



Article

THE EFFECT OF COVID-19 VOLUNTEER MOTIVATION ON AFFECTIVE COMMITMENT THROUGH VOLUNTEER SATISFACTION

Immanuel Mu'ammal¹, Arief Nur Rahman²

¹Universitas Muhammadiyah Malang, Malang, Indonesia;
email : immanuelmuammal@umm.ac.id

²Universitas Muhammadiyah Malang, Malang, Indonesia;
email : farifnr321@gmail.com

ABSTRACT

The COVID-19 pandemic has led to a huge wave of compassion. In particular, volunteering platforms established channelling help for high-risk groups. Volunteers have become a valuable set of human resources in many sectors of society. This study focuses on the research on the effect of volunteer motivation involved on affective commitment of members mediated volunteer satisfaction in work. The research was conducted within the Maharesigana organization at the University of Muhammadiyah Malang, involving 114 volunteers as study subjects. Data analysis was carried out using SEM-PLS with WARP PLS 5 software. In this study it was found that volunteer motivation was not in line with their affective commitment. volunteer satisfaction at work also has a unidirectional relationship in mediating the influence of volunteer motivation on affective commitment.

KEYWORDS :

covid-19, volunteer motivation, volunteer satisfaction, affective commitment

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INTRODUCTION

Due to the contagious nature of the virus, COVID-19 has quickly become a global pandemic, with 129,215,179 confirmed cases worldwide, as stated by the World Health Organization (Atiqah, Hj, Aziz, Abdulmumin, & Rahman, 2021). The COVID-19 pandemic has led to a huge wave of compassion. In particular, volunteering platforms established channelling help for high-risk groups (Trautwein, Liberatore, Lindenmeier, & von Schnurbein, 2020). Volunteers have become a valuable set of human resources in many sectors of society. (Ross, 2005). According to the International Labour Organization, volunteer work can be defined as “unpaid non- compulsory work; that is, time individuals give without pay to activities performed either through an organization or directly for others outside their own household. (VolunteerMatch, 2020). Volunteerism is altruistic in nature and often involves short-term missions often with curative approach aim. It is often with little or no long-term benefits. (Balaji, 2020)

Basically, HRM in non-profit organizations has differences with organizations in general. The difference is because the goal of non-profit organizations is not to profit financially. (Cuskelly, Taylor, Hoye, & Darcy, 2006) defines a non-profit organization as an organization whose main goal is not to make profit but to develop the community and work for the public interest.

The definition of volunteer is someone who chooses to give time and effort without any monetary reward. With these differences, different treatment is needed for parties who have an interest in non-profit organizations to maintain human resources in them (Han, 2007). In addition, volunteers also have an important contribution to maintain the quality of life in the community because with volunteers, people do not always have to pay to meet their needs (Cuskelly et al., 2006).

To achieve the goals of the organization requires human resources who perform well. Organizational efforts to improve the performance of human resources is to provide motivation. In non-profit organizations, according to (Reinklou & Rosén, 2013) research on *Motivating and Retaining Volunteers in Non-Profit Organizations*, intrinsic factor is the dominant factor that drives volunteers to be

motivated. Intrinsic factors for volunteers become dominant because in non-profit organizations they do not focus on providing material rewards which are extrinsic motivational factors. In non-profit organizations the measurement of volunteer motivation is carried out using the Voluntary Function Inventory (VFI) and in this study VFI was used to measure volunteer motivation(Clary & Snyder, 1999).

One of the functions of human resource management is to bring needed employees and volunteers into the organization, provide training, and develop employee or volunteer commitment to the organization (Cuskelly et al., 2006). Volunteers and employees having jobs and/or tasks that they find fulfilling and satisfying. They also argue that because of that fulfillment and satisfaction, one is able to willingly work and co-operate with management to achieve a common goal. Where this written, the subjects just so happen to be about employees (Larson & Strait, 2009).

In not-for-profit organizations, the organizational commitment of volunteers may be different from that of the average worker, volunteers are not paid for their work, and the commitment of volunteers is related to affective rewards. The absence of financial compensation does not mean that there are no benefits to volunteering, because by volunteering there are several intangible benefits such as gaining social value.

