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The Intervening Role of Volunteer Satisfaction in Analyzing the Motivation of Generation Z to Volunteer at the Indonesian Red Cross of Banyuwangi Regency: A Volunteer Functions Inventory Model Approach

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ABSTRACT

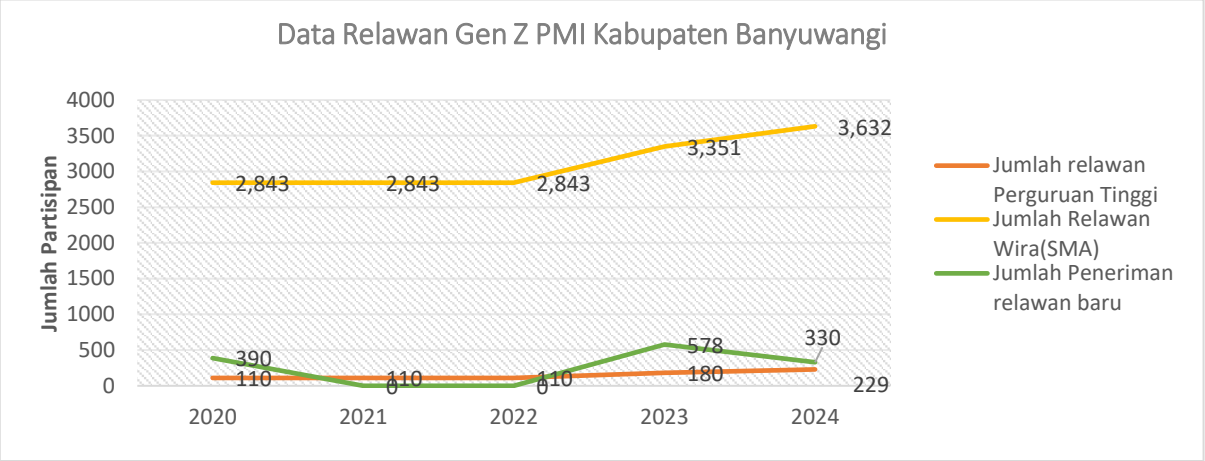
Objective: *This study explains volunteer satisfaction as an intervening variable between volunteer motivation and Generation Z's intention to continue volunteering at the Indonesian Red Cross (PMI) Banyuwangi Regency. Referring to the Volunteer Functions Inventory (VFI) model, this study explains six motivational functions, namely value, understanding, social, career, protective, and enhancement.* ***Method:*** *This information was collected from questionnaires and in-depth interviews with 118 Generation Z volunteers.* ***Results:*** *The findings indicated that volunteer motivation had a significant impact on volunteer satisfaction and volunteering intention. Volunteer satisfaction also played the role of a key mediator through which the indirect effect of motivation on volunteering intention was achieved.* ***Novelty:*** *The research highlights the necessity of identifying Generation Z's specific motivation and level of satisfaction in order to devise effective strategies to maintain young volunteers. Practical implications involve the necessity of respective training, appreciating volunteers' efforts, and providing a decent working environment. Conceptual insights into the understanding of volunteer motivation and practical applications that humanitarian organizations can apply to maintain volunteer commitment from your generation are contributed by this study.*

INTRODUCTION

In humanitarian organizations such as the Indonesian Red Cross (PMI), volunteering is very important to support various social activities. Based on Presidential Decree No. 25 of 1950 and Presidential Decree No. 246/1963, PMI is considered the only Red Cross organization in Indonesia [1]. As an organization that operates throughout Indonesia, PMI is committed to alleviating people's suffering without discriminating between religion, race, or social status. To achieve its mission, PMI relies on the participation of volunteers, who serve as supporters of activities and also as important parties in providing services to the community. Since its establishment in 1956, Regency PMI Banyuwangi has participated in a variety of humanitarian services, including volunteer training [2]. The problem that emerges, nevertheless, is how to keep and improve the motivation of volunteers, particularly Generation Z, who are beginning to take the lead among PMI volunteers in Banyuwangi Regency and other areas.

