

HR Management Training for Social Organization to Improve Volunteer Effectiveness and Job Satisfaction

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Abstract

This study aims to analyze the effect of human resource management (HR) training on increasing volunteer effectiveness and job satisfaction in social organizations. Social organizations often face challenges in maximizing volunteer contributions due to a lack of structured management and adequate training. This study uses a quantitative approach with a pretest-posttest experimental design in two groups, namely the experimental group that received training and the control group that did not receive training. The training provided includes time management, communication skills, conflict management, and teamwork development, which is designed to improve the competence of volunteers in supporting organizational goals. The study respondents consisted of 20 volunteers who were active in several social organizations, with data collected through work effectiveness and job satisfaction questionnaires that had been tested for validity and reliability. Data analysis was conducted using independent statistical tests to identify significant differences between the two groups. The results showed that HR management training significantly increased volunteer work effectiveness by 30% and job satisfaction by 22% ($p < 0.05$). Volunteers who participated in the training reported improved ability to complete tasks, built positive interpersonal relationships, and felt more valued in the organization.

Keywords: HR Management Training, Social Organization, Volunteer Effectiveness, Job Satisfaction

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh pelatihan manajemen sumber daya manusia (SDM) terhadap peningkatan efektivitas relawan dan kepuasan kerja di organisasi sosial. Organisasi sosial sering menghadapi tantangan dalam memaksimalkan kontribusi relawan akibat kurangnya manajemen yang terstruktur dan pelatihan yang memadai. Studi ini menggunakan pendekatan kuantitatif dengan desain eksperimen pretest-posttest pada dua kelompok, yaitu kelompok eksperimen yang menerima pelatihan dan kelompok kontrol yang tidak menerima pelatihan. Pelatihan yang diberikan meliputi manajemen waktu, keterampilan komunikasi, pengelolaan konflik, dan pengembangan kerja tim, yang dirancang untuk meningkatkan kompetensi relawan dalam mendukung tujuan organisasi. Responden penelitian terdiri dari 20 relawan yang aktif di beberapa organisasi sosial, dengan data yang dikumpulkan melalui kuesioner efektivitas kerja dan kepuasan kerja yang telah teruji validitas dan reliabilitasnya. Analisis data dilakukan menggunakan uji statistik independen untuk mengidentifikasi perbedaan signifikan antara kedua kelompok. Hasil penelitian menunjukkan bahwa pelatihan manajemen SDM secara signifikan meningkatkan efektivitas kerja relawan sebesar 30% dan kepuasan kerja sebesar 22% ($p < 0,05$). Relawan yang mengikuti pelatihan melaporkan peningkatan kemampuan dalam menyelesaikan tugas, membangun hubungan interpersonal yang positif, serta merasa lebih dihargai dalam organisasi.

Kata Kunci: Pelatihan Manajemen SDM, Organisasi Sosial, Efektivitas Relawan, Kepuasan Kerja

Introduction

Social organizations have a significant role in addressing various social and humanitarian issues, especially in the midst of increasing complexity of global problems, such as poverty, education, health, and climate change (Mohammadpour et al., 2016). This organization serves as an extension of the community to help vulnerable groups who are often unreached by government services. In many cases, social organizations act as catalysts for social change, whether through

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community empowerment, emergency relief, or policy advocacy (Motowidlo, 2000). By involving

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volunteers, social organizations can efficiently mobilize human and material resources to answer

the urgent needs of the community. This makes social organizations one of the important pillars in realizing sustainable development and social justice (Morgeson et al., 2013).

The contribution of social organizations is also seen in their ability to build public awareness of critical issues that require common attention. For example, education and health campaigns conducted by social organizations often succeed in reaching remote communities that lack access to information. In addition, social organizations provide space for individuals to actively engage in social action, either through direct participation or material donations (Haski-Leventhal et al., 2019). This not only strengthens social solidarity, but also creates a broader positive impact through the empowerment of individuals and communities. Therefore, the sustainability of social organizations is a key element in ensuring that their contribution to social and humanitarian issues can continue to be felt by the wider community (Bang & Ross, 2009).

