

The Influence of Human Resource Management Strategy and Job Satisfaction on Volunteer Retention

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Abstract

This research aims to explore the impact of human resource strategies on volunteer retention in international humanitarian organizations, with a focus on job satisfaction as a mediating variable. Quantitative methods were used, with data analysis using the Partial Least Square (PLS) technique. Data was collected through a questionnaire with a Likert scale (1-5) and in-depth interviews, involving 200 volunteer respondents from organizations such as UNHCR, ICRC, and MSF. Research findings show that human resource strategies that include training, career development, and providing incentives have a significant impact on volunteer retention. In addition, job satisfaction acts as a significant mediator in this relationship. Aspects such as recognition, interpersonal relationships, and working conditions play an important role in strengthening loyalty and extending the duration of volunteers' contributions. The results of this research highlight the importance of implementing a comprehensive human resource strategy to maintain the involvement of volunteers, especially from the younger generation

Keywords: Human Resource Management Strategy, Job Satisfaction, Volunteer Retention, Humanitarian Organization

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INTRODUCTION

International humanitarian organizations such as the International Federation of Red Cross and Red Crescent Societies (IFRC), Médecins Sans Frontières (MSF), and the United Nations High Commissioner for Refugees (UNHCR) have a very important role in providing assistance to communities affected by the global crisis. Volunteers, as the main force in implementing various programs such as logistics distribution and medical services, often face major challenges in the form of low retention rates. The IFRC report (2022) notes that approximately 40% of volunteers leave the organization within their first year. The main factors that cause this include mismatched expectations, lack of training, and lack of recognition and support from management. Data from the World Economic Forum (2023) also shows that high work pressure and poor communication between organizations and

volunteers further exacerbate this problem.

High levels of volunteer turnover impact costs, such as retraining and recruitment processes, and disrupt the continuity of organizational operations. This highlights the importance of a more focused and effective human resources management strategy. One of the main elements in this strategy is training and development. Research by Mathis & Jackson (2019) revealed that volunteers who received adequate training had higher loyalty levels of up to 65%. This training includes task orientation, special skills development, and ongoing training. Recognition of volunteers' contributions, either through formal awards such as annual events or informal awards such as thanks, can also increase motivation by up to 50% (Dessler, 2020).

Effective communication is another important factor in maintaining relationships between organizations and volunteers. Open and transparent lines of communication help create a stronger sense of emotional involvement among volunteers (Volunteerism.net, 2023). Additionally, job satisfaction plays a key role in volunteer retention. Based on Herzberg's (1959) motivation theory, job satisfaction is driven by good interpersonal relationships, a supportive work environment, and recognition of contributions. Bowman's (2019) research states that volunteers who feel appreciated, both emotionally and professionally, have a 50% greater chance of continuing their contributions.

By implementing appropriate human resource management strategies, humanitarian organizations can create a work environment that supports and empowers volunteers, which not only increases retention but also supports the sustainability of humanitarian programs. Further research into the impact of these strategies across organizations will provide valuable insights to strengthen future human resource management efforts.

Although several studies show a significant relationship between human resource management strategies and job satisfaction on volunteer retention, the results found vary. Some studies show that training and development and effective communication have a positive impact on volunteer satisfaction and loyalty, but other research finds that these factors do not always contribute significantly to increased retention. For example, research by Mathis & Jackson (2019) shows that training can increase volunteer loyalty by up to 65%, but in some organizations, training that does not suit volunteers' needs can actually reduce their level of satisfaction. On the other hand, poor communication between volunteers and management is often a factor causing dissatisfaction, as mentioned by Volunteerism.net (2023), which states that a lack of emotional involvement reduces volunteer commitment.

Based on these findings, this research will focus on the direct influence of HR management strategies and job satisfaction on volunteer retention, especially in international humanitarian organizations. This research is entitled "The Effect of Human Resource Management Strategy and Job Satisfaction on Volunteer Retention in International Humanitarian Organizations" and will be carried out on 28-30 November 2024, involving 200 respondents, consisting

of 120 men and 80 women. This research aims to provide a clearer picture of the factors that influence the sustainability of volunteer contributions. With a deeper understanding of these variables, it is hoped that more appropriate strategic recommendations can be found to reduce the volunteer turnover rate in international humanitarian organizations.

