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## **Factors affecting intention to continue volunteering with job satisfaction as mediation**

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### **Abstract**

This study aims to analyze each variable, namely Volunteer Management, Work Environment, Job Satisfaction and Intention to Continue Volunteering; and analyze the positive influence between Volunteer Management and Work Environment to Job Satisfaction which has the impact on Intention to Continue Volunteering. The research variables are Volunteer Management, work environment, Job Satisfaction and Intention to Continue Volunteering. The research respondents were volunteers at the Taruna Siaga Disaster (TAGANA) Central Jakarta. The data was analyzed by Structural Equation Modelling (SEM). The results of this study that each of the Volunteer Management and Work Environment variables have a positive affect on Job Satisfaction, the Job Satisfaction variable has a positive affect on Intention to Continue Volunteering, Volunteer Management and Work Environment have a positive affect on Intention to Continue Volunteering mediated by Job Satisfaction. The limitations of this research are that it is only carried out in one organization, namely Taruna Siaga Disaster (TAGANA) Central Jakarta. The research implication is that TAGANA's Management must focus on improving the workplace for its volunteers by providing facilities in order to make the volunteers feel comfortable and safe while working.

**Keywords: Job Satisfaction; Intention to Continue Volunteering; Volunteer Management; Work Environment.**

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### **BACKGROUND**

The territory of Indonesia is an area that is very prone to natural disasters, the archipelago is in a tectonic zone and a row of active volcanoes which makes this area vulnerable to earthquake

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shocks, activity from faults, volcanic eruptions, and tsunamis. Therefore, disaster prevention and preparedness by the community throughout the Province needs to be implemented. As a disaster-prone area, the Indonesian government has obligations and responsibilities in anticipating a disaster, before or after a disaster, namely disaster mitigation, emergency response and reconstruction rehabilitation. Disaster preparedness is very important to minimize the casualties as a result of the disaster (dinsos.riau.go.id;2021).

The government responds and anticipates the high vulnerability and threat of disaster by establishing a disaster management program by implementing various disaster mitigation efforts to do the preparation and be able to detect early symptoms or signs of the next disaster. Accelerating the handling of the Covid-19 which was started since 2020 and other disasters requires the role of all elements of society. In the current condition, employees need to be volunteer in helping to overcome this epidemic (aspirationonline.com;2020). We don't need only health workers but also need the volunteers, for being both medical and non-medical personnel during a pandemic Covid-19 like this. Volunteers are individuals or groups who sincerely from their conscience give what they have (wanaswara.com;2019).

Taruna Siaga Disaster (TAGANA) is a community-based organization or task force oriented in the field of Social Welfare to deal with disaster management. Tagana was formed on March 24, 2004 in Lembang (Bandung) West Java by the Indonesian Ministry of Social Affairs, as a vehicle for the participation, empowerment and partnership of the younger generation in the field of disaster management. They have 3 (three) special abilities, namely; social assistance, shelter management and logistics management. In 2021, Tagana is being dedicated to disaster management for 17 years, of course it has already matured in responding to every problem that occurs (dinsos.riau.go.id; 2021).

TAGANA membership consists of TAGANA Members who are appointed after fulfilling the requirements and Honorary TAGANA Members as members who are appointed because of awards, positions, or service in disaster management (Kemensos.go.id;2012). TAGANA activities in **pre-disaster** such as data collection on disaster-prone areas, reporting data on disaster-prone areas, monitoring, self-organizing, strengthening network, conducting outreach, conducting training, building an early warning system, analyzing risk/impact, analyzing needs for assistance, preparing equipment -equipment, Installing signs and prohibition signs, Not living in disaster-prone areas and Mobilizing potential in sources. Meanwhile, TAGANA's activities **during a disaster** such as carrying out rescue, directing potential and resources, distribution of aid, data on the impact/consequence of disasters and regional security. As well as TAGANA activities during **post-disaster** such as preparing rehabilitation and restoration plans and making efforts to accelerate recovery (dinsos.tanjabarkab.go.id; 2017).

There are some previous studies which related with this research. However, the object Volunteer Management was being researched for Chingay Parade cultural event (volunteers in Singapore) by Cho et al., 2020 and business process outsourcing company (volunteers in Quezon City) by Alarcon et al., 2021 while, in Indonesia there is no research on this matter.

Volunteer Management which aims to raise awareness of the value in volunteering is widely recognized how volunteers engage and manage the impact that significantly affects the experience of volunteers doing their work, with their skills and they also need training to improve themselves (Cho et al., 2020). The need to be able to manage volunteers in various programs (Cho et al., 2020). Volunteer Management supports the needs of volunteers, in order to create Intention to Continue Volunteering. (Love et al., 2013), stated the suitability of volunteers with their environment, satisfaction and Intention to Continue Volunteering. Some people volunteer to help others. So far, the experience of volunteering becomes a motivation that will lead to satisfaction with volunteer activities, thereby causing their greater Intention to Continue Volunteering in the future (Cindy S Lee, 2014).

Executions carried out in the Volunteer Management concept require attention to the Work Environment because the workplace environment can significantly affect the way how volunteers behave, view things, and do their work (Aira et al., 2020). A good work environment will impact to high job satisfaction. The results of organizational productivity will depend on the level of volunteer satisfaction (Idris et al., 2020). Job satisfaction can affect employee happiness, morale, and motivation in increasing productivity (Idris et al., 2020).

The formulation of a research problem in this study is "Is there any influence between Volunteer Management and Work Environment on Intention to Continue Volunteering mediated by Job Satisfaction of Central Jakarta Disaster Siaga Taruna (TAGANA) volunteers?"

## **LITERATURE REVIEWS AND HYPOTHESES**

### **Volunteer Management**

Volunteer Management is Organizational settings or volunteer programs, including the characteristics of volunteers themselves, Volunteer Management can directly affect the retention of volunteers and ensure good organization and management among volunteers, even recognizing the potential in them that maximally achieves organizational goals (Cho et al., 2020 ). Volunteer Management is an activity or action in terms of planning, attracting, selecting, developing, maintaining, and empowering volunteers to achieve the good goals of an organization, in order to contribute to the achievement of organizational goals (Warner et al., 2011).

### **Work Environment**

Work Environment is the overall work facilities and infrastructure around employees who

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are doing work. Work Environment includes the place of work, facilities and work aids, cleanliness, lighting, tranquility and also the working relationship between the people in the place (Aruan & Fakhri 2015). Work Environment is the behavior of employees who are placed in Work Environment comfortable people are more likely to enjoy their jobs. The opposite is true for those who are in an uncomfortable workplace they can feel boredom, poor performance so that they are not satisfactory (Purayidathil & Villavicencio., 2014). Work Environment is to ensure a quality of life that can increase the ratio of satisfaction obtained from the work carried out, provide opportunities for development, create a safe and healthy workplace, improve creative and critical work systems that lead to worker affectiveness (Kolade & Oladipupo., 2019).

#### **Job Satisfaction**

Job satisfaction is regarded as a confident sentiment, made through the approval of the task producing assured atmosphere (Kyle Hight & Park, 2019). It is a multifaceted frame of mind; comes from income, workplace protection, campaign possibilities, appreciation and recognition, decision-making (Mehrzi & Singh, 2016). Job satisfaction is an individual's general attitude towards his work and services, this attitude comes from the perception that employees think about their work. Job satisfaction is a collection of feelings, beliefs, and thoughts about how someone responds to their work (Badrianto and Ekhsan 2020).

#### **Intention to Continue Volunteering**

Intention to Continue Volunteering is volunteer interest in the same organization, intention to volunteer elsewhere, and volunteer intention 1 to 5 years from now to remain a volunteer. With that there is satisfaction in the volunteer experience which will re-engage the volunteer in society and society. Just as satisfied volunteers are more likely to continue volunteering and show future intentions to continue volunteering (Cho et al., 2020). Intention to Continue Volunteering is a volunteer training that creates a stronger sense of community such as a sense of togetherness that creates a positive relationship with volunteer commitment. Intentions to volunteer in fact adjust to their comfortable environment and volunteer satisfaction in the future (Love et al., 2013). Intention to Continue Volunteering is a motivating factor for volunteer involvement that results in rewards and predicts Intention to Continue Volunteering in the future. Volunteer motivation with benefits can lead to a more positive experience for volunteers, which reflects a pleasant attitude to volunteering resulting in a high intention to return to volunteer (Cindy S Lee, 2014).

