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**Influence of servant leadership and volunteer motivation on the satisfaction of Covid-19 task force volunteer**  
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The COVID-19 pandemic has made managing volunteers in non-profit organizations even more difficult, especially managing volunteers on the front lines. For maximum performance, the leader's role is needed to provide job satisfaction to them. In addition, volunteer satisfaction at work is also determined by how much motivation they have to serve the community. This study examines the relationship between servant leadership style and volunteer inspiration on volunteer satisfaction. The data was obtained by distributing questionnaires to 144 covid-19-task forces called MAHARESIGANA. The influence relationship between variables was analyzed using WARPPLS 7. This study's results indicate a positive and significant relationship between servant leadership and volunteer satisfaction. The relationship between volunteer motivation and satisfaction also shows a positive and significant value.

**Keywords:** COVID-19; servant leadership; volunteer motivation

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# Influence of servant leadership and volunteer motivation on the satisfaction of Covid-19 task force volunteer

*by* Turnitin Instructor

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### **Abstract**

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## **Introduction**

Many organizations rely on volunteers to perform key elements of support. During the COVID-19 pandemic, the role of volunteers is very vital. COVID-19 task force volunteers are on the front lines to ensure the community is safe from the outbreak. Working as a volunteer for the COVID-19 task force is undoubtedly very challenging, and handling human resource management in it is a job that requires special attention. One responsible for managing volunteers is the organization's leader, and Leaders should be a key source of ethical guidance for employees (Brown et al., 2005). Leadership style plays a vital role in the retention of volunteers (Mark E. Smith, 2017).

The role of the leader is to ensure that members have job satisfaction. Literature on leadership has provided sufficient evidence that leadership styles increase satisfaction (Almas et al., 2020). Nonprofit organizations differ from for-profit organizations (Reinklou & Rosén, 2013). Still, the leaders of nonprofit organizations are adopting mainstream motivation approaches for performance and satisfaction improvements (Robert, 2012), which will harm nonprofit organizations. Servant leadership is considered suitable for nonprofit organizations (Cogliser, 2005). Volunteers work under a nonprofit organization, so it is possible that servant leadership is the most appropriate leadership style for them. From the research that has been done by (Lin et al., 2020), it was found that servant leadership had a positive effect on job satisfaction.

Moreover, Study (Korea, 2017) indicates that the effect of servant leadership on the satisfaction of social service activity showed a positive impact on the happiness of social service activity as well; as the findings of (Latif et al., 2021) revealed that servant leadership affected both career and life satisfaction positively and significantly. However, there are still not many studies examining the influence of servant leadership on volunteer satisfaction; additional Study is required to clarify the relationship between servant leadership and volunteers' job satisfaction (Erdurmazlı, 2019), especially on COVID-19 volunteers.

Many studies have found that motivation affects job satisfaction. The higher the work motivation, the higher the job satisfaction; on the contrary, the lower the employee's work motivation, the lower the employee's job satisfaction. However, how employees of nonprofit organizations are motivated and satisfied may still be unclear (Robert, 2012). The relatively small number of studies (by Lee et al., 2014), in their research on volunteer motivation and satisfaction in sporting events, indicates that volunteer motivation can also affect volunteer satisfaction. This result shows that work motivation affects employee job satisfaction in a volunteer nonprofit organization.

Understanding the variables that impact job satisfaction is critical to improving organizational effectiveness (Andrade & Westover, 2020). COVID-19 has

shaken all organizations, creating a complex and challenging environment for managers and human resource management, who must find ingenious solutions to ensure their employees cope with this extraordinary crisis (Hamouche, 2021). A study on volunteers who work during the COVID-19 pandemic, especially those working on the front lines, is essential. Thus, the leader's ability to create satisfaction for volunteers needs to be investigated. In addition, the motivation of volunteers to work in a dangerous situation also needs to be studied, whether this motivation to work during a pandemic can create satisfaction for them. From the background of the previous study, **this study aims to determine the influence of servant leadership and volunteer motivation on the joy of COVID-19 task force volunteers.**

### **Method**

The type of research used in this research is explanatory research. Explanatory research is a study that explains the causal relationship between research variables and hypothesis testing. This research is often called hypothesis testing, which analyzes the relationship between formulated variables. The method used in this research is the survey method. According to (Creswell, J. W., & Creswell, 2018), survey design provides a quantitative description or numerical description of a population's trends, attitudes, or opinions by studying a sample of that population. The respondents in this study were students from the University of Muhammadiyah Malang who served as volunteers for the COVID-19 task force; the task force is called "Maharesigana." From 150 questionnaires, 114 respondents filled out a questionnaire containing 15 questions.

Three variables are measured in this research; the first is the servant leadership variable as an independent variable (X1) which was developed by (van Dierendonck, 2011) and consisted of 5 indicators: empowerment, humility, standing back, stewardship, and authenticity. The second is volunteer motivation as the independent variable (X2). The volunteer Motivation Variable is based on the volunteer function inventory (VFI) developed by (Clary & Snyder, 1999) that consists of 6 indicators: Values, understanding, enhancement, career, social, and protective. And the third variable is volunteer satisfaction as the dependent variable (Y). The volunteer satisfaction variable is adapted from the job satisfaction theory (Luthans, 2011). It consists of 4 indicators: satisfaction with promotion, happiness with co-workers, satisfaction with leaders, and satisfaction with the work itself.