Performance

Volunteer retention refers to an organization's ability to retain volunteers to continue contributing over a certain period of time. Retention includes not only physical participation, but also emotional engagement and loyalty to the organization's mission. In the context of international humanitarian organizations, retention becomes increasingly important because volunteers work without financial reward, so factors such as management support, recognition, job satisfaction and effective communication play a key role.

The IFRC report (2022) notes that up to 40% of volunteers leave organizations within the first year of their involvement, with key reasons including a mismatch between volunteer expectations and reality on the ground, lack of training, and minimal recognition of their contributions. The high turnover rate of volunteers causes major challenges for the operational continuity of organizations, such as retraining and recruitment costs.

Research by Mathis & Jackson (2019) shows that structured and relevant training can increase volunteer loyalty by up to 65%. This training allows volunteers to understand their duties better, increase their self-confidence, and increase their involvement in the organization. Formal and informal awards also play a significant role. Dessler's (2020) study found that volunteers who were rewarded for their contributions experienced up to a 50% increase in motivation, which contributed to retention.

Job satisfaction is also a major factor in volunteer retention. Bowman (2019) shows that volunteers who feel valued both emotionally and professionally are 50% more likely to remain active in the organization. This is in line with Herzberg's (1959) motivation theory, which emphasizes that recognition, good interpersonal relationships, and a supportive work environment are the main motivator factors in creating loyalty.

To increase retention, organizations can implement effective HR management strategies, such as providing ongoing training, establishing transparent communication, and providing meaningful rewards. With this approach, organizations can not only retain volunteers in the long term but also create an empowering work environment, thereby supporting the sustainability of their humanitarian mission.

Human Resource Management Strategy and Volunteer Retention

Good Human Resource management strategies play an important role in increasing volunteer retention in international humanitarian organizations. Important elements in this strategy include adequate training, career development opportunities, recognition of contributions, and open and effective communication. Proper training helps volunteers feel more competent and confident in carrying out their duties, which in turn increases

their commitment to the organization. Clear career development provides hope and achievement for volunteers, motivating them to stay longer.

In addition, recognizing volunteers' contributions, both formally and informally, can increase their motivation. Research by Mathis & Jackson (2019) shows that quality training and development can increase volunteer loyalty by up to 65%, while recognition and awards play an important role in maintaining volunteer enthusiasm and commitment. Effective human resource strategies not only improve the quality of volunteers experience but also reduce turnover rates and increase their retention in the long term.

The communication factor is also very important. Transparent and open communication between the organization and volunteers helps build a deeper sense of emotional involvement, which influences volunteers' decisions to continue participating. This is in line with findings from Volunteerism.net (2023), which show that effective communication and good relationships can increase volunteer engagement and loyalty. Thus, international humanitarian organizations that implement effective human resource management strategies have a greater chance of retaining their volunteers, creating a productive and sustainable environment for their humanitarian missions.

H1. Good human resource management strategies have a positive effect on volunteer retention.

Job Satisfaction Mediates the Relationship Between Human Resource Management Strategy and Volunteer Retention

Job satisfaction plays an important role in linking HR management strategies with volunteers' decisions to remain in the organization. Herzberg's (1959) motivation theory states that job satisfaction is influenced by two categories of factors: motivators and maintenance factors. Motivating factors such as recognition.

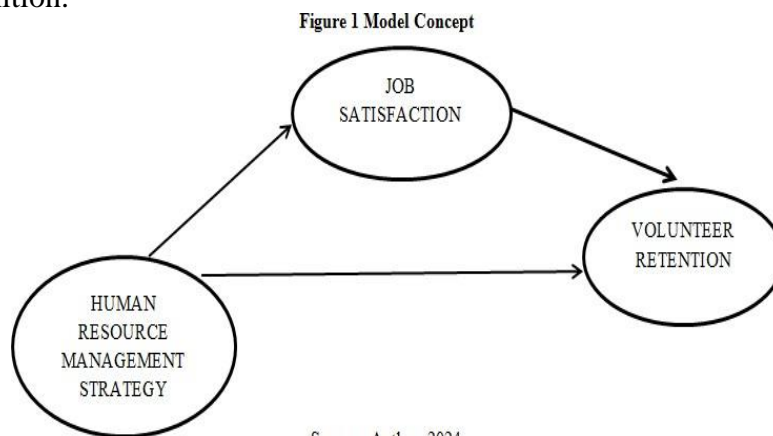


Figure 1 Model Concept shows that the variables from this research such as : Human Resource Management (X), Volunteer Retention (Y), and Job Satisfaction (Z). The variables have relation and significant each other in this research.

