# Volunteerism as Mediating Variables of Relationship between Transformation of Leadership and Organizational Commitment with Managerial Perceptions as Moderating Variables: Study on Non-government Organization in East Java

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Abstract:     This research aims to identify a correlation between volunteerism (X2) as mediation variable for transformational leadership (X1) and organizational commitment (Y) by managerial perception (X3) as a moderate variable. These data was performed by giving questionnaires on each variable, performing transformational leadership by Bass and Avolio's (1995), using organizational commitment questionnaire (OCQ) from Mowday et al. (1979), volunteerism which developed by Omoto and Snyder (1995), and managerial perception which developed and modified by Geroy (2000). This research using the saturating sample for sampling technique included Non-Government Organization (NGO) in East Java, such as Malang Corruption Watch (MCW), Lembaga Bantuan Hukum (LBH) Surabaya, Kontras Surabaya, and WALHI East Java. This research showed that transformational leadership well correlated for volunteerism. Nevertheless, volunteerism cannot well be supported for organizational commitment. The correlation between volunteerism and organizational commitment could be stronger by managerial perceptions, but it could not increase the significance value.

## 1 INTRODUCTION

The existence of non-profit organizations that grew rapidly in Indonesia after the reform era as a consequence of an increasingly open democratic system. The organization developed from previously oriented aspects of public services (government organizations) and socially oriented into various designations such as non-governmental organizations (Non-Government Organizations), Non-Governmental Organizations (NGOs) and even in more idealistic concepts emerged the term Civil Society Organizations (CSO). According to the categorization proposed by Unerman and O'Dwyer (2006) NGOs are organizations outside the government, but not commercial organizations. The new form of various non-profit organizations is a forum for various businesses that support the ideals of community strengthening in a democratic system.

Non-profit organizations have goals as non-profit organizations that focus on conducting advocacy and operational activities related to social, political and economic issues, including equality, education,

health, environmental protection and human rights (Teegen, et al., 2004).

The study of non-profit organizations developed from philanthropic research. Nonprofit organizations initially engaged in philanthropy (Serrano, 1994). Andrews (1956) wrote a book about philanthropic institutions which became some of the initial references in the study of nonprofit organizations to the present. The development of these non-profit philanthropic institutions furthermore requires good management and management of institutions or organizations. Anheier (2005: 243) asserted that the concept of nonprofit management has followed the concept of the business world.

This research will not further examine the existence of the various organization. In the management perspective, there are different characteristics between profit organizations and nonprofits. Nonprofit organizations have unique characteristics outside their goals that are not profit oriented as corporate organizations. The main characteristics of NGOs include providing charitable assistance and voluntary services based on values (Sinaga, 2007). Even in its development, although

NGO activities are increasingly professional, the principles of attaching importance to others and volunteering are still dominant (Sinaga, 2007). The characteristics of volunteerism in NGOs are reinforced by Exley and Terry (2017), that models of traditional incentives, such as wage salaries and so on are not effective in encouraging voluntary emergence, even limiting the potential for volunteerism.

Mintarti (in Lukitasari, 2014) states that NGOs are still required to be able to work professionally, transparently and accountably despite voluntary work. This means that the management of NGOs still refers to the patterns of profit management organizations. Human resources which are an important component for NGOs must be able to be managed well in order to be able to contribute to the organization. The management is based on the demand to be able to find, develop and maintain the potential for voluntary human resources.

Volunteerism is the activity of giving free time to provide assistance to other people, groups, or an organization. (Wilson, 2000). One of the motivations of someone to be a volunteer is to help others (Clary and Snyder, 1999; Dwyer et al., (2013) found that volunteerism will emerge and strengthen when there is an increase in the meaning of work and high-quality team relationships. The high-quality team proved to mediate the relationship between transformative leadership and volunteerism in the research of Dwyer et al., (2013). Thus, the transformational leadership factor in NGOs has a role in fostering and strengthening NGO HR volunteerism.

The strong volatility of NGO human resources has become an important capital for the implementation of NGO roles in carrying out its vision and mission. NGOs need more than just the performance of their human resources, but a commitment is also needed in order to maintain the sustainability of the NGO movement. Jain (2015), shows that motives for volunteerism cause positive and negative relationships on various commitment dimensions and Organizational Citizenship Behavior (OCB).

