

## The Effect of Volunteer Management on Intention to Continue Serving as a Volunteer with Organizational Commitment as a Mediator Among Indonesian Red Cross (PMI) Volunteers

Yolanda Agustianeta\*<sup>1</sup>, Wa Ode Zusnita Muizu<sup>1</sup>, Yunizar<sup>1</sup>

Universitas Padjadjaran, Indonesia<sup>1</sup>

\*Corresponding Email: yolandaagustianeta@mail.unpad.ac.id

**Abstract:** Indonesia is a country with a high frequency of disaster occurrences. The role of humanitarian volunteers in disaster management activities was very important. However, managing volunteers remained a major challenge for non-profit organizations such as the Indonesian Red Cross (PMI). This study aimed to examine how volunteer management affected volunteers' intention to continue, with organizational commitment as a mediating variable among PMI KSR volunteers in West Java. This study used a quantitative approach with an explanatory method. Data were collected through a questionnaire survey. The data were analyzed using Structural Equation Modeling (SEM). The results showed that volunteer management had a positive and significant effect on organizational commitment, while organizational commitment had a positive and significant effect on intention to continue as a volunteer. In contrast, volunteer management showed a negative direct effect on intention to continue as a volunteer. In addition, organizational commitment was proven to significantly mediate the relationship between volunteer management and intention to continue as a volunteer, indicating the presence of a competitive mediation effect. These findings emphasized the importance of strengthening organizational commitment as a key mechanism to enhance volunteer sustainability and improve the effectiveness of volunteer management practices in humanitarian organizations.

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## INTRODUCTION

Indonesia is country with a very high level of disaster vulnerability. This is caused by Indonesia's geographical position which is located in the Pacific Ring of Fire region, so Indonesia is prone to various disasters, such as earthquakes, volcanic eruptions, tsunamis, floods, and landslides. A report from the National Disaster Management Agency (BNPB) showed that 5,400 disaster events occurred throughout 2023, of which 99.35% were dominated by hydrometeorological disasters. Meanwhile, in 2024 the number of events decreased to 3,472 with a dominance of 99.34% hydrometeorological disasters (BNPB, 2024).

West Java Province is region with most frequently experiences disaster events in Indonesia. Based on data presented by BNPB in 2024, West Java recorded 461 disaster events during 2024 and this was the highest number of disaster events compared to



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other provinces. This causes West Java to have a need for a fast and responsive emergency response system and humanitarian services. Therefore, strengthening disaster management capacity is one of the priority programs of the West Java Provincial Government. This is done so that disaster management in West Java can be carried out properly and effectively so that it can minimize the impacts that arise.

Humanitarian organizations have an important role in providing a fast, effective, and coordinated response in disaster management. Based on the latest data from the Ministry of Home Affairs (Kemendagri) in 2024, a total of 1,109,384 non-profit organizations were officially registered. This very large number emphasizes that the non-profit sector has become one of the influential social forces in national development (Kemendagri, 2024). One organization that has a vital role in disaster management in Indonesia is the Indonesian Red Cross. The Indonesian Red Cross is a humanitarian organization that is actively involved in disaster management by providing services such as evacuation services, health services, and post-disaster recovery (Usiono et al., 2023). PMI is a non-profit organization, so it is highly dependent on community participation in carrying out its services. Community participation is shown by providing assistance both materially and by becoming PMI volunteers. PMI volunteers are the organization's frontline in carrying out various service activities. Volunteers are the frontline of the non-profit organization in maintaining the sustainability of organizational programs (Sekarayun & Irfan, 2023).