Generation Z, or people born between 1997 and 2013, differs from previous generations in various respects. According to one study, they are very sensitive to social and environmental issues [3] and volunteer for a variety of reasons [4]. However, voluntary involvement among Generation Z remains quite low [5] demonstrate that Generation Z's motivation to volunteer is frequently impacted by social needs and the

fulfilment of humanitarian goals. According to statistics from PMI Banyuwangi Regency throughout the previous five years (2020-2024), the engagement of Generation Z volunteers displays considerable variations, which is also corroborated by the research [6] showing the dynamics of changing incentives among the younger generation.



Source: Banyuwangi Regency PMI data (2024)

Figure 1. Gen Z PMI volunteer data Banyuwangi Regency.

According to the data, volunteer participation grew between 2020 and 2023. This can be attributed to the development of new programs aimed toward Generation Z. The findings are consistent with those of [7] who demonstrated that young volunteers emotional engagement can increase when they participate in rewarding activities. The COVID-19 pandemic, however, caused a noticeable decline in 2021 and 2022. Consequently, the chance and freedom to participate in voluntary work were reduced [8]. This trend suggests that we need to understand the motivations of Gen Z if we want to attract and sustain their active participation.

According to the literature on volunteering, volunteer motivation varies from generation to generation; Generation Z, for example, is often more motivated by intrinsic factors such as understanding, humanitarian values, and personal development [9];[10]. According to Clary et al. (1998), the Inventory of Volunteer Functions (VFI) model can be used to investigate motivation in PMI. According to this model, volunteer activities can fulfill six main functions: value, understanding, social, career, protective, and enhancement.

[11] found a strong correlation between volunteer satisfaction and the intention to continue volunteering. [12] state that recognition of volunteer contributions, appropriate training, and a favourable work environment are the main factors that determine volunteer satisfaction levels. Research by [6] indicates that when volunteers take part in activities that are relevant to their interests, their motivation and satisfaction levels significantly improve. The literature is lacking, nevertheless, on how the combination of VFI functions can influence volunteer pleasure and intention at the same time. By concentrating on Generation Z in PMI Banyuwangi Regency, which has a lot of potential

to promote the sustainability of volunteer activities in the future, this study aims to close that gap.

However, past research has revealed a gap in understanding how volunteer satisfaction functions as an intervening variable in the link between motivation and intention to continue participating. For example, [11] discovered that volunteer satisfaction had a significant impact on the desire to continue volunteering activities. This satisfaction can be attributed to a variety of variables, including recognition for their achievements, proper training, and a positive work environment [13] This is relevant for the Banyuwangi District PMI as it develops more effective measures to boost Gen Z involvement.

The decline in Generation Z volunteer participation rates at PMI Banyuwangi Regency between 2021 and 2022 raises the possibility that outside variables like the pandemic could have an impact on motivation. A comprehensive strategy is necessary to better understand the relationship between volunteer motivation, satisfaction, and intentions, especially among Generation Z. This strategy's goal is to develop methods that are tailored to their unique needs and traits.

Based on the description above, the purpose of this study is to use the VFI approach to investigate Generation Z's motivation to volunteer at PMI Banyuwangi Regency. This study also intends to examine the function of volunteer satisfaction as an intervening variable in the link between motivation and desire to continue participating in voluntary activities.

Research Objectives

1. Empirically proving whether volunteer motivation has an impact on Generation Z's intention to volunteer.
2. Empirically prove whether volunteer motivation affects volunteer satisfaction.
3. Empirically prove whether volunteer motivation indirectly influences Generation Z's intention to volunteer through volunteer satisfaction.

Thus, this research is expected to provide theoretical and practical contributions to the development of humanitarian organization strategies, particularly in attracting and retaining the participation of Generation Z as active volunteers.