Volunteer motivation refers to the reasons and incentives that drive individuals to offer their time, skills, and resources for a cause or organization without monetary compensation. Understanding volunteer motivation is essential for nonprofits, community groups, and other organizations that rely on volunteers, as it helps in recruiting and retaining volunteers effectively. It's important for organizations to recognize and cater to these various motivations to attract and retain volunteers effectively. Understanding what drives individuals to volunteer can help organizations create a fulfilling volunteer experience and build a committed and enthusiastic volunteer base.

Volunteer commitment refers to the dedication, reliability, and responsibility that individuals demonstrate when they offer their time, skills, and resources to a cause or organization without monetary



compensation. A committed volunteer is someone who takes their role seriously, fulfills their obligations, and actively contributes to the organization's mission. Volunteer commitment is vital for the success of nonprofit organizations, community initiatives, and various causes. Committed volunteers provide the reliability and continuity needed to achieve long-term goals and make a meaningful impact. To foster volunteer commitment, organizations can provide proper training, recognition, clear roles and responsibilities, and a supportive and inclusive environment where volunteers feel valued and connected to the mission.

Volunteer satisfaction refers to the level of contentment and fulfillment that volunteers experience while contributing their time, skills, and resources to a cause or organization. High volunteer satisfaction is essential for the retention and engagement of volunteers, as satisfied volunteers are more likely to continue their service and even recruit others. To enhance volunteer satisfaction, organizations should actively assess and address these factors. Regular feedback from volunteers, surveys, and open communication can help organizations tailor their volunteer programs to meet the needs and expectations of their volunteers. Ultimately, a satisfied volunteer base is more likely to be engaged, committed, and effective in supporting the organization's mission.

University of Muhammadiyah Malang (UMM) has a team to tackle the Covid-19 outbreak. This team is the front line that has contributed both from the stages of the risk reduction process to its handling. The team is usually called "Mahasiswa Relawan Siaga Bencana (Maharesigana) UMM " or Student Volunteer Disaster Preparedness. Maharesigana is a non-profit organization and its human resources are voluntary workers or volunteers. Volunteers have played an important role in the improvement of health in communities over many years. With the trend toward increasing the number of systematically and professionally trained CHWs, it is possible that this additional group of human resources will be overlooked or continue to receive little training and supervision (Singh, Negin, Orach, & Cumming, 2016). Understanding what motivates individuals to

volunteer can help to support recruitment and retention of volunteers (Grant et al., 2020). One of the most studied variables in volunteerism is volunteers' satisfaction. In general, it has been considered that volunteers' motivations are good predictors of their satisfaction, and that satisfaction, in turn, explains the intention to remain and the dedication to the task (Aranda & Zappal, 2019). Job satisfaction is a key factor in the retention of volunteers (Ferreira, Proença, & Proença, 2012). The commitment of Maharesigana Volunteers is interesting to study because they are unpaid workers and are at the forefront of overcoming the risk of the COVID-19 pandemic. From the background that has been explained, the hypothesis of this research is stated as follows:

- H1 Volunteer motivation has a significant effect on affective commitment.
- H2 Volunteer satisfaction acts as a mediator in the influence of volunteer motivation on affective commitment.

LITERATUR REVIEW

Non-Profit Organization

A nonprofit organization (NPO), also known as a non-business entity, is a legal entity organized and operated for a collective, public or social benefit, in contrast with an entity that operates as a business aiming to generate a profit for its owners (Ciconte, Barbara L.; Jacob, 1996). Non-profit organizations are different from businesses not because they are simple, trivial organizations, but because they are more complex (Helmut, 2000). The long-term goals of the non-profit organization development process are to empower people, increase community participation, foster social cohesion, enhance cultural identity, and strengthen institutional development (Backer, 2001). A nonprofit organization, often referred to as a "nonprofit" or "not-for-profit" organization, is a type of entity that operates for purposes other than generating a profit. These organizations are typically dedicated to serving the public interest, addressing specific social, cultural,



environmental, or humanitarian needs, and they play a crucial role in addressing various issues in society. Here are some key characteristics and aspects of nonprofit organizations:

Non-profit organizations have the following characteristics or characteristics:

- The entity's resources come from donors who do not expect repayment or economic benefits commensurate with the number of resources provided.
- Produce goods and or services without the aim of generating profit, and if an entity generates profit, the amount is never distributed to the founders or owners of the entity.
- There is no ownership as is customary in business organizations, in the sense that ownership in a non-profit organization cannot be sold, transferred, or redeemed, or the ownership does not reflect the proportion of the division of the entity's resources at the time of liquidation or dissolution of the entity.

