



UNIVERSITI PUTRA MALAYSIA

***RELATIONSHIP BETWEEN MOTIVATION, SATISFACTION, AND
ORGANIZATIONAL COMMITMENT AMONG SCOUT VOLUNTEERS IN
EAST KALIMANTAN, INDONESIA***

YENI RAHMAWATI

FPP 2014 78



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By

YENI RAHMAWATI

**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia,
in Fulfillment of the Requirement for the Degree of Master of Science**

September 2014

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DEDICATION

*Dedicated to my beloved family, supervisor, co-supervisor, lecturers, and friends for
their support and patience during my study*



Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfillment of the requirement for the degree of Master of Science

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YENI RAHMAWATI

September 2014

Chairman : Assoc. Prof. Norhasni Zainal Abiddin, PhD
Faculty : Educational Studies

Organizational commitment is considered as fundamental element in any nature of organization. Majority studies have been conducted to expose organizational commitment among profit organization, oppositely, similar study in nonprofit organization tend to be lacking. Therefore, this study was conducted to determine the level of organizational commitment within nonprofit organization that also linked to non formal element. In addition, as regards to extension education, the general purpose of this study was to determine relationship between motivation, satisfaction, and organizational commitment among scout volunteers in East Kalimantan, Indonesia. The sample consisted of 207 scout volunteers including 126 male and 81 female ranges aged 17 to 47 years old. In the current study, the participants were recruited by using random sampling technique. By using self-administered questionnaire, the participants completed the demographic information and three part of mind questionnaire related to the study (motivation, satisfaction, and organizational commitment).

The present study used a quantitative research to examine relationship among variables. Several objectives were created to fulfill the study namely determine the level for overall variables, determine relationship among motivation, satisfaction, and organizational commitment, and determine the best predictor of the dimension from independent variable (motivation and satisfaction) for organizational commitment. Data analysis included frequencies, percentages, mean scores, Pearson correlations, and multiple linear regressions. The statistic data were computed by using SPSS at alpha level .05

The result indicated that there was a significant relationship between overall motivation ($r = .468$), satisfaction ($r = .298$) and organizational commitment. Majority dimensions of motivation and satisfaction had positive relationship towards organizational commitment. Moreover, understanding ($r = .436$) was considered as

the best predictor affecting organizational commitment rather than other dimensions (career, social, value, enhancement, protection, organizational support, and group integration). Oppositely, in term of satisfaction dimension, participation efficacy and empowerment did not have significant correlation with organizational commitment.

The finding indicated that this study established the relationship between motivation, satisfaction, and organizational commitment within scout volunteers in East Kalimantan, Indonesia. Therefore, it has implication especially for the scout volunteers and other volunteer workers. The result of the current study may involve in various volunteers related such as social volunteers, religious volunteers, health volunteers, sport volunteers, etc. Besides that, future research is expected to be able to conduct similar research by adding the other elements as new variable to enlarge and expand volunteerism as non-profit sector. Furthermore, future research is expected to relate between volunteer activities and others extension program to support non formal education especially for youth development thus it will be able to provide more contribution for the extension education field.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Master Sains

HUBUNGAN ANTARA MOTIVASI, KEPUASAAN, DAN KOMITMEN ORGANISASI DALAM KALANGAN SUKARELAWAN PENGAKAP DI KALIMANTAN TIMUR, INDONESIA

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Komitmen organisasi dipertimbangkan sebagai sesuatu elemen yang asas dalam mana-mana organisasi. Banyak kajian yang telah dijalankan untuk mengetahui komitmen berorganisasi dalam kalangan organisasi berbayar, sebaliknya, kajian yang sama walau bagaimanapun masih kurang melibatkan organisasi sukarelawan. Oleh kerana itu, kajian ini adalah untuk menentukan hubungan antara motivasi, kepuasan, dan komitmen organisasi dalam kalangan sukarelawan pengakap di Kalimantan Timur, Indonesia. Sampel kajian terdiri daripada 207 sukarelawan pengakap iaitu 126 lelaki dan 81 wanita berusia dalam lingkungan 17 hingga 47 tahun. Dalam kajian ini, pemilihan sampel adalah menggunakan teknik persampelan rawak. Data diperoleh dengan mengedarkan soal selidik kepada semua responden. Borang soal selidik terdiri daripada soalan maklumat demografi dan tiga bahagian utama berkaitan dengan kajian (motivasi, kepuasan dan komitmen organisasi).

