
Volunteer Intention to Stay in Non-Governmental Organizations: Exploring the Role of Calling through the Lens of Work-as-Calling Theory to Strengthen the Economy

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Abstract:

This study examines the relationship between perceiving a calling and intention to stay among volunteers of non-governmental organisations (NGOs) in Jabodetabek, with the mediating role of living a calling. Through a quantitative approach and the Covariance-Based Structural Equation Modelling (CBSEM) method, data from 350 respondents were analyzed. The results showed that perceiving a calling has a significant influence on intention to stay, and living a calling strengthens the relationship. Managerial implications include the importance of programs that align with volunteers' intrinsic motivation, recognition of contributions, training, and the creation of a supportive work environment. This study is limited to the Jabodetabek area with a small sample size. Further studies are expected to cover a wider area and use mixed methods to enrich the results. This study provides practical insights for NGOs to improve volunteer retention through a calling-based approach.

Keywords: *Perceiving calling, living calling, intention to stay, Volunteer, Non-Government Organization*

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1. Introduction

In the era of globalization and increasingly complex social challenges, non-governmental organizations (NGOs) play a crucial role in addressing various social, environmental, and humanitarian issues. Since the 1980s, the contributions of NGOs to advocacy and social services have grown significantly, especially in responding to urgent global challenges (Fisher, 1997). Research indicates that, before 1989, approximately 24,900 NGOs existed worldwide, a number that surged to 35,000 in the early 2000s according to United Nations estimates. By 2013, UNESCO recorded nearly 73,000 international organizations spanning 300 countries. In the neoliberal era, as the economic sector grows increasingly dominant and government roles shrink, NGOs have become pivotal in responding to the needs of vulnerable

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communities, especially as governments reduce budgets for public services such as education, health, and housing (Park & Yoon, 2022).

A critical factor in the operational success of NGOs is the role of volunteers. Volunteers have become an indispensable human resource for many organizations (Karl et al., 2008). Their contributions are significant, with estimates from the U.S. Bureau of Labor Statistics in 2010 valuing volunteer contributions at approximately \$239 billion (Haski-Leventhal et al., 2011). NGOs depend heavily on volunteers to execute their programs, making effective volunteer management essential for both attracting and retaining participants. Research shows that NGOs strive to maintain and even increase their volunteer base while reducing turnover rates. However, the literature on volunteer management remains underdeveloped compared to broader management studies (de-Miguel-Molina et al., 2024).

Volunteer retention remains a significant challenge for many NGOs. Organizations that rely on skilled and committed volunteers risk reduced efficiency and productivity due to high turnover rates (Ihm & Baek, 2021). For example, data shows that Indonesia had 26,425 volunteers handling COVID-19-related efforts. In Australia, 31% of the population reported volunteering in 2014 (ABS, 2014; Merrilees et al., 2020). However, participation rates have declined over time (Smerdon, 2015; Australian Bureau of Statistics, 2010; Same et al., 2020), negatively impacting NGO service delivery. Similar trends are observed in countries such as the United States (U.S. Bureau of Labor Statistics, 2016) and the United Kingdom (Department for Digital, Culture, Media, and Sport, 2019). Moreover, volunteers often leave organizations prematurely, increasing the workload on remaining volunteers and raising the risk of burnout (Bortree & Waters, 2014; Usadolo et al., 2023).

Research highlights that volunteer turnover incurs substantial costs, placing a financial and operational burden on organizations, while retaining volunteers offers numerous benefits—financial, organizational, and cultural (Ferreira et al., 2015). Volunteer retention, defined as an individual's likelihood of continuing service with a particular organization, contrasts with turnover, characterized by a conscious decision to leave the organization (Cho et al., 2009; Ferreira et al., 2015). Investing in volunteer retention is more cost-effective than recruiting new volunteers (Karl et al., 2008).

However, there remains a significant research gap regarding effective strategies to improve volunteer retention (Faletahan et al., 2021). Many non-profit organizations need to better manage volunteer satisfaction and commitment to retain their volunteers. Recent studies have started exploring the concept of "work as a calling" in relation to volunteer motivation. Volunteers often join NGOs because they feel a calling to help others or contribute to environmental causes (Faletahan et al., 2021).

Wrzesniewski (1997) posits that while many view work as a means of earning income or building a career, a calling is driven by intrinsic motivation, personal fulfillment, and a desire to contribute to pro-social or environmental goals. In the context of Jabodetabek, NGOs and volunteers are crucial in addressing pressing local issues such as traffic congestion, air pollution, poverty, and limited healthcare access (Goodstats, 2024). Volunteers with strong intentions to stay can help NGOs implement programs that improve the quality of life in these communities.

Research by Presbitero and Teng-Calleja (2020) explored the relationship between perceiving a calling and the intention to stay in an organization. Their findings indicate a positive and significant correlation, with "living the calling" acting as a mediating factor enhanced by perceived supervisor support. This study, conducted among 338 and 379 employees in the Philippines across two studies, highlights the importance of calling in fostering retention.