Volunteer Motivation

Employee motivation is a process or effort that aims to encourage employees to be more productive, committed and involved in their work. High motivation among employees can improve work quality, productivity and overall organizational performance. Volunteering can be defined as some planned activity carried out with free will, for betterment of humanity and society and involves (little to) no monetary compensation (Butt, 2015). The main reasons why individuals volunteer were distributed equally among meeting requirements, career improvement, broadening social life, and altruism (Mousa, 2017).

This research used (Clary & Snyder, 1999) functional theory to hypothesize six functions (i.e. values, understanding, social, career, protective motives, and enhancement) potentially served by all kinds of volunteerism and they designed an instrument known as the Volunteer Functions Inventory (VFI) to measure these functions.

Volunteer Satisfaction

Job satisfaction is an important aspect of organizational behavior because it is positively correlated with employee performance (Robbins & Judge, 2013). According to (Batool & Batool, 2017) job satisfaction is defined as a person's feelings towards work and aspects of the job. (Cnaan & Goldberg-Glen, 1991) suggested that people will remain volunteers as long as they gain valuable experience and can satisfy their needs. Job satisfaction is one of the most important aspects in organizational behavior and human resource management as a result of which it is most commonly studied (Galindo-kuhn & Guzley, 2002). Job satisfaction was defined as "feelings or affective responses to facets of the situation". A review of the nature of volunteer environment - unpaid work - demonstrates the importance of having job satisfaction measurement tools for volunteers (Galindo-kuhn & Guzley, 2002). Job satisfaction from volunteers measured using indicators from (Luthans, 2011) is as follows: satisfaction on promotion, satisfaction of co-workers, satisfaction of leaders, satisfaction of the work itself

Affective Commitment

Affective commitment is an employee's emotional attachment to, identification with and involvement in the organization (Meyer, J. P., & Allen, 1997). Employees become emotionally involved with the organization and feel personally responsible for the level of organizational success (Tentama, 2020). In this research affective commitment is focused as a research variable in line with (Irawanto & Mu, 2020) which mentioned that affective commitment is more relevant as a representation of organizational commitment of volunteer. Affective commitment is one form of attachment and affective feeling towards the organization.

According to (Meyer, Allen, & Smith, 1993), It's important to note that affective commitment is one of three types of organizational commitment, with the other two being continuance commitment and normative commitment:

- **Continuance Commitment:** This type of commitment is based on the perception of the costs associated with leaving

the organization, such as losing benefits or job security. Employees with high continuance commitment may stay in their jobs because they feel they have no other viable options.

- **Normative Commitment:** Normative commitment is based on a sense of obligation or duty to the organization. Employees with high normative commitment may stay because they believe it is the “right” thing to do, often due to a sense of moral or ethical responsibility.

Overall, organizations aim to foster and nurture affective commitment among their employees because it is associated with greater job satisfaction, higher performance, and reduced turnover, leading to a more engaged and dedicated workforce.

RESEARCH METHODOLOGY

This study uses a positivism approach with quantitative methods. Quantitative methodology is concerned with attempts to quantify social phenomena and collect and analyze numerical data, and focus on the links among a smaller number of attributes across many cases (Antwi & Hamza, 2009). The data used and analyzed in this study is qualitative data in the form of the opinion of respondents who agree or disagree about something which is then quantified. 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 (Blumberg, B., Cooper, D., & Schindler, 2014). This research was conducted at the Muhammadiyah University Maharesigana organization. The subjects in this study were 114 volunteers from Maharesigana. The time of the research will be from June to August 2021. The number of female respondents is 63% more than male respondents which are 37%. The volunteer who joined Maharesigana between 0 and 3 months is 72 people or 63%. The Volunteer who has a working period of more than one year is 21 people or 18% of the total respondents. In this research, there are no specific selection criteria of respondents are those who have joined in the membership of Maharesigana, every Maharesigana members can

be a respondent. Data analysis was carried out using SEM-PLS with WARP PLS 5 software.