Like non-profit organizations in general, PMI has limited operational budgets, so the role of volunteers as human resources becomes very important (Saputra et al., 2021). This is because volunteers are human resources that can be mobilized, but do not require the provision of regular financial compensation. This was supported by previous studies which stated that non-financial compensation had a positive and significant effect on turnover intention (Yakin & Mutianingrum, 2023). This becomes a challenge in volunteer management. Volunteers are not bound by financial compensation, so it requires the implementation of appropriate strategies, guidance, and management to ensure that volunteers can continue to be involved over a long period of time. Intention to continue refers to the choices that individuals make after completing the training period, whether they will remain in the same organization, seek other activities within the organization, or try similar activities in other organizations (Bulasheva et al., 2025). Previous studies have conveyed several aspects that can be strengths in maintaining volunteer involvement. One aspect that is very important to ensure that volunteers can continue to be involved in the organization is volunteer management (de-Miguel-Molina et al., 2024). Volunteer management is a series of organizational activities in managing its volunteers. Good volunteer management can increase volunteers' intention to continue staying with the organization.

PMI has implemented volunteer management guidelines that regulate the volunteer development cycle, starting from needs planning, recruitment, orientation and training, assignment, capacity development, to monitoring and evaluation (Saputra et al., 2021). PMI volunteer management is regulated through the PMI Volunteer Management Guideline Book published in 2023 (Djaelani et al., 2023). However, the implementation of volunteer management at the district/city PMI level has not been consistent. This has caused volunteer mobilization to be not yet optimal. PMI West Java Province currently has 108,076 volunteer members, consisting of 100,138 PMR, 4,194 KSR, and 3,744 TSR. KSR volunteers are the volunteer unit that is most frequently deployed in disaster services and first aid. However, of the 4,194 KSR members, only about 15% are actively providing services.

Preliminary research showed that one of the factors that most influenced volunteers' inactivity was their busyness outside organizational activities. Many volunteers could not take assignments because they conflicted with their academic schedules or their work. This showed that the organization needed to strengthen aspects

of planning and assignment scheduling arrangements so that volunteers could remain involved. In addition, unequal access to training also had the potential to create differences in volunteers' competencies. This would certainly affect the quality of services provided by these volunteers and could lead to a lack of self-confidence among volunteers who had not yet attended training. This could affect volunteers' involvement and readiness in the organization's service activities.

Volunteer involvement in the organization's service activities can be assessed through the indicator of intention to continue. Intention to continue is the tendency of volunteers to remain actively involved in organizational activities over a certain period of time (Almas et al., 2020). Preliminary research showed a moderate to declining tendency in volunteers' intention to be actively involved and to maintain their membership.

Another factor that can influence volunteers' intention to continue is their level of organizational commitment. Organizational commitment is the attachment, emotional bond, loyalty, and willingness of individuals to contribute for the benefit of the organization (Hyde et al., 2016). Strong organizational commitment can encourage volunteers to have more consistent involvement and can reduce the tendency to leave the organization (Benevene et al., 2024). The presence of organizational commitment in the context of PMI volunteers needs to be examined, because PMI volunteers do not have financial ties with the organization, so psychological attachment to the organization becomes one of the main drivers for staying. Organizational commitment is also considered capable of mediating other variables to increase volunteers' intention to continue (Almas et al., 2020). This indicates that when other variables are fulfilled and can generate organizational commitment among volunteers, those volunteers will remain with the organization for a longer period.

In this study, volunteer management was examined based on the aspects of development received by volunteers, such as training, orientation, social interaction, empowerment, reflection, and recognition. Organizational commitment would be examined by observing the level of volunteers' trust in and acceptance of organizational values, volunteers' willingness to contribute for the benefit of the organization, as well as volunteers' desire to maintain their membership in the organization. Intention to continue would be assessed across three future time periods, namely 6 months, 1 year, and 3 years.

Furthermore, this study aimed to analyze: (1) the description of volunteer management, organizational commitment, and intention to continue serving as a volunteer among KSR PMI volunteers throughout West Java; (2) the effect of volunteer management on organizational commitment; (3) the effect of organizational commitment on intention to continue; (4) the direct effect of volunteer management on intention to continue; and (5) the mediating role of organizational commitment in the effect of volunteer management on volunteers' intention to continue.