Selain itu, kajian ini mengaplikasikan kaedah kuantitatif untuk melihat hubungan di antara pembolehubah. Beberapa objektif telah diwujudkan untuk memenuhi kajian ini iaitu untuk mengenal pasti tahap pembolehubah secara keseluruhan, mengenal pasti hubungan antara motivasi, kepuasan, dan komitmen organisasi, dan mengenal pasti pembolehubah yang terbaik daripada pembolehubah bebas iaitu motivasi dan kepuasan untuk komitmen organisasi. Analisis data mengambil kira dapatan kekerapan, peratusan, skor min, korelasi Pearson dan model regresi linear berganda. Data statistik dikira dengan menggunakan SPSS pada aras .05

Dapatan kajian menunjukkan bahawa terdapat hubungan yang signifikan antara motivasi keseluruhan ($r = .468$), kepuasan ($r = .298$) dan komitmen organisasi. Dimensi majoriti motivasi dan kepuasan mempunyai hubungan positif terhadap komitmen organisasi. Selain itu, persefahaman ($r = .436$) telah dianggap sebagai peramal terbaik yang mempengaruhi komitmen organisasi dan bukan dimensi lain (kerjaya, sosial, nilai, peningkatan, perlindungan, sokongan organisasi dan integrasi

kumpulan). Sebaliknya, dari segi dimensi kepuasan, keberkesanan penglibatan dan pemerkasaan tidak mempunyai hubungan yang signifikan dengan komitmen organisasi.

Dapatan kajian turut menunjukkan bahawa kajian ini mewujudkan hubungan antara motivasi, kepuasan dan komitmen organisasi di dalam pengakap sukarelawan di Kalimantan Timur, Indonesia. Oleh itu, ia mempunyai implikasi terutamanya ke atas sukarelawan pengakap dan pekerja sukarelawan yang lain. Hasil kajian semasa mungkin melibatkan pelbagai sukarelawan sebagai sukarelawan sosial, sukarelawan agama, sukarelawan kesihatan, sukan sukarela, dan lain-lain. Selain itu, kajian akan datang diharap dapat menjalankan penyelidikan yang serupa dengan menambah elemen-elemen lain sebagai pembolehubah baru untuk mempopularkan kesukarelawanan sebagai sektor bukan keuntungan. Tambahan pula, kajian akan datang dijangka mengaitkan aktiviti-aktiviti sukarela dengan program-program lanjutan lain untuk menyokong pendidikan tidak formal khususnya yang bertujuan untuk pembangunan belia agar dapat memberi sumbangan yang lebih dalam untuk bidang pendidikan pengembangan.

ACKNOWLEDGEMENTS

I am heartily thankful to my supervisor, Assoc. Prof. Dr. Norhasni Zainal Abiddin, whose encouragement, supervision, and support from the preliminary to the final level enabled me to develop an understanding of the subject. Without her help, input, inspiring contribution, and intellectual support, this research would still be in evolutionary part.

I would like to thank my committee member Assoc. Prof. Dr. Ismi Arif Ismail, for his assistance and encouragement, comments, and most of his kindness. This research could have never been completed without his support, suggestions, and valuable intellectual input.

I would also like to thank to all lecturers for their help and support during my study in Universiti Putra Malaysia (UPM), especially Prof. Dr. Turiman Suandi, Prof. Dr. Bahaman Abu Samah, Assoc. Prof. Dr. Azahari Ismail, Assoc. Prof. Dr. Azizan Asmuni, Assoc. Prof. Datin. Dr. Jamilah Othman for their kindness help and suggestion during I joined the subjects and guided me during my viva voce. Additionally, thank you to UPM for giving me opportunity to further my master degree in the field of Extension Education.

Further, I would like to thank to the scout volunteer in Scout Center Movement, Samarinda-East Kalimantan, Indonesia for their cooperation and their attention during I organized my questionnaires for pilot study and during I collected the real data for data collection.