Other findings indicate that managers can distinguish their perceptions of affective and ongoing commitment from altruism, compliance, and job performance. Managers' affective commitment is judged to be positively related to the managerial assessment of potential employees. Conversely, ongoing commitments assessed by managers are negatively related to managerial

potential assessments, promotability, and meeting employee demands (Shore et al., 1995).

Research conducted by Geroy et al. (2000) shows that responses to statements are generally positive, namely, corporate volunteerism seems beneficial to volunteers in four dimensions: privileges, security status, increased status, and personality. This dimension can then be used as a reference for human resource managers in developing appropriate organizational policies (Geroy et al., 2000).

After the 1998 reformation, NGOs in the field of advocacy increasingly existed, with the openness of democracy and politics which provided more space for the emergence of community participation in everything. The agenda that became the main focus was the past issues which were the weaknesses of the government, the Issues on Good Governance, Human Rights, Legal and Environmental Justice which became the main work agenda of the various NGOs. In today's modern era, human resources are a very important component for every organization, so it needs to develop the potential that is owned and maintain it so that it remains committed and aligned with the NGO's vision, mission and work agenda. Unlike profit organizations, the challenge faced is non-profit organizations based on volunteerism.

Referring to these problems, this study wants to identify volunteers as antecedents of organizational commitment by NGO actors, as well as to examine the variables of transformative leadership as antecedents of volunteerism, as well as managerial perception variables as moderating relations between volunteerism and organizational commitment.

## 2 LITERATURE REVIEW

### 2.1 Volunteerism

Volunteerism can be defined as an ongoing activity that aims to improve the welfare of others (Omoto and Snyder, 1995). Wilson (2000) also suggested volunteering is the activity of giving free time to provide assistance to other people, groups, or an organization. One person's motivation to be a volunteer is to help others (Clary and Snyder, 1999). Omoto and Snyder (1995) propose three antecedents of volunteerism, namely: (a) a personality that has a desire to help others, (b) personal and social needs, and motivation that can encourage some people to seek and become involved in voluntary work; (c) a supportive social climate to engage in voluntary

work. In addition, transformational leadership also has a contribution to volunteerism, although this relationship is mediated by an increase in the meaning of work and high-quality team relations. (Dwyer et al., 2013).

## 2.2 Organizational Commitment

Organizational commitment is generally defined as the strength of the identification and involvement of individuals in an organization (Porter et al., 1973). The commitment represents something that is not just passive loyalty to an organization. Commitment involves an active relationship with the organization so that individuals are willing to give something to contribute to the welfare of the organization (Mowday et. Al., 1979). Whereas Sheldon (1971). (Mowday, 1982 in Avolio, 2004), suggests that leaders are one of the determinants of organizational commitment. Leaders have the right to regulate and shape a culture that is closely related to organizational commitment (Bono and Judge, 2003; Koh, Steers, and Terborg, 1995; Walumbwa and Lawler, 2003). Involvement in work can be a motivation for followers to commit to the organization. (Walumbwa and Lawler, 2003).

## 2.3 Managerial Perceptions

Managerial perception refers to research conducted by Feldman (1986) in Shore et al., (1995), managers have expectations about employees based on the categorization of each person, which is influenced by foreign cues (for example, age, tenure, appearance) and by behavior observed by the manager. Managers can distinguish their perceptions of affective and ongoing commitment from altruism, compliance, and job performance. The results showed that the manager's affective commitment was considered positively related to the potential managerial assessment of employees. Conversely, ongoing commitments assessed by managers are negatively related to managerial potential assessments, promo-ability, and meets employee demands (Shore et al., 1995).

## 2.4 Transformational Leadership

Transformational leadership is a style/type of leadership in which a person encourages and inspires followers to achieve extraordinary results and, in the process, develop their own leadership capacity Transformational leaders direct their followers to develop into leaders through empowering activities

and aligning goals between leaders, followers, and organizations (Bass, 1985 in Bass and Riggio (2006). There are 4 components used as indicators in this study include ideal influences, inspirational motivation, intellectual stimulation, and individual attention (Bass and Avolio, 1995).