Building on this foundation, the present study aims to examine the factors influencing volunteer retention in NGOs, particularly focusing on the role of perceiving and living a calling. By exploring the mechanisms that foster volunteers' intention to stay, this research seeks to provide practical insights for improving volunteer management in NGOs in the Jakarta, Bogor, Depok, Tangerang, and Bekasi (JABODETABEK) areas. Additionally, it contributes to the academic literature on volunteer management, offering theoretical and practical implications for the field.

2. Theoretical Background

Theory work as calling

In reviewing the literature on Work Calling Theory, it is important to synthesise the various definitions and perspectives on "calling" expressed by academics. (Duffy et al., 2018) conceptualise calling as an approach to work that includes three main elements, namely (a) finding individual meaning and overall purpose in work, (b) helping others or contributing to the common good, and (c) feeling driven both internally and externally to do the work. This view is complemented by (Dobrow & Tosti-Kharas, 2011) who define calling as a subjective and intrinsic mental structure, where individuals have a strong and meaningful passion for a particular field of work. This passion drives them to devote a lot of energy to the work, even to the point where they cannot imagine doing anything else. Meanwhile, (Hall & Chandler, 2005) offer a slightly different perspective, defining calling as an individual's intention to pursue work that is considered their life purpose.

Perceiving calling

According to (Presbitero & Teng-Calleja, 2020) perceiving a calling is defined as the belief that one is pursuing a particular career path because of a "transcendental calling," which is felt to come from outside oneself. This calling directs individuals to

approach certain life roles in a way that is orientated towards finding or giving meaning and purpose to life. In addition, this calling has values and goals that are orientated toward others as the main source of motivation.

Perceiving a calling refers to an individual's experience of feeling called to pursue a particular type of work. Individuals with this experience typically have a strong intrinsic motivation to pursue their careers. This is due to the belief that the work provides deep inner fulfilment. Research shows that individuals who feel a calling have a high emotional involvement in their work. They also tend to show affective and normative commitment to the profession they are pursuing (Sawhney et al., 2020).

Furthermore, perceiving a calling has a significant influence on increasing employee job satisfaction, commitment, and intention to stay in an organization. When individuals feel a calling, they usually seek and engage in activities that support the realization of that calling. These activities ultimately increase their meaning and involvement in their work. Research also shows that the alignment between an individual's calling and the organisation's mission can strengthen their intention to stay in the organisation (Duffy & Dik, 2013).

Living calling

Living a calling is the feeling that one is truly living and realizing one's calling in one's work (Duffy et al., 2012) This concept refers to the opportunity to pursue a career that aligns with an individual's interests and goals. However, not all individuals who feel a calling have the chance to live out that calling. For those who do, work often becomes a source of deep meaning in life.

Further research shows that there is a difference between simply feeling a calling and living a calling. Not everyone who feels a calling always finds meaning in their work (Sawhney et al., 2020). In other words, the experience of living a calling plays a significant role in creating a sense of fulfilment and satisfaction in work.

The definition of living a calling or undergoing a calling emphasizes the real experience of individual involvement in work, which is by the calling they feel. In the research context, individuals who live their calling are reported to have higher levels of job satisfaction and engagement. In addition, they also tend to experience lower stress levels, indicated by less absenteeism and fewer physical complaints compared to individuals who feel they are not living their calling (Ehrhardt & Ensher, 2021)

The importance of living a calling also lies in the strong relationship between living a calling and levels of life satisfaction. Research shows that individuals who live their calling tend to have higher levels of life satisfaction. This relationship is mediated by a sense of meaning in life and job satisfaction. Interestingly, the impact of living a calling on life satisfaction is also influenced by national differences. For example, individuals from India are more likely to feel and live their calling than individuals from the United States (Duffy et al., 2012).

Intention to stay

Intention to stay is defined as the willingness of workers to continue working in their current position, considering developments in their professional field (Xu et al., 2023)

This concept refers to attitudes and behaviours that have not yet occurred, which reflect the likelihood of a person remaining in their job or profession in the future. In the context of the workforce, intention to stay is often used as a strong cognitive indicator to measure employee retention. It can refer to the intention to remain in the current position, in a particular organization, or in the profession as a whole (Bell & Sheridan, 2020).

The intention to stay is very important in supporting organizational stability and productivity. As a strong indicator that predicts whether an employee will stay, this concept helps organizations anticipate potential employee turnover. By understanding the intention to stay, organizations can take strategic steps to improve workforce retention. Workforce stability resulting from high intention to stay has a significant impact, especially in industries that face major challenges, such as construction. A stable workforce allows for increased productivity and project performance while reducing costs associated with rehiring and training new workers. In addition, low turnover rates reduce operational risks, such as increased workplace accidents caused by a lack of experienced workers. Thus, improving intention to stay is a top priority for organizations. This effort not only supports operational sustainability but also helps organizations achieve optimal results by minimizing the risks and costs associated with workforce turnover (Xu et al., 2023).

