

## The Effect of Volunteer Motivation and Servant Leadership on Organizational Commitment at AIESEC Members of Universitas Muhammadiyah Malang

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### Abstract

*AIESEC UMM is a non-profit organization based at the University of Muhammadiyah Malang. This organization was established as a platform for young people to develop their leadership through practical experience. The aims of this research are: (1) how volunteer motivation, servant leadership, and organizational commitment of AIESEC UMM members, (2) to analyze the effect of volunteer motivation on organizational commitment of AIESEC UMM members, (3) to analyze the effect of servant leadership on organizational commitment of AIESEC UMM members. The population and sample in this study were all members of AIESEC UMM 2021, totaling 70 people. The analysis technique used in this research is multiple linear regression analysis. The results of this study indicate that (1) the volunteer motivation of AIESEC UMM members is in the high category, servant leadership in the AIESEC UMM organization is implemented well, and the organizational commitment of AIESEC UMM members is also in the high category, (2) volunteer motivation has a positive and significant effect on organizational commitment of AIESEC UMM members, (3) servant leadership has a positive and significant effect on organizational commitment of AIESEC UMM members.*

**Keywords** Organizational commitment, volunteer motivation, servant leadership

### Abstrak

AIESEC UMM adalah salah satu organisasi non-profit di Universitas Muhammadiyah Malang. Organisasi ini didirikan sebagai platform untuk para pemuda mengembangkan jiwa kepemimpinan mereka melalui pengalaman secara langsung. Tujuan penelitian ini adalah untuk: (1) bagaimana motivasi *volunteer*, *servant leadership*, dan komitmen organisasional anggota AIESEC UMM, (2) menganalisis pengaruh motivasi *volunteer* terhadap komitmen organisasional anggota AIESEC UMM, (3) menganalisis pengaruh motivasi *servant leadership* terhadap komitmen organisasional anggota AIESEC UMM. Populasi dan sampel pada penelitian ini adalah seluruh anggota AIESEC UMM 2021 berjumlah 70 orang. Adapun teknik analisis yang digunakan pada penelitian ini adalah analisis regresi linier berganda. Hasil dari adanya penelitian ini menunjukkan bahwa (1) motivasi *volunteer* anggota AIESEC UMM tergolong dalam kategori tinggi, *servant leadership* di organisasi AIESEC UMM diterapkan dengan baik, dan komitmen organisasional anggota AIESEC UMM juga tergolong dalam kategori tinggi, (2) motivasi *volunteer* berpengaruh positif dan signifikan terhadap komitmen organisasional pada anggota AIESEC UMM, (3) *servant leadership* berpengaruh positif dan signifikan terhadap komitmen organisasional pada anggota AIESEC UMM.

Kata Kunci: komitmen organisasional, motivasi relawan, kepemimpinan melayani

### Article info

Received (25/05/2022)

Revised (15/06/2022)

Accepted (30/06/2022)

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## INTRODUCTION

Human resources are the main driving element and determining factor for organizational progress, therefore commitment is very important to maintain and improve. This is because organizations need human resources to run their operations. Organizational members with high commitment will not only give their best performance for the organization but also avoid negative behaviors such as leaving work or skipping work from the organization. However, not all members of the organization have the same level of commitment because there are so many factors that can affect the organizational commitment of the organization's members. Non-profit organizations usually have two types of employees, such as paid employees and those who work voluntarily. Paid employees know clearly the financial rewards they will receive according to their performance, whereas volunteers give time and effort without expecting any financial rewards. However, volunteers are the workforce with the most activities in the organization (Reinklou, & Rosén, 2013). Volunteer's organizational commitment is influenced by different factors from employees because there is no financial reward. Thus, to increase organizational commitment, it is necessary to know what drives or motivates volunteers to become part of the organization. Motivation can be interpreted as a willingness or encouragement in a person to expend efforts in achieving the goals of the organization (Robbins & Judge 2011). Motivation can not only move a person to carry out his duties as best as possible but also can increase a person's commitment to the organization. Previous research by Rahmawati & Ibbidin (2019) confirmed that motivation has a positive relationship with organizational commitment, it indicates that if a person's motivation is high, his organizational commitment is also high. Suhermin & Miftachudin (2019) in their research also states that the higher a person's motivation, the higher his organizational commitment will be.