## 3 METHODS

The method in this study is a quantitative method. This study examines NGO network activists and volunteers engaged in advocacy (in the fields of law, human rights, environment, and anti-corruption) in East Java. These institutions are Malang Corruption Watch (MCW), LBH Surabaya, Kontras Surabaya, and WALHI East Java. All activists and volunteers from each institution were sampled in this study. Data was collected using a questionnaire. Questionnaires were carried out using a Likert scale with an assessment range of 1-7. The second step is managing primary and secondary data. Next, the third step involves descriptive and inferential analysis.

## 4 RESULTS

The results of this study consisted of 48 respondents. All respondents were activists and volunteers in four NGO institutions in the advocacy field in East Java, and all were selected as research samples. Furthermore, the characteristics of this sample are gender, age, education, and years of services. Details of the characteristics and percentage of this study will be shown in Table 1 below.

Table 1. Characteristics and Percentage of Samples

| Characteristics | Percentage (%) |
|---|---|
| Gender | |
| a.  Male | 73% |
| b.  Female | 27% |
| Age | |
| 19 | 2% |
| 20 | 15% |
| 21 | 8% |
| 22 | 10% |
| 23 | 8% |
| 24 | 19% |
| 25 | 6% |
| 26 | 13% |

| | 27 | 6% |
|---|---|---|
| | 28 | 2% |
| | 29 | 4% |
| | 31 | 2% |
| | 33 | 2% |
| | 35 | 2% |

Table :. Characteristics and Percentage of Samples (continue)

| Characteristics | Percentage (%) |
|---|---|
| Education: | |
| SMA | 31% |
| S1 | 60% |
| S2 | 9% |
| Years of Services | |
| 1 | 42% |
| 2 | 17% |
| 3 | 17% |
| 4 | 8% |
| 5 | 15% |
| 7 | 2% |

(References: Data by author)

The result of qualitative phase findings variable and indicators, such as:

Table 2: Variables and Indicators of Study

| Variables | Indicators |
|---|---|
| **Transformational Leadership ($X_1$)** | (1) Idealized Influence |
| | (2) Inspiratioan Motivation |
| | (3) Intellectual Motivation |
| | (4) Individual Consideration |
| **Volunteerim ($X_2$)** | (1) Career Enhancement |
| | (2) Esteem |
| | (3) Empathy |
| | (4) Personal Development |
| | (5) Community Concern |
| **Managerial Perceptions ($X_3$)** | (1) Previleges |
| | (2) Status Security |
| | (3) Status Enhancements |
| | (4) Personality Enrichment |
| **Organizational Commitment (Y)** | (1) A Strong Belief in and Acceptance of the organization's goals and values |
| | (2) A Willingness to Exert Considerable Effort on Behalf of the Organization |
| | (3) A Definite Desire to Maintain Organizational Membership |

(References: Data by author)

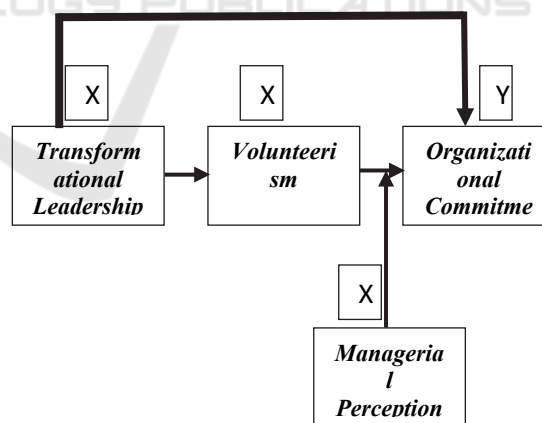In the next stage this research uses path analysis, as shown in figure 1 below:



Figure 1: Research Model

Figure 1 above shows that researchers propose a transformational leadership model influencing organizational commitment and volunteerism, volunteerism influences organizational commitment, and managerial perceptions influence volunteerism and organizational commitment relationships.