Present study

Considering previous research related to substantial theory about work as a calling and intention to stay, the purpose of this study is to examine the relationship between perceiving a calling and intention to stay. This study also aims to investigate the mediating role of living a calling that is meaningful in the relationship between perceiving a calling and the intention to stay. Based on the theory and empirical evidence that have been explained previously, this study proposes three main hypotheses as follows:

- H1. Perception of calling has a positive and significant relationship with employee intention to stay.*
- H2. Perception of calling has a positive and significant relationship with living a calling.*
- H3. Living a calling acts as a mediator in the relationship between receiving a calling and intention to stay.*

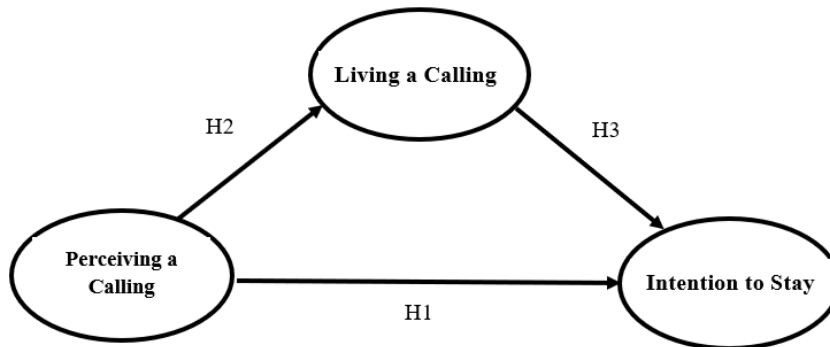


Figure 1. Research Model

Source: Processed by Researchers (2024)

3. Methodology

This study uses a confirmatory quantitative approach that aims to re-test the research model and causality that have been tested in previous studies but with a different context. The context of this study focuses on volunteers of Non-Governmental Organizations (NGOs) located in the areas of Jakarta, Bogor, Depok, Tangerang, and Bekasi (Jabodetabek). This approach is relevant because it refers to previous studies that have a contextual suitability with the topic raised.

According to Cooper dan Schindler (2013), this study is classified as a formal study with a cross-sectional approach. The study was designed to test hypotheses developed from previous research and was carried out at a particular time according to the research plan. Data collection was carried out through a survey using a questionnaire, which would be distributed online via Google Forms.

The questionnaire data collected from respondents will be analyzed using the Covariance-Based Structural Equation Modeling (CBSEM) approach with the Confirmatory Factor Analysis (CFA) method through the LISREL 8.8 application. The CBSEM approach was chosen because it allows researchers to identify independent variables that significantly affect the dependent variable based on theory or previous research findings (Abid & Hassan Butt, 2017). The number of respondents required in this study was determined based on the guidelines provided by Hair Jr., Hult, Ringle, and Sarstedt (2016). They stated that a study's adequate number of respondents is at least five times the total number of research indicators. There are 19 indicators in this study, so the number of respondents needed is around 95 people. This number is considered adequate to achieve valid and reliable research results.

Operationalization of Research Variables

Sekaran & Bougie (2016) explained that independent variables affect dependent variables either positively or negatively. In research, it is essential to provide a logical explanation of how independent variables affect dependent variables. Dependent variables, or dependent variables, are variables that are the main focus of researchers

in understanding a model. The variables in this study include Perceiving calling, living calling and intention to stay.

Intention to Stay

To test the Intention to Stay variable, this study uses the definition of Intention to Stay (Meyer et al., 1993) which explains that Intention to Stay is a person's tendency or desire to remain in an organization or job for a longer period of time. Intention to Stay reflects an individual's commitment to the organization, where they have a positive intention to continue the working relationship and do not intend to leave the organization in the near future. Data collection on the Intention to Stay variable refers to the instrument created by (Meyer et al., 1993) with a 7-point scale (referring to strongly disagree and 7 to strongly agree). Question items on the Intention to Stay variable can be seen in the following table.

Table 1. Indicator of Intention to stay

Latent Variable	Observed Indicators/Variables	Code	Source
Intention to Stay	I intend to continue being a volunteer in the future.	ITS1	(Meyer et al., 1993)
	I want to remain a volunteer for as long as possible.	ITS2	
	I am committed to maintaining my role as a volunteer in the long term.	ITS3	
	I hope to continue contributing as a volunteer.	ITS4	
	I plan to keep contributing as a volunteer for as long as I am able.	ITS5	
	I feel satisfied with my role as a volunteer and have no intention of leaving it.	ITS6	

Source: (Meyer et al., 1993) (Processed by Reseacher 2024)

Perceiving calling

The measurement of Perceiving calling was developed by (Dik & Duffy, 2009) as the Calling and Vocation Questionnaire (CVQ). The initial definition describes Perceiving calling as the belief that individuals do work according to their potential and passion. The scale used in previous studies was a 7-point scale (1 refers to strongly disagree, and seven refers to strongly agree). The CVQ instrument was chosen compared to other Perceiving calling instruments because of its more significant level of reliability. Question items on the perceiving calling variable can be seen in the following table.