Many thanks are also to my worth network of supportive, forgiving, generous, and loving friends without whom I could not have survived the process.

I certify that a Thesis Examination Committee has met on 2 September 2014 to conduct the final examination of Yeni Rahmawati on her thesis entitled "Relationship between motivation, satisfaction, and organizational commitment among scout volunteers in East Kalimantan, Indonesia" in accordance with the Universities and University Colleges Act 1971 and the Constitution of the Universiti Putra Malaysia [P.U. (A) 106] 15 March 1998. The Committee recommends that the student be awarded the Master of Science.

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LIST OF ABBREVIATIONS

VFI	Volunteer Functional Inventory
VSI	Volunteer Satisfaction Index
OCQ	Organizational Commitment Questionnaire



CHAPTER I

INTRODUCTION

Chapter one described background of the study attached with a short introduction of extension education in relation to the field. It is followed by explanation of problem statements, objectives, hypotheses, significance of the study, scope and limitation of the study, and operational definitions.

Background of Study

Generally, there are two essential sectors performed in organization precisely profit and non-profit sector. Commonly in profit sector, one of the financial is to maintain as well as to determine the sustainability of the employees. Bryce (1992) reported that profit organization has mission in earning revenue, oppositely they could not achieve or survive their mission without it. Conversely, nonprofit sector concerns on society action and do not emphasis on financial orientation as their main goal. The important characteristic within nonprofit organization is not necessarily to earn revenues by achieving their mission (Moore, 2000). The employees within nonprofit works are based on social needs of the society rather than seeking monetary intention for their own income. Moore (2000) notified that nonprofit organization value mission is oriented by achievement of social objectives. Furthermore, the employees in nonprofit fields have been denoted as unpaid workers, while the unpaid workers commonly described as volunteer. Allen et al. (1989) notified that one of the organizational advantages from volunteerism is cost saving. Lyons et al. (2006) revealed that nonprofit employees are valued in contributing to the society more than profit employee. Moreover, volunteers can be seen as a significant resource of many nonprofit organizations (Graff, 2006; Terry et al., 2011). In other words, it has been known that volunteerism has completely become the major characteristic affecting non-profit organization. While Cooman et al. (2011) reported that nonprofit workers are valued in producing a positive difference in people's life. Indeed, McCurley and Lynch (2006) agreed that the involvement of volunteers are often acknowledged by the public, especially in the way that they hold out the duties as well as the goals. Moreover, volunteers play a distinct function in organization as well as in larger community especially related to nonprofit organizations even in public society (Cnaan & Goldberg-Glen, 1991). This indicated that the presences of volunteers are extremely helpful and useful to the society.

Interestingly, volunteers prefer to work in organizational contexts rather than to work independently, otherwise they tend to bond with an organization to convey their involvement (Chacon et al., 2007). Moreover, Boyd (2003) reported that volunteers could not develop the society independently, otherwise they require direction of leaders who are able to solve specific problems. Other than that, Widjaja (2010) added that there are six elements within volunteerism namely voluntary action,

longevity, no compensation, plan-fullness, non obligation and organizational context. Therefore, normally there were two varieties of volunteer services namely direct and indirect services whereby direct service is signified to assist the community directly whereas indirect service is a kind of relationship, coordination, as well as contribution from volunteers within the organization that they work to (Hartenian, 2007). Indirect service can be described as volunteers' involvements in recruiting and training other volunteers, coordinating and managing events or activities on behalf of the organization and having responsibility within program planning (Culp, 1999; Terry et al., 2011). Oppositely, direct service is likewise responsible in giving services for the lonely friendship, mentoring the illiterate person, acting as a counselor to the concerned, and caring for the sick (Clary et al., 1998; Garner & Garner, 2011). Direct services from volunteer are providing and mentoring non-formal education experiences for youths (Terry et al., 2011). Other than that, Hodgkinson (2003) classified three major volunteer scopes namely social welfare, religious institution and sports. Consequently, besides their totality devotion to the organization, they recognized to be responsible in giving services as well as giving performances with full aim to assist others and to exclude the probability of compensation or financial rewards (Okun & Schultz, 2003; Widjaja, 2010). Therefore, by looking at this situation, strength organizational commitment considered were as the essential parts in the organization since it determined the sustainability of an organization.