Social organizations rely heavily on volunteers as the main force to carry out their various programs and activities. Volunteers play a critical role in supporting an organization's operations by volunteering their time, energy, and expertise. This dependence is due to the limited financial resources that social organizations have, which often does not allow them to recruit professional staff on a full-time basis (Cnaan & Cascio, 1998). Volunteers are an effective solution to fill the gap in human resources, especially in implementing social programs that require direct involvement with the community. However, while volunteers make valuable contributions, the sustainability of their support often faces challenges, such as fluctuating levels of commitment, lack of training, and a lack of non-financial incentives that can boost their motivation.

Resource constraints faced by social organizations also include access to supporting facilities, technology, and infrastructure, which often impact the effectiveness of program implementation (Cycyota et al., 2016). In this context, volunteer management is crucial to ensure that volunteers can contribute optimally. Unfortunately, without a structured management approach, volunteers often experience role confusion, burnout, or even a decrease in motivation, which ultimately affects the quality of service to the community (Peterson, 2004). Therefore, social organizations need to develop volunteer management strategies that focus on training, empowerment, and recognition of their contributions, so that resource limitations can be balanced with the effectiveness of volunteer performance. This will not only strengthen the organization's capabilities in achieving its social goals, but also ensure the satisfaction and sustainability of volunteer participation (Falasca & Zobel, 2012).

Social organizations often face various challenges, one of which is the low effectiveness of volunteers in carrying out their duties and responsibilities (Motowidlo, 2000). This problem usually arises due to a lack of adequate training and clarity of roles assigned to volunteers. In many cases, volunteers do not have enough understanding of the organization's goals, work strategies, or necessary operational standards, making it difficult for them to work efficiently. In addition, a lack of supervision and support from management can worsen the situation, causing decreased productivity and suboptimal work results. This condition is a major obstacle for social organizations to achieve maximum impact, especially when the programs implemented require complex coordination and consistent commitment (Corbett, 2002). In addition to effectiveness, the level of volunteer job satisfaction is also a significant problem in social organizations. Factors such as a lack of appreciation for their contributions, disproportionate workload, and a lack of emotional support from the team or management often make volunteers feel unappreciated. This can lead to low volunteer retention rates, where many of them choose to quit before completing their responsibilities. Low job satisfaction can also affect their enthusiasm and motivation to engage in organizational activities (Cameron & Karen, L, Newton, Bell, 2014). Therefore, it is important for social organizations to implement a management approach that focuses on volunteer development, such as providing regular training, creating a supportive work environment, and ensuring that each of their contributions is well recognized. Thus, organizations can address these issues and improve overall performance in achieving their social goals.

Structured volunteer management through human resource management (HR) training is an urgent need for social organizations to improve the operational effectiveness and impact of their programs. Volunteers, who often come from different backgrounds and have varying levels of experience, need clear direction in order to work efficiently (Studer & von Schnurbein, 2013). HR

management training specifically designed for volunteers can help improve their understanding of the organization's vision, mission, and goals, while also providing practical skills such as time management, communication, and conflict resolution. With this training, volunteers will not only be more skilled in carrying out their duties, but also be able to adapt to the challenges that arise during the implementation of social programs (Falasca & Zobel, 2012).

Additionally, HR management training can create a more professional work environment for volunteers, which in turn increases their sense of satisfaction and involvement in the organization. Through training, volunteers can feel more valued as the organization invests in their capacity building (Morgeson et al., 2013). Structured training programs also allow organizations to build more effective evaluation systems, so that management can continuously monitor volunteer performance and provide constructive feedback (Pinzone et al., 2019). In this way, the organization is not only able to optimize the potential of each volunteer, but also create a collaborative and productive work culture. This is important to ensure the sustainability of volunteer contributions in supporting the goals of social organizations in the long term (Cuskelly et al., 2006).

