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## The Relationship of Leadership Effectiveness towards Volunteers Behavior in Tzuchi Foundation Medan Branch

### Hubungan Efektivitas Kepemimpinan Terhadap Perilaku Relawan di Yayasan Tzuchi Cabang Medan

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**Abstract:** Nowadays, Indonesia is living in a world of growth and competition. Therefore, leadership is vially important at all levels within the company. An effective leadership must develop the leadership qualities among individuals within the organization. To learn more about leadership effectiveness in volunteers' behavior improvement, the writer chose the title of skripsi, "The Relationship Leadership Effectiveness Towards Volunteers Behavior in TzuChi Foundation Medan Branch" Leadership effectiveness is concentrated in personal perception and personal judgment of others, subordinates' satisfaction, goal attainment, preparedness to address challenges or crisis, types of decisions and implementation of change. And to volunteers' behavior is concentrated in job task fulfillment, working relationships, innovative spirit, individual creativity, personality, ethical thinking, professional and social responsibility. Research design that writer used is descriptive method and casual method. After getting the data, the writer makes the tabulation to calculate and analyse it to determine the mean, meridian, mode, correlation, validation, reliability, normality, linear regression, determination and test of hypothesis. The results obtained by the writer is Leadership Effectiveness towards Volunteers' Behavior at TzuChi Foundation Medan Branch.

**Abstrak:** Saat ini, Indonesia hidup dalam dunia pertumbuhan dan persaingan. Oleh karena itu, kepemimpinan sangat penting di semua tingkatan dalam perusahaan. Kepemimpinan yang efektif harus mengembangkan kualitas kepemimpinan di antara individu-individu dalam organisasi. Untuk mengetahui lebih jauh tentang efektivitas kepemimpinan dalam peningkatan perilaku relawan, penulis memilih judul skripsi, "Hubungan Efektivitas Kepemimpinan Terhadap Perilaku Relawan di Yayasan TzuChi Cabang Medan" Efektivitas kepemimpinan terkonsentrasi pada persepsi pribadi dan penilaian pribadi orang lain, kepuasan bawahan, pencapaian tujuan, kesiapan menghadapi tantangan atau krisis, jenis keputusan dan implementasi perubahan. Dan untuk perilaku relawan terkonsentrasi pada pemenuhan tugas pekerjaan, hubungan kerja, semangat inovatif, kreativitas individu, kepribadian, pemikiran etis, tanggung jawab profesional dan sosial. Rancangan penelitian yang penulis gunakan adalah metode deskriptif dan metode kasual. Setelah mendapatkan data, penulis membuat tabulasi untuk menghitung dan menganalisanya untuk menentukan mean, meridian, modus, korelasi, validasi, reliabilitas, normalitas, regresi linier, determinasi dan uji hipotesis. Hasil yang diperoleh penulis adalah Efektivitas Kepemimpinan terhadap Perilaku Relawan di Yayasan TzuChi Cabang Medan.

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## INTRODUCTION

As we know nowadays new business or organizations keep on being established, as many people see that there is better prospect or good will in establishing an organization. The success of an organization depends on many aspects from its leadership until system and the human resources greatly affect the performance of its human resources. Leadership is viewed as a relationship should be seen as a psychological connection between the leader and the followers. Some volunteers are self-motivated, means that whenever they are working at, they can motivate themselves to perform better. Even though they are facing stressful environments, high loads of works/unpleasant, they can make their environment less stressful. Some other volunteers adapt the conditions of their work. When the environment is stressful, they are stressed all the time. They will be working under pressure with unpleasant volunteers. These volunteers need motivation and inspiration in order to work better. Of whatever type of volunteers there are, every company needs a leader that can make those who are self-motivated become well and those who are lacking motivation to become more motivated to work.

Managing and supervising people are not an easy job. Every day, companies are facing different problems and challenges. Every individual has its own characteristics to portray. Factors like timing, places, and situations would work well for the managers. Therefore, the managers must be developed so that they can think and work on their own and fulfill their responsibility innovatively, while understanding and foreseeing the organization situation and growth. According to Keith in Ruvendi about Leadership (2005;19),” Leadership style is a pattern of overall leader’s action as the volunteer’s perception. Leadership style represents the philosophy, skills, and attitudes of the leaders in politics.” Now we will analyze about nonprofit organization, in recent years it has long been a subject of research by Charisma leadership and organizational behaviorist. Nonprofit organizations have the following features: (a) to provide the function of services. (b) To make up the shortage of governmental services. (c) To bring together communities. (d) To provide supervisory function. (e) To provide innovation and flexibility.