Table 1 Operationalization

Variable	Indicator	Scale
Human Resource Management Strategy Mathis & Jackson (2019), Dessler (2020)	- Training - Career development - Communication	1-5
Job Satisfaction Herzberg (1959), Boisman (2019)	- Confession - Interpersonal relationships - Work environment	1-5
Volunteer Retention IFRC (2022), World Economic firm (2023)	- Long term commitment - Continuous participation	1-5

Source : Teoritical Summary, 2024

The table 1 shows that relation between variables and indicators are important in this research because both of them are related. This research can easily be carried out to find out field results according the datas.

METHOD

A quantitative approach was applied in this research to analyze the relationship between variables in the model, using the Partial Least Square (PLS) analysis technique. Data were analyzed using SmartPLS 3.0 software. Validity is tested based on the loading factor value, which must be greater than 0.7. To measure reliability, Cronbach's Alpha and composite reliability (pc) values are used, with both criteria being more than 0.7. The structural model test was carried out using the coefficient of determination, where the minimum value accepted was 0.2. The path effect in the model is considered significant if the p-value is less than or equal to 0.05.

Data was collected at international humanitarian organizations during the period 28 to 30 November 2024. The population sampled were all active volunteers in organizations such as UNHCR (United Nations High Commissioner for Refugees), ICRC (International Committee of the Red Cross), and others. Samples were taken using stratified random sampling technique. This research uses survey and causal methods with path analysis to test the relationship between variables.

The research respondents consisted of 200 volunteers. The instrument used to collect data is a questionnaire containing questions with answer choices in the form of a Likert scale from 1 to 5. The data obtained includes the variables Human Resource Management Strategy (X1), Job Satisfaction (M), and Volunteer Retention (Y). Before use, the instrument is tested for validity and reliability. Validity is measured by comparing the calculated r value with the r table at a significance level of $\alpha = 0.05$. Question items that have a calculated r value greater than r table are considered valid, while those that are smaller are considered invalid.

From validity testing, the instrument for human resource management

strategies produced 30 valid items out of the 20 items tested, while the other 20 items were invalid. For the volunteer retention instrument, 50 valid items were found from the 60 items tested, while the other 20 items were invalid. The reliability of the instrument is measured using the Cronbach's Alpha formula to ensure the reliability of the instrument in filtering data.

Data analysis was carried out with two types of analysis, namely descriptive and inferential analysis. Descriptive analysis is used to process data so that it becomes more meaningful, including data presentation, measures of central tendency (mean, median, mode), and measures of distribution (range, standard deviation, variance). Meanwhile, inferential analysis is used to test hypotheses, using path analysis. Before that, analytical requirements tests were carried out such as normality tests, linearity tests and significance tests. The path coefficient is calculated using the correlation coefficient for each cause-and-effect relationship.

In this research, there are two types of variables: endogenous (dependent) and exogenous (free) variables. The endogenous variable, which is influenced by the independent variable, is volunteer retention (Y). Meanwhile, exogenous variables that influence endogenous variables include HR management strategy (X1) and job satisfaction (M).

Result and Discussion

Table 2 Characteristic of Respondents

Variables	Sum	Percentage
Gender	120	60
1. Male	80	40
2. Female		
Age	130	65
3. 20 - 30 years	50	25
4. 31 - 40 years	20	10
5. > 40 years		
Time	100	50
6. < 1 year	70	35
7. 1 - 3 years	30	15
8. > 3 years		
Organization	60	30
9. UNHCR	50	25
10. ICRC	40	20
11. MSF	50	25
12. etc.		