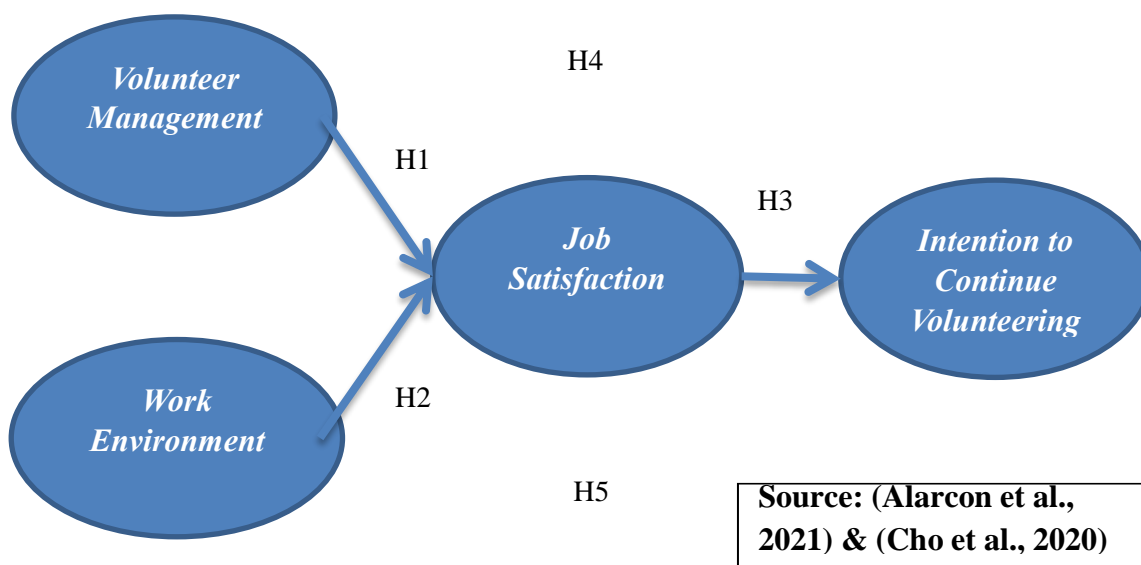
#### **CONCEPTUAL FRAMEWORK**

Previous research conducted (Cho et al., 2020) assumes that Volunteer Management has a positive relationship to Job Satisfaction, because Volunteer Management is very important to retain volunteers and can show that the practice of Volunteer Management provides development,

professional training, and assigns tasks to volunteers with according to the volunteer criteria that can increase volunteer job satisfaction and volunteer experience (Cho et al., 2020). The leadership skills of Volunteer Management help foster a positive attitude with volunteers, make interactions friendlier and increase Job Satisfaction (Cho et al., 2020). According to Widodo 2013, Work Environment is a factor that affects Job Satisfaction because with leadership, promotion and related job characteristics. If employees enjoy the Work Environment, employees will enjoy their time at work to carry out these activities, employees will use their work time affectively, optimally and their work performance will also be high (Pawirosumarto et., al 2017).

Previous volunteers experienced that they had Job Satisfaction as a motive for future voluntary activities and contribute to intentions to participate in future voluntary activities. Volunteer satisfaction in their experience provides community engagement and re-engagement in the social field that can affect Intention to Continue Volunteering. Volunteer Management and perceived benefits of volunteers positively affect Intention to Continue Volunteering with Job Satisfaction which can produce quality volunteers. The benefits that the volunteer achieves through the volunteer experience (e.g., improved physical health, life satisfaction, self-esteem, happiness, mental, and physical health) make the volunteer feel satisfied, and volunteer management significantly influences Intention to Continue Volunteering (Shen & Alabama 2012). Companies can increase their productivity through improving the company's Work Environment which can have a positive impact on the high Intention to Continue Volunteering in the future (Raziqa & Maulabakhsha 2015). Based on the explanation that has been put forward, the following is an overview of the conceptual framework in the research to be studied:

#### CONCEPTUAL FRAMEWORK



Volunteer Management and the benefits felt by volunteers positively affect Job Satisfaction. The benefits that individuals achieve through volunteer experiences (e.g., improvements in physical

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health, life satisfaction, self-esteem, happiness, mental and physical health) make volunteers feel satisfied and Volunteer Management significantly influences their behavioral intentions (Cho et al., 2020).

Volunteer Management positive affect on Job Satisfaction since receiving job skills, training and work experience of volunteers can result in Job Satisfaction. Activities managed by Volunteer Management have positive results for paid employees in terms of motivation, teamwork, community, and morale to build and promote good citizenship overall so that volunteer Job Satisfaction occurs (Waikayi, 2012).

Volunteer Management affect Job Satisfaction, that volunteer satisfaction is more influenced by organizational support than by supervisor support. Volunteer Management with a focus on personal life experiences, personal development, training and learning that have a positive affect on Job Satisfaction. The importance of Volunteer Management for volunteer training events, social interactions and a strong sense of community (Wicker, 2017).

### **H1: Volunteer Management has a positive affect on Job Satisfaction**

Work Environment has a positive impact on job satisfaction because a comfortable work environment encourages employees to feel satisfied with the work they do. Work Environment affects how employees carry out the assigned tasks, therefore Work Environment has a positive affect on Job Satisfaction. It is also of greater concern because employees in the workplace need to focus, cooperate with each other, socialize and learn throughout their time at work (Ingsih et al., 2021).

Widodo, 2014 stated that Job Satisfaction has a positive influence on the Work Environment. Physical and non-physical environment are factors that affect job satisfaction in addition to leadership, promotion and the characteristics of the work concerned. (Widodo, 2014).

### **H2: Work Environment has a positive affect on Job Satisfaction**

Enhancement Job Satisfaction volunteers by prospering and making them love their work which can lead to improvement and also have a positive affect on Intention to Continue Volunteering. Job Satisfaction volunteers in terms of appreciation for volunteers who can re-engage the community in the social field which can affect Intention to Continue Volunteering in the future (Hyejin Bang 2015).

Job Satisfaction and volunteer's experience is that are balancing. The Job Satisfaction, in turn, develop stronger relationships as they operate, leading to Intention to Continue Volunteering greater to continue and commit. Therefore, Job Satisfaction with real experience volunteering has the power to earn Intention to Continue Volunteering to continue and commit to their organization

(Beneveneet al., 2018).

### **H3: Job Satisfaction has a positive affect on Intention to Continue Volunteering**

Volunteer Management improves and helps motivate volunteers so as to create positive relationships for Intention to Continue Volunteering and can strengthen Volunteer Job Satisfaction. As a result, a long term relationship can be built between the volunteers and the joint event organization so that in the end these volunteers will have a greater initiative to return to the organization (Shen & Alabama 2012).

Organizational factors that motivate engagement Volunteer Management in volunteer work is committed to volunteering so that it can have a positive affect on Intention to Continue Volunteering, such as common interests and Job Satisfaction volunteers, most likely play an important role in enduring voluntary engagement (Egli et al., 2011).

### **H4: Volunteer Management has a positive affect on Intention to Continue Volunteering mediated by Job Satisfaction**

Work Environment consisting of employee safety, job security, good relations with co-workers, recognition of good performance, motivation to perform well and participation in the company's decision-making process can have a positive affect on Intention to Continue Volunteering. Volunteers realize that the company considers them important, they will have a high level of commitment and sense of belonging to the organization and they will feel Job Satisfaction tall one (Raziqa & Maulabakhsha 2014).

Work Environment conducive environment plays an important role in stimulating positive Intention to Continue Volunteering with a physical and emotional environment that defines working conditions, employee rights, employee voice, safe working conditions, cooperative team members and friendly supervisors. Satisfied employees appear to be highly creative and dedicated to work because they are engaged with the goals and objectives of the organization.