RESEARCH METHOD

General Background of the Research

Volunteering is an important element in supporting the activities of humanitarian organizations such as the Indonesian Red Cross (PMI). PMI Banyuwangi Regency, which has been operating since 1956, faces challenges in maintaining the participation of Generation Z as volunteers. Based on previous research, volunteer motivation, volunteer satisfaction, and the intention to continue voluntary activities are closely related ([9], [10]. [6] highlight the importance of relevant training programs in maintaining volunteer engagement. Furthermore, research by [7] shows that intrinsic motivation, such as value satisfaction, is more effective in attracting the participation of Generation Z. This study focuses on Generation Z, born between 1997 and 2013, using the Volunteer Functions

Inventory (VFI) model to explore volunteer motivations. Based on data from the Banyuwangi Regency PMI, the number of Generation Z volunteers has experienced significant fluctuations over the past five years, primarily influenced by the Covid-19 pandemic and newly launched programs [3].

1. Research Method

The research method used in this research is quantitative survey research, quantitative research assumes that the construct being studied can be measured. As for independent variable in study This is volunteer motivation. Dependent variables or bound variables in study this is volunteer intention. While the intervening variable in this study is volunteer satisfaction.

The data collection method is the most important step in research, because the main objective of research is to obtain data[14]. The method used in this research is

a. Observation

Observation is divided into two types, namely indirect observation and participant observation. Indirect observation is observation where a researcher does not enter the community [14].

b. Questionnaire

A questionnaire is a data collection technique carried out by giving a set of written questions or statements to respondents to answer[14].

c. Literature review

Literature studies or bibliography are related to theoretical foundations and other references that are still related to the values, culture and norms that develop in the social situation being researched. In addition, literature studies are also an important part of conducting research because they cannot be separated from scientific literature[14].

2. Population

Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to be studied and then conclusions drawn [14]. The population used in this study is Generation Z volunteers at PMI Banyuwangi Regency

3. Sample

Sample is part of the number and characteristics owned by the population, considering that the population is very large in number so that it is not possible to study the entire population, then sampling is carried out [14]. The research sample includes 118 Generation Z volunteers enrolled with PMI Banyuwangi Regency. According to PMI data, the number of volunteers climbed dramatically in 2020 and 2023 while decreasing in 2021 and 2022 due to the pandemic. Participants were chosen using purposive sampling approaches with the following criteria:

a. Volunteers who are actively involved in PMI activities in 2024.
b. In 2024, they will be 17 to 24 years old, falling within the Gen Z age bracket (born between 2000 and 2007).
c. Have at least 6 months of volunteer experience.

4. Instruments and Procedures

The research instrument in the form of a questionnaire consists of three main parts:

a. Volunteer Motivation: Measured using the VFI scale with six dimensions: value, understanding, social, career, protective, and enhancement (Clary et al., 1998). Research by [15] supports the relevance of VFI in the context of young volunteer motivation.
b. Volunteer Satisfaction: Measured using a volunteer satisfaction scale that includes recognition, training, and organizational support [12] A study by [11] shows that satisfaction is an important factor in retaining volunteers.
c. Volunteer Intention: Using a scale based on the theory of planned behaviour [16], which is relevant for understanding volunteer intentions.

Data was gathered via online questionnaires disseminated via a survey platform (Google Form). In addition, structured interviews were used to supplement the quantitative data.

5. Data Analysis

Method analysis data is a method which used for process results research in order to obtain a conclusion. By looking at the theoretical framework, so technique analysis data Which used in study This is analysis path with using the SEM (Structural Equation Modeling) model or Structural Equation Model with program smartPLS 4.0.

SEM is a bunch technique- technique statistics Which allow testing A series connection Which relatively complicated in a way simultaneous.

RESULTS AND DISCUSSION

Result

1. Descriptive Respondents

Based on the descriptive analysis, the variables employed in this study include Volunteer Motivation, Volunteer Satisfaction, and Generation Z's Intention to Volunteer. The following are the results of the descriptive analysis obtained from the respondent data:

Table 1. Descriptive statistics of respondent demographics.

