (0.651) on affective commitment and the significance of p-value <0.001 (<0.005). This indicates if the volunteer's satisfaction has an effect of 0.651 and significant to affective commitment so that hypothesis 3 (H3) is accepted. Similarly, volunteer motivation has a positive effect (0.291) on the satisfaction of volunteers with a significance of p-value <0.001 (<0.005). This shows that volunteer motivation has an effect of 0.291 on volunteer's vulnerability so that hypothesis 2 (H2) is accepted. The results of table 1 also indicate if the effect of servant leadership on volunteer satisfaction has a significant p-value of 0.102 (<0.005). This indicates if the relationship on those two variables has a significant value below 0.005 so it is said not significant which means hypothesis 5 (H5) is rejected.

In this research, the mediation approach used is the approach of causal step approach which is popular by Baron and Kenny (1986). By testing this approach, we first examine the main effects of endogenous variables on exogenous variables and must be significant. Then it is followed by testing the mediation effect. WarpPLS mediation effect program can be known automatically for direct effect, indirect effect, and total effect. The mediation effect is said to be significant if the value of the p-value indirect effect is less than 0.051 (Ghozali & Latan, 2014). Furthermore, the mediation effect is said



to be significant if the value of the p-value indirect effect is less than 0.051 with the following description.

Fig. 1. Conceptual Framework of the Study

Table 2. Indirect effect Hypothesis Testing result

Hypotheses	Relationship	Path Coefficient	Path value	Note
H6	Volunteer Motivation => Volunteer satisfaction => Affective commitment	0.189	<0.001	Full mediation
H7	Servant leadership => Volunteer satisfaction => Affective commitment	0.066	0.123	No mediation

Source: Primary data processed, 2017

From Table 2 it can be seen that the effect of volunteer motivation on affective commitment mediated by volunteer satisfaction has a significance value <0.001 (<0.051) and from the direct effect of volunteer motivation on affective commitment has been known that the relationship is not significant. The table shows that the effect of servant leadership on affective commitment mediated by volunteer satisfaction has a significance value of 0.123 (<0.051). This value indicates that volunteer satisfaction cannot mediate the effect of servant leadership on affective commitment so that hypothesis 7 (H7) is rejected.

5. Discussion

In this research, it is known that volunteer motivation has no direct effect on affective commitment. The results of the research mean that the value of the volunteer motivation variables through the six indicators, values, understanding, social, career, protective, and enhancement have no impact on the affective commitment of sports entrepreneurs. The volunteer

in the sports marketing events (SME) being the respondents in this research are all active students. The primary duty of students is to complete academic studies well and on time, meaning extracurricular activity is their primary obligation. Meanwhile, activities in SAU are additional activities belonging to extracurricular activities. Having two commitments on two different activities is something that is not easy to do so that the commitment of students may be more focused on academic activities. Preliminary research on some SAU revealed that the direction of experts in the field of sports to develop the organization is not done routinely. This means that SAU is still managed traditionally by students and remains there as stated by Monga (2006).

From this research is known that the leadership style of servant leadership has a positive effect and significant on affective commitment. This means that the higher the value of servant leadership the higher the affective commitment of the SAU committee. The correlation also indicates that the value of servant leadership variable through the 5 indicators of love, empowerment, vision, humility, and trust affects affective commitment. Servant leadership affects affective commitment. The average value of the servant leadership variable (3.89) is high and the value is enough to positively affect the affective commitment of the board. This proves that the implementation of servant leadership in SAU is quite appropriate to increase the commitment of members of sport SAU and congruent with the findings of Rieke et al., (2008). Burton and Wealthy (2013) also proposed that managing athlete in the school environment demand distinct leadership style, one of the options is servant leadership.

The portrayal of volunteer satisfaction of sports SAU executives also has a positive and significant effect on affective commitment. This means that the higher the volunteer's satisfaction, the higher the affective commitment of the SME's sporting committee. The result also indicates that the variable value of the satisfaction variable of the volunteer satisfaction through the four indicators is satisfaction toward promotion, satisfaction toward the peer, satisfaction toward the boss, and job satisfaction influence affective commitment. This results somehow in line with Kwon and Armstrong (2004) then highlight that volunteerism resulting higher commitment if it is managed properly. In sports SAU, managers who feel the satisfaction of their work tend to have a sense of ownership of the organization, and the results are congruent with the findings of Davies et al., (2005) that the sense of coach belonging is an integral part of the athlete performance. This is because the satisfied board usually they have successfully done duties well and as previously known success in sports SAU is the result of the management of the board itself, so the board feel sport SAU is theirs and deserve to be given loyalty.

Furthermore, this research indicates that the motivation of SME sports organizers has a significant positive effect on their job satisfaction. It means that there is a direct proportion between the volunteer motivation variable and the volunteer's satisfaction. The results also show that the value of the volunteer motivation variable through the six indicators, values, understanding, social, career, protective, and enhancement have an impact on volunteer satisfaction. High volunteer motivation can increase their satisfaction in working. This finding strengthens the results of Farrell et al. (1998) that suggests the athlete motivation needs to pay attention to in order to sustain athlete satisfaction. Highly motivated sports SME executives to help organizations and to develop their skills will make them satisfied with their work

This research provides different results related to leadership style servant leadership that does not affect volunteer satisfaction. It also indicates that servant leadership variables through 5 indicators of love, empowerment, vision, humility, and trust do not have an effect on volunteer satisfaction variables. Volunteer satisfaction that is not influenced by the leadership style of servant leadership can also occur because the job satisfaction of the SAU sporting board comes from their motivation to become a volunteer. Sax et al., (1999) proposed that in the volunteer work environment the effect leadership is designed for long-term goals, while the short-term goal is the performance itself. It is important to ensure the satisfaction is achieved through high motivation that is led by the coach (Jowett & Nezelek, 2012). The motivation that comes from within themselves means that external influences are not too important to include the boss so that the job satisfaction that arises of course also dominant comes from themselves. While the volunteer satisfaction variable is proved as a variable that mediates the effect of volunteer motivation on affective commitment. This means that the effect of the motivation of SAU entrepreneurs towards their affective commitment to the organization is strongly influenced by their satisfaction with their work. Based on the test it is directly known that volunteer motivation has no effect on affective commitment. On the other hand, the direct test of the effect of volunteer satisfaction on affective commitment has a positive and significant relationship. The findings are congruent with Costa et al., (2006) that along with the effort of the sports organization in leading the performance of the team, it is important to consider maintaining the athlete satisfaction through the process as it can be resulting in higher commitment.

6. Conclusions and Implications

The results of this research can add insight to the board or for those parties who have an interest in the sport SMEs in managing human resources within the organization. Given the results of this research, it can be seen that the SAU sporting entrepreneurs should feel satisfaction in their work to have a sense of belonging to the organization although their motivation to help the organization is very high. With the results of this research, sports SAU officials can also find out if the leadership style of servant leadership is suitable to be applied among students and can increase commitment to the organization but the leadership style does not necessarily make them satisfied with their work.

This research has some limitations although it has been done optimally. The limitations in this research are as follows: Firstly, the variables used in the research are only a small part, so it can still be developed with other variables that can affect the affective commitment of the SME sports management such as leadership style besides servant leadership such as transformational leadership style or leadership style transactional. Furthermore, time is the limit of researchers in preparing research. The time available for filling the questionnaire by the short respondent allows for misunderstanding of the items of the statements provided. Further studies are encouraged to investigate other variables that may affect the organization's performance especially in the context of the professional sports organization.

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