### **H5: Work Environment has a positive affect on Intention to Continue Volunteering mediated by Job Satisfaction**

## **METHODS**

This research design is descriptive quantitative by testing hypotheses, this research design is based on the research of Cho et al., 2020 and Alarcon et.al 2021 with a quantitative descriptive research design aimed at testing hypothesis (hypothesis testing) to determine accurately whether the null hypothesis can be rejected to support the alternative hypothesis. Analyze each variable using descriptive statistics on average. The relationship between the two variables was used to test the affect or regression, data analysis using the Structural Equation Modeling (SEM) method. The data used are cross sectional. The unit of analysis used is the individual because the data is collected

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from each individual and receives the responses of each volunteer as a source of individual data (Sekaran and Bougie, 2016).

### **MEASUREMENT**

In this study the data obtained directly through interviews and questionnaires and data obtained by means of literature study. The sampling method uses a non-probability sampling method where the method collects samples that are subjective in nature or the elements in the population whose selection is not determined. The characteristics of the respondents needed to answer the questionnaire provided are Central Jakarta Disaster Preparedness (TAGANA) volunteers with a total of one hundred and eighty-five (185) volunteers.

### **OPERATIONAL VARIABLES**

#### **Volunteer Management**

Volunteer Management is process to increase the effectivly of volunteers performance by implementing orientation and training, social interaction, application of awards and recognition, implementation of empowerment and implementation of volunteer schedule flexibility.

#### **Work Environment**

How the volunteers duing the working process by physical environment, work safety, occupational health and technology / equipment.

#### **Intention to Continue Volunteering**

Intention to Continue Volunteering the process to maintain the volunteers in order to stay longer in the company by volunteers remain volunteers where disaster strikes next year, next semester, 1 year from now, 3 years from now and 5 years from now.

#### **Job Satisfaction**

Job Satisfaction is employees feeling that come from serveral situation: There is monitoring from related agencies, volunteers feel close to each other, volunteers feel happy working in this organization, feel safe in the role of volunteers, the implementation of volunteer management involves all volunteers, volunteer work does not interfere with physical health, all talents and skills used when doing voluntary tasks , there is a good relationship between the coordinator and all volunteers, volunteers feel happy with the tasks given while being a volunteer.

### **Independent Variables**

#### **1. Volunteer Management**

The statement items used to measure the Volunteer Management variable are 5 statements developed from the research (Cho et al., 2020). The following are statement items used to measure

### Volunteer Management:

1. Implementation of the orientation and training of Central Jakarta Disaster Preparedness Cadre volunteers (TAGANA) is in accordance with Volunteer Management.
2. The implementation of the social interaction of the Central Jakarta Disaster Preparedness Cadre volunteers (TAGANA) is in accordance with Volunteer Management.
3. The application of the award and recognition of Central Jakarta Disaster Preparedness (TAGANA) volunteers is in accordance with Volunteer Management.
4. The implementation of Central Jakarta Disaster Preparedness Taruna Volunteer Empowerment (TAGANA) is in accordance with Volunteer Management.
5. The application of the flexibility of the Central Jakarta Disaster Preparedness Cadre (TAGANA) volunteer schedule is in accordance with Volunteer Management.

## **2. Work Environment**

The statement items used to measure the Work Environment variable contained 18 statement items developed from research (Alarcon et al., 2021) and (Cho et al., 2020). The following are statement items used to measure the Work Environment:

### ● PHYSICAL ENVIRONMENT

1. Comfortable work area
2. The organization has good workplace facilities for its volunteers
3. Damage to facilities and equipment is a top priority for immediate repair
4. Adequate waste disposal

### ● WORK SAFETY

5. Volunteers know how to take emergency action
6. Security facilities are operating well
7. There is a first aid bag around the workplace
8. Good documentation security
9. Volunteers have adequate safety training

### ● OCCUPATIONAL HEALTH

10. The workplace uses a good tent
11. Adequate supply of clean drinking water in the workplace
12. The cleanliness of the work environment is generally satisfactory
13. Clean workplace toilet
14. Volunteers' health level is still well maintained

### ● TECHNOLOGY / EQUIPMENT

15. The mobile communication tool for each volunteer is good
16. I have no difficulty in using my work tools and equipment

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17. The coordinator of the organization always pays high attention to improving the efficiency of volunteer operations
18. The office provides the necessary materials and work equipment for the volunteers

### **Dependent Variable**

#### **1. Intention to Continue Volunteering**

The statement items used to measure the Intention to Continue Volunteering variable there are 5 statements developed from (Cho et al., 2020). The following are statement items used to measure Intention to Continue Volunteering:

1. I remain a volunteer where disaster strikes next year
2. I will continue to volunteer in other places where disasters occur next semester
3. I will continue to volunteer for 1 year from now on
4. I will continue to volunteer 3 years from now
5. I will continue to volunteer 5 years from now

### **Mediation Variable**

#### **1. Job Satisfaction.**

The statement items used to measure the Job Satisfaction variable contained 9 statements developed from (Cho et al., 2020). The following are statement items used to measure Job Satisfaction:

1. There is monitoring from related agencies to volunteers who have done a good job
2. I feel close to people who do the same work as me
3. I feel happy working in this organization as a Volunteer
4. I feel safe in my role as a Volunteer
5. The implementation of Volunteer management involves all volunteers
6. I believe Volunteer work does not interfere with my physical health
7. All my talents and skills are used while doing Volunteer duties
8. A good relationship is established between the coordinator and all the Volunteers
9. I feel happy with the tasks given while I was a volunteer

### **Validity test**

The validity test was used to test the goodness of the measure and the authors used different terms to denote it (Sekaran and Bougie 2016). The basis for making a decision on the validity test is to compare the loading factor with the level of significance according to (Hair et al. 2019).

**Table 3.1**  
**Factor Loading Based on Sample**

Factor Loading	Sample Size
0.30	350
0.35	250
<b>0.40</b>	<b>200</b>
0.45	150
0.50	120
0.55	100
0.60	85
0.65	70
0.70	60
0.75	50

Source: Hair et al., (2019)

In knowing the factor loading can be seen from the number of samples used. In this study, the sample used was one hundred and sixty-five (165) respondents so that it is known that the loading factor in accordance with the number of samples is 0.40 to be able to say that the statement is valid.

### **Reliability Test**

Testing the reliability of a measuring instrument is an indication of the stability and consistency of the instrument measuring the concept and helps to assess the "goodness" of a measure (Sekaran and Bougie 2016). The basis for making this reliability test decision is as follows:

1. If Cronbach's Coefficient Alpha 0.60 then Cronbach's Alpha is acceptable (construct reliable).
2. If Cronbach's Coefficient Alpha 0.60 then Cronbach's Alpha is unacceptable (construct unreliable).

## **RESULTS AND DISCUSSION**

Taruna Siaga Disaster, hereinafter abbreviated as TAGANA, is a social volunteer or Social Welfare Personnel from the community who have concern and are active in disaster management in the field of social protection. TAGANA was established with the aim of empowering and empowering the younger generation in disaster management.

### **Validity Test Results**

The Volunteer Management variable consists of 5 statement item indicators. Of the 5 statement item indicators, all of them have factor loading values greater than 0.40 (Hair's Factor

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Loadings for 185 respondents). Thus, the 5 statement item indicators are valid in forming the Volunteer Management variable construct.

The Work Environment variable has 4 dimensions consisting of the Physical Environment, Work Safety, Occupational Health and Technology / Equipment which overall has a total of 18 statement item indicators. Of the 18 statement item indicators, all have factor loading values greater than 0.40 (Hair's Factor Loadings for 185 respondents). Thus, 18 statement item indicators are declared valid in forming the Work Environment variable construct.

The Job Satisfaction variable consists of 9 statement item indicators. Of the 9 statement item indicators, all of them have factor loading values greater than 0.40 (Hair's Factor Loadings for 185 respondents). Thus, 9 statement item indicators are valid in forming the construct of the Job Satisfaction variable.