RESULTS AND DISCUSSION

The validity of quantitative data refers to the extent to which the data accurately and truthfully represent the phenomena they are intended to measure. In other words, it assesses whether the data is a valid reflection of the real-world concepts or variables it is meant to capture. Validity is a critical aspect of data quality, and it's essential to ensure that the data collected and analyzed can be relied upon for making informed decisions and drawing meaningful conclusions.

Table 1. Discriminant Validity

Variable	Items	Validity Test		
		Outer Loading	P-Value	Note
Volunteer Motivation	X 1 Value	0.087	0.001	Valid
	X 2 Understanding	0.088	0.004	Valid
	X 3 Social	0.089	0.018	Valid
	X 4 Career	0.089	0.010	Valid
	X 5 Protective	0.088	0.004	Valid
	X 6 Enhancement	0.089	0.008	Valid
Volunteer Satisfaction	Y 1 Satisfaction on promotion	0.086	<0.001	Valid
	Y 2 Satisfaction on leader	0.087	<0.001	Valid
	Y 3 Satisfaction on peers	0.086	<0.001	Valid
	Y 4 Satisfaction on Job Itself	0.086	<0.001	Valid
Affective Commitment	Z 1. the emotional attachment to the organization	0.073	<0.001	Valid
	Z 2. the identification with the organization	0.071	<0.001	Valid
	Z 3. the involvement in the organization	0.073	<0.001	Valid

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. Table 1 shows if the outer loadings of all variables are above 0.40 and the P-Value value of all variables is below 0.05, which means that all variables are declared valid.

Reliability in quantitative data refers to the consistency and stability of measurements over time and across different conditions or observers. In other words, reliable data should produce similar results when collected under the same conditions or with different observers. Ensuring the reliability of quantitative data is essential to trust the data's consistency and dependability.

Table 2. Reliability Test

Variables	Cronbach's Alpha	Composite Reliability	Note
Volunteer Motivation	0.703	0.819	Reliable
Volunteer Satisfaction	0.853	0.931	Reliable
Affective Commitment	1.000	1.000	Reliable

Table 2 depicts the results of reliability constructs in this study also fulfilled, the result show that the composite reliability of each construct has value of more than 0,7. be accepted. The Cronbach's alpha of 3 variables entirely above 0.70 with details: volunteer motivation is 0.703, volunteer satisfaction is 0.853, and affective commitment is 1.000. Composite reliability value of the 3 variables also shows a value above 0.70 with the following details: volunteer motivation is 0.819, volunteer satisfaction is 0.931, and affective commitment is 1.000.

Table 3. Results of Direct Effect Hypothesis Testing

Hypothesis	Relationship	Path Coefficient	Path Value	Note
H1	Volunteer Motivation => Affective Commitment	- 0.19	0.02	Significant

To test the proposed hypothesis, i.e. any significant variables, it can be seen from the value of path value between paths. The results of statistical tests used the PLS concerning the effect of volunteer motivation and affective commitment. The significance of the p-value of the relationship is 0.02 (<0.005) which means hypothesis 1 (H1) is accepted. The table also shows a path coefficient of -0.19, it shows that

volunteer motivation has a relationship that is not aligned with affective commitment. This is different from the results of research (Bang, Ross, & Reio, 2012) that the values factor of volunteers' motivation had a significant direct impact on affective commitment. The results of this study are also different from (Irawanto & Mu, 2020) that there is a direct effect between volunteer motivation and affective commitment but does not have a significant effect

In this research, the mediation approach used is the approach of causal step approach which is popular by (Baron, R. M., & Kenny, 1986). By testing this approach, we first examine the main effects of endogenous variables on exogenous variables and must be significant. Then it is followed by testing the mediation effect. The types of mediation effect are known as direct effect, indirect effect, and total effect. The mediation effect is said to be significant if the value of the p-value indirect effect is less than 0.051. Furthermore, the mediation effect is said to be significant if the value of the p-value indirect effect is less than 0.051 with the following description.