At a glance, volunteer works are spreading in every country such as in developed country whereby majority of them, for instance USA provides a lot of volunteers in numerous fields. According to Drucker (2011), indeed nonprofit institution became popular among the Americans and it is mostly distinguishable in each characteristics. They have awareness and responsibilities to be deployed in helping others when it is required in social need such as serving food, tutoring or teaching, promoting wellness, sport event, fundraising, providing hostility to the natural disaster and other social activities. According to the data from the bureau of labor statistics which was collected through Current Population Survey (CPS), around 62.6 million people volunteered for the organization between September 2012 to September 2013 (United States Department of Labor, 2014). However, this situation was different to several developing countries especially in Indonesia. It was revealed that a number of volunteer disaster responses were fairly small. Not more than 640 official volunteers had officially registered, to be considered that Indonesia was relatively large, the total number of volunteers was relatively small (Website DPR RI, 2013). In contrast, the head of the National Disaster Management Agency argued that the number of volunteer disaster who has been officially engaged was in approx 30.000 volunteers whereas a number of 640 volunteers become the target training for 2014.

Regardless the quantity of the volunteers between developed and developing country, it can be revealed that nonprofit organization has a major rule to recruit, to involve as well as to employ the society as volunteers. Several facts showed that requirement for volunteers was greater than the inventory as it result estimation that the public were having less interest to be employed in social things. Nevertheless, it cannot be denied that some volunteers have different tendency or uniqueness rather than paid

employees. As regards to their uniqueness, the existence of difference in needs became the reason of their involvement in volunteerism issue which had always been existed. Galindo-Kuhn and Guzley (2001) stated that motivation for the effort had become the diversity between paid employees and volunteers. Cnaan and Cascio (1998) informed that the diversity between paid employees and volunteers was motivation. Since the nature of volunteerism is willingness, therefore, someone who involves in social issues is more likely due to personal encouragement rather than compulsion.

Additionally in nonprofit area, organizational commitment acted as a basic booster of organization and it would merely work based on their motives. It had been proved by several researchers that motivation and satisfaction were affected by organizational commitment (Galindo-Kuhn & Guzley, 2001; Salas, 2008; Siti-nazilah, et al., 2012; Siti-Nazilah., 2012). Meanwhile, Redmond(2014) agreed that organizational commitment related to job satisfaction whereby both are deal with the characteristic of the workers' emotional respond to work. Therefore, the conceptual basic of the present study is the relationship between motivation, satisfaction and organizational commitment. Scout volunteers within scout movement were being selected as the subject for this study particularly from the non formal field.

According to functional theory, one individual may have more than one purpose as for them to involve volunteering (Katz, 1960). Therefore, this theory permits likelihood of numerous volunteers who engage in equal activity in the association but have different reasons from one another. By employing this hierarchy, Steers assumed that motivation behavior was influenced by human needs (Steers, 1977). Moreover, volunteers were more committed when they had interest in social environment (psychological climate), when they want to achieve desire results (volunteer motivation), felt the role of the volunteers or linkage to the organization (organizational identity), understood the roles (role clarify) and accepted the responsibilities (role acceptance), felt sure that they can do the roles (role efficacy) and felt good about volunteering (satisfaction) (Dorsch et al., 2002). Within college voluntary works, satisfactions and motivations became very important in affecting organizational commitments (Siti-Nazilah et al., 2012; Siti-nazilah et al., 2012). Therefore, it can be concluded that the major concern of the organization was recruiting many volunteers which was useful for any organizations or administrators (Brudney & Brown, 1990).

Previous studies focus on the relationship between motivation, job satisfaction and organizational commitment within private area employees as paid workers (Warsi et al., 2009). Similar to previous studies done, this study is discussing the similar antecedents in different contexts. However, several studies done before identified multiple factors affecting organizational commitment among employees in profit organizations, while the present study concerns to determine the relationship between motivation, satisfaction and organizational commitment to volunteers in non-profit organizations. In addition, scout volunteers as one element of scout movement who have been selected as the subject in this study could not be separated from extension education.