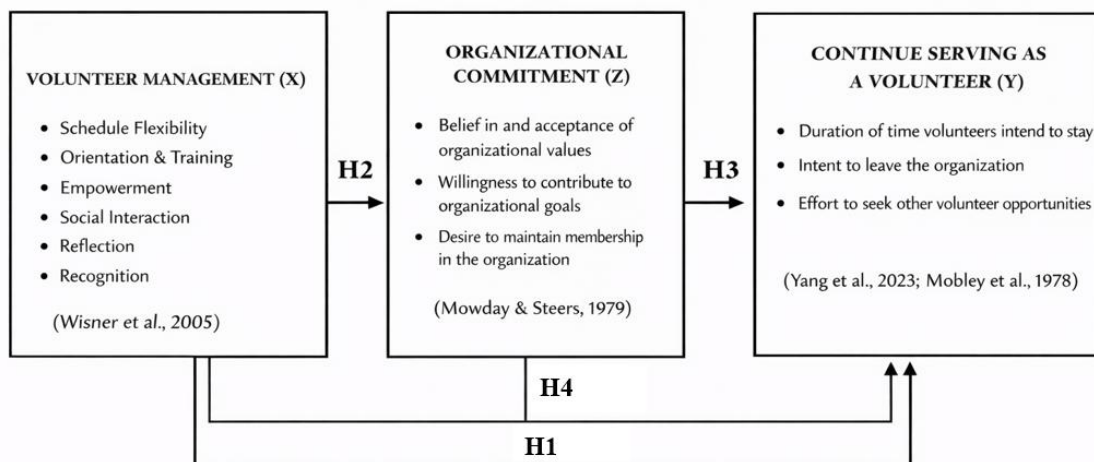
## LITERATURE REVIEW

Volunteer participation in an organization's service activities can be evaluated through the indicator of intention to continue. Intention to continue refers to the inclination of volunteers to stay actively engaged in organizational activities over a certain period (Almas et al., 2020). Another element that may affect this intention is the level of organizational commitment. Organizational commitment encompasses individuals' attachment, emotional connection, loyalty, and willingness to contribute to the organization (Hyde et al., 2016). A high level of organizational commitment can foster more consistent involvement among volunteers and decrease their likelihood of leaving the organization (Benevene et al., 2024).

In the context of PMI volunteers, examining organizational commitment is essential, as these volunteers are not bound by financial incentives; therefore, psychological attachment becomes a key factor in sustaining their involvement. Additionally, organizational commitment is believed to function as a mediating variable that can strengthen the influence of other factors on volunteers' intention to continue (Almas et al., 2020). This suggests that when various supporting factors are present and able to build organizational commitment, volunteers are more likely to remain engaged with the organization for a longer duration

Despite the growing number of studies on volunteer management and volunteer retention, empirical evidence that specifically examines the mediating role of organizational commitment in the context of disaster-response volunteers in Indonesia remains limited. Previous studies have mostly focused on general non-profit or social service organizations, while research that integrates volunteer management, organizational commitment, and intention to continue within humanitarian organizations, particularly among PMI disaster-response volunteers at the regional level, is still scarce. Therefore, this study not only aims to provide empirical evidence on the relationships among these variables but also offers a novel contribution by highlighting the role of organizational commitment as a psychological mechanism that links volunteer management practices to long-term volunteer retention in a high-disaster-risk region such as West Java. The findings of this study are expected to enrich the literature on volunteer management in humanitarian organizations and provide practical implications for PMI and other disaster management institutions in developing more effective volunteer management strategies.

The relationships among variables can be seen in the conceptual framework of the study below.



**Figure 1. Research Conceptual Framework**

Source: Data processed by researchers (2025)

Based on the conceptual framework above, this study formulated four hypotheses. Each hypothesis shows how the relationships among the variables occur. The study examined the relationship between volunteer management and organizational commitment as well as intention to continue. After that, the study examined the role of organizational commitment as a variable that mediates the relationship between volunteer management and intention to continue.

The following are the four hypotheses tested in this study.