The Intention to Continue Volunteering variable consists of 5 statement item indicators. Of the 5 statement item indicators, all of them have factor loading values greater than 0.40 (Hair's Factor Loadings for 185 respondents). Thus, the 5 statement item indicators are valid in forming the variable construct Intention to Continue Volunteering.

### **Reliability Test Results**

It is known that all variables have Cronbach's Coefficient Alpha values greater than the existing provisions, namely 0.60, so the questionnaire on these variables is declared feasible to use or reliable.

#### **The Results Of All Hypothesis**

<b>Hypothesis</b>	<b>Estimate</b>	<b>-value</b>	<b>Decision</b>
Management Volunteers positively affect on Job Satisfaction	,221	,004	Ha accepted
Work Environment positively affect on Job Satisfaction	,800	.000	Ha accepted
Job Satisfaction positively affect on Intention to Continue Volunteering	,589	,003	Ha accepted
Volunteer Management positive affect on Intention to Continue Volunteering mediated by Job Satisfaction.	,348	,0319	Ha accepted
Work Environment positive affect on Intention to Continue Volunteering mediated by Job Satisfaction.	,335	,0231	Ha accepted

The first hypothesis can be concluded that there is a positive influence between Volunteer Management on Job Satisfaction. This illustrates that Central Jakarta TAGANA has good Volunteer

Management so that volunteer satisfaction is more influenced by organizational support, the importance of learning for volunteer training activities, social interaction and a strong sense of community. The results of this study are supported by previous research conducted by Cho et al., (2020) noting that Volunteer Management and the perceived benefits of volunteers positively affect Job Satisfaction resulting in volunteer retention. Benefits the individual achieves through the volunteer experience (e.g., improved physical health, life satisfaction, self-esteem, happiness, mental health, makes volunteers feel satisfied,

The second hypothesis can be concluded that there is a positive influence between Work Environment on Job Satisfaction. This shows that the positive assessment of volunteers on the implementation of the Work Environment will have an impact on increasing Job Satisfaction felt by TAGANA volunteers in Central Jakarta. With a high work environment at TAGANA, Central Jakarta, you will get feedback and guidance received from superiors, coworkers, and subordinates as well as emotional support from others in the workplace. This study has the same results as previous research conducted by Kurniaty et al., (2019) Work Environment has a positive affect on Job Satisfaction.

The third hypothesis can be concluded that there is a positive influence between Job Satisfaction on Intention to Continue Volunteering. This shows that the positive assessment of volunteers on the implementation of Job Satisfaction will have an impact on increasing the Intention to Continue Volunteering felt by Central Jakarta TAGANA volunteers. This shows that in the organization the creation of motives, social norms, and Job Satisfaction which will attract Intention to Continue Volunteering in the voluntary phase of novice or ongoing volunteers. This study has the same results as previous research conducted by (Hyejin Bang 2015) Increasing the Job Satisfaction of volunteers by prospering and making them love their work which can lead to an increase which also has a positive affect on Intention to Continue Volunteering. Volunteer Job Satisfaction in terms of appreciation for volunteers who can re-engage the community in the social field which can affect Intention to Continue Volunteering in the future.

The fourth hypothesis can be concluded that there is a positive influence between Volunteer Management on Intention to Continue Volunteering mediated by Job Satisfaction. This shows that the positive assessment of volunteers on the implementation of Volunteer Management will have an impact on increasing Intention to Continue Volunteering mediated by Job Satisfaction, which can be felt by TAGANA volunteers in Central Jakarta. Because it has organizational factors that motivate Volunteer Management involvement in volunteer work committed to volunteers so that it can have a positive influence on Intention to Continue Volunteering, such as common interests and Job Satisfaction volunteers are likely to play an important role in volunteer involvement that will

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last a long time. This study has the same results with previous research conducted by (Shen & Alabama 2012). It is very important that Volunteer Management improves and helps to motivate volunteers so as to create positive relationships for Intention to Continue Volunteering and strengthen Volunteer Job Satisfaction. As a result, a long-term relationship can be built between the volunteers and the joint event organization so that in the end these volunteers will have a greater initiative to return to the organization.

The fifth hypothesis can be concluded that there is a positive influence between Work Environment on Intention to Continue Volunteering mediated by Job Satisfaction. This shows that the positive assessment of volunteers on the implementation of the Work Environment will have an impact on increasing Intention to Continue Volunteering mediated by Job Satisfaction, which can be felt by TAGANA volunteers in Central Jakarta. This consists of employee safety, job security, good relations with colleagues, recognition of good performance, motivation to perform well can have a positive affect on Intention to Continue Volunteering. Volunteers will realize that the company considers them important, they will have a high level of commitment and sense of belonging to the organization and they will feel high job satisfaction. This study has the same results as previous research conducted by (Agbozo et al., 2016) An attractive and supportive work environment that is very important for Intention to Continue Volunteering. The work environment has many characteristics that can affect physical and mental well-being. A quality work environment is essential to keep workers on various volunteer assignments and working affectively. A good work environment is checked by characteristics such as competitive wages, a trusting relationship between employees and management, equality and fairness for everyone,

#### **CONCLUSIONS, MANAGERIAL IMPLICATIONS, LIMITATIONS AND SUGGESTIONS**

Volunteers perceive that TAGANA Central Jakarta has implemented Volunteer Management well. Because of the implementation of volunteer orientation and training, volunteer social interactions, rewards and recognition of volunteers, as well as volunteer empowerment and flexibility of volunteer schedules. Volunteers can perceive the organization already has a very good work environment. It can be seen from the volunteers' physical environment, volunteer work safety, volunteer health and adequate technology or equipment. TAGANA feel Job Satisfaction in their workplace. Because with the fulfillment Job Satisfaction This high level will create a sense of pleasure for volunteers who are in the organizationthis. TAGANA volunteers have a high Intention to Continue Volunteering so TAGANA is interested in remaining as a volunteer in the event of a disaster next year, next semester, 1 year from now, 3 years from now, 5 years from now and so on.

From the results of the analysis of the positive influence between Management Volunteers to Job Satisfaction obtained p-value of,  $0040.05 \leq$  with an estimate of ,221 so it can be concluded

that there is a positive influence between Volunteer Management to Job Satisfaction. The results of the analysis of the positive influence between Work Environment to Job Satisfaction, it can be concluded that there is a positive influence between Work Environment to Job Satisfaction.

From the results of the analysis of the positive influence between Job Satisfaction to Intention to Continue Volunteering, it can be concluded that there is a positive influence between Job Satisfaction to Intention to Continue Volunteering. Results analysis of the positive influence between Volunteer Management to Intention to Continue Volunteering mediated by Job Satisfaction, it can be concluded that there is a positive influence between Volunteer Management to Intention to Continue Volunteering mediated by Job Satisfaction. The positive influence between Work Environment to Intention to Continue Volunteering mediated by Job Satisfaction, it can be concluded that there is a positive influence between Work Environment to Intention to Continue Volunteering mediated by Job Satisfaction.

## **MANAGERIAL IMPLICATIONS**

To maintain good Volunteer Management, management can continue to develop the implementation of volunteer empowerment by preparing plans and also evaluations so that the implementation of empowerment is even better. Management must focus on improving the workplace for its volunteers by providing facilities so that volunteers feel comfortable and safe while working, such as the convert workplace, having good work equipment and guaranteed workplace safety. When the workplace environment meets volunteer satisfaction, management must pay attention to the physical health of its volunteers by providing vitamins and work safety equipment to maintain its volunteer's management must provide for their unconscious needs such as recognition, appreciation and empowerment.

## **LIMITATIONS**

This research was only conducted in one organization, namely Taruna Siaga Disaster (TAGANA) Central Jakarta. The research variables used in this study were only Management Volunteers, work environment, Intention to Continue Volunteering and Job Satisfaction. The research respondents were volunteers at the Taruna Siaga Disaster (TAGANA) Central Jakarta.