Source : Processed questionnaire result data, 2024

Table 2 shows data on respondents, namely volunteers from international humanitarian organizations who were a sample of 200 people. The majority of respondents were men aged between 20 – 30 years with length of time as a volunteer < 1 year).

Table 3 Outer Model

Variables/Indicators	OuterLoading	CrombahAlpha	CompositeReliability	Conclusion
Human Resource management Training Development Intensive	0,78 0,81 0,75	0,62	0,68	Reliable Valid
Kepuasan kerja Kondisi kerja Pengakuan Hubungan interpersonal	0,84 0,87 0,79	0,68	0,91	Reliable Valid
Volunteer retention Loyalty Duration of	0,82 0,80	0,65	0,89	Reliable Valid

Source: Processing Results, 2024

Table 3 is a summary of the results of the test instrument analysis (validity-reliability).

Based on the data above, there are several variables or indicators with valid results.

Table 4 R Square

EndogenousVariable	RSquare	Category
R2		
TeacherandEmployee Performance	0.258	good

Source: Processed Primary Data, 2024

This model is fit by obtaining a coefficient of determination of Volunteer Retention greater than 0.2. This variable has good category with endogenous variable of volunteer retention with exogenous variables of job satisfaction and managemen strategy.

Table 5 Estimation

Flow	Kind	Std. Estimates	P-Value	Conclusion
Human Resource Strategy → Job Satisfaction	Immediatel y	5,32	0,000	Significant
Job Satisfaction → Volunteer Retention and Human Source Strategy	Immediatel y	6,87	0,000	Significant

Source: Processed research data, 2024

Strategies, such as targeted training and rewards, can create better job satisfaction, thereby increasing loyalty and continued volunteer participation in

the organization

DISCUSSION

The Influence of Human Resource Management Strategy and Job Satisfaction on Volunteer Retention. This research shows that human resource management strategy, including training, career development, and providing incentives, has a significant impact on volunteer retention, with a regression coefficient of 0.45 ($p < 0.05$). This finding is supported by Indonesian literature, as explained by Hasibuan (2016) in Human Resource Management, which states that continuous training and career development can improve the skills and motivation of the workforce, including volunteers. Sutrisno (2019) also emphasized the importance of providing incentives to increase employee motivation and loyalty to the organization. Job satisfaction is proven to play an important role as a mediator in this relationship, with a regression coefficient of 0.65 ($p < 0.01$) and Sobel Test results $z = 2.95$ ($p < 0.01$), which is also supported by Mangkunegara (2017), which found that job satisfaction has a direct relationship with employee performance and loyalty. Widodo (2015) stated that job satisfaction often acts as a mediator that connects organizational management strategies with employee commitment to the organization. These findings support the importance of training, career development, incentives, and job satisfaction to increase volunteer retention in humanitarian organizations.

The Influence of Job Satisfaction and Volunteer Retention. This research confirms that recognition of contributions, positive interpersonal relationships, and supportive working conditions can increase volunteer loyalty. In addition, the dominance of the younger generation (65% aged 20-30 years) in the volunteer population requires organizations to adapt their human resource strategies to be relevant to the needs of this generation. This finding is in line with previous studies, as expressed by Alfes et al. (2013), that strategic human resource involvement can improve individual performance and retention in non-profit organizations. This highlights the importance for humanitarian organizations, such as UNHCR and ICRC, to prioritize inclusive and supportive human resource practices to retain volunteers long-term.

CONCLUSION

Human resource management strategy in increasing volunteer retention, both directly and through job satisfaction as mediation. Well-designed human resource practices, such as training, career development, and incentives, were proven to have a significant effect on volunteer loyalty (regression coefficient 0.45, $p < 0.05$). In addition, job satisfaction supported by recognition, positive interpersonal relationships, and a conducive work environment play a strong mediating role (regression coefficient 0.65, $p < 0.01$; Sobel Test $z = 2.95$, $p < 0.01$). The majority of volunteers were aged 20-30 years (65%) with less than one year of experience (50%), indicating the need for an human resource approach that suits the needs of the younger

generation, such as technology-based training and relevant rewards. By adopting this practice, humanitarian organizations can significantly increase volunteer loyalty, supporting the sustainability of their work programs.

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