Table 3: The result of Validity Test

| No Item | Validity | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Transformational Leadership | | Organizational Commitment | | Volunteerism | | Managerial Perceptions | |
| 1 | 0,53 | Valid | 0,41 | Valid | 0,39 | Valid | 0,40 | Valid |
| 2 | 0,62 | Valid | 0,44 | Valid | 0,39 | Valid | 0,44 | Valid |
| 3 | 0,56 | Valid | 0,32 | Valid | 0,47 | Invalid | 0,60 | Valid |
| 4 | 0,31 | Valid | 0,33 | Valid | 0,43 | Valid | 0,44 | Valid |
| 5 | 0,51 | Valid | 0,22 | Invalid | 0,39 | Valid | 0,47 | Valid |
| 6 | 0,37 | Valid | 0,28 | Invalid | 0,35 | Valid | 0,50 | Valid |
| 7 | 0,38 | Valid | 0,05 | Invalid | 0,62 | Valid | 0,70 | Valid |
| 8 | 0,53 | Valid | 0,55 | Valid | 0,40 | Valid | 0,61 | Valid |
| 9 | 0,53 | Valid | 0,49 | Valid | 0,38 | Valid | 0,63 | Valid |
| 10 | 0,58 | Valid | 0,36 | Valid | 0,55 | Valid | 0,35 | Valid |
| 11 | 0,61 | Valid | 0,63 | Valid | 0,41 | Valid | 0,50 | Valid |
| 12 | 0,56 | Valid | 0,62 | Valid | 0,26 | Invalid | 0,41 | Valid |
| 13 | 0,36 | Valid | 0,53 | Valid | 0,42 | Valid | 0,76 | Valid |
| 14 | 0,43 | Valid | 0,54 | Valid | 0,27 | Invalid | 0,65 | Valid |
| 15 | 0,59 | Valid | 0,59 | Valid | 0,57 | Valid | 0,51 | Valid |
| 16 | 0,65 | Valid | | | 0,51 | Valid | | |
| 17 | 0,62 | Valid | | | 0,54 | Valid | | |
| 18 | 0,56 | Valid | | | 0,41 | Valid | | |
| 19 | 0,64 | Valid | | | 0,36 | Valid | | |
| 20 | 0,53 | Valid | | | 0,35 | Valid | | |
| 21 | | | | | 0,38 | Valid | | |
| 22 | | | | | 0,37 | Valid | | |
| 23 | | | | | 0,30 | Valid | | |
| 24 | | | | | 0,42 | Valid | | |
| 25 | | | | | 0,42 | Valid | | |

Source: Data by author

In the validity test, the data is valid when $r_{count} > r_{table}$. Table 3 shows that organizational commitment variables are statements that are invalid, as in items number 5, 6, and 7. While the volunteerism variables are in items 3, 12, and 14. These items are then tested for reliability without including invalid items. Reliability of this study can be shown as follows.

Table 4: Reliability Coefficient *Cronbach Alpha and Alpha reliable*

| Variable | Cronbach Alpha | Alpha Reliable |
|---|---|---|
| Transformational Leadership | 0,858 | 0,6 |
| Organizational Commitment | 0,662 | 0,6 |
| Volunteerism | 0,772 | 0,6 |
| Managerial Perceptions | 0,807 | 0,6 |

Source: Data by author

Table 4. shows the Cronbach's alpha values of all variables more than 0.6. This indicates that all instruments in this study are reliable so that further research can be carried out.
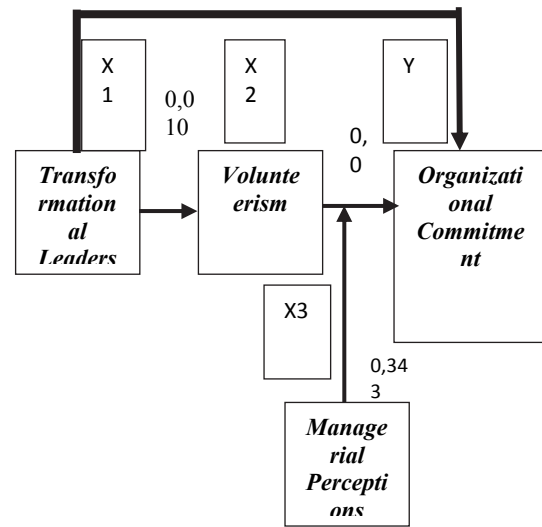


Figure 2: Research Result Framework

Figure 2 shows that based on the significance value, only transformational leadership (X1) which influences volunteerism (X2). While volunteerism (X2) does not affect organizational commitment (Y). Volunteerism (X2) cannot be a mediating variable between transformational leadership (X1) and organizational commitment (Y). In addition, managerial perception (X3) also cannot be a moderating variable between volunteerism (X2) and organizational commitment (Y). The following table presents the influences between the variables in this study.