## **SUGGESTIONS FOR FURTHER RESEARCH**

Not only doing research on volunteers from Central Jakarta Disaster Preparedness (TAGANA) but can be done in other companies or compare with several similar companies. Further research is also expected to increase the number of other variables such as; Productivity (Alarcon et al., 2021), Volunteer Job Satisfaction, Environmental Psychology Model (Cho et al.,

2020). It is recommended for further research to find respondents such as company management or the public who meet the research criteria.

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# Factors affecting intention to continue volunteering with job satisfaction as mediation

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## Factors affecting intention to continue volunteering with job satisfaction as mediation

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### Abstract

This study aims to analyze each variable, namely Volunteer Management, Work Environment, Job Satisfaction and Intention to Continue Volunteering; and analyze the positive influence between Volunteer Management and Work Environment to Job Satisfaction which has the impact on Intention to Continue Volunteering. The research variables are Volunteer Management, work environment, Job Satisfaction and Intention to Continue Volunteering. The research respondents were volunteers at the Taruna Siaga Disaster (TAGANA) Central Jakarta. The data was analyzed by Structural Equation Modelling (SEM). The results of this study that each of the Volunteer Management and Work Environment variables have a positive affect on Job Satisfaction, the Job Satisfaction variable has a positive affect on Intention to Continue Volunteering, Volunteer Management and Work Environment have a positive affect on Intention to Continue Volunteering mediated by Job Satisfaction. The limitations of this research are that it is only carried out in one organization, namely Taruna Siaga Disaster (TAGANA) Central Jakarta. The research implication is that TAGANA's Management must focus on improving the workplace for its volunteers by providing facilities in order to make the volunteers feel comfortable and safe while working.

**Keywords: Job Satisfaction; Intention to Continue Volunteering; Volunteer Management; Work Environment.**

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### BACKGROUND

The territory of Indonesia is an area that is very prone to natural disasters, the archipelago is in a tectonic zone and a row of active volcanoes which makes this area vulnerable to earthquake

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shocks, activity from faults, volcanic eruptions, and tsunamis. Therefore, disaster prevention and preparedness by the community throughout the Province needs to be implemented. As a disaster-prone area, the Indonesian government has obligations and responsibilities in anticipating a disaster, before or after a disaster, namely disaster mitigation, emergency response and reconstruction rehabilitation. Disaster preparedness is very important to minimize the casualties as a result of the disaster (dinsos.riau.go.id;2021).

The government responds and anticipates the high vulnerability and threat of disaster by establishing a disaster management program by implementing various disaster mitigation efforts to do the preparation and be able to detect early symptoms or signs of the next disaster. Accelerating the handling of the Covid-19 which was started since 2020 and other disasters requires the role of all elements of society. In the current condition, employees need to be volunteer in helping to overcome this epidemic (aspirationonline.com;2020). We don't need only health workers but also need the volunteers, for being both medical and non-medical personnel during a pandemic Covid-19 like this. Volunteers are individuals or groups who sincerely from their conscience give what they have (wanaswara.com;2019).

Taruna Siaga Disaster (TAGANA) is a community-based organization or task force oriented in the field of Social Welfare to deal with disaster management. Tagana was formed on March 24, 2004 in Lembang (Bandung) West Java by the Indonesian Ministry of Social Affairs, as a vehicle for the participation, empowerment and partnership of the younger generation in the field of disaster management. They have 3 (three) special abilities, namely; social assistance, shelter management and logistics management. In 2021, Tagana is being dedicated to disaster management for 17 years, of course it has already matured in responding to every problem that occurs (dinsos.riau.go.id; 2021).

TAGANA membership consists of TAGANA Members who are appointed after fulfilling the requirements and Honorary TAGANA Members as members who are appointed because of awards, positions, or service in disaster management (Kemensos.go.id;2012). TAGANA activities in **pre-disaster** such as data collection on disaster-prone areas, reporting data on disaster-prone areas, monitoring, self-organizing, strengthening network, conducting outreach, conducting training, building an early warning system, analyzing risk/impact, analyzing needs for assistance, preparing equipment -equipment, Installing signs and prohibition signs, Not living in disaster-prone areas and Mobilizing potential in sources. Meanwhile, TAGANA's activities **during a disaster** such as carrying out rescue, directing potential and resources, distribution of aid, data on the impact/consequence of disasters and regional security. As well as TAGANA activities during **post-disaster** such as preparing rehabilitation and restoration plans and making efforts to accelerate recovery (dinsos.tanjabbarkab.go.id; 2017).

There are some previous studies which related with this research. However, the object Volunteer Management was being reseeded for Chingay Parade cultural event (volunteers in Singapore) by Cho et al., 2020 and business process outsourcing company (volunteers in Quezon City) by Alarcon et al., 2021 while, in Indonesia there is no research on this matter.

Volunteer Management which aims to raise awareness of the value in volunteering is widely recognized how volunteers engage and manage the impact that significantly affects the experience of volunteers doing their work, with their skills and they also need training to improve themselves (Cho et al., 2020). The need to be able to manage volunteers in various programs (Cho et al., 2020). Volunteer Management supports the needs of volunteers, in order to create Intention to Continue Volunteering. (Love et al., 2013), stated the suitability of volunteers with their environment, satisfaction and Intention to Continue Volunteering. Some people volunteer to help others. So far, the experience of volunteering becomes a motivation that will lead to satisfaction with volunteer activities, thereby causing their greater Intention to Continue Volunteering in the future (Cindy S Lee, 2014).

Executions carried out in the Volunteer Management concept require attention to the Work Environment because the workplace environment can significantly affect the way how volunteers behave, view things, and do their work (Aira et al., 2020). A good work environment will impact to high job satisfaction. The results of organizational productivity will depend on the level of volunteer satisfaction (Idris et al., 2020). Job satisfaction can affect employee happiness, morale, and motivation in increasing productivity (Idris et al., 2020).

The formulation of a research problem in this study is "Is there any influence between Volunteer Management and Work Environment on Intention to Continue Volunteering mediated by Job Satisfaction of Central Jakarta Disaster Siaga Taruna (TAGANA) volunteers?"

## LITERATURE REVIEWS AND HYPOTHESES

### Volunteer Management

Volunteer Management is Organizational settings or volunteer programs, including the characteristics of volunteers themselves, Volunteer Management can directly affect the retention of volunteers and ensure good organization and management among volunteers, even recognizing the potential in them that maximally achieves organizational goals (Cho et al., 2020 ). Volunteer Management is an activity or action in terms of planning, attracting, selecting, developing, maintaining, and empowering volunteers to achieve the good goals of an organization, in order to contribute to the achievement of organizational goals (Warner et al., 2011).

### Work Environment

Work Environment is the overall work facilities and infrastructure around employees who

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are doing work. Work Environment includes the place of work, facilities and work aids, cleanliness, lighting, tranquility and also the working relationship between the people in the place (Aruan & Fakhri 2015). Work Environment is the behavior of employees who are placed in Work Environment comfortable people are more likely to enjoy their jobs. The opposite is true for those who are in an uncomfortable workplace they can feel boredom, poor performance so that they are not satisfactory (Purayidathil & Villavicencio., 2014). Work Environment is to ensure a quality of life that can increase the ratio of satisfaction obtained from the work carried out, provide opportunities for development, create a safe and healthy workplace, improve creative and critical work systems that lead to worker affectiveness (Kolade & Oladipupo., 2019).

#### Job Satisfaction

Job satisfaction is regarded as a confident sentiment, made through the approval of the task producing assured atmosphere (Kyle Hight & Park, 2019). It is a multifaceted frame of mind; comes from income, workplace protection, campaign possibilities, appreciation and recognition, decision-making (Mehrzi & Singh, 2016). Job satisfaction is an individual's general attitude towards his work and services, this attitude comes from the perception that employees think about their work. Job satisfaction is a collection of feelings, beliefs, and thoughts about how someone responds to their work (Badrianto and Ekhsan 2020).