		Criteria	Frequency (people)	Percentage (%)
Age	a.	17 yeara	101	85,6
	b.	18 – 19 years	12	10,2
	c.	>20 years	5	4,2
		Total	118	100,0
Gender	d.	Male	17	14,4
	e.	Female	101	85,6
		Total	118	100,0

Education	f.	SMA	41	34,8
	g.	SMK	49	41,5
	h.	MAN	20	17,0
	i.	Mahasiswa/PT	6	5,1
	j.	Diploma	2	1,7
		Total	118	100,0
Length of Volunteering Experience	k.	6month – 1 years	84	71,3
	l.	1 years - 2 years	18	15,3
	m.	> 2 years	16	13,6
		Total	118	100,0

Source: Data processed in 2025

This research involved 118 Generation Z (Gen Z) volunteers who enrolled at the Indonesian Red Cross (PMI) headquarters in Banyuwangi regency in 2024. In terms of demographics, the respondent was mostly female, with 101 people (85.6%) compared to 17 men (14.4%). In terms of age, most volunteers were 17 years old (85.61%), followed by 18-19 years old (10.2%) and above 20 years old (4.2%). This age category shows that Gen Z volunteers are dominated by high school/vocational/middle school students who have a high awareness of volunteering activities.In regards to education, 41.5% of volunteers have a SMK educational background, followed by SMA (34.8%), MAN (17.0%), College (5.1%), and Diploma (1.7%). Most volunteers have volunteering experience between 6 months to 1 year (71.2%), while 15.3% have 1-2 years of experience, and 13.6% more than 2 years. These findings suggest that Gen Z volunteers at PMI Banyuwangi Regency are mostly new volunteers, who are involved in Youth Red Cross (PMR) activities at school, and an understanding of this length of experience can help increase their participation and contribution in humanitarian activities.

2. Outer Model Result

This research uses a second-order reflective- reflective model. There are three types of testing on the outer model measurement model, namely Convergent Validity, discriminant validity and composite reliability.

a. First-Order Test

Convergent Validity Test

The outer model test is used to determine if the research instrument can fulfill the Rule of thumb used to see Convergent Validity is where the outer loading value> 0.7 [17] and the average variance extracted (AVE) value> 0.5. So that for the outer loading value that is less than these criteria will be dropped out of the model. The Convergent Validity test results are presented in Table 2.

Table 2. Outer loading value.

No	Variable	Indicator	Outer Loading	Description
1	Value(X1)	$X_{1.1.1}$	0,963	Valid
		$X_{1.1.2}$	0,968	Valid
		$X_{1.1.3}$	0,897	Valid
		$X_{1.1.4}$	0,959	Valid
		$X_{1.1.5}$	0,897	Valid
2	Understanding(X2)	$X_{1.2.1}$	0,953	Valid
		$X_{1.2.2}$	0,908	Valid
		$X_{1.2.3}$	0,950	Valid
		$X_{1.2.4}$	0,901	Valid
		$X_{1.2.5}$	0,917	Valid
3	Enhancement(X3)	$X_{1.3.1}$	0,925	Valid
		$X_{1.3.2}$	0,920	Valid
		X1.3.3	0,939	Valid
		$X_{1.3.4}$	0,944	Valid
		$X_{1.3.5}$	0,925	Valid
4	Social(X4)	$X_{1.4.1}$	0,835	Valid
		$X_{1.4.2}$	0,887	Valid
		$X_{1.4.3}$	0,910	Valid
		$X_{1.4.4}$	0,793	Valid
		$X_{1.4.5}$	0,864	Valid
5	Career(X5)	$X_{1.5.1}$	0,842	Valid
		$X_{1.5.2}$	0,941	Valid
		$X_{1.5.3}$	0,903	Valid
		$X_{1.5.4}$	0,937	Valid
		$X_{1.5.5}$	0,858	Valid
6	Protective(X6)	$X_{1.6.1}$	0,932	Valid
		$X_{1.6.2}$	0,922	Valid
		$X_{1.6.3}$	0,925	Valid
		$X_{1.6.4}$	0,906	Valid
7	Volunteer Intention(Y)	Y_1	0,829	Valid
		Y_2	0,866	Valid
		Y_3	0,884	Valid
		Y_4	0,916	Valid
8	Volunteer Satisfaction(Z)	Z_1	0,833	Valid
		Z_2	0,877	Valid
		Z_3	0,809	Valid
		Z_4	0,886	Valid
		Z_5	0,825	Valid
		Z_6	0,791	Valid
		Z_7	0,847	Valid
		Z_8	0,803	Valid

Source: Data processed in 2025

Based on Table 2, it shows that all research indicators fulfill the Convergent Validity criteria, where the loading factor value is greater than 0.7, meeting the Rule of

thumb outer loading> 0.7, so a research model is said to be valid or fulfill convergent validity. Next, the convergent validity test will continue. According to the AVE value with the following results:

Table 3. Average Variance Extracted (AVE) Value test.