Besides volunteer motivation, leadership style has an equally important role in influencing organizational commitment of members of the organization. Organization members certainly expect leaders who can embrace and protect, especially in organizations where members do not get a salary, so what they can expect is a comfortable work environment, one of which is a leader with a good leadership style. Servant leadership is leadership that begins with sincere feelings that arise from a heart that desires to serve (Greenleaf, 2002). This leadership style is based on the main responsibility of service to subordinates by putting the interests of subordinates above the interests of the leader. Spears (2002) states that servant leaders foster good relationships by developing an atmosphere of dignity and respect, building community and teamwork, and listening to colleagues and members. Therefore, the concept of servant leadership is considered appropriate to be applied to non-profit organizations (Irawanto & Mu'ammal 2020). Servant leaders tend to try to implement things that can make their members respect, obey and trust the leader so that they will remain committed to the organization. A good response from the leader will increase organizational commitment and the willingness of members to be loyal to the organization (Mira & Margaretha, 2012). It fits with previous research by Nendah, M., N., & Yustini (2020) & Dumatubun (2021) which stated that servant leadership has a positive and significant effect on organizational commitment, meaning that the better the implementation of servant leadership in an organization, the better the organizational commitment of its members.

Organizational members who are motivated and feel comfortable with the leadership style of their leaders will have high organizational commitment. Kurnia, & Nugroho (2019) in their research states that organizational commitment is influenced by several factors, including leadership, motivation, organizational culture, communication, compensation, reward & punishment. Organizational commitment relates to the relationship of organizational members with their organization which

influences the individual's decision to continue their membership or not in the organization. With high organizational commitment, organizational members will show positive attitudes and behaviors towards their organization, strive to improve performance, and are determined to help realize organizational goals. This research was conducted at the AIESEC organization at the University of Muhammadiyah Malang. In the official website of AIESEC International <https://aiesec.org> explained that: "AIESEC is a non-political, independent, non-profit organization run by students and recent graduates from higher education institutions. AIESEC stands as a global platform for youth to explore and develop their leadership potential. Its members are interested in world issues, leadership development, cultural understanding and learning experiences. AIESEC was founded in 1948 and has facilitated youth leadership activities as well as international internships and volunteering for more than 65 years. AIESEC is the largest youth organization which is currently spread in 126 countries and territories".

Indonesia is one of the 126 countries that contribute to the AIESEC network, one of which was established at the University of Muhammadiyah Malang. AIESEC UMM was founded in 2012 and is now under the auspices of the University of Muhammadiyah Malang. AIESEC UMM has contributed in developing the potential of better resources, such as environment, culture & entrepreneurship by holding social projects involving students. In addition, AIESEC UMM also held international projects collaborating with partners from abroad, this social project was carried out in the Malang area and in line with the *Sustainable Development Goals (SDGs)*. AIESEC members are active students on the university where AIESEC was established, meaning that AIESEC members are students who have the main focus on studying at university. However, on the other hand they are willing to share their time to develop being part of an organization with a job that is not easy and takes a lot of time. From pre-research that has been conducted on several AIESEC UMM members, it is known that the reason they are committed to the organization is because of the desire to help others, the organization is *aware* of the issues that occur around it, the organization does not only focus on organizational goals but also on the personal development of its members, comfortable environment and co-workers, and so on. When the organization understand these factors, then it can satisfy volunteer expectation of the organization. This understanding will increase the effort and commitment of volunteers to work. Thus, the organization will get the advantages from *volunteers* in the form of increased performance and organizational commitment.

However, this seems to have been neglected by the AIESEC UMM organization. Still from the pre-research that has been done previously on AIESEC UMM members, although there are many reasons that make them committed to the organization, it is undeniable that frequently they also feel that their commitment has decreased. It caused by a feeling of demotivation to do their job because of many burdens both from lectures and from the organization. Furthermore, they also stated that there often a mismatch between members and leaders that creates less comfortable atmosphere at work which in the end also affects the organizational commitment of members. This problem is the reason for researchers to use volunteer motivation and servant leadership as research variables. In addition, research gaps were found in previous studies. The results of research by Rahmawati & Ibiddin (2019) stated that volunteer had a positive relationship to organizational commitment, while the results of research by Irawanto & Mu'ammal (2020) stated that volunteer had no effect on organizational commitment. Based on the phenomenon and description above, the researcher raised the title "*The Effect of Volunteer Motivation and Servant Leadership on Organizational Commitment*".