#### Intention to Continue Volunteering

Intention to Continue Volunteering is volunteer interest in the same organization, intention to volunteer elsewhere, and volunteer intention 1 to 5 years from now to remain a volunteer. With that there is satisfaction in the volunteer experience which will re-engage the volunteer in society and society. Just as satisfied volunteers are more likely to continue volunteering and show future intentions to continue volunteering (Cho et al., 2020). Intention to Continue Volunteering is a volunteer training that creates a stronger sense of community such as a sense of togetherness that creates a positive relationship with volunteer commitment. Intentions to volunteer in fact adjust to their comfortable environment and volunteer satisfaction in the future (Love et al., 2013). Intention to Continue Volunteering is a motivating factor for volunteer involvement that results in rewards and predicts Intention to Continue Volunteering in the future. Volunteer motivation with benefits can lead to a more positive experience for volunteers, which reflects a pleasant attitude to volunteering resulting in a high intention to return to volunteer (Cindy S Lee, 2014).

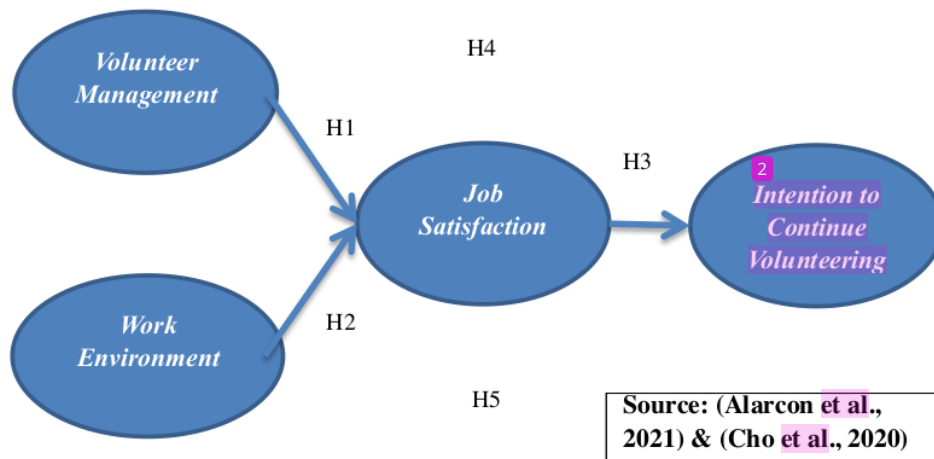
### CONCEPTUAL FRAMEWORK

Previous research conducted (Cho et al., 2020) assumes that Volunteer Management has a positive relationship to Job Satisfaction, because Volunteer Management is very important to retain volunteers and can show that the practice of Volunteer Management provides development,

professional training, and assigns tasks to volunteers with according to the volunteer criteria that can increase volunteer job satisfaction and volunteer experience (Cho et al., 2020). The leadership skills of Volunteer Management help foster a positive attitude with volunteers, make interactions friendlier and increase Job Satisfaction (Cho et al., 2020). According to Widodo 2013, Work Environment is a factor that affects Job Satisfaction because with leadership, promotion and related job characteristics. If employees enjoy the Work Environment, employees will enjoy their time at work to carry out these activities, employees will use their work time affectively, optimally and their work performance will also be high (Pawirosumarto et., al 2017).

Previous volunteers experienced that they had Job Satisfaction as a motive for future voluntary activities and contribute to intentions to participate in future voluntary activities. Volunteer satisfaction in their experience provides community engagement and re-engagement in the social field that can affect Intention to Continue Volunteering. Volunteer Management and perceived benefits of volunteers positively affect Intention to Continue Volunteering with Job Satisfaction which can produce quality volunteers. The benefits that the volunteer achieves through the volunteer experience (e.g., improved physical health, life satisfaction, self-esteem, happiness, mental, and physical health) make the volunteer feel satisfied, and volunteer management significantly influences Intention to Continue Volunteering (Shen & Alabama 2012). Companies can increase their productivity through improving the company's Work Environment which can have a positive impact on the high Intention to Continue Volunteering in the future (Raziqa & Maulabakhsha 2015). Based on the explanation that has been put forward, the following is an overview of the conceptual framework in the research to be studied:

#### CONCEPTUAL FRAMEWORK



Volunteer Management and the benefits felt by volunteers positively affect Job Satisfaction. The benefits that individuals achieve through volunteer experiences (e.g., improvements in physical

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health, life satisfaction, self-esteem, happiness, mental and physical health) make volunteers feel satisfied and Volunteer Management significantly influences their behavioral intentions (Cho et al., 2020).

Volunteer Management positive affect on Job Satisfaction since receiving job skills, training and work experience of volunteers can result in Job Satisfaction. Activities managed by Volunteer Management have positive results for paid employees in terms of motivation, teamwork, community, and morale to build and promote good citizenship overall so that volunteer Job Satisfaction occurs (Waikayi, 2012).

Volunteer Management affect Job Satisfaction, that volunteer satisfaction is more influenced by organizational support than by supervisor support. Volunteer Management with a focus on personal life experiences, personal development, training and learning that <sup>20</sup> have a positive affect on Job Satisfaction. The importance of Volunteer Management for volunteer training events, social interactions and a strong sense of community (Wicker, 2017).

### **H1: Volunteer Management <sup>31</sup> has a positive affect on Job Satisfaction**

Work Environment <sup>27</sup> has a positive impact on job satisfaction because a comfortable work environment encourages employees to feel satisfied with the work <sup>26</sup> they do. Work Environment affects how employees carry out the assigned tasks, therefore Work Environment has a positive affect on Job Satisfaction. It is also of greater concern because employees in the workplace need to focus, cooperate with each other, socialize and learn throughout their time at work (Insih et al., 2021).

Widodo, 2014 stated that Job Satisfaction <sup>42</sup> has a positive influence on the Work Environment. Physical and non-physical environment are factors that affect job satisfaction in addition to leadership, promotion and the characteristics of the work concerned. (Widodo, 2014).

### **H2: Work Environment <sup>26</sup> has a positive affect on Job Satisfaction**

Enhancement Job Satisfaction volunteers by prospering and making them love their work which can lead to improvement and also have a positive affect on Intention to Continue Volunteering. Job Satisfaction volunteers in terms of appreciation for volunteers who can re-engage the community in the social field which can affect Intention to Continue Volunteering in the future (Hyejin Bang 2015).

Job Satisfaction and volunteer's experience is that are balancing. The Job Satisfaction, in turn, develop stronger relationships as they operate, leading to <sup>2</sup> Intention to Continue Volunteering greater to continue and commit. Therefore, Job Satisfaction with real experience volunteering has the power to earn <sup>2</sup> Intention to Continue Volunteering to continue and commit to their organization

(Beneveneet al., 2018).

### H3: Job Satisfaction has a positive affect on Intention to Continue Volunteering

Volunteer Management improves and helps motivate volunteers so as to create positive relationships for Intention to Continue Volunteering and can strengthen Volunteer Job Satisfaction. As a result, a long term relationship can be built between the volunteers and the joint event organization so that in the end these volunteers will have a greater initiative to return to the organization (Shen & Alabama 2012).

Organizational factors that motivate engagement Volunteer Management in volunteer work is committed to volunteering so that it can have a positive affect on Intention to Continue Volunteering, such as common interests and Job Satisfaction volunteers, most likely play an important role in enduring voluntary engagement (Egli et al., 2011).

### H4: Volunteer Management has a positive affect on Intention to Continue Volunteering mediated by Job Satisfaction

Work Environment consisting of employee safety, job security, good relations with co-workers, recognition of good performance, motivation to perform well and participation in the company's decision-making process can have a positive affect on Intention to Continue Volunteering. Volunteers realize that the company considers them important, they will have a high level of commitment and sense of belonging to the organization and they will feel Job Satisfaction tall one (Raziqa & Maulabakhsha 2014).

Work Environment conducive environment plays an important role in stimulating positive Intention to Continue Volunteering with a physical and emotional environment that defines working conditions, employee rights, employee voice, safe working conditions, cooperative team members and friendly supervisors. Satisfied employees appear to be highly creative and dedicated to work because they are engaged with the goals and objectives of the organization.