No	Variable	Average Variance Extracted (AVE)
1	Value(X1)	0,879
2	Understanding(X2)	0,858
3	Enhancement(X3)	0,866
4	Social(X4)	0,737
5	Career(X5)	0,804
6	Protective(X6)	0,849
7	Volunteer Intention(Y)	0,764
8	Volunteer Satisfaction(Z)	0,696

Source: data processed in 2025

Based on the table above, it is known that the AVE value of all variables in this study is> 0.5. So it can be concluded that based on the AVE value, the indicators of each variable have good discriminant validity or meet the test. However, to be able to prove it can be done from several discriminant validity test values in the Fornell-Larcker Criterion (FLC) and Cross loading methods.

Discriminant Validity test

Tabel 4. Discriminant validity (Fornell-larckel criterion).

No	Variable								
1	Career(X5)	0,897							
2	Enhancement(X3)	0,668	0,931						
3	Protective(X6)	0,871	0,610	0,921					
4	Social(X4)	0,793	0,851	0,716	0,859				
5	Understanding(X2)	0,725	0,775	0,679	0,723	0,926			
6	Value(X1)	0,744	0,735	0,684	0,716	0,975	0,937		
7	Volunteer Intention(Y)	-0,050	-0,030	-0,073	-0,103	-0,056	-0,052	0,874	
8	Volunteer Satisfaction(Z)	0,602	0,688	0,613	0,672	0,694	0,679	0,107	0,834

Source: Data processed in 2025

Description: The square root value of AVE is the value in the yellow diagonal position

In the results of discriminant validity, the square root AVE value of a latent variable is compared with the correlation value between the latent variable and other latent variables. It can be concluded that the AVE square root value of each latent variable is greater than the correlation value between these latern variables and other latent variables. So it is concluded that it has fulfilled the requirements of discriminant validity.

Composite Reliability

The measurement or assessment of the outer model that represents the reliability aspect is Composite Reliability and Cronbach's alpha. As a requirement for reliability, both the Composite Reliability and Cronbach's alpha values must be> 0.7 (Ghozali & Latan, 2015). Following are the results for reliability testing, which can be presented in Table 5.

Table 5. Composite reliability test.

No	Variable	Composite Reliability	Cronbach's Alpha	Description
1	Value(X1)	0,967	0,965	Reliabel
2	Understanding(X2)	0,960	0,959	Reliabel
3	Enhancement(X3)	0,962	0,961	Reliabel
4	Social(X4)	0,911	0,910	Reliabel
5	Career(X5)	0,939	0,939	Reliabel
6	Protective(X6)	0,941	0,941	Reliabel
7	Volunteer Intention(Y)	0,986	0,902	Reliabel
8	Volunteer Satisfaction(Z)	0,941	0,938	Reliabel

Source: Data processed in 2025

From the results in Table 5, the research variables can all be declared reliable. This can be seen in the Composite Reliability and Cronbach's alpha values of each variable greater than 0.70.

b. Second-Order test

Convergent Validity and composite reliability

For the results of testing outer loading, AVE, Composite Reability and Cronbach's alpha will be presented in Table 6.

Tabel 6. Outer Loading, AVE, CR, and CA (Second Order) test.

No	Variable	Dimention	Outer Loading	Average Variance Extracted (AVE)	Composite Reliability	Cronbach's Alpha
1	Volunteer Motivation(X)	Value(X1)	0,919			
		Understanding(X2)	0,924			
		Enhancement(X3)	0,873	0,661	0,983	0,982
		Social(X4)	0,894			
		Career(X5)	0,890			
		Protective(X6)	0,839			

Source: Data processed in 2025

Based on the outer loading validity test in Table 4.8, it is known that all outer loading values are 0> 0.7, it means that they have fulfilled the validity requirements based on the outer loading value. Furthermore, validity testing is carried out based on the average variance extracted (AVE) value. The recommended AVE value is above 0.5. It is known that all AVE values are> 0.5, which means that they have met the validity requirements based on AVE. Then, the recommended Composite Reability (CR) value is above 0.7. It is known that all CR values are> 0.7, which means that they have met the reliability requirements based on CR. Furthermore, reliability testing was carried out based on Cronbach's alpha (CA). The recommended CA value is above 0.7. It is known that all CA values > 0.7, which means that they have met the reliability requirements based on Cronbach's alpha.