This study's data analysis is partially least square with warp-PLS 7.0 software. Partial least square is a multivariate statistical technique that simultaneously handles many response and explanatory variables. The validity of this study was measured using the combined loadings and cross-loadings output criteria;

if the loading factor value is more than 0.40 and the p-value is significantly less than 0.05 (<0.05) then the indicator or item is declared valid (Solihin, M., & Ratmono, 2021). Measurement of reliability is based on composite reliability and Cronbach's alpha. Both must be above 0.70 as a reliability criterion (Solihin, M., & Ratmono, 2021).

### Empirical Result

Table 1 shows that all items in each variable of volunteer motivation, servant leadership, and volunteer satisfaction have outer loading values above 0.40 and P-values less than 0.05 (<0.05). These results indicate that each item in an instrument is declared valid to measure each variable. Table 2. shows that the composite reliability of the three variables is all above 0.70. Cronbach's alpha value of 3 variables also offers a value above 0.70; both values indicate that all variables are declared reliable.

**Table 1. Validity test**

Variable	Item	Outer Loadings	P-Value	Note
Servant Leadership	X 1.1 (empowerment)	0.088	0.012	Valid
	X 1.2 (humility)	0.088	0.011	Valid
Volunteer Motivation	X 1.3 (standing back)	0.088	0.012	Valid
	X 1.4 (stewardship)	0.088	0.012	Valid
	X 1.5 (authenticity)	0.088	0.011	Valid
	X 2.1 (values)	0.089	0.026	Valid
	X 2.2 (understanding)	0.089	0.034	Valid
Volunteer Satisfaction	X 2.3 (enhancement)	0.089	0.027	Valid
	X 2.4 (career)	0.089	0.027	Valid
	X 2.5 (social)	0.089	0.027	Valid
	X 2.6 (protective)	0.089	0.026	Valid
	Z 1 (satisfaction on promotion)	0.087	0.002	Valid
Volunteer Satisfaction	Z 2 (satisfaction on co-workers)	0.087	0.002	Valid
	Z 3 (satisfaction on leaders)	0.087	0.002	Valid
	Z 4 (satisfaction on the work itself)	0.087	0.002	Valid

**Table 2. Reliability Test**

Variable	Cronbach's Alpha	Composite Reliability	Note
Servant Leadership	0.993	0.995	Reliable
Volunteer Motivation	0.987	0.989	Reliable
Volunteer Satisfaction	0.985	0.989	Reliable

The results shown in Figure 1 show that servant leadership has a positive effect (0.44) on volunteer satisfaction with a significant p-value of <0.001. It is known that servant leadership has a positive and significant impact on volunteer satisfaction; this means that the higher the value of servant leadership, the higher the volunteer satisfaction. The results of this study support several previous studies (Lin et al., 2020). It was found that servant leadership positively affected job satisfaction; also, the study by (Lisbijanto, 2014) and (Schneider & George, 2011) showed that servant leadership positively impacted job satisfaction.

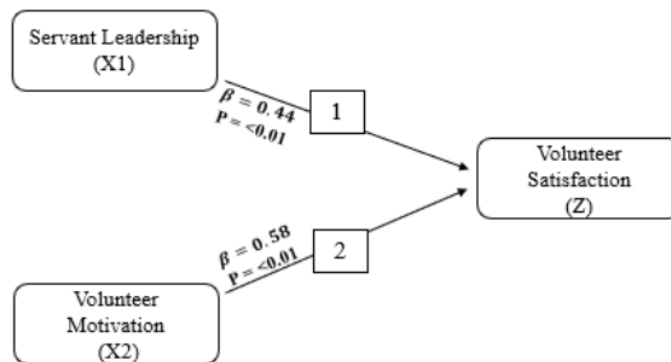


Figure 1. Research Model

The results shown in Figure 1 also show that volunteer motivation has a positive effect (0.58) on volunteer satisfaction, with a significant p-value of less than 0.001. It is known that volunteer motivation has a positive and significant impact on volunteer satisfaction; the higher the value of volunteer motivation, the higher the volunteer satisfaction; these results are in line with (Trautwein et al., 2020), which fulfillment of the enhancement motive and the values motive positively affected COVID-19 volunteer satisfaction.



## Conclusions

The results of this study indicate that servant leadership has a significant positive effect on volunteer task force-19 satisfaction; this shows that servant leadership is a leadership style suitable for volunteers to achieve job satisfaction. Results of this study also show that volunteer motivation has a positive and significant effect on volunteer satisfaction. It means if volunteer has a high basis when they work on the front lines of the COVID-19 pandemic, that motivation will increase their satisfaction at work. Working as a volunteer who puts humanity ahead of material compensation requires special management, so a leader's role is needed to handle it. A study on leadership style, motivation, and satisfaction of COVID-19 task force volunteers will add insight to developing the science of non-profit organizational behavior.

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