Table 5: Direct Influence Path Coefficients

| Relationship | Coefficients | t value | p-value | R² | Result |
|---|---|---|---|---|---|
| H1 Transformational leadership -> Volunteerism | 0,367 | 2,676 | 0,010 | 0,135 | Significant |
| H2 Volunteerism -> Organizational Commitment | 0,272 | 1,759 | 0,085 | 0,071 | Insignificant |

Source: Data by author

Based on the results of the regression analysis in table 5 shows that transformational leadership has a positive and significant effect on volunteerism with a value of Sig = 0.010 which means <0.05. R2 value in table 4.5 is 0.135 or 13.5%. This shows that transformational leadership can affect volunteerism

by 13.5%, while the remaining 86.5% is influenced by other variables. Thus, the test results support hypothesis 1 (H1), namely transformational leadership has a positive and significant effect on volunteerism. The results of the test show that the higher the transformational level of leadership in the four NGOs in East Java, the higher the level of volunteerism in the NGO members. Variable *volunteerism does not affect organizational commitment* as indicated by the value of sig = 0.085 which means> 0.05.

Table 6. Indirect Influences Path Coefficient

| Relationship | Sobel Test | Interaction Test | $R^2$ | Result |
|---|---|---|---|---|
| H3 Transformational leadership -> mediasi Volunteerism -> Organizational Commitment | 0,449 | | 0,071 | Insignificant |
| H4 Managerial Perceptions -> moderasi Volunteerism dan Organizational Commitment | | 0,343 | 0,090 | Insignificant |

Source: Data by author

Variables of volunteerism in this study cannot be used as a mediating variable between transformational leadership and organizational commitment. Shown with a small test value of 0.449 which means > 1.98. The same thing happens to managerial perceptions variables that cannot be used as moderating variables on the relationship between volunteerism and organizational commitment. It is proven by the interaction test value of 0.343, which means more than 55.

## 5 DISCUSSION

Based on the results of the analysis, the results of the study are that transformational leadership variables influence volunteerism. While volunteerism has no effect on organizational commitment (OC) and managerial perception cannot be a moderating variable on the relationship between volunteerism and organizational commitment.

Theoretically, transformational leadership becomes one of the predictors of organizational commitment. Leaders who have a transformational nature have the authority to regulate and shape organizational culture. (Bono and Judge, 2003; Koh, Steers, and Terborg, 1995; Walumbwa and Lawler, 2003). Likewise, volunteerism will cause positive and negative relationships on various dimensions of commitment and OCB (Jain, 2015). In this study, there was no influence between the variables of transformational leadership and volunteerism on organizational commitment. This can be caused by forming organizational commitment is overall job satisfaction and environmental alternatives (Bateman, 1984). When the member is satisfied with the performance and comfortable working environment, it can be concluded that the member will be committed to the organization. On the other hand there are things that impact the volunteerism such as citizenship behavior (OCB) (Jain, 2012), and the social impact of volunteerism which is divided into four categories: strengthening social connections; build a strong, safe, cohesive community; increase civilian involvement; and conveying public goods and services (Wu, 2011). The results of this study also contained managerial perceptions variables that actually could strengthen volunteerism and organizational commitment relationships even though managerial perceptions variables were not able to contribute to increasing the significance value.

What is interesting is that volunteerism in this study is influenced by transformational leadership. This is consistent with the research of Dwyer et al., (2013) which states that higher levels of transformational leadership are associated with greater volunteer satisfaction and mediated by an increase in the meaning of work and good team relations. Members of an organization can become voluntary because of the behavior of the leader. This is because in transformational leadership there are four dimensions of leadership namely, ideal influence, inspirational motivation, intellectual stimulation, and individual attention (Bass and Riggio, 2006). Each of these dimensions can contribute to voluntary members of the organization. Volunteer leaders presented higher levels of transformational leadership to members of the organization. Volunteers are more psychologically involved and committed to organizations than trade union members to trade unions (Catano, 2001).

# 6 CONCLUSION

Based on the results of the study only transformational leadership influences volunteerism. While transformational leadership and volunteerism do not affect organizational commitment. On the other hand, managerial perceptions have the opportunity to strengthen the relationship between volunteerism and organizational commitment, but based on the results of this study are not able to increase the significance value. The effect of transformational leadership on volunteerism indicates that members of the four NGOs that are the object of research consider their leaders to have contributed to increase volunteerism in themselves.

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