### H5: Work Environment has a positive affect on Intention to Continue Volunteering mediated by Job Satisfaction

## METHODS

This research design is descriptive quantitative by testing hypotheses, this research design is based on the research of Cho et al., 2020 and Alarcon et.al 2021 with a quantitative descriptive research design aimed at testing hypothesis (hypothesis testing) to determine accurately whether the null hypothesis can be rejected to support the alternative hypothesis. Analyze each variable using descriptive statistics on average. The relationship between the two variables was used to test the affect or regression, data analysis using the Structural Equation Modeling (SEM) method. The data used are cross sectional. The unit of analysis used is the individual because the data is collected

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from each individual and receives the responses of each volunteer as a source of individual data (Sekaran and Bougie, 2016).

### MEASUREMENT

In this study the data obtained directly through interviews and questionnaires and data obtained by means of literature study. The sampling method uses a non-probability sampling method where the method collects samples that are subjective in nature or the elements in the population whose selection is not determined. The characteristics of the respondents needed to answer the questionnaire provided are Central Jakarta Disaster Preparedness (TAGANA) volunteers with a total of one hundred and eighty-five (185) volunteers.

### OPERATIONAL VARIABLES

#### Volunteer Management

Volunteer Management is process to increase the effectivly of volunteers performance by implementing orientation and training, social interaction, application of awards and recognition, implementation of empowerment and implementation of volunteer schedule flexibility.

#### Work Environment

How the volunteers duing the working process by physical environment, work safety, occupational health and technology / equipment.

#### <sup>2</sup> Intention to Continue Volunteering

Intention to Continue Volunteering the process to maintain the volunteers in order to stay longer in the company by volunteers remain volunteers where disaster strikes next year, next semester, 1 year from now, 3 years from now and 5 years from now.

#### Job Satisfaction

Job Satisfaction is employees feeling that come from serveral situation: There is monitoring from related agencies, volunteers feel close to each other, volunteers feel happy working in this organization, feel safe in the role of volunteers, the implementation of volunteer management involves all volunteers, volunteer work does not interfere with physical health, all talents and skills used when doing voluntary tasks , there is a good relationship between the coordinator and all volunteers, volunteers feel happy with the tasks given while being a volunteer.

#### Independent Variables

##### 1. Volunteer Management

The statement items used to measure the Volunteer Management variable are 5 statements developed from the research (Cho et al., 2020). The following are statement items used to measure

Volunteer Management:

1. Implementation of the orientation and training of Central Jakarta Disaster Preparedness Cadre volunteers (TAGANA) is in accordance with Volunteer Management.
2. The implementation of the social interaction of the Central Jakarta Disaster Preparedness Cadre volunteers (TAGANA) is in accordance with Volunteer Management.
3. The application of the award and recognition of Central Jakarta Disaster Preparedness (TAGANA) volunteers is in accordance with Volunteer Management.
4. The implementation of Central Jakarta Disaster Preparedness Taruna Volunteer Empowerment (TAGANA) is in accordance with Volunteer Management.
5. The application of the flexibility of the Central Jakarta Disaster Preparedness Cadre (TAGANA) volunteer schedule is in accordance with Volunteer Management.

## **2. Work Environment**

The statement items used to measure the Work Environment variable contained 18 statement items developed from research (Alarcon et al., 2021) and (Cho et al., 2020). The following are statement items used to measure the Work Environment:

### ● PHYSICAL ENVIRONMENT

1. Comfortable work area
2. The organization has good workplace facilities for its volunteers
3. Damage to facilities and equipment is a top priority for immediate repair
4. Adequate waste disposal

### ● WORK SAFETY

5. Volunteers know how to take emergency action
6. Security facilities are operating well
7. There is a first aid bag around the workplace
8. Good documentation security
9. Volunteers have adequate safety training

### ● OCCUPATIONAL HEALTH

10. The workplace uses a good tent
11. Adequate supply of clean drinking water in the workplace
12. The cleanliness of the work environment is generally satisfactory
13. Clean workplace toilet
14. Volunteers' health level is still well maintained

### ● TECHNOLOGY / EQUIPMENT

15. The mobile communication tool for each volunteer is good
16. I have no difficulty in using my work tools and equipment

### 10 Factors Affecting Intention To Continue Volunteering With Job Satisfaction As Mediation

17. The coordinator of the organization always pays high attention to improving the efficiency of volunteer operations
18. The office provides the necessary materials and work equipment for the volunteers

#### Dependent Variable

##### 1. Intention to Continue Volunteering

The statement items used to measure the Intention to Continue Volunteering variable there are 5 statements developed from (Cho et al., 2020). The following are statement items used to measure Intention to Continue Volunteering:

1. I remain a volunteer where disaster strikes next year
2. I will continue to volunteer in other places where disasters occur next semester
3. I will continue to volunteer for 1 year from now on
4. I will continue to volunteer 3 years from now
5. I will continue to volunteer 5 years from now

#### Mediation Variable

##### 1. Job Satisfaction.

The statement items used to measure the Job Satisfaction variable contained 9 statements developed from (Cho et al., 2020). The following are statement items used to measure Job Satisfaction:

1. There is monitoring from related agencies to volunteers who have done a good job
2. I feel close to people who do the same work as me
3. I feel happy working in this organization as a Volunteer
4. I feel safe in my role as a Volunteer
5. The implementation of Volunteer management involves all volunteers
6. I believe Volunteer work does not interfere with my physical health
7. All my talents and skills are used while doing Volunteer duties
8. A good relationship is established between the coordinator and all the Volunteers
9. I feel happy with the tasks given while I was a volunteer

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#### Validity test

The validity test was used to test the goodness of the measure and the authors used different terms to denote it (Sekaran and Bougie 2016). The basis for making a decision on the validity test is to compare the loading factor with the level of significance according to (Hair et al. 2019).

**Table 3.1****Factor Loading Based on Sample**

Factor Loading	Sample Size
0.30	350
0.35	250
<b>0.40</b>	<b>200</b>
0.45	150
0.50	120
0.55	100
0.60	85
0.65	70
0.70	60
0.75	50

Source: Hair et al., (2019)

In knowing the factor loading can be seen from the number of samples used. In this study, the sample used was one hundred and sixty-five (165) respondents so that it is known that the loading factor in accordance with the number of samples is 0.40 to be able to say that the statement is valid.

### Reliability Test

Testing the reliability of a measuring instrument is an indication of the stability and consistency of the instrument measuring the concept and helps to assess the "goodness" of a measure (Sekaran and Bougie 2016). The basis for making this reliability test decision is as follows:

1. If Cronbach's Coefficient Alpha 0.60 then Cronbach's Alpha is acceptable (construct reliable).
2. If Cronbach's Coefficient Alpha 0.60 then Cronbach's Alpha is unacceptable (construct unreliable).

## RESULTS AND DISCUSSION

Taruna Siaga Disaster, hereinafter abbreviated as TAGANA, is a social volunteer or Social Welfare Personnel from the community who have concern and are active in disaster management in the field of social protection. TAGANA was established with the aim of empowering and empowering the younger generation in disaster management.

### Validity Test Results

The Volunteer Management variable consists of 5 statement item indicators. Of the 5 statement item indicators, all of them have factor loading values greater than 0.40 (Hair's Factor

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Loadings for 185 respondents). Thus, the 5 statement item indicators are valid in forming the Volunteer Management variable construct.

The Work Environment variable has 4 dimensions consisting of the Physical Environment, Work Safety, Occupational Health and Technology / Equipment which overall has a total of 18 statement item indicators. Of the 18 statement item indicators, all have factor loading values greater than 0.40 (Hair's Factor Loadings for 185 respondents). Thus, 18 statement item indicators are declared valid in forming the Work Environment variable construct.

The Job Satisfaction variable consists of 9 statement item indicators. Of the 9 statement item indicators, all of them have factor loading values greater than 0.40 (Hair's Factor Loadings for 185 respondents). Thus, 9 statement item indicators are valid in forming the construct of the Job Satisfaction variable.

The Intention to Continue Volunteering variable consists of 5 statement item indicators. Of the 5 statement item indicators, all of them have factor loading values greater than 0.40 (Hair's Factor Loadings for 185 respondents). Thus, the 5 statement item indicators are valid in forming the variable construct Intention to Continue Volunteering.