## LITERATURE REVIEW

According to Robbins & Judge (2011) motivation is an individual's willingness to spend high effort to achieve organizational goals. Motivation is defined as a source of power that moves and encourages human behaviour to take the desired action. Volunteer motivation was developed by Clary et al in 1998. Clary et al (1998) developed a multifactor model to understand volunteer which consists of 6 functions, including (1) value, to express altruistic and human values for others. (2) Understanding, to gain new knowledge, skills, and experiences. (3) Social, to develop and strengthen social bonds. (4) Career, to improve career and job prospects. (5) protective, to protect from the difficulties of life. (6) Enhancement, to help positive influences grow and develop.

Greenleaf (2002) defines servant leadership as leadership that begins with sincere feelings that arise from a heart that desires to serve. Steers in Page, D., & Wong (2000) explains that servant leadership is a leadership model in which the leader is able to empathize, be persuasive, and communicative. The construction of servant leadership according to Dennis & Bocarnea (2005) consists of (1) love, doing the right thing at the right time for the right reasons. (2) Empowerment, entrusting power to others and listen to follower's suggestions. (3) Vision, the direction in which the organization and the people will be brought by the leader. (4) Humility, showing respect for members and recognizing members contributions to the team. (5) Trust, certain advantages that cause the leader gain the trust to become a leader.

According to Robbins & Judge (2015) organizational commitment is a condition in which an individual sided with the organization and its objective and intends to maintain membership in the organization. In other words, organizational commitment is an attitude that reflects the loyalty of members to the organization and the ongoing process in which members of the organization express their concern for the organization and its success and continuous progress (Mira & Margaretha, 2012). Allen & Meyer (2013) identified three dimensions of organizational commitment, namely (1) affective commitment, the psychological and emotional attachment of individuals to the organization. The individual feels bound to the organization because of his own desire (want to). (2) Continuance commitment, a condition where individuals feel the need to stay because of the consideration that leaving the organization will harm them (need to). (3) Normative commitment, individual feelings about their obligations to survive in the organization because they feel there is an obligation or duty, actions are based on moral reasons (ought to). From the above framework, the following hypotheses can be made:

**H1:** *Volunteer motivation* has a positive effect on organizational commitment.

**H2:** *Servant leadership* a positive and significant effect on organizational

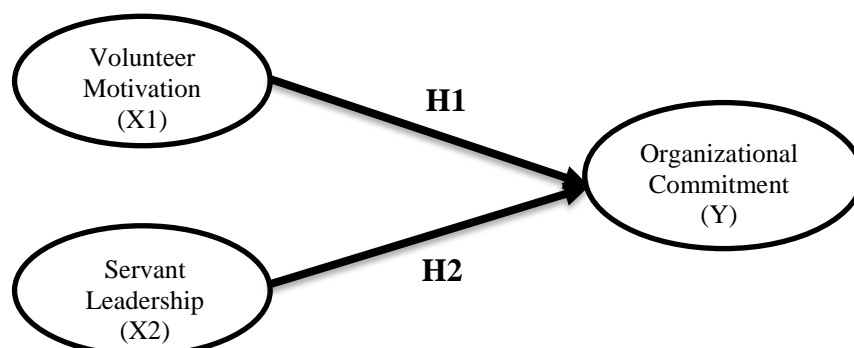


Figure 1. Research Framework

## RESEARCH METHOD

This research will be conducted at AIESEC (*Association Internationale des Etudiants en Sciences Economiques et Commerciales*) at the University of Muhammadiyah Malang, which is located at Jalan Raya Tlogomas No. 246 Malang, East Java, Indonesia 65144. The type of this research is explanatory research which explains the relationship and influence between variables through the submission of hypotheses. The population and sample in this study were all members of AIESEC UMM 2021, totaling 70 people. The variables used in this study are the independent variable (X), which is volunteer motivation (X1) and servant leadership (X2), and the dependent variable (Y) is organizational commitment (Y). The data used in this study were obtained by distributing questionnaires to members of AIESEC UMM 2021. The analysis technique used was multiple linear regression analysis.

## RESULTS AND DISCUSSIONS

Respondents of this study were all members of AIESEC UMM 2021, totaling 70 people. The results of the questionnaire distribution showed that most of the respondents were dominated by the following characteristics: (1) FISIP study program, (2) entered college in 2020, (3) joined AIESEC in 2020, (4) female, (5) is 20 years old, and (6) occupies a general board position.