Table 2. Indicator of Perceiving calling

Latent Variable	Observed Indicators/Variables	Code	Source
Perceiving Calling	I am passionate about being a volunteer.	PC1	(Sophie Gerdel, Anna Dalla Rosa, and Michelangelo
	Volunteering is always on my mind.	PC2	
	It is important to me that my volunteer work contributes to making the world a better place.	PC3	
	Volunteering gives meaning to my life.	PC4	

I am willing to make significant sacrifices to remain involved as a volunteer.	PC5	Vianello, 2024)
I am engaged in volunteering because I believe I have been called to do so.	PC6	
Volunteering will always be a part of my life.	PC7	

Source: (Sophie Gerdel , Anna Dalla Rosa, and Michelangelo Vianello, 2024) (Processed by Reseacher 2024)

Living Calling

This study uses the definition of Living Calling by Duffy et al. (2012), which can be interpreted as a concept where someone actualizes their passion or passion through work. This involves integrating personal values, interests, and skills into their work to achieve higher satisfaction, well-being, and meaning in life. The Living Calling variable is measured using an instrument developed by Duffy et. al (2012), namely the Living Calling Scale (LCS) with a 7-point assessment scale. Question items on the living calling variable can be seen in the following table.

Table 3. Indicator of living calling

Latent Variable	Observed Indicators/Variables	Code	Source
Living Calling	I have many opportunities to live out my calling.	LC1	(Hee Jung Annette Kang, Lisa Cain, James A. Busser, 2021)
	Currently, I carry out volunteer duties that align with my main interests.	LC2	
	I continuously live out my volunteer calling.	LC3	
	At present, I am involved in activities that align with my volunteer calling.	LC4	
	Currently, I feel my volunteer role aligns with my personal goals and values.	LC5	
	I volunteer because I feel called to do so.	LC6	

Source: (Hee Jung Annette Kang a, Lisa Cain, James A. Busser, 2021) (Processed by Reseacher 2024)

4. Empirical Findings/Result

Validity test & Reliability Test

The next step is to conduct a construct validity test by interpreting the loading factor (SLF) values obtained from the results of data processing using the LISREL 8.8 application. In this study, two stages of Confirmatory Factor Analysis (CFA) were carried out, namely at the first-order and second-order construct levels. This is done because there are four unidimensional variables and four-dimensional variables. In the first-order construct, observations are made on the SLF values of each indicator that forms the variable or dimension. Furthermore, in the second-order construct, observations are focused on the SLF values of each dimension that forms the variable. An indicator is considered valid if it has an SLF value ≥ 0.5 . The SLF values of all indicators and dimensions can be seen in the table below.

Table 4. Validity Test Result

Variable	Dimension	Indicator	SLF First Order	SLF Second Order
Living Calling	Undimensional	LC1	0.67	Undimensional
		LC2	0.76	
		LC3	0.83	
		LC4	0.88	
		LC5	0.87	
		LC6	0.83	
Intention to Stay	Undimensional	ITS1	0.94	Undimensional
		ITS2	0.79	
		ITS3	0.54	
		ITS4	0.73	
		ITS5	0.70	
		ITS6	0.55	
Perceiving Calling	Undimensional	PC1	0.82	Undimensional
		PC2	0.82	
		PC3	0.84	
		PC4	0.83	
		PC5	0.69	
		PC6	0.80	
		PC7	0.77	

Source : (Processed by Reseacher 2024)

Based on the data shown in the table above, most indicators have a standardised loading factor (SLF) value above 0.50, which indicates the validity of the indicators in measuring the construct. For the Living Calling variable, the SLF values for indicators LC1 to LC6 range from 0.67 to 0.88, all of which are greater than 0.50, indicating good validity of all indicators in this dimension. Likewise with the Intention to Stay variable, where indicators ITS1 to ITS6 have SLF values ranging from 0.54 to 0.94, with the majority of indicators showing values above 0.50. Indicator ITS3 with an SLF value of 0.54 is on the threshold but is still acceptable according to existing guidelines. While in the Perceiving Calling variable, indicators PC1 to PC7 have SLF values varying from 0.69 to 0.84, all of which also indicate good validity. Furthermore, the reliability test is carried out by calculating the construct reliability (CR) and average variance extracted (AVE) values. Based on the established criteria, a variable or dimension is categorised as reliable if it has a CR value > 0.7 and AVE > 0.5 . In this study, the Living Calling variable has a CR of 0.92 and an AVE of 0.66, both of which indicate good values and can be categorised as reliable. Likewise, the Intention to Stay variable has a CR of 0.86 and an AVE of 0.52, which meet the reliability criteria. In the Perceiving Calling variable, a CR of 0.93 and an AVE of 0.89 indicate very good and reliable values. Overall, the indicators and dimensions in this study can be considered valid and reliable for use in further analysis. Although there are slight variations in the SLF and AVE values, all indicators and variables meet the established reliability criteria and are in accordance with the guidelines of Hair et al. (2019) and Fornell and Larcker (1981), which allow dimensions with low AVE values to be maintained if their CR values are high. Therefore, all constructs in this model can be used in further analysis.