Table 4. Indirect Effect Hypothesis Testing Result

Hypothesis	Relationship	Path Coefficient	Path Value	Note
H2	Volunteer Motivation => Volunteer Satisfaction => Affective Commitment	- 0.142	0.014	Partial Mediation

From Table 4 it can be seen that the effect of volunteer motivation on affective commitment mediated by volunteer satisfaction has a significance value 0.014 (<0.051) and the path coefficient is - 0.142. This shows that the value of volunteer satisfaction has an inconsistent relationship as a mediator of the influence of volunteer motivation and affective commitment. These results are different from the research of (Bang et al., 2012) that job satisfaction partially mediated the relationship between values and affective commitment. Apart from that, the results of this research are also different from (Irawanto & Mu, 2020) that volunteer motivation and volunteer satisfaction are interrelated thus can be predicted that leadership plays an important part in ensuring the volunteers' affective commitment. In the case of COVID-19 volunteers, the results of this study are different from (Trautwein et al., 2020) that



Fulfillment of distinct volunteer motives and platform support drive COVID-19 volunteering satisfaction. Moreover, motive fulfillment and platform-related support indirectly impact willingness to volunteer long-term via volunteering satisfaction.

CONCLUSIONS

The results of this study can be used as a reference for parties who have an interest in managing volunteers. As has been shown, in this study it was found that volunteer motivation was not in line with their affective commitment. This means that the higher the motivation of the volunteers, the more they show a tendency to not be committed to the organization. Likewise, volunteer satisfaction at work also has a unidirectional relationship in mediating the influence of volunteer motivation on affective commitment. This means that when they are motivated and then satisfied with their work as COVID-19 volunteers, they also have a tendency to not be committed to the organization. The volunteer phenomenon in this research is interesting to study further because several previous studies related to the role of volunteer satisfaction in mediating the influence of volunteer motivation on affective commitment showed different results from the results of this study.

Motivation and commitment are closely linked in the context of volunteer work and other types of engagement with organizations or causes. Motivation often serves as the initial driving force that leads individuals to get involved, while commitment is what sustains their involvement over time. Motivation serves as the catalyst that initiates volunteer or organizational engagement, but commitment is what sustains it. While motivation is important, it can be fleeting, and commitment plays a critical role in maintaining and enhancing the individual's involvement over time. Both motivation and commitment are valuable, and organizations should strive to cultivate both to create a dedicated and motivated volunteer base.

Motivation plays a significant role in influencing an individual's satisfaction in various aspects of life, including work, personal goals, and volunteer activities. The relationship between motivation and

satisfaction is complex and can vary depending on the context. It's important to note that while motivation can enhance satisfaction, not all types of motivation have the same effect. Intrinsic motivation (motivation driven by personal interest and internal rewards) tends to have a more positive impact on satisfaction than extrinsic motivation (motivation driven by external rewards or pressures). Ultimately, motivation can serve as a catalyst for personal and professional satisfaction, but its effects are influenced by factors such as the individual's goals, values, and the context in which motivation is applied.

Satisfaction and commitment are closely intertwined in various aspects of life, including work, personal relationships, and volunteer activities. Satisfaction often plays a crucial role in influencing an individual's level of commitment. It's important to note that satisfaction is not the only factor influencing commitment. Other variables, such as motivation, personal values, and organizational culture, can also play significant roles in shaping commitment. However, high levels of satisfaction are often associated with increased commitment, as individuals are more likely to remain dedicated and engaged when they are content with their experiences and contributions.

This study has several limitations. First, the respondents of this study were students with the majority age being 20 to 21 years. The results of this study may be different if the respondents are in an older age range. Second, the distribution of questionnaires to respondents was carried out at a time when cases of the spread of Covid-19 were at their highest peak, which was enough to cause panic in the community so that it could be biased in filling out questionnaires by respondents.

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