**Table 1.** Results of Validity Test

Variables	Items	r count	r table	Description
<i>Volunteer Motivation (X1)</i>	X1.1	0,276	0,235	Valid
	X1.2	0,370		Valid
	X1.3	0,599		Valid
	X1.4	0,487		Valid
	X1.5	0,555		Valid
	X1.6	0,586		Valid
	X1.7	0,553		Valid
	X1.8	0,405		Valid
	X1.9	0,402		Valid
	X1.10	0,618		Valid
<i>Servant leadership (X2)</i>	X2.1	0,408	0,235	Valid
	X2.2	0,443		Valid
	X2.3	0,483		Valid
	X2.4	0,346		Valid
	X2.5	0,391		Valid
	X2.6	0,529		Valid
	X2.7	0,439		Valid
<i>Organizational Commitment (Y)</i>	Y1	0,433	0,235	Valid
	Y2	0,406		Valid
	Y3	0,486		Valid
	Y4	0,618		Valid
	Y5	0,366		Valid
	Y6	0,436		Valid
	Y7	0,398		Valid
	Y8	0,486		Valid

Source: Primary Data (2022), processed

Based on the table above, it can be seen that the instruments on the variables of *volunteer motivation* (X1), *servant leadership* (X2) and organizational commitment (Y) are said to be valid. This can be seen from the calculated r value which is greater than the r table, which is 0,2352.

**Table 2.** Results of Reliability Test

Variable	<i>Cronbach's Alpha</i>	<i>Alpha</i>	Description
<i>Volunteer Motivation</i> (X1)	0,772		Reliabel
<i>Servant leadership</i> (X2)	0,775	0,60	Reliabel
<i>Organizational Commitment</i> (Y)	0,772		Reliabel

Source: Primary Data (2022), processed

Based on the table above, it is known that *Conbach's Alpha* value of all instruments is greater than 0.60. Therefore, from the results of the reliable test, it can be concluded that the questionnaire used in this study is reliable.

**Table 3.** Results of Normality Test *Kolmogorov-Smirnov*

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		70
Normal	Mean	.0000000
Parameters <sup>a,b</sup>	Std. Deviation	1.54230025
Most Extreme	Absolute	.068
Differences	Positive	.068
	Negative	-.056
Test Statistic		.057
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

Based on the normality test table above, it can be seen that the significance value is 0.200 which is greater than 0.05. So it can be concluded that the data is normal.

**Table 4.** Results of Multicollinearity Test

Coefficients <sup>a</sup>		
Model	Collinearity Statistics	
	Tolerance	VIF
1. (Constant)		
<i>Volunteer Motivation</i>	.686	1.458
<i>Servant leadership</i>	.686	1.458

Based on the table above, it can be seen that the VIF value of the *volunteer motivation* (X1) and *servant leadership* (X2) is 1,458. Both values are smaller than 10.00 then there is no multicollinearity symptom.

Table 5. Results of Heteroscedasticity Test

Coefficients <sup>a</sup>	
Model	Sig.
1 (Constant)	.007
<i>Volunteer Motivation</i>	.267
<i>Servant leadership</i>	.491

Based on the table above, it is known that the significance value of the *volunteer motivation* (X1) is 0.267 and the *servant leadership* (X2) is 0.491. It is concluded that there is no symptom of heteroscedasticity because the magnitude of the significance is greater than 0.05.

**Table 6.** Results of Multiple Linear Regression Analysis Test

Coefficients <sup>a</sup>						
Model		Unstandadized		Standardized	t	Sig.
		Coefficients	Std. Error	Coefficients		
		B		Beta		
1	(Constant)	4.641	2.213		2.097	.040
	<i>Volunteer Motivation</i>	.369	.056	.530	6.593	.000
	<i>Servant leadership</i>	.449	.087	.417	5.180	.000

Source: Primary Data (2022), processed

The interpretation of the results of the multiple linear regression analysis equation is:

$$Y = 4,641 + 0,369X_1 + 0,449X_2 + e \quad (1)$$

The equation interpretation as 4.641 is a constant value, which is an estimate of organizational commitment. If *volunteer motivation* and *servant leadership* 0, then the value of organizational commitment is 4.641. 0.369 positive regression coefficient on the *volunteer motivation* (X1), this indicates that every increase in the *volunteer motivation* will increase organizational commitment by 0.369. It means that the higher *volunteer motivation* then the organizational commitment will be better.  $b_2 = 0.449$  positive regression coefficient on the *servant leadership* (X2), this shows that every increase in the *servant leadership* will increase organizational commitment by 0.449. It means that better implementation of *servant leadership* in the organization will increase the organizational commitment. Based on the description above, it can be seen the magnitude of the contribution of each independent variable to the dependent variable. *Volunteer motivation* is 0.369 and *servant leadership* 0.449 means variable *servant leadership* has a stronger effect on organizational commitment than *volunteer*.