Table 5. Realibility test Result

Variable	Dimensions	CR	AVE	CR	AVE
		First Order		Second Order	
Living Calling	Undimensional	0.92	0.66	-	-
Intention To Stay	Undimensional	0.86	0.52	-	-
Perceiving Calling	Undimensional	0.93	0.89	-	-

Sumber : Hasil olahan peneliti (2024)

Research Model Testing

Measurement Model Testing of the measurement model is carried out through the Goodness of Fit (GoF) evaluation to assess the extent to which the developed model is in accordance with the sample data used. The measurement model is considered a good fit if it meets 3 or 4 fit indices, with at least one index from the incremental index and absolute index categories being met (Hair et al., 2019). According to Hair et al. (2019), Goodness of Fit reflects how well the designed theoretical model can represent the reality represented by the research data.

Measurement Model Fit Test

The Goodness of Fit (GoF) values for the measurement models shown in the table above show varying results. In the absolute fit index, the GFI value shows the fit category, while the RMSEA, SRMR, and Normed ChiSquare ratio values are still in the poor fit category. In the incremental fit index, several measures such as NFI, CFI, and IFI show the good fit category, while TLI and RFI are in the marginal fit category. In the parsimony fit index, the AGFI value is in the poor fit category, and PNFI is in the marginal fit category. Thus, the measurement model has varying fits in each index category.

Tabel 6. Goodness of Fit

GoF Match Size	Reference Value	Test Results	Information
Absolute Fit Indices			
Goodness-of-Fit Index (GFI)	$GFI \geq 0,90$ (good fit)	0.8216	Poor Fit
Root Mean Square Error of Approximation (RMSEA)	$RMSEA \leq 0,07$	0.1048	Poor Fit
Standardized Root Mean Residual (SRMR)	$SRMR \leq 0,08$	0.05067	Good Fit
Normed Chi-Square	$\leq 3:1$	19.45:1	Poor Fit
Incremental Fit Indices			
Normed Fit Index (NFI)	$NFI > 0,90$	0.9639	Good Fit
Tucker Lewis Index (TLI) atau Non-Normed Fit Index (NNFI)	$NNFI > 0,92$	0.9679	Good Fit
Comparative Fit Index (CFI)	$CFI > 0,92$	0.972	Good Fit
Relative Fit Index (RFI)	$RFI > 0,90$	0.9586	Good Fit
Incremental Fit Index (IFI)	$IFI > 0,90$	0.9721	Good Fit

GoF Match Size	Reference Value	Test Results	Information
Parsimony Fit Indices			
Adjusted Goodness of Fit Index (AGFI)	AGFI > 0,90 (good fit)	0.7725	Poor Fit
Parsimony Normed Fit Index (PNFI)	PNFI ≥ 0,50	0.8399	Good Fit

Source : (Processed by Reseacher 2024)

To improve the level of model fit, respecification is carried out with the aim of perfecting the measurement model and increasing the accuracy of the relationship between variables in this study. Respecification is carried out by removing several Set Error Covariance, including: Set Error Covariance of PC4 and PC3 Free, Set Error Covariance of PC6 and PC5 Free, Set Error Covariance of PC7 and PC5 Free, Set Error Covariance of ITS6 and ITS2 Free, Set Error Covariance of ITS3 and ITS2 Free, Set Error Covariance of ITS5 and ITS2 Free, Set Error Covariance of ITS4 and ITS2 Free, Set Error Covariance of ITS6 and ITS3 Free, Set Error Covariance of ITS5 and ITS4 Free, Set Error Covariance of LC5 and LC3 Free, Set Error Covariance of LC6 and LC4 Free, Set Error Covariance of LC4 and LC1 Free. The results of these steps are shown in the following table:

Table 7. Goodness of Fit (Restification)