Discriminant Validity

Table 7. Discriminant Validity (Fornell-Larckel Criterion) (Second Order) test.

	Volunteer Motivation(X)
Volunteer Motivation(X)	0,890

Source: Data processed in 2025

3. Inner Model Test

Inner model testing in this study was carried out through the R-Square and path coefficient tests based on bootstrapping testing on this research model.

R-Square (R^2)

In the analysis of SEM-PLS, R-Square shows the percentage of variation in endogenous constructs that can be explained by exogenous constructs. The criteria in the R-Square value are: If the R^2 value = 0.75 then the model is substantial or strong, then if the R^2 value = 0.50 then the model is moderate or moderate, and if the R^2 value = 0.25 then the model is weak or poor [18]. The test results related to the R-square value can be seen in Table 8.

Tabel 8. R-Square Value.

Variable	**R-square**	**R-square adjusted**
Volunteer Intention(Y)	0.059	0.042
Volunteer Satisfaction(Z)	0.549	0.545

Source: Data processed in 2025

Based on Table 8, the R-square value of the intention variable is 0.059 or 5.9%, which is considered weak. As well as for the volunteer satisfaction variable of 0.549 or 54.9%, which is considered moderate or moderate.

Path Coefficients

Path coefficient analysis tests the effect of exogenous variables directly and indirectly on endogenous variables. The first, P Value < Level of significance (Alpha =

5%) or 0.05, if these criteria are met then there is a significant influence between exogenous variables and endogenous variables.

Table 9. Path Coefficients

Influence	Original sample	T hitung	P values	Description
Volunteer Motivation(X) -> Volunteer Intention(Y)	-0,323	2,344	0,019	Significant
Volunteer Motivation(X) -> Volunteer Satisfaction(Z)	0,741	12,081	0,000	Significant
Volunteer Satisfaction(Z) -> Volunteer Intention(Y)	0,347	2,273	0,023	Significant

Based on Table 9, it shows that the results of testing the path coefficient for the effect of volunteer motivation (X) on volunteer intention (Y) have a negative path of -0.323 with a probability value (p) of 0.019, which means that volunteer motivation (X) has a significant effect on volunteer intention (Y). Therefore, the hypothesis stating that Volunteer Motivation has a significant direct effect on Generation Z's intention to volunteer (Volunteer Intention) is true or H1 is accepted.

The results of testing the path coefficient for the effect of volunteer motivation (X) on volunteer satisfaction (Z) have a positive path of 0.741 with a probability value (p) of 0.000, which means that volunteer motivation (X) has a significant effect on volunteer satisfaction (Z). Therefore, the hypothesis stating that Volunteer Motivation has a significant direct effect on volunteer satisfaction (Volunteer Satisfaction) is true H2 is accepted. This means that the higher the volunteer motivation, the higher the level of volunteer satisfaction.

The results of testing the path coefficient for the effect of volunteer satisfaction (Z) on volunteer intention (Y) have a positive path of 0.347 with a probability value (p) of 0.023 which means that volunteer satisfaction (Z) has a significant effect on volunteer intention (Y). Therefore, the hypothesis stating that volunteer satisfaction (Z) has a significant direct effect on volunteer intention (Y) is proven true or H3 is accepted. This means that volunteer satisfaction is very important, so the higher the volunteer satisfaction, the higher the intention of generation Z to volunteer.