Research by Hustinx et al. (2010) revealed that volunteers who received the right training had a higher level of commitment to the organization, because they felt more prepared and confident in carrying out their duties. The study also highlights that HR management-based training, such as orientation to the organization's vision and mission, as well as the development of technical and interpersonal skills, can improve operational efficiency and the quality of volunteer interactions with beneficiaries. With this training, volunteers are able to understand the organization's expectations and better manage existing resources, so that the impact of the program is more measurable and sustainable. Another study by Studer and von Schnurbein (2013) emphasizes the importance of effective volunteer management in creating a positive and supportive work environment. The study shows that volunteers who feel valued and supported by the organization through training and recognition tend to have higher levels of job satisfaction. The study also underlines that structured training programs not only improve volunteers' skills, but also help organizations develop better monitoring and evaluation systems to identify follow-up training needs (Mohammadpour et al., 2016). Thus, strategic human resource management through training not only strengthens the performance of individual volunteers, but also increases the reputation and credibility of social organizations in the eyes of the community. These findings are relevant to support the need for HR management training as an integral part of the volunteer management strategy in social organizations. Based on this, this study aims to analyze the influence of human resource management (HR) training on increasing volunteer effectiveness and job satisfaction in social organizations.

Research Methods

This study uses a quantitative approach to evaluate the effectiveness of human resource management (HR) training on increasing the effectiveness and job satisfaction of volunteers in social organizations. The research sample consisted of volunteers involved in several social organizations who were selected by purposive sampling based on certain criteria, such as their level of involvement in organizational activities and length of experience as volunteers. The sample was divided into two groups, namely the experimental group that received HR management training and the control group that did not receive training. Data were collected through a structured questionnaire that measured two main variables: volunteer effectiveness and job satisfaction levels, before and after the training intervention.

Data analysis was performed using inferential statistical techniques, such as paired t-tests and independent t-tests, to measure significant differences between the experimental and control groups. In addition, regression analysis was used to evaluate the relationship between training variables and increased effectiveness and job satisfaction. This research also involves direct observation during the implementation of the training to understand the learning process and obstacles that may be faced by volunteers. The results of the study are expected to provide empirical evidence on the importance of structured HR management training as a volunteer

management strategy in social organizations. In addition, these findings can serve as a basis for the development of more effective policies and training programs to support the sustainability and positive impact of social organizations.

Result and Discussion

The results showed that there was a significant difference in job satisfaction scores between the experimental group that took part in human resource management (HR) training and the control group that did not take part in the training. Prior to the training, both groups showed relatively similar job satisfaction scores, with the average score indicating a moderate level of satisfaction. However, after the training, the experimental group experienced a significant increase in job satisfaction scores, both in terms of recognition of contributions, communication with the organization, and support received from managers. This increase indicates that the HR training provided has successfully influenced the perception of volunteers towards the organization, making them feel more valued and motivated to contribute more optimally.

In contrast, the control group that did not receive the training did not show significant changes in their job satisfaction scores. The control group's job satisfaction scores remained at a relatively stable level, with no significant improvement in the aspects measured. This reinforces the argument that structured HR training can have a real positive impact on volunteer job satisfaction, especially in terms of expectations management, role understanding, and constructive feedback. These findings suggest that social organizations need to consider investing in planned training for volunteers to improve the quality of their work experience, which in turn can improve the effectiveness and sustainability of social programs. The results can be seen in Table 1.

Table. 1 Comparison of job satisfaction scores between the experimental group and the control group

Class	Volunteer effectiveness (%)	Job Satisfaction (%)	Sig.
Kontrol	14	19	< 0.05
Experiment	30	22	

Table 1. It shows job satisfaction in the 45th class of the controller class and the 79th class of the experiment. These findings explain that the experimental class has a significant ability than the control class. Volunteer job satisfaction is influenced by various interrelated factors, including recognition of contributions made by volunteers. Recognition is a very important factor in increasing volunteer motivation and job satisfaction. Volunteers who feel that their efforts and contributions are valued tend to be more satisfied with their work. In this study, it was found that volunteer groups that received awards, both in the form of thank-you notes and formal awards from the organization, showed higher job satisfaction scores. The recognition that volunteers receive not only increases their sense of appreciation, but also strengthens their commitment to the organization, which in turn improves the quality and effectiveness of the work performed.