- H1: Volunteer management has an effect on the intention to continue serving as a volunteer among KSR PMI volunteers throughout West Java.
- H2: Volunteer management has an effect on the organizational commitment of KSR PMI volunteers throughout West Java.
- H3: Organizational commitment has an effect on the intention to continue serving as a volunteer among KSR PMI volunteers throughout West Java.
- H4: Organizational commitment mediates the effect of volunteer management on the intention to continue serving as a volunteer among KSR PMI volunteers throughout West Java.

## METHODS

This study used a quantitative approach with an explanatory research method. The study explained the causal relationships among variables through hypothesis testing. The data collection methods were surveys and literature studies. The population in this study was 4,194 Indonesian Red Cross (PMI) Volunteer Corps (KSR) volunteers spread across 27 regencies/cities throughout West Java. The sampling technique used was Proportional Random Sampling. This was to ensure that each regency/city had proportional representation of the population and that every member of the population had an equal opportunity to be selected as a respondent.

The determination of the minimum sample size used the Cochran (1977) approach with a margin of error of 5% ( $e = 0.05$ ) and a population size of  $N = 4,194$ , so the minimum required sample size was 351.99, which was rounded up to 352 respondents. Data collection was conducted in November–December 2025, and the total respondents who participated in this study were 392 KSR PMI volunteers throughout West Java.

Data were collected using a questionnaire. The questionnaire used was in the form of a form that contained written statements to individuals to obtain the answers or information needed by the researcher. This study used a closed-ended questionnaire, in which the researcher provided several answer choices so that respondents only needed to choose one answer option. This questionnaire used a Likert scale of 1–7 with the aim of providing more diverse options for respondents to describe their perceptions. The questionnaire was created through the online Google Form and distributed via WhatsApp.

The variables in this study consisted of exogenous, mediator, and endogenous variables. The exogenous variable in this study was volunteer management, and the endogenous variable was the intention to continue serving as a volunteer. Furthermore, to examine how these variables were related, this study also included organizational commitment as a mediator variable.

Instrument testing was conducted through validity and reliability tests. The validity test was conducted using the criterion of a loading factor  $\geq 0.50$  (Hair et al., 2014). Meanwhile, the reliability test was conducted using the criteria of composite reliability (CR)  $\geq 0.70$  and AVE  $\geq 0.50$ . The collected data were then analyzed using Structural Equation Modeling (SEM) with the assistance of the LISREL application to test the relationships among latent constructs and their indicators, the relationships among constructs, as well as to test direct and indirect effects. Model fit evaluation was conducted using goodness-of-fit measures applied in the study. Furthermore, hypothesis testing used the criteria of CR  $\geq 1.96$  or p-value  $< 0.05$  (Hair et al., 2014).

## RESULTS AND DISCUSSION

Based on the results of the questionnaire responses, the proportion of female respondents was 42% and male respondents was 58% of the total respondents. Differences in gender could create differences in PMI volunteer services in the field. This was because some PMI services required good physical strength, such as evacuating

disaster victims, so this could become an obstacle for female volunteers to provide services optimally. Other data also showed that the majority of respondents (94.13%) already had occupations, either as students or as employees. This certainly became a major obstacle if the volunteers had academic or work schedules that coincided with PMI assignments. In addition, most respondents came from KSR headquarters units (57%) and KSR university units (43%). In terms of age, most respondents were in the productive age range of 17–25 years, with 45% aged 21–25 years and 27% aged 17–20 years. Respondents' motivation to join as KSR PMI members was dominated by the reasons of wanting to help others (66%) and the motivation to seek new experiences (28%). This indicated that the values held by PMI volunteers throughout West Java were aligned with the organization's values of providing assistance to others in need. This also confirms that KSR PMI volunteers in West Java have strong altruistic characteristics, namely the tendency to help others without expecting any rewards in return (Utama et al., 2020). Volunteers who join a community usually begin with a feeling of wanting to help others. This desire encourages them to look for communities that can help them fulfill this intention (Umbu et al., 2024).