The Existence of Extension Education and Volunteerism

Conceptually, extension education meant as stretching out the community who were beyond the restrictions of educational institutions. Nowadays, extension education area has large scope within education system compared to the early years introduced by James Stuart in 1860s. During that period, the term of extension education was formally purposed to establish the agricultural extension work as it was stated in agricultural national commission. However, nowadays, various fields had applied the concept of extension education in various sectors not merely in agriculture but also in any sectors that have been an emphasis on extension aspect. In other words, majority description for extension currently tends to be used as an out of school education activity rather than specifically purposed on farm society or rural community. Furthermore, it became out of school method as in to assist themselves in solving their present and future problems such as social, economic and cultural scopes (Waghmare, 1980). Based on the aims, extension education can be described as an non formal learning process done out of school discipline curriculum whereby it was created to complete formal institution, for example studied 4H program in Florida (Terry et al., 2011). Since there were no differences aims in with the previous concept of extension, it can be revealed that the concept of extension education was fully attached in nowadays practices.

In a short glance, formal learning is an education that applies environmental education in colleges and universities whereas informal learning is tend to be seen as an education from daily experiences such as through internet, television, radio, newspaper, magazine, making conversation and discussion with the surroundings (family, friend, neighbor, stranger) while non formal is specifically tend to closely to educational society (Merriam & Cafarella, 1999). In addition, non formal education can be included as an involvement with government agencies, environmental learning centers and science museum communities (Digby, 2010).

According to those categorizations, it can be signified that scout movements can be included as non formal education. Moreover, it can also be implemented as informal education since it has linkage with the daily life learning process. To pay attention on that observation, scout movement is an out of school activity which engaged the members to figure out their own potential through the activity. In other words, scout movement can be mentioned as another form of youth organization such as 4H. Both programs have similar goal that encouraged young people in physical, intellectual, social, emotional and spiritual in order to be utilized and contributed to the society.

Furthermore, extension applied as crucial role engaging youth through socialization with common and varies society (Brennan, et al., 2007). In another word, extension education helped youths to learn how to socialize and to contribute to the society. Meanwhile, extension agents, program developers or extension workers as well as policy planners which commonly engaged into the organization having significant role in understanding youth within the community development process. Moreover,

they encouraged as well as guided young people to have better behavior and to be able to provide contribution to the community.

As regards to this education model, it can be revealed that scout organization is one of the organizations that engaged youth development and guided the members in providing contributions for the society in the future. Scout movement is included in non-profit organization due to the concern in social activity for youths rather than financial orientation purpose. Therefore, the people who are involved in guiding the scout members in this organization are able to be mentioned as volunteers. Moreover, Drucker (2011) notified that hospital, churches, Boy scouts and Girl scouts and so on were mentioned as nonprofit organization since they were not concern on business or government. Moreover, he added that nonprofit institution did not supply goods such as in business sector but provided services curing patients and teaching children.

Additionally, scout volunteers also can be mentioned as change agents since one of their existence is contributing to organize and coordinate the overall change effort (McNamara, 2005). The effort can be formed based on learning interest, experience as well as the learner's behavior (Yang et al., 2007). Meanwhile, in scout movement, the learners are the scout members that learn how to change and improve their behavior, attitude, knowledge, skill as well as their motivation. On the other hands, the scout volunteers as the change agents who assessing the members' need as well as bringing about desirable change behavior whereby this characteristic are included in philosophy of extension education (Waghmare, 1980).

Problem of the Statement

Generally, good quality of a volunteer will strictly committed in activities included. Meanwhile, the characteristics needed for a volunteer is that individual that is willing to give out their money, time, mental effort and energy. Considering those items, Macneela (2008) assumed that volunteer is included as an expensive contribution and become the interest for researchers to investigate their involvement within a long time period. Given that they avoided working independent, majority of them bonded with organizations in line with their expectations (Chacon et al., 2007). By that matter, organizational commitment is an essential part that has to be owned by a volunteer since it could affect the survival of the particular organization.