In general the capacity to mobilize can be categorized in four ways: 1. nonprofit organization's emergency rescue service; 2. For profit organization’s promotion for new services; 3. Intra-corporate human resource utilization; and 4. Governmental organization's recruitment of the public. In this paper, we discuss the source of mobilization through the examination of real cases. Nonprofit organization generally refers to an organization that uses surplus revenues to achieve their goals, rather than distributing them as profit. Another major difference between a profit and nonprofit business deals with the treatment of the profits. While a for-profit organization are generally funded by investor’s and motivated to maximize shareholders’ value, foundations with the explicit goal of providing services to the community fund nonprofits. Thus the central concerns of a nonprofit are about their accomplishments and how to get the results they anticipated. In a nonprofit plan, what you do is paramount, and you rarely find nonprofit organizations that change their mission once they're underway. The examination of nonprofits is particularly relevant, due to the emergence of purpose and mission statement driven enterprises that are shifting the focus of companies beyond revenue. This shift in the enterprises’ organizational focus puts the spotlight on how nonprofit organizations organize, inspire, and recruit passion driven members. During the past 48 years, Tzu Chi Foundation is one of the largest NGO charity organization in the world in terms of funds spent to help people in need millions of trained volunteers across the globe (Huang, 2009) with incredible effectiveness and efficiency. The nature of the Tzu Chi is determined by the qualities of these communities. News travel through the network of Tzu Chi strongly knits community. The speed at which the news travel gives Tzu Chi the capacity to mobilize with speed and efficacy during times of disaster. Specifically, among Tzu Chi's volunteers, combination of close collaboration and effective communication is the core of Tzu Chi's power. The absence of leadership is equally dramatic in its effects. Without leadership, organization would be stagnant, act slower, and lost way of its mission and vision.

Some leaders are very strict and are not interested in the needs of volunteers, they tend to ask the volunteers to do what they want without question. Some other leaders are caring with the volunteers. Their decisions will always be based on consultation with followers and the decision will be mutual to any party involved. Tzu Chi Foundation is a charity organization that the volunteers come from all religions and races, Tzu Chi helps without differentiating religions, races, countries, as long as they deserve to be helped and as long as Tzu Chi is able to help. TzuChi (Daai) was founded by Master Cheng Yen on 14 Mei 1966 (almost 50 years ago). Tzu Chi Foundation literally "Compassionate Relief" is an international humanitarian organization and a non-governmental organization (NGO) and branch almost all part of the world.

## LITERATURE REVIEW

**Leadership.** According to Robbins and Coulter (2005), Definition of leadership is defined as process of influencing a group towards the achievements of goals and leaders as someone who can influence others and who has managerial authority. Several years ago, management and organization did not realize that leaders play an important part in the company. Nowadays, every company needs a good leadership to make their business/organization run well. The functions of leader are different with managers, managers are lack of charisma of leaders. Managers will apply what they have studied in their colleges. This will run well without barriers if the volunteers are happy with regulations and laws, in the other hand, not all volunteers are happy with the facts for sure. Managers are different with leaders, they lack of charisma. Leader are more concern about what volunteers think, what they want by creating a comfortable working environment while grow together. They will cut down the turnover in the company and make the volunteers work effectively and efficiently. Managers will have the knowledge about info and materials labors, capital and other formal organizational needs, but they have not have the charisma that needed or they may not be respected by their subordinates because of their actions. According to Tung DesemWaringin in his audio book (2010), "Managers plan short term and Leader plan long term" Leaders need power in order to persuade people to pursue the goals of the organization. "Power is the ability and willingness to influence behavior." Booyens (2003, p. 429). He also implemented that position of managerial leaders is rooted within legitimate power, position and authority to lead.

Leaders main source of power influence are:

Legitimate power, legitimate power is also known as positional power. It is derived from the position a person holds in an organization's hierarchy. For positional power to be exercised effectively, the person wielding it must be deemed to have earned it legitimately. With legitimate powers can decide the decision. This is formal authority is vested in the leader by the position held in organization. This allow leader to direct others to reach organizational goals.