**Table 1. Respondent Characteristics**

| Variable          | Description        | Percentage |
|-------------------|--------------------|------------|
| Gender            | Male               | 42%        |
|                   | Female             | 58%        |
| Employment Status | Employed           | 94.13%     |
|                   | Unemployed         | 5.86%      |
| KSR Unit          | Headquarters Unit  | 57%        |
|                   | University Unit    | 43%        |
| Age               | 17–20 years        | 27%        |
|                   | 21–25 years        | 45%        |
|                   | > 25 years         | 28%        |
| Motivation        | Helping others     | 66%        |
|                   | Gaining Experience | 28%        |
|                   | Others             | 26%        |

Source: Data processed by researchers (2025)

The validity test was conducted by examining loading factor values above 0.5. There were 10 indicators that were declared valid in this study. The volunteer management variable had 6 valid indicators, the organizational commitment variable had 3 valid indicators, and the intention to continue variable had 3 valid indicators. The reliability test was conducted using the criteria of composite reliability  $\geq 0.70$  and AVE  $\geq 0.50$ . The test results showed the CR and AVE values for each construct as presented in Table 2. The AVE values for the volunteer management and organizational commitment constructs still did not meet the standard, namely AVE  $> 0.50$ . This did not meet the value recommended by Hair et al. (2014). However, according to Fornell and Larcker, if AVE was  $< 0.50$  but had a CR value  $> 0.7$ , then the variable could still be declared reliable (Claes & Larcker, 1981). This was also accepted and applied in the study by Maja et al., which stated that the variables were still acceptable even though AVE was still  $< 0.50$  (Pervan et al., 2018). This was because if the CR criterion still met the criterion of  $> 0.7$ , then the constructed construct still had strong internal consistency (reliable). Therefore, all variables were declared valid and reliable.

**Table 2. Outer Model Evaluation**

| Variable                             | Composite Reliability | AVE  | Conclusion         |
|--------------------------------------|-----------------------|------|--------------------|
| Volunteer Management                 | 0,91                  | 0,47 | Valid and Reliable |
| Organizational Commitment            | 0,87                  | 0,47 | Valid and Reliable |
| Intention to Continue as a Volunteer | 0,93                  | 0,82 | Valid and Reliable |

Source: Data processed by researchers (2025)

Based on the descriptive analysis results, volunteers' perceptions of PMI volunteer management were already quite good. The indicator with the highest value was the orientation indicator. Meanwhile, the indicator with the lowest score was empowerment, which asked about follow-up by staff on input from volunteers. For the organizational commitment variable, the results showed that organizational commitment among respondents fell into the high category, with the indicator of trust in and acceptance of organizational values having the highest category score. This indicated that the respondents had values aligned with the organization, namely providing assistance to victims in need. The respondents' intention to continue fell into the high category, but the data showed that respondents' intention to continue varied in terms of duration of staying. There was an increased likelihood that volunteers would leave the organization 2 and 3 years after joining.

In the model fit test, the initial stage test results showed that several criteria values were not met, so model modification was carried out by referring to the recommended modification indices so that the model became more fit. After the modification was carried out, the model fit values became better with results as shown in Table 3. The results showed that there were 2 indicators that were still less fit and 8 indicators were declared fit. Referring to Hair et al. (2019), hypothesis testing could already be conducted if, among several model fit tests, there was at least one test method that showed an acceptable/fit value.

**Table 3. Goodness of Fit Index**

| GOF Index | Criteria  | Before Modification | Description | After Modification | Description |
|-----------|-----------|---------------------|-------------|--------------------|-------------|
| CMIN/df   | ≤ 3,00    | 6,05                | Less fit    | 3,04               | Less fit    |
| GFI       | ≥ 0,80    | 0,72                | Less fit    | 0,87               | Fit         |
| RMSEA     | 0,05–0,08 | 0,095               | Less fit    | 0,074              | Fit         |
| AGFI      | ≥ 0,90    | 0,68                | Less fit    | 0,83               | Less fit    |
| NFI       | ≥ 0,80    | 0,88                | Fit         | 0,95               | Fit         |
| TLI       | ≥ 0,90    | 0,90                | Fit         | 0,96               | Fit         |
| CFI       | ≥ 0,80    | 0,91                | Fit         | 0,97               | Fit         |
| IFI       | ≥ 0,90    | 0,91                | Fit         | 0,97               | Fit         |
| PNFI      | 0,50–1,00 | 0,83                | Fit         | 0,84               | Fit         |
| PGFI      | 0,50–1,00 | 0,64                | Fit         | 0,70               | Fit         |

Source: Data processed by researchers (2025)

Based on the model fit test results, an SEM model was produced as shown in Figure 2 below.