However, it cannot be guaranteed that volunteers who affiliated within the organization will have high level of organization commitment. As aforementioned before, the aspect of motivation and satisfaction could be influenced their organizational commitment. For instance study from Siti-Nazilah et al., (2012) indicated low relationship between motivation and organizational commitment among college student. Another their study within undergraduate student also indicated that there was medium relationship between satisfaction and organizational commitment (Siti-nazilah et al., 2012). Fortunately, motivation had significant

impact on affective commitment within nonprofit sport organization (Bang et al., 2013).

Another consideration, a majority of the organizational commitment studies have been concentrated on the compensated workers rather than nonprofit or volunteer organization (Davila & Cachon, 2003; Meyer & Allen, 1997; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Pearce, 1993; Warsi et al., 2009). As the result, there were few studies highlight on organizational commitment as well as the linkage of it such as motivation and satisfaction among volunteers within social organizations. There were a number of discussions bound up upon job satisfactions within paid workers, oppositely job satisfactions within unpaid workers received very few considerations (Gagne & Deci, 2005; Galindo-Kuhn & Guzley, 2001). Similar issues on the relationship between motivation and organizational commitment within volunteers were also not being concerned enough rather than in profit employee studies (Siti-Nazilah et al., 2012). In addition, six functional motivations (Clary et al., 1998) among volunteers were seldom being identified since several study on volunteer motivation works were based on Atkinson and Birch (1978) whereby it concerned more on achievements, affiliations and powers.

Galindo-Kuhn & Guzley (2001) who study in social organization was recommended for the next study to used organizational commitment (OCQ) from Mowday et al. (1979) in the relationship with their construct of volunteer satisfaction index (VSI). Thus, according to those facts, it can be concluded that studies concerning motivation, satisfaction, and organizational commitment in the context of nonprofit organizations under youth programs such as scout activity are also rare in number. Due to that reasons, this study was conducted to analyze as well as to expand the context of volunteers in environment organization as an out looked phenomenon. Moreover, different subject context between previous and current studies have composed that the current study needs to be analyzed deeply.

Further, scout movement in East Kalimantan becomes one of active organization in term of conducting and being involved numerous programs and events not merely within local but also within national scale. Compared to the other scout movement in other metropolitan cities in Java which become the central island, scout movement in East Kalimantan is able to compete in term of the output. Moreover, from the organization perspectives, scout movement in East Kalimantan can be included as a well organization since a lot of volunteers involve in this organization and they were not merely concern on scouting, but another social program such as volunteer for natural disaster, and another social activities.

Briefly, previous studies were more interested in analyzing the dimensions of motivation and satisfaction related to organizational commitment in profit organization rather than in nonprofit organization likewise scout organization which integrated within extension activity. Therefore, it is important to identify motivation and satisfaction as well as the dimensions that affect their organizational commitment within nonprofit organization. Further, it is cannot be guaranteed that

volunteers who affiliated with social organization having high organizational commitment. Therefore, it is essential to describe the organizational commitment from the motivation and satisfaction perspectives especially linked to volunteers who involved themselves in scouting movement as youth development organization. Additionally, different contexts such as culture, demography and environment also being considered within this study since several studies related to volunteerism were surveyed in the western.

Research Objectives

General Objective

The main objective of this study is to determine the relationship between motivation, satisfaction and organizational commitment among scout volunteers in East Kalimantan, Indonesia.

Specific Objectives

1. To determine the level of motivation, satisfaction, and organizational commitment.
2. To determine the relationship between motivation and organizational commitment.
3. To determine the relationship between satisfaction and organizational commitment.
4. To determine the relationship among dimension and organizational commitment.
5. To determine the best predictor dimension for organizational commitment.