Expert power, expert power is derived from possessing knowledge or expertise in a particular area. Such people are highly valued by organizations for their problems solving skills. The opinions, ideas and decisions by people with expert power are high regard by other volunteers and hence greatly influence their actions. They have ability of skills to deal with problems. Expert power from special abilities/knowledge is possessed by the leader and desired by the followers, for example education, experience, and special training.

Referent power, referent power is derived from the interpersonal relationship that a person cultivates with other people in the organization. People possess reference power when others respect and like them. They have good relationship with others so other people can respect them. Referent power stems from the ability of the leader to acquire a following through personal traits command respect and attract others to the leader's presence, it's also be derived from a leader's association with powerful people, with leader influencing the behavior of others through actual or perceived contacts with others.

Coercive power, coercive power is derive from a person's ability to influence others via threats, punishment, or sanctions. Coercive powers help control the behavior of volunteers by ensuring that they adhere to the organization's policies and norms. This coercive power is also important in organization.

Coercive power is opposite of reward power, for example demotions, threats of punishments, undesirable work assignment, and lack of payment increase, and angry critics.

Reward power, reward Power arises from the ability of a person to influence the allocation of incentives in an organization. These incentives include salary increments, positive appraisals and promotions that can motivate the volunteers. Rewards are provided by virtue of the leader's position or influence over others. Reward power depends on the kind of reward the leader can provide and on the attractiveness of the reward to others. Exp salary increases, promotion, good work assignment, and praises also.

**Volunteer Behavior.** Behavior is the way your volunteer responds to his attitude. This response is either positive or negative, depending on how the volunteer views his position and the company. All human behavior is motivated by something. There is very little possibility that human behavior is completely random or instinctive. Most human behavior is goal directed, people do things for some reason, such as to get a certain result. Therefore, volunteers who are motivated tend to work harder and stay longer with a company. So how do we and when to motivate our volunteer? According to wasendet all (2007). No one can motivate volunteer because motivation is internal. It is the job the supervisor to stimulate the volunteer's motivating factors. As other researchers underline the essential understanding and explanation of "how individual volunteers" attributes accumulate to affect organizational effectiveness" (Bowen & Ostroff). The guiding essential assumption of their model can be summed by statement that organizational HRM practice must enable the development of volunteer skills, motivation, and knowledge. This should be done in order to make volunteer behavior conducive to the particular chosen strategy. Companies rely on volunteers to produce and deliver high quality products and services. According to Richards (2010), volunteers are impacted by a variety of forces both internal and external as they attempt to perform their job duties. Employers who are aware of these forces, and who are prepared to leverage or counteract them, can increase productivity and loyalty.

Positive environment, a critical internal force that influences volunteer behavior is the action of colleagues. Companies that can effectively build an internal cultural that is based on mutual respect, teamwork and support will notice increased productivity and a sharper focus on service to customers.

Technology, technology is a significant factor that can have both positive and disruptive influences on volunteer behavior. While technology can often help streamline process and make work easier for volunteers, learning how to use new technology while remaining productivity can be stressful. Factor in the rapid advent of technology, in general, and employer seems to be faced with almost ongoing need for new training, process improvement and documentation.

Customer demands, customer demands can be external force that exerts pressure on organization to continually stay ahead of the competitive curve. Volunteers must adapt to the changing needs of customers, the growing savvy of customers and heightened expectations of customers.

Locus of control, volunteers are influenced by both internal and external forces, but the impact of these forces depend a great deal on their own levels of internal and external locus of control. Those who have an external locus of control are looking for people to tell them what to do. These are the volunteers who need a great deal of direction and expect managers to give clear and detailed feedback at all times. Those with an internal locus of control feel empowered to make decision and act by themselves. They feel in control of their destiny rather than at the mercy of external factors. These volunteers may sometimes act too independently and are not as concerned about the opinions or expectations of others.

Strategic plans, companies are wise to anticipate and plan for both internal and external changes, say the experts. A though and outgoing assessment of external and internal factors exerting an influence on the organization is expected of senior leadership to define a proactive plan of action in anticipation of strategic threats, by remaining aware of how those internal and external factors could impact volunteers, organizations, their HR departments and managers can be prepared to respond to changing volunteer behavior. Negative behavior could be dictated by feelings of anger, confusion, and depression.