**Table 7.** Results of Coefficient of Determination (R Square)

Model Summary						
Model	R	R Square	Adjusted Square	R	Std. Error	of the Estimate
1	.838 <sup>a</sup>	.703	.694		1.56515	

a. Predictors: (Constant), *Servant Leadership*, *Volunteer Motivation*

Source: Primary Data (2022), processed

Based on the table above, it is known that the value of R Square is 0.703. That is, the variable of organizational commitment is influenced by *volunteer* and *servant leadership* by 0.703 (70.3%), while the remaining 29.7% is influenced by other variables.

**Table 8.** Results of t-Test

Variables	t <sub>count</sub>	t <sub>Table</sub>	Sig.	Description
<i>Volunteer Motivation</i>	6.593	1,9960	.000	H <sub>1</sub> accepted
<i>Servant Leadership</i>	5.180	1,9960	.000	H <sub>2</sub> accepted

Source: Primary Data (2022), processed

The value of t-test is 6.593 and the significance is 0.000. *Volunteer motivation* has significance less than 0.05 ( $0.000 < 0.05$ ) and the value of t-test greater than 1.9960 ( $6.593 > 1.9960$ ). This indicates that *H<sub>0</sub>* rejected and *H<sub>a</sub>* is accepted, so it can be concluded that there is a positive and significant effect between *volunteer motivation* on organizational commitment. The value of t-test is 5,180 and the significance is 0.000. *Servant leadership* has significance less than 0.05 ( $0.000 < 0.05$ ) and the value of t-test greater than 1.9960 ( $5.180 > 1.9960$ ). This indicates that *H<sub>0</sub>* rejected and *H<sub>a</sub>* is accepted, so it can be concluded that there is a positive and significant effect between *servant leadership* on organizational commitment. This research supported previous research conducted by Novianti (2021).

Based on the results of this study, it can be seen that motivation volunteer has a positive and significant effect on commitment organizational. This means that the higher the value of volunteer motivation, the higher the organizational commitment of AIESEC members UMM. The results of this study are in line with research by Rahmawati & Ibiddin (2019) which states that volunteer motivation has positive relationship to organizational commitment. Volunteer motivated to get involved because of the need to share knowledge and learn to gain experience so that the commitment increase. However, the results of this study are not in line with the research by Irawanto & Mu'ammal (2020) which stated that motivation volunteering has no effect on organizational commitment. Motivation does not meet expectations that are expected to make Volunteer motivation has no effect on organizational commitment. The researcher concludes that volunteer motivation has a role in important in the process of increasing organizational commitment.

Based on the results of this study, it can be seen that servant leadership has a positive and significant effect on commitment organizational. This means that the higher the value of servant leadership, the higher the organizational commitment of AIESEC UMM members. These results indicate that the implementation of servant leadership is characterized by high the leader's concern for members and the leader's openness to members about the problems experienced in the AIESEC UMM will increase trust and comfort members towards the leader so that it will increase commitment member organization of AIESEC UMM. The results of this study are in line with research conducted by Irawanto & Mu'ammal (2020) and Nendah & Yustini (2020) who stated that servant leadership positive and significant effect on organizational commitment.

## CONCLUSIONS

Volunteer motivation and servant leadership on organizational commitment among AIESEC UMM members, it can be concluded that volunteer motivation, servant leadership and organizational commitment of AIESEC UMM members were in high category. It means that AIESEC UMM members have an attachment and belief with the organization so that they will continue to maintain their membership and provide their best performance for the organization. Volunteer motivation has a positive and significant effect on organizational commitment to AIESEC UMM members. The higher value volunteer motivation will increase organizational commitment of AIESEC UMM members. Servant leadership has a positive and significant effect on organizational commitment of AIESEC UMM members. The higher value of servant leadership will increase the organizational commitment of AIESEC UMM members



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