Hypotheses

According to the objectives, the present has study arranged several hypotheses that will be analyzed in chapter four. The hypotheses are as follows:

- H1 : There is significant relationship between motivation and organizational commitment
- H2 : There is significant relationship between satisfaction and organizational commitment
- H3 : There are significant relationship between the dimensions and organizational commitment
- H4 : There is significant relationship between understanding dimension and organizational commitment

Significance of the Study

Due to that, the research findings are expected to provide several advantages. Besides the contribution to the new outlook, the findings may assist the stakeholders to pay more attention to improve the quality of volunteers accordingly. In addition, stakeholders are also be having the capabilities to maintain volunteers' commitment to the organization by organizing a training or providing a reward that is appropriate as a tribute to encourage and upgrade their spirit. Furthermore, by analyzing those variables and its relationship from the view of nonprofit organization, the result is significant to be used to observe the level of motivation, satisfaction and organizational commitment among volunteers. In addition, the variables also can be used as a tool to measure the level of motivations within functional motives such as motivation to build a career, to be more socialized, value, understanding, enhancement and protection. The level of satisfaction with organizational commitment can be informed by several dimensions accordingly such as from organizational support, participation efficacy, empowerment and group integration.

However, the current study also has significant contributions to the body of knowledge. It can be denoted that this study attempts to provide the link among several aspects namely non formal learning and extension education, nonprofit organization, non government organization and other social aspects related to it. Extension education can be considered as the essential part of the study and cannot be separated from non formal education. It provides the outlook concerning out of school program especially for scout movements and the affiliation between extensions and scout organizations. Moreover, based on extension education concept, extension workers have crucial role since they become the program developer. Meanwhile, from social aspects, it contributes to the extension workers especially concerning youth development and their behavior within the society. In other words, they work voluntarily without receiving any compensation unless to maintain, develop and organize the program. In addition, the variables; motivation, satisfaction and organizational commitment are emerged as the framework to analyze the study. Hence, the results can be utilized as references in enhancing, developing and increasing the motivation, satisfaction as well as organizational commitment among especially for scout volunteers and generally for other volunteer in future time.

In brief, this study provides significant benefit for extension and non-formal education, youth organization, nonprofit organization, volunteers, stakeholders and knowledge. The study is useful for the extension sector since this study selects one of the youth organizations namely scout movement as the context. In this part, non-formal education is a part of extension education has similar orientation. Moreover, the study is positively useful to support scout volunteers to be more engaged into the involvement of scout organization. Furthermore, nonprofit organization gains the benefits of this study since the findings can be used as real evidence and reports whereby required by the nonprofit sectors. In addition, stakeholders obtain the advantages of the findings since the results can be used as the assessment to evaluate achievements. Finally, overall aspect of the study provides contributions to the body of knowledge since this study can be used as references for future researches to

investigate further aspects related to motivation, satisfaction as well as organizational commitment.

Scope and Limitation of the Study

The scope of this study is in East Kalimantan. It is a name of a province in Borneo which is included within the territory of Indonesia. The population is selected from the centre of scout organization which is located in Samarinda as the capital city of East Kalimantan, Indonesia. This scout center is being chosen since there are a number of scout volunteers whom actively involve with several programs under their organization policy. Since this study focuses on volunteers within youth organization especially who are engaging with scout movements, therefore this study selects a scout guider as the program developer, server, guider, senior and partner for the scout members. In other words, scout volunteers from scout center organizations are being chosen as the subject in this study as they are involved in outside activities of formal education.

Moreover, this scout organization center has several programs and one of the programs is to serve the scout members in schools. The scout volunteers visit the school, interact as well as involve with the scout members as the program is conducted under the organization policy. On the other hand, majority number of school has some sort of association with scout organizations in order to run their extracurricular outside formal learning. Commonly, the program is conducted once or more in a week. Besides being involved in the scout program, the volunteers are also annually interacted with the organization. For instance, planning and coordinating the programs, activities or events that would be conducted.

In fact, besides focusing on scout movement training and education, they are being involved in other community services such as humanitarian, social, environmental, and etc. Considering this study concerns only on a particular scout organization which is related to non formal or extension education, the result may not be similar and cannot be generalized into other volunteerism fields such as sport events. Furthermore, this study is limited in research instruments used in collecting data.

It is well-known that out of school activities are considered as extension education concept. Therefore, this study is included in the extension field because it has identified volunteers from the scout movement, due to its status as an out of school education. Moreover, this study focuses on the volunteers who are engaging with the scout organization rather than the scout members themselves. In another side, scout organization can be denoted as nonprofit organization since this organization runs throughout social activities rather than financial aims. This study concerns several variables in general organization commitment which are indirect services and their commitments to the activities which are direct services. Therefore, this study is dealing with several objectives related with volunteers' organizational commitment from nonprofit perspectives.