Every organization expects its volunteers to behave sensibly, adhere to the rules and regulations and follow the codes of conduct. There has to be some ethic at workplace, where every individual is morally responsible to his/her own behavior.

## METHODOLOGY

**Research Design.** In doing this research about the relationship of leadership towards volunteer behavior at TzuChi Foundation Medan Branch, the writer used descriptive method, which is a study of problems based on facts from population and casual relation method which is to know the relation between two variables or more. The research design is used by writer in analyzing this research is correlation research. The objective of this research is to determine whether there is any correlation between variables. From the research that has been done by the writer. The writer found out that there are two variables which have influence in Buddhist TzuChi Foundation Medan Branch. To prove the hypothesis the writer mentioned above, the writer uses 2 analysis methods such as:

Descriptive method, this method is an analysis with the aim to determine, collect, classify, the obtained data so the writer can describe the results in the *skripsi*. The purpose of using this method is to test the hypothesis or to answer the question that is relevant with the current status or subject that are being examined. In this research, the writer uses questionnaires and interview for collecting data.

Associative method, it is an analysis to measure the relationship between 2 measured quantities that renders them statistically dependent. In this study, the writer will measure the relationship between independent variable (Leadership) and dependent variable (Volunteer Performance). The term association refers broadly to any such relationship.

**Research Object.** Population is a whole group of related items which a sample of statistical is drawn. A sample is a subset of your population by which you select to be participants in your study. Sampling is simply stated as selecting a portion of the population, in your research area, which will be a representation of the whole population. Sample in term of population, according to Arikunto (2007), in determining the sample size, "If the population is less than 100, it is better take the whole number of population. If the subject is more than 100, the number of sample is about 10-15% or 20%-25% or even more".

The writer uses all the total population as sample. If the entire population is small and the researcher can include the entire population in the study, this type of research is called a census study because data is gathered on every member of population. Usually the population is too large for the researcher to attempt to survey all of its members. A small but carefully chosen sample can be used to represent population. The sample reflects the characteristic of the population from which is drawn. The writer uses the census sampling method which is the sampling method with the collection of information about all units in a population, sometimes also called a 100% sample survey. The survey sample is around 100.

## RESULT

**Normality Test.** Normality test is done in order to know whether the data is in normal data distribution. The writer use Kolmogorov Smirnov test for normality test that can be seen in table below:

		Leadership Effectiveness	Volunteer Behavior
Normal Paramaters A Mean		30	30
Std.Deviation			
Most Extreme	Absolute	39.8333	39.5333
Differences	Positive	3.86035	4.18316
	Negative		
Kolmogorov-Smirnov Z		.135	.137
Asymp.Sig. (2-tailed)		.135	.096

	-.119	-.137
	.740	.751
	.643	.626

From table above, it can be obtained the significant value of each variable data from respondent’s answer. Based on normality test, the significant value of respondent’s answer data about leadership effectiveness questionnaire is in 0.643. The significant value is higher than 0.05 with result that respondent’s answer data about leadership effectiveness questionnaire can be stated in normal data distribution. The significant value of respondent’s answer data about volunteer behavior questionnaire is in 0.626. The significant value is higher than 0.05 with result that respondent’s answer data about volunteers behavior questionnaire can be stated in normal data distribution.

**The Test of Correlation.** In this section, the writer will calculate the correlation coefficient. Variable X and Y are shown in the following table:

To determine the relationship level between variable X (Leadership Effectiveness) and variable Y (Volunteers behavior), the writer uses the test of correlation as follow:

$$R_{xy} = \frac{N(\sum XY) - (\sum X) \cdot (\sum Y)}{\sqrt{[N \cdot (\sum x^2) - (\sum X)^2][N \cdot (\sum Y^2) - (\sum Y)^2]}}$$

$$R_{xy} = \frac{30.47525 - (1196)(1184)}{\sqrt{[(30.48126 - 1196^2)(30.47274 - 1184^2) ]}}$$

$$R_{xy} = 0,655 \text{ (medium positive correlation)}$$

The result means that leadership effectiveness has medium positive correlation to the volunteer behavior at Buddhist TzuChi Foundation Medan Branch.