#### Reliability Test Results

It is known that all variables have Cronbach's Coefficient Alpha values greater than the existing provisions, namely 0.60, so the questionnaire on these variables is declared feasible to use or reliable.

#### The Results Of All Hypothesis

Hypothesis	Estimate	-value	Decision
Management Volunteers positivly affect on Job Satisfaction	,221	,004	Ha accepted
Work Environment positivly affect on Job Satisfaction	,800	,000	Ha accepted
Job Satisfaction positivly affect on Intention to Continue Volunteering	,589	,003	Ha accepted
Volunteer Management positive affect on Intention to Continue Volunteering mediated by Job Satisfaction.	,348	,0319	Ha accepted
Work Environmentpositive affect on Intention to Continue Volunteering mediated by Job Satisfaction.	,335	,0231	Ha accepted

The first hypothesis can be concluded that there is a positive influence between Volunteer Management on Job Satisfaction. This illustrates that Central Jakarta TAGANA has good Volunteer

Management so that volunteer satisfaction is more influenced by organizational support, the importance of learning for volunteer training activities, social interaction and a strong sense of community. The results of this study are supported by previous research conducted by Cho et al., (2020) noting that Volunteer Management and the perceived benefits of volunteers positively affect Job Satisfaction resulting in volunteer retention. Benefits the individual achieves through the volunteer experience (e.g., improved physical health, life satisfaction, self-esteem, happiness, mental health, makes volunteers feel satisfied,

The second hypothesis can be concluded that there is a positive influence between Work Environment on Job Satisfaction. This shows that the positive assessment of volunteers on the implementation of the Work Environment will have an impact on increasing Job Satisfaction felt by TAGANA volunteers in Central Jakarta. With a high work environment at TAGANA, Central Jakarta, you will get feedback and guidance received from superiors, coworkers, and subordinates as well as emotional support from others in the workplace. This study has the same results as previous research conducted by Kurniaty et al., (2019) Work Environment has a positive affect on Job Satisfaction.

The third hypothesis can be concluded that there is a positive influence between Job Satisfaction on Intention to Continue Volunteering. This shows that the positive assessment of volunteers on the implementation of Job Satisfaction will have an impact on increasing the Intention to Continue Volunteering felt by Central Jakarta TAGANA volunteers. This shows that in the organization the creation of motives, social norms, and Job Satisfaction which will attract Intention to Continue Volunteering in the voluntary phase of novice or ongoing volunteers. This study has the same results as previous research conducted by (Hyejin Bang 2015) Increasing the Job Satisfaction of volunteers by prospering and making them love their work which can lead to an increase which also has a positive affect on Intention to Continue Volunteering. Volunteer Job Satisfaction in terms of appreciation for volunteers who can re-engage the community in the social field which can affect Intention to Continue Volunteering in the future.

The fourth hypothesis can be concluded that there is a positive influence between Volunteer Management on Intention to Continue Volunteering mediated by Job Satisfaction. This shows that the positive assessment of volunteers on the implementation of Volunteer Management will have an impact on increasing Intention to Continue Volunteering mediated by Job Satisfaction, which can be felt by TAGANA volunteers in Central Jakarta. Because it has organizational factors that motivate Volunteer Management involvement in volunteer work committed to volunteers so that it can have a positive influence on Intention to Continue Volunteering, such as common interests and Job Satisfaction volunteers are likely to play an important role in volunteer involvement that will

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last a long time. This study has the same results with previous research conducted by (Shen & Alabama 2012). It is very important that Volunteer Management improves and helps to motivate volunteers so as to create positive relationships for Intention to Continue Volunteering and strengthen Volunteer Job Satisfaction. As a result, a long-term relationship can be built between the volunteers and the joint event organization so that in the end these volunteers will have a greater initiative to return to the organization.

The fifth hypothesis can be concluded that there is a positive influence between Work Environment on Intention to Continue Volunteering mediated by Job Satisfaction. This shows that the positive assessment of volunteers on the implementation of the Work Environment will have an impact on increasing Intention to Continue Volunteering mediated by Job Satisfaction, which can be felt by TAGANA volunteers in Central Jakarta. This consists of employee safety, job security, good relations with colleagues, recognition of good performance, motivation to perform well can have a positive affect on Intention to Continue Volunteering. Volunteers will realize that the company considers them important, they will have a high level of commitment and sense of belonging to the organization and they will feel high job satisfaction. This study has the same results as previous research conducted by (Agbozo et al., 2016) An attractive and supportive work environment that is very important for Intention to Continue Volunteering. The work environment has many characteristics that can affect physical and mental well-being. A quality work environment is essential to keep workers on various volunteer assignments and working affectively. A good work environment is checked by characteristics such as competitive wages, a trusting relationship between employees and management, equality and fairness for everyone,

#### CONCLUSIONS, MANAGERIAL IMPLICATIONS, LIMITATIONS AND SUGGESTIONS

Volunteers perceive that TAGANA Central Jakarta has implemented Volunteer Management well. Because of the implementation of volunteer orientation and training, volunteer social interactions, rewards and recognition of volunteers, as well as volunteer empowerment and flexibility of volunteer schedules. Volunteers can perceive the organization already has a very good work environment. It can be seen from the volunteers' physical environment, volunteer work safety, volunteer health and adequate technology or equipment. TAGANA feel Job Satisfaction in their workplace. Because with the fulfillment Job Satisfaction This high level will create a sense of pleasure for volunteers who are in the organizationthis. TAGANA volunteers have a high Intention to Continue Volunteering so TAGANA is interested in remaining as a volunteer in the event of a disaster next year, next semester, 1 year from now, 3 years from now, 5 years from now and so on.

From the results of the analysis of the positive influence between Management Volunteers to Job Satisfaction obtained p-value of,  $0,0040.05 \leq$  with an estimate of ,221 so it can be concluded

that there is a positive influence between Volunteer Management to Job Satisfaction. The results of the analysis of the positive influence between Work Environment to Job Satisfaction, it can be concluded that there is a positive influence between Work Environment to Job Satisfaction.

From the results of the analysis of the positive influence between Job Satisfaction to Intention to Continue Volunteering, it can be concluded that there is a positive influence between Job Satisfaction to Intention to Continue Volunteering. Results analysis of the positive influence between Volunteer Management to Intention to Continue Volunteering mediated by Job Satisfaction, it can be concluded that there is a positive influence between Volunteer Management to Intention to Continue Volunteering mediated by Job Satisfaction. The positive influence between Work Environment to Intention to Continue Volunteering mediated by Job Satisfaction, it can be concluded that there is a positive influence between Work Environment to Intention to Continue Volunteering mediated by Job Satisfaction.

### MANAGERIAL IMPLICATIONS

To maintain good Volunteer Management, management can continue to develop the implementation of volunteer empowerment by preparing plans and also evaluations so that the implementation of empowerment is even better. Management must focus on improving the workplace for its volunteers by providing facilities so that volunteers feel comfortable and safe while working, such as the convert workplace, having good work equipment and guaranteed workplace safety. When the workplace environment meets volunteer satisfaction, management must pay attention to the physical health of its volunteers by providing vitamins and work safety equipment to maintain its volunteer's management must provide for their unconscious needs such as recognition, appreciation and empowerment.

### LIMITATIONS

This research was only conducted in one organization, namely Taruna Siaga Disaster (TAGANA) Central Jakarta. The research variables used in this study were only Management Volunteers, work environment, Intention to Continue Volunteering and Job Satisfaction. The research respondents were volunteers at the Taruna Siaga Disaster (TAGANA) Central Jakarta.

### SUGGESTIONS FOR FURTHER RESEARCH

Not only doing research on volunteers from Central Jakarta Disaster Preparedness (TAGANA) but can be done in other companies or compare with several similar companies. Further research is also expected to increase the number of other variables such as; Productivity (Alarcon et al., 2021), Volunteer Job Satisfaction, Environmental Psychology Model (Cho et al.,

2020). It is recommended for further research to find respondents such as company management or the public who meet the research criteria.

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