GoF Match Size	Reference Value	Test Results	Information
Absolute Fit Indices			
Goodness-of-Fit Index (GFI)	GFI ≥ 0,90 (good fit)	0.9036	Good Fit
Root Mean Square Error of Approximation (RMSEA)	RMSEA ≤ 0,07	0.0673	Good Fit
Standardized Root Mean Residual (SRMR)	SRMR ≤ 0,08	0.03666	Good Fit
Normed Chi-Square	≤ 3:1	2.58:1	Poor Fit
Incremental Fit Indices			
Normed Fit Index (NFI)	NFI > 0,90	0.9808	Good Fit
Non-Normed Fit Index (NNFI)	NNFI > 0,92	0.9855	Good Fit
Comparative Fit Index (CFI)	CFI > 0,92	0.9884	Good Fit
Incremental Fit Index (IFI)	IFI > 0,90	0.9884	Good Fit
Relative Fit Index (RFI)	RFI > 0,90	0.976	Good Fit
Parsimony Fit Indices			
Adjusted Goodness of Fit Index (AGFI)	AGFI > 0,90 (good fit)	0.8664	Poor Fit
Parsimony Normed Fit Index (PNFI)	PNFI ≥ 0,50	0.7858	Good Fit

Source : (Processed by Reseacher 2024)

Coefficient of Determination (R Square)

The results of the structural model testing on LISREL produce output that presents structural equations and shows the coefficient of determination (R^2) value. The magnitude of the coefficient of determination measures how much of the proportion of variation in the dependent variable can be explained by the independent variable. The structural equations and coefficient of determination (R^2) values obtained are as follows:

Structural Equations

$$\begin{array}{l} \text{LC} = 0.7967 * \text{PC}, \text{Errorvar.} = 0.3653, R^2 = 0.6347 \\ (0.06762) \quad (0.05746) \\ 11.7810 \quad 6.3580 \end{array}$$

$$\begin{array}{l} \text{ITS} = 0.2964 * \text{LC} + 0.6340 * \text{PC}, \text{Errorvar.} = 0.2109, R^2 = 0.7891 \\ (0.06401) \quad (0.06725) \quad (0.02957) \\ 4.6302 \quad 9.4270 \quad 7.1330 \end{array}$$

1. **LC = 0.7967*PC, Errorvar. = 0.3653, R² = 0.6347**

Based on this equation, it can be concluded that the variation of LC (Latent Construct LC) can be explained by PC (Principal Component) by 63.47%. In contrast, the rest is explained by other factors not included in this research model.

2. **ITS = 0.2964LC + 0.6340PC, Errorvar. = 0.2109, R² = 0.7891**

Based on this equation, it can be concluded that the variation of ITS (Innovation and Technology Studies) can be explained by LC and PC by 78.91%, while the rest is explained by other factors not included in this research model. Based on the structural model equation above, it can be explained as follows:

a. Referring to the first equation ($\text{LC} = 0.7967 * \text{PC}$), it can be concluded that the variation of LC can be explained by PC by 63.47%, while the remaining 36.53% is explained by other factors not included in the model.

b. Referring to the second equation ($\text{ITS} = 0.2964\text{LC} + 0.6340\text{PC}$), it can be concluded that the variation of ITS can be explained by LC and PC by 78.91%, while the remaining 21.09% is explained by other factors not included in the model.

Path Analysis

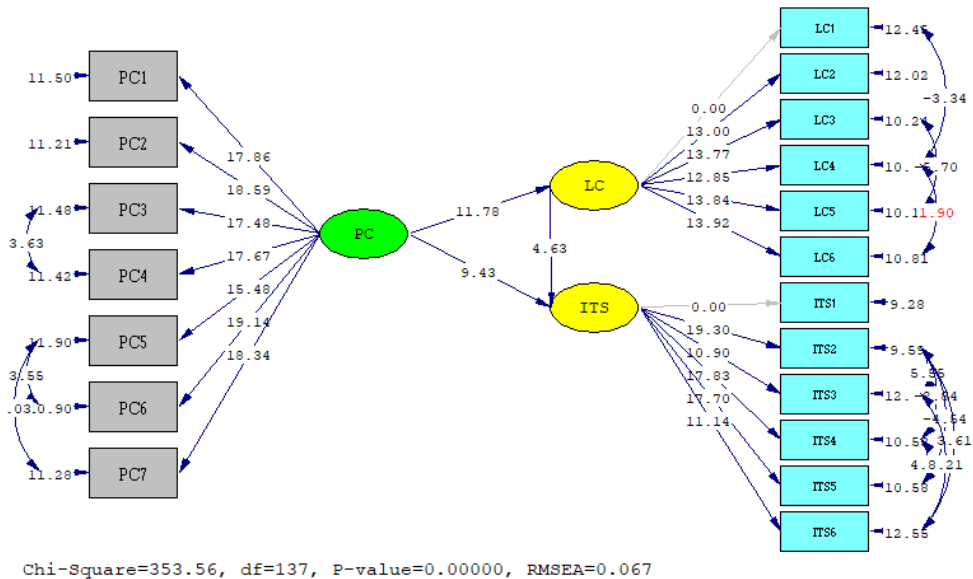


Figure 2. Path Anasis result LISREL

Source : (Processed by Reseacher 2024)