**The Test of Determination.** Next, in order to find out the influence between leadership effectiveness and the volunteers behavior, we can calculate it by the determination of correlative coefficient. The determination calculation is as follows:

$$D = r_{xy}^2 \quad \times 100\%$$

$$D = (0.655)^2 \times 100\%$$

$$D = 43\%$$

The effect of leadership effectiveness to increase the volunteer behavior at Buddhist TzuChi Foundation Medan Branch is 43% and the remaining percentage of 57% were affected by the other factors that were not discussed in this research.

**Linier Regression.** Linier regression is used to determine how the pattern of the relationship between leadership effectiveness and the volunteers behavior. Writer count to find out the value of linear regression and the formula to count the value is:

$$Y = a + bx$$

The a value can be counted by using:

$$a = \sum Y - (b \sum X) / n$$

$$a = 1184 - (0,7114 \cdot 1196) / 30$$

$$a = 11,001$$

$$b = N \cdot \sum XY - (\sum X \cdot \sum Y) / N \cdot \sum X^2 - (\sum X)^2$$

$$b = 30.47551 - 1417272 / 30.48033 - 1428025$$

$$b = 9258 / 12965$$

$$b = 0,714$$

After the calculation, it shows that the formula of linear regression between leadership effectiveness and volunteer's behavior is:

$$y = 11,001 + 0,714x$$

Based on the result of regression analysis found that the value of a and b value indicates a positive number. A positive value means that although leadership effectiveness is not increased volunteer's behavior will still be increased by 11,001. B value implies that any increase in the one point of leadership effectiveness than volunteer's behavior will be increased by 0,714 points

## TEST OF HYPOTHESIS

Here, the writer used the z-test to test the hypothesis, whether to be accepted or to be rejected. The calculation is as follow:

$$Z = r / \frac{1}{\sqrt{n-1}}$$

-----

$$1/\sqrt{n-1}$$

Where

Z = z - coefficient

r = correlation coefficient

n = numbers of respondents

$-Z_{table} < Z_{count} < Z_{table}$  : Null Hypothesis (Ho) is accepted and Alternative Hypothesis (Ha) is rejected.

$+Z_{table} < Z_{count} < -Z_{table}$  : Null Hypothesis (Ho) is rejected and Alternative Hypothesis (Ha) is accepted.

95% of the test

5% the Significant Level

## DISCUSSION

Test of validity for variable X and variable Y is all valid.

For the test of reliability, result of leadership effectiveness and volunteer behavior is 0.701 and 0.718 which is greater than 0.6 means reliable.

The test of correlation, the writer got result 0.656 which means leadership effectiveness has medium positive correlation to the volunteers behavior at TzuChi Foundation Medan Branch.

The significant value of respondent's answer data about leadership effectiveness questionnaire is in 0.643 and volunteer behavior questionnaire is in 0.626. It can be stated in normal data distributions.

After writer calculated the test of determination, the result is 43% means the effect of leadership effectiveness to increase the volunteers behavior at Buddhist TzuChi Foundation Medan Branch and the remaining percentages of 57% were affected by the other factors that were not discussed in this research.

For linear regression, the result between value a and value b is a positive number, means although leadership effectiveness is not increased volunteers behavior will still be increased by 11,001. B value implies that any increase in the one point of leadership effectiveness then volunteer behavior will increase by 0.714 points.

For hypothesis test, the result is null hypothesis is accepted and alternative hypothesis is rejected showing that leadership effectiveness has positive influences to volunteers behavior at Buddhist TzuChi Foundation Medan Branch.

## CONCLUSIONS

The problem identification: "The relationship of Leadership Effectiveness towards Volunteers Behavior at Buddhist TzuChi Foundation Medan Branch". From the calculation of correlation coefficient between Variable X (Leadership Effectiveness) and Variable Y (Volunteers Behavior), the

writer got the result of 0,655. It means that leadership effectiveness has medium positive correlation with the volunteers behavior at Buddhist TzuChi Foundation Medan Branch. Based on normality test, the significant value of respondent's answer data about leadership effectiveness questionnaire is in 0.643. Meanwhile, the percentage of the influence of leadership effectiveness to increase volunteer behavior can be obtained from the determination test which is 43% and the remaining 57% were affected by the other factors that were not discussed in this research.

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