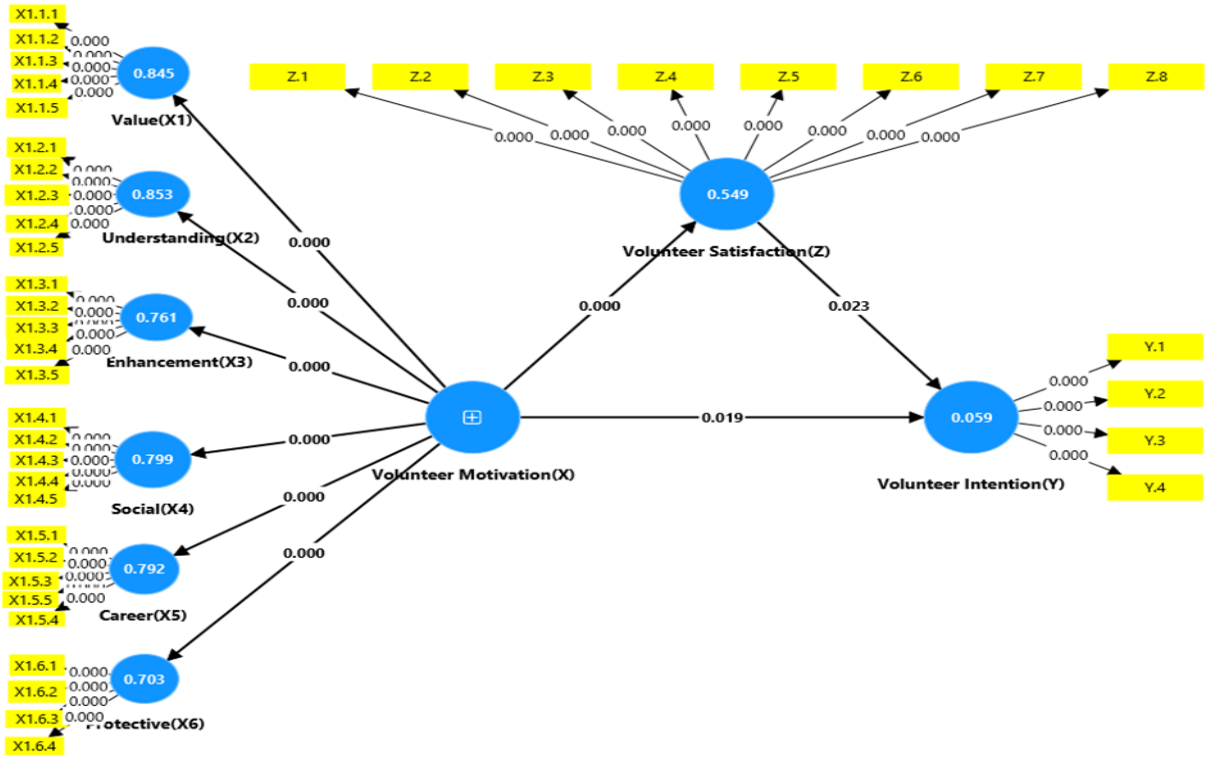
Indirect Influence Tests

The indirect relationship occurs between the exogenous latent variable volunteer motivation (X) and the endogenous latent variable volunteer intention (Y) with the intervening endogenous variable volunteer satisfaction (Z). A summary of the indirect effects of these variables can be seen in the following table 10.

Table 10. Indirect effect test.

Influence	Original sample (O)	T statistics	P values	Description
VM(X) -> VS(Z) -> VI(Y)	0,257	2,171	0,030	Signifikan

Based on Table 10, it can be seen that the path coefficient obtained from the relationship between volunteer motivation (X) affects volunteer intention (Y) with the intervening role of volunteer satisfaction (Z) of 0.257 with a probability value (p) of 0.030. Based on these results, it can be stated that volunteer satisfaction acts as an intervening variable in the relationship between volunteer motivation and volunteer intention. Therefore, the hypothesis stating that Volunteer motivation has a significant indirect effect through volunteer satisfaction (Volunteer Satisfaction) on Generation Z's intention to volunteer (Volunteer Intention) is proven correct or H3 is accepted. This means that it is very important, will be followed by volunteer satisfaction, therefore it will indirectly increase the intention of gen Z generation to volunteer.



Source: Data processed in 2025

Figure 2. Structural model.