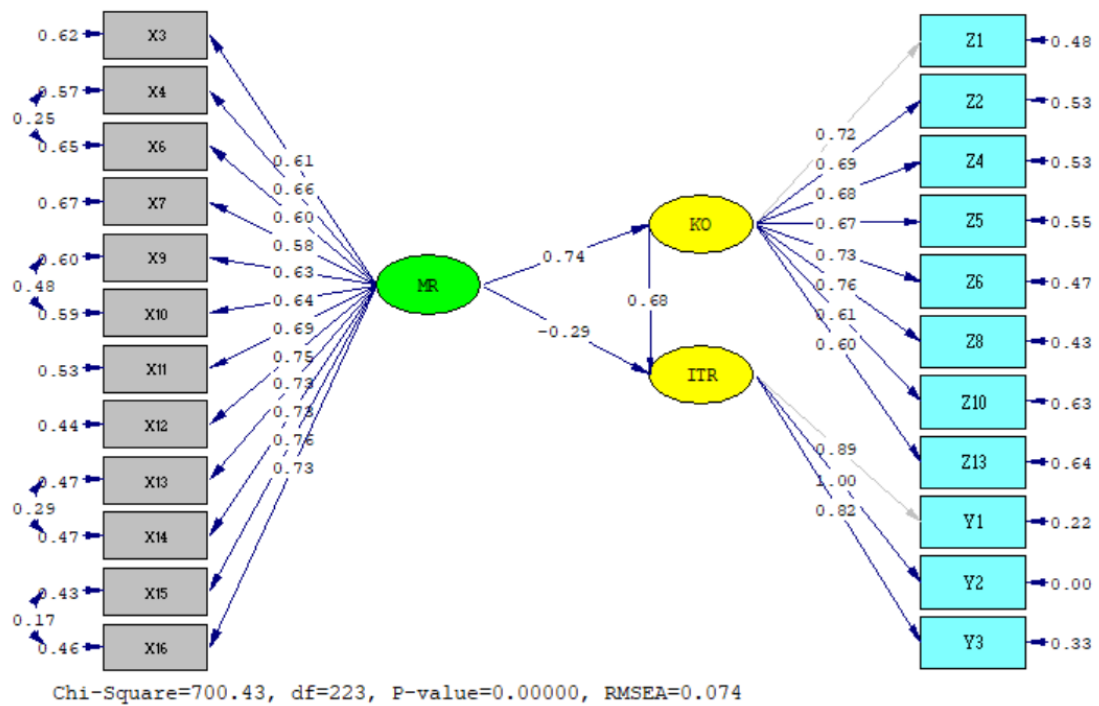


Figure 2. SEM Model

Source: Data processed by researchers (2025)

Table 4. Hypothesis Testing Results (Structural Model)

| Hypothesis | Path  | Estimate | S.E.  | C.R.  | p-value | Conclusion             |
|------------|---|----------|-------|-------|---------|------------------------|
| H1         | Volunteer Management → Intention to Continue      | -0,29    | 0,083 | -3,48 | <0,001  | Accepted (significant) |
| H2         | Volunteer Management → Organizational Commitment  | 0,74     | 0,061 | 12,15 | <0,001  | Accepted (significant) |
| H3         | Organizational Commitment → Intention to Continue | 0,68     | 0,092 | 7,39  | <0,001  | Accepted (significant) |

Source: Data processed by researchers (2025)