Good communication between volunteers and the organization's management is also a key factor affecting job satisfaction. Volunteers who have open and clear access to information about the goals, roles, and development of social programs tend to feel more engaged and committed (Cnaan & Cascio, 1998). This study shows that the experimental group that received HR management training experienced a significant improvement in communication aspects, both between fellow volunteers and between volunteers and management. The training provides volunteers with skills in effective communication, both verbal and written, which allows them to more easily understand the organization's expectations and express ideas or problems they face. Good communication can reduce volunteer confusion and increase a sense of belonging to the organization, which contributes to higher job satisfaction.

In addition, managerial support also plays an important role in improving volunteers' job satisfaction. Managers who support volunteers by providing clear direction, helping to resolve

problems, and providing needed resources can boost volunteers' confidence and motivation (Peterson, 2004). The results showed that volunteers who felt emotionally and practically supported by the organization's manager showed higher job satisfaction scores. Effective managerial support creates a collaborative and conducive environment for volunteers to work optimally. Therefore, managerial training that includes leadership skills, providing constructive feedback, and problem-solving becomes crucial in improving the quality of support provided to volunteers, which in turn contributes to their job satisfaction.

Direct observation during the training provided in-depth insights into the dynamics of interaction, participant engagement, and the effectiveness of the training methods used. During the training, participants from the experimental group showed high enthusiasm in participating in the learning sessions, especially in the parts involving simulations and group discussions (Falasca & Zobel, 2012). Facilitators use interactive approaches, such as case studies and role-plays, to help volunteers understand human resource management (HR) principles relevant to their tasks. This observation noted that participants who were more actively involved in discussions and hands-on practice tended to show a better understanding of the material presented. In addition, the observation noted that the collaboration-based training method also succeeded in creating an environment that supports learning between volunteers, where they can share experiences and strategies to overcome challenges in the field. The results can be seen in Figure 1.



Figure 1. Human resource management (HR) training on increasing volunteer effectiveness and job satisfaction in social organizations

However, the observations also reveal some obstacles that need to be considered for future improvements. Some participants seemed to have difficulty following more technical materials, such as conflict management or measuring volunteer performance, due to differences in background and work experience. This shows the need for more flexible adaptation of training materials to meet the needs of diverse participants (Cuskelly et al., 2006). In addition, the limited time in training is also a challenge, where some important topics cannot be discussed in depth. Based on these observations, it is recommended that future training consider longer durations or advanced modules to ensure all participants get the maximum benefit. These direct observations not only provide an overview of the quality of training, but also serve as a basis for identifying areas that need improvement, so that training can be more effectively designed to support the needs of volunteers and social organizations as a whole.

Conclusion

The results of this study show that human resource management (HR) training specifically designed for volunteers can significantly increase their effectiveness and job satisfaction in social organizations. This training has succeeded in strengthening volunteers' understanding of the organization's vision and mission, developing practical skills, and creating a more professional and structured work environment. Factors such as recognition, good communication, and managerial support have been shown to have a great influence on volunteer job satisfaction. The results also showed that the experimental group that participated in the training experienced a significant

increase in operational effectiveness and satisfaction levels compared to the control group that did not receive the training. Thus, this training can be considered an effective strategy to improve weaknesses in the management of volunteers in social organizations. The findings of this study have practical and strategic implications for social organizations. First, social organizations need to make HR management training an integral part of volunteer management, to increase program effectiveness and the sustainability of volunteer contributions. Second, this training can be a model that is applied more widely, by adapting the training modules according to the specific needs of each organization. In addition, the academic implications of this study show that volunteer management based on HR training is still an area that needs further research, especially in the context of its influence on the success of social programs as a whole. With the adoption of structured training, social organizations can improve volunteer capabilities, strengthen social impact, and create a work environment that supports the achievement of humanitarian goals in the long term.

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