Discussion

1. **The Influence of Volunteer Motivation (X) on Generation Z's Intention to Volunteer (Y)**

The study shows that Volunteer Motivation is a contribution to Generation Z group subjects' volunteer intention, and even one coefficient path is negatively described (-0.323). It suggests that there is a quite complicated phenomenon between motivation and intention. A minus sign may represent that there exist intervening variables operating on

the relation, such as varying levels of Volunteer Satisfaction to act as the intervening variable. Strong volunteer motivation does not always translate to robust intention to participate, especially where motivators have not been satiated well or there exist external constraints, such as poor organization experiences. Such findings are adopted by the Functional Approach [9] and Theory of Planned Behavior [16] to document intrinsic motivation from altruistic values increases prosocial attitudes toward volunteering. These hypotheses were also discovered in other studies such as [10] and [11] who asserted that Volunteer Satisfaction acts as a mediator between motivation and intention, and [19] found that satisfaction with value, social, and understanding motivation strongly affects volunteer satisfaction. Therefore, though volunteer motivation is a strong predictor of intention, satisfaction and organizational support also play a key role in shaping volunteers' intention to continue volunteering.

2. The Impact of Volunteer Motivation on Volunteer Satisfaction

The results indicated that volunteer motivation (Volunteer Motivation) has a strong influence on volunteer satisfaction (Volunteer Satisfaction) with a positive path coefficient of 0.741. That is, the higher the volunteer motivation, the higher the level of satisfaction they feel. This is supported by the Functional Approach [9] which explains that fulfilling the six functions of motivation-value, comprehension, strengthening, social, occupational, and protection-through the Volunteer Functions Inventory (VFI) can increase volunteer satisfaction because their psychological and social needs are met. Earlier research works, for instance, [19] and [10], have also proven that the fulfillment of value, social, and understanding motives greatly impacts volunteer satisfaction. Motivation satisfied by volunteering activities can thus enhance the satisfaction of volunteers and thereby encourage commitment and ongoing intention to engage in volunteering.

3. The Effects of Volunteer Motivation on Generation Z's Volunteering Intentio with Volunteer Satisfaction as Mediator

The results revealed that Volunteer Satisfaction is a powerful intervening variable between Volunteer Motivation and Generation Z's volunteer intention, with an indirect path coefficient of 0.257. This outcome is evidenced by Self-Determination Theory (SDT) [20] and Theory of Planned Behavior (TPB) [16] which posit that pleasure from the fulfillment of psychological needs such as autonomy, competence, and relatedness has the ability to increase volunteers' intention to continue volunteering. Previous studies, such as [12] and [11] also indicated that volunteer satisfaction influences their continuance intention to volunteer positively and significantly. Thus, the more motivated the volunteers are, the higher their satisfaction, and thus the higher the intent to continue to volunteer.

CONCLUSION

Fundamental Finding : Volunteer motivation significantly influences Generation Z's intention to volunteer in PMI Banyuwangi Regency, confirming prior research. Additionally, volunteer motivation directly impacts volunteer satisfaction, aligning with

previous findings. Furthermore, volunteer satisfaction mediates the indirect effect of motivation on intention, although the indirect effect is smaller than the direct effect. **Implication :** This study helps PMI understand Gen Z volunteers' motivation and satisfaction, enabling better programs, training, and recognition efforts. Stakeholders and the government can use these findings to shape policies that enhance volunteering, including funding and training. Academically, this research contributes to volunteer motivation theories and serves as a reference for future studies on volunteerism dynamics. **Limitation :** The study is limited to PMI Banyuwangi's Generation Z volunteers, restricting applicability to other regions or organizations. It only considers motivation, intention, and satisfaction using the Volunteer Functions Inventory, potentially overlooking other influential factors. Moreover, findings on Gen Z may not directly apply to other generations, such as millennials or baby boomers. **Future Research :** Expanding research to diverse regions and organizations could offer broader insights. A mixed-methods approach combining quantitative and qualitative studies is suggested. Investigating volunteerism across different generations would enhance understanding. Additionally, using larger and more varied samples with additional variables could improve research validity and comprehensiveness regarding Gen Z's motivation and willingness to volunteer.

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