**The Effect of Volunteer Management on Intention to Continue (H1)**

The hypothesis testing results showed that volunteer management had a positive and significant effect on intention to continue (H1 was accepted). This indicated that if there was an improvement in management, it would instead cause a decrease in volunteers' intention to continue. This phenomenon could occur because when a volunteer received good volunteer management, the volunteer would gain increased capacity as well as improved social relationships with various individuals. This could lead to a sense of overqualification, which could increase the volunteer's opportunities to have a better career or experience outside the organization, so the intention to continue could also decrease (Wibowo et al., 2024). These findings were not in line with the study

conducted by Cho et al. (2018), which reported that volunteer management had a positive effect on the intention to continue volunteering (Cho et al., 2020). This discrepancy may be attributed to regional differences that result in variations in cultural contexts and volunteer characteristics.

**The Effect of Volunteer Management on Organizational Commitment (H2)**

The hypothesis testing results showed that volunteer management had a positive and significant effect on organizational commitment (H2 was accepted). This indicated that if there was an improvement in management, it could increase organizational commitment among volunteers. This was also in line with the study by Benevene et al. (2024), which also found that volunteer management could increase satisfaction and increase organizational commitment among volunteers (Benevene et al., 2024). Other studies have also indicated that volunteers tend to develop strong organizational commitment when organizations are able to implement effective volunteer management practices (Almas et al., 2020).

**The Effect of Organizational Commitment on Intention to Continue (H3)**

The hypothesis testing results showed that organizational commitment had a positive and significant effect on intention to continue (H3 was accepted). This indicated that if organizational commitment among volunteers increased, it could increase their intention to continue. Previous research has also stated that strong commitment in a volunteer would encourage them to remain with their organization for a longer period (Fauzi et al., 2025). Other studies have indicated that a high level of intention to continue volunteering can be formed through organizational commitment, which consists of commitment to the profession, relationships, and tasks (Kellerer & Süß, 2025).

Furthermore, indirect effect testing was conducted to examine the role of organizational commitment as a mediator. The results of the testing can be seen in Table 5.

**Table 5. Mediation Effect Test**

| Hypothesis | Indirect Path  | Estimate | S.E.  | C.R. | p-value | Conclusion                |
|------------|--|----------|-------|------|---------|---------------------------|
| H4         | Volunteer Management →<br>Organizational Commitment<br>→ Intention to Continue | 0,50     | 0,070 | 6,88 | <0,001  | Accepted<br>(significant) |

Source: Data processed by researchers (2025)

**The Effect of Volunteer Management on Intention to Continue Mediated by Organizational Commitment (H4)**

The indirect effect of volunteer management on intention to continue through organizational commitment was proven to be positive and significant (H4 was accepted). The negative direct effect (H1), followed by a positive indirect effect (H4), indicated that the type of mediation that occurred was competitive mediation. This condition occurs when the direct effect and the indirect effect have opposite directions. This was an important finding in this study. This finding was also consistent with the study by Heetae Cho et al. (2020), which stated that the relationship between volunteer management and intention to continue volunteering must be mediated by a variable. In that study, the mediating variable was satisfaction (Cho et al., 2020).

## CONCLUSION

This study examined the factors that influenced intention to continue among KSR PMI volunteers throughout West Java. The factors considered capable of influencing volunteers' intention to continue were volunteer management, and organizational commitment as a mediating variable. The study results showed that volunteer management had a significant positive effect on organizational commitment, and organizational commitment had a significant positive effect on intention to continue serving as a volunteer. However, volunteer management had a significant direct effect on intention to continue with a negative direction of the direct effect. This effect became positive and significant when it was through organizational commitment. This confirmed that organizational commitment played a role as competitive mediation, namely mediation that could change the direct and indirect effects so that they had different directions. Therefore, the direct-effect hypothesis and the mediation hypothesis proposed in this study could be accepted. Future research could be directed to assess how the influence of other variables, such as satisfaction or loyalty, could play a role as mediating variables. Research on intention to continue could also be conducted using longitudinal analysis that could identify how intention changed over time. Qualitative research also needs to be conducted to gain a deeper understanding of volunteers' reasons for staying in non-profit organizations.

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