Hypothesis 1: Perceiving calling has a positive influence on Intention to Stay

Based on the results of data processing from processed original data using LISREL, it was obtained that Hypothesis 1 (H1) was accepted. This result is supported by a t-value of 9.43, greater than the threshold of 1.96, with a coefficient value of 0.63. The results of the hypothesis test indicate that perceiving a calling has a positive effect on the intention to stay. This finding suggests that the calling to volunteer work affects the desire of volunteers to stay longer in the organization. Furthermore, the highest standardized loading factor (SLF) values of the perceiving a calling variable were found in PC3 and PC4, respectively, at 0.84 and 0.83. Meanwhile, the highest SLF values of the intention to stay variable were found in ITS1 and ITS2, respectively, at 0.94 and 0.79. This finding indicates that the calling to volunteer work can be the main factor that makes volunteers stay in the organization for a longer period of time.

Statements such as “It is important to me that my volunteer work contributes to making the world a better place” reflect how individuals view their volunteering as a meaningful act with a positive impact on the world. This perception is often based on strong personal values, such as a desire to help others or create social change. When individuals feel that their volunteer work serves a purpose, they are more satisfied and motivated to continue in the role. This is reflected in the statement, “I intend to continue volunteering in the future.” Strong perceptions of the meaning of volunteering provide intrinsic motivation that drives individuals to continue their commitment beyond external incentives such as awards or recognition. Thus, the belief that volunteering contributes to the good of the world becomes a key foundation that motivates individuals to persist and continue to contribute as volunteers.

These results are in line with research conducted by (Presbitero & Teng-Calleja, 2020) shows that when employees feel a calling in their work, they are more engaged and motivated to realise that calling. This in turn increases job satisfaction and commitment to the organization. In addition, (Faletehan et al., 2021) also found that individuals who feel a calling in their work tend to feel more connected to a larger purpose and find meaning in their activities. As a result, their commitment, satisfaction, and motivation increase, which ultimately encourages them to continue to be involved in the organisation.

Hypothesis 2: Perceiving calling has a positive influence on Living Calling.

Based on the results of data processing on processed original data from LISREL, the results obtained indicate that Hypothesis 2 (H2) is accepted because it has a t-value > 1.96, which is 11.78 with a coefficient value of 0.80. Therefore, it can be concluded that perceiving calling has a positive influence on living calling. This indicates that the volunteer call shows in helping the organisation feel positive in carrying out the calling. The indicator that best describes the most influential is PC 6 with an SLF value of 0.84, which reads, "I am very motivated to do this job because of my internal drive.". Thus, the hypothesis that states that perceiving calling has a positive influence on living calling can be accepted.

These results are consistent with previous research conducted by (Duffy et al., 2019) which found that individuals who have a strong perception of their life calling tend to be more able to realise that calling in their lives. Another study by (Presbitero & Teng-Calleja, 2020) also confirmed that living calling can be enhanced through a strong perception of the meaning and purpose of the work being done.

Hypothesis 3: Living Calling mediates the relationship between Perceiving calling and Intention to Stay.

Based on the results of data processing on processed original data from LISREL, the results obtained indicate that hypothesis 3 (H3) is accepted. The analysis result is 4.71, which is greater than the critical value of the t-table of 1.645. This indicates that Living Calling mediates the relationship between Perceiving Calling and Intention to Stay significantly in NGO volunteers in the Jabodetabek area. In addition, the results of the indirect effect test show a mediation coefficient value of 0.16, which means that Living Calling makes a positive contribution in strengthening the relationship between Perceiving Calling and Intention to Stay. Thus, it can be concluded that the significant mediation effect supports the statement that individuals who feel their work as a living calling are more likely to have the intention to stay in the organisation than those who do not feel this way.

This study is in line with the findings of (Presbitero & Teng-Calleja, 2020) which stated that individuals who experience calling have higher intentions to stay in the organisation because they feel their work is meaningful and in line with their life goals. This supports the managerial strategy for NGOs in Jabodetabek to create a work environment that supports Living Calling in an effort to retain volunteers. The findings of this study are in line with research penelitian (Duffy et al., 2019; Hirschi

et al., 2018), which shows that the mediation effect of Living Calling can significantly increase work engagement and individual commitment to the organisation.

5. Discussion

This study aims to analyse whether there is an influence of perceiving calling on intention to stay, perceiving calling on living calling, and living calling mediates the relationship between perceiving calling and intention to stay. Based on the results obtained from data processing and analysis that have been presented in the previous sub-chapter, the findings of this study indicate that there is a significant influence on the relationship between these variables.