Alongside with the current study, there are limited numbers of literature reviews on previous theories, models, approaches and previous researches to develop a framework related to the relationship between independent variables and dependent variable. The combination of attitudinal and behavioral theory is emerged by organizational commitment under a study conducted in OCQ (Mowday et al., 1979). According to their study, attitudinal theory was considered as the attitude in a commitment. However, the approach of behavioral is emerged as an effective indicator in the practice lifestyle.

Moreover, several variables are included in order to predict the relationship of organizational commitment as dependent variable. On the other hand, the first independent variable is identified as motivation. This variable is complicated due to several dimensions based on the functional motivation model by Clary et al. (1998). According to this model, there are six multiple dimensions appeared namely career, social, value, understanding, enhancement and protection. Meanwhile, the second independent variable is satisfaction. This variable is determined accordingly by several dimension as well encompasses organizational support, participation efficacy, empowerment and group integration (Galindo-Kuhn & Guzley, 2001). Furthermore, as an additional variable, several demographics are performed to equipped the study; age, gender, marital status, education background, volunteer length involvement and volunteer frequency per month.

Operational Definitions

From the context of the research, there are several terms being used in the present study and operationally being defined as follows:

Scout Volunteer

It is a scout guider who is voluntary engaged himself or herself into scout movement as the change agent, partner and program developer for scout members' activities.

Motivation

It is an individual reason to be involved into volunteerism. Functional motivation is the motivation that is based on several functions that affect someone to be involved in volunteerism. Functional motivation has several factors to show the willingness of someone into volunteerism. In this study, there are six dimensions in relation to functional motivation which was adapted from Clary et al., (1998) namely career, social, value, enhancement, understanding and protection.

Career - It is someone who employs or participate the voluntary program in order to have career path.

Social - It is someone who wants to reflect an individual integration, that is by volunteering he or she concerns establishing the relationship with others.

Value - It is a cause of great consequence such as an individual may feel or have deep concern about his or her wellbeing.

Understanding - It is an individuals' feeling to appraise more about other.

Enhancement - It is someone who employs volunteer activity based on his or her desire of feeling important by other people who need him or her.

Protective - It is the ego reflected by the guilty since they feel fortunate than others.

Satisfaction

It is how individuals feel about their involvements after in doing works. Job satisfaction is a feeling related to the after job involvement. Volunteer satisfaction is about an individuals' feeling regarding their involvement in volunteerism. Moreover, this variable is adapted from volunteer satisfaction index signified by Galindo-Kuhn and Guzley (2001). There are four dimension that affect individuals to be able to satisfy with their involvements in volunteer activities namely organizational support, participation efficacy, empowerment and group integration.

Organizational support- It is the feeling of satisfaction from educational and emotional reserved to perform volunteer assignment.

Participation efficacy - It is an expectation of the volunteers by which through volunteerism for others will obtain benefits for themselves.

Empowerment - It means the quality of communication between volunteers as well as their work assignments.

Group integration - It means the social aspect of relationship that volunteers develop with other volunteers.

Organizational commitment

It is the sense of commitment to the association in order to do the organizations 'policy. Commitment is an individuals' willingness to give their time and energy regarding to their intention to continue volunteering within the program. Meanwhile, the present study identifies organizational commitment as indirect services and it is the dependent variable for volunteers' motivation and satisfaction. This variable is used to measure what the best predictor between two independent dimensions of variables which will be the strongest predictor which can contribute to the organizational commitment.

Chapter Summary

Overall, this first chapter is concerned with the background of the study as the general introduction. It is followed by short explanations on extension education field. Moreover, the problem statement is specifically attached to have better understanding on the actual issue arose. Moreover, this chapter has formulated several objectives which become the main point of this research. Furthermore, the significance of the study is shown within this chapter in order to give a strength view on how this study is important to be conducted and can affect other elements. In addition, scope and limitation of the study and operational definitions were discussed throughout this chapter.



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