The statement of the variable perceiving calling "It is important to me that my volunteer work contributes to making the world a better place" is directly related to the variable living calling "I am currently involved in activities that are in line with my volunteer calling" through the drive of intrinsic motivation. The perception that volunteer work has great meaning and a noble purpose motivates individuals to seek real experiences that are in line with those values. Thus, the perception of calling becomes a driver of active involvement in activities that realise that calling.

To make this connection work optimally, organisations can strengthen the sense of calling by demonstrating the tangible impact of volunteer work, such as through reports or testimonials of successful projects. Additionally, providing assignments that align with the individual's interests and values will help them feel that the activities they undertake truly reflect their calling. Regular evaluation is also important to ensure that the activities undertaken remain relevant to the volunteer's personal values and goals.

The statement of the variable perceiving calling ("It is important to me that my volunteer work contributes to making the world a better place") is closely related to intention to stay ("I intend to continue volunteering in the future"). When volunteers feel that their work has great meaning and positive impact, their intrinsic motivation to stay in the organisation increases. This perception strengthens their commitment to the organisation, encouraging their continued role as volunteers. To support organisational sustainability, it is important to demonstrate the tangible impact of volunteers' contributions, such as through success reports or inspirational stories. Providing personal recognition and self-development opportunities can also increase their engagement. In addition, creating a supportive community environment and involving volunteers in decision-making processes will strengthen their sense of ownership and their intention to continue contributing. These strategies can help maintain the stability and sustainability of the organisation.

The statement of the variable perceiving calling ("Volunteering is always on my mind") reflects a deep emotional attachment to the volunteer role. This directly affects the variable living calling ("I continue to live the calling of volunteering"), because a strong belief in the calling encourages individuals to actively realize it in real action. Furthermore, this also has an impact on the variable intention to stay ("I want to stay volunteering as long as possible"), because individuals who feel their calling is strong

and consistently carry out the role tend to have a long-term commitment to the organization.

To support this connection, organisations can design meaningful and sustainable volunteer programs, ensuring that volunteers have opportunities to consistently contribute to activities that are relevant to their values. Reflection sessions can also be conducted to help volunteers recognise the positive impact of their contributions, strengthen their belief in their calling, and motivate them to stay involved. Recognition of their dedication, such as awards or certificates, is also important to provide an emotional boost. Additionally, offering long-term opportunities and creating a supportive community within the organisation can strengthen their sense of belonging, ensuring that they continue to fulfil their roles and stay with the organisation for as long as possible. These strategies will help create loyal and dedicated volunteers.

Based on the findings above, this is in line with the findings of the study. The results show that perceiving a calling has a positive and significant relationship with intention to stay. This shows that individuals who feel a calling tend to have a higher intention to stay in the organization. In addition, living a calling functions as a mediator in this relationship, meaning that the ability to live a calling at work strengthens the intention to stay. The rationale behind this finding is that when employees feel a calling, they are more engaged and motivated to realise that calling in their work, which in turn increases job satisfaction and commitment to the organization. Support from supervisors also plays a role in strengthening this relationship (Presbitero & Teng-Calleja, 2020).

6. Conclusions

This study highlights the importance of the role of perceiving a calling and living a calling in influencing intention to stay among NGO volunteers. The study found that perceiving a calling has a positive and significant effect on intention to stay, with living a calling acting as a mediator that strengthens volunteers' commitment to their roles. The results of this study provide relevant managerial implications for improving volunteer retention. NGOs need to develop programs that align with volunteers' intrinsic motivations and personal values. Recognising their contributions and emphasising the tangible impact of their work can increase commitment while reducing turnover. In addition, creating a supportive work environment, providing opportunities for self-development, and involving volunteers in decision-making will strengthen their continued engagement.

Specifically, managerial steps that can be taken include interest and role matching programs through initial interviews, awarding certificates or public recognition, and annual appreciation events to increase a sense of ownership. Volunteers also need to be actively involved in decision-making processes and group discussions to better manage the program. NGOs are advised to provide relevant training or workshops and offer opportunities for volunteers to take on more challenging roles. Demonstrating the impact of volunteers' work through visual reports or beneficiary testimonials is

also important to increase their motivation. A supportive community environment, such as regular meetings or online communication forums, will help build volunteers' emotional attachment to the organisation.

To support sustainability, organisations can design long-term programs that allow volunteers to see their progress. Support from supervisors is also essential to help overcome burnout by providing appropriate interventions. These steps aim to create a work environment that empowers and supports volunteers to continue contributing in the long term.

In addition, this study has limitations such as a small sample size and geographical limitations in the Jabodetabek area, which may affect the generalisability of the results. Therefore, further research is expected to cover a wider area and use mixed methods such as interviews and observations to increase the validity of the data. Future research can also explore other variables, such as cultural and organisational factors, that may affect the relationship between calling and intention to stay. With this approach, NGOs can better understand volunteer motivations and create meaningful management strategies to retain them in the organisation.

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