

terkontrol proses tersampainya pesan ekspektasi tersebut, misalnya disampaikan secara berulang dalam sesi pertemuan dengan relawan senior.

4. Bila ingin menggunakan desain program orientasi yang sejenis maka sesi pemberian surat selamat datang dapat dihilangkan atau dimodifikasi dengan isi yang lebih memberikan manfaat nyata bagi persiapan menjadi relawan, metode penyampaian materi pada sesi kelas dapat dibuat lebih bervariasi, untuk lembar kerja pendeteksian makna yang diperuntukkan bagi relawan baru maupun relawan senior akan lebih baik bila relawan senior yang bertugas mendampingi di sanggar juga dilibatkan untuk mengingatkan adanya tugas ini setiap kali sesudah sesi observasi maupun asistensi di lapangan, sedangkan untuk pengisian lembar umpan balik oleh relawan senior untuk relawan baru peneliti dapat melakukan pendampingan pada saat proses pengisian untuk memastikan ketersediaan data, serta peneliti perlu menambah sesi yang bersifat memberikan keterampilan teknis praktis sebagai bentuk pembekalan keterampilan awal sebelum bertugas di lapangan.

Daftar Pustaka

- Addae, H.M. & Parboteeah, K. P. (2006). Organizational information, organizational commitment, and intention to quit: A study of Trinidad n Tobago. *International Journal of Cross Cultural Management*, 6, 343-359.
- Akdere, M. & Schmidt, S.W. (2007). Measuring the effects of employee orientation training on employee perceptions of organizational culture: Implications for organization development. *The Business Review*, 8 (1), 234-239.
- Allen, N.J. & Meyer, J.P. (1990). The measurement and antecedents of affective, continuance, and normative commitment to the organization. *Journal of Occupational Psychology*, 63, 1-18.
- Allen, N.J. & Meyer, J.P. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1, 61-89.
- Anthony, W. P., Kacmar, K. M. & Perrewe, P. L. (2006). *Human resource management: A Strategic Approach* (5th Ed.). Mason, OH: Thomson Custom Solutions.
- Ards, J., Jansen, P. & van der Velde, M. (2001). The breaking in of new employees: Effectiveness of socialisation tactics and personnel instruments. *The Journal of Management Development*, 20, 159-167.

- Azwar, S. (2007). *Penyusunan skala psikologi*. Yogyakarta : Pustaka Pelajar Offset.
- Bakan, I., Büyükbeşe, T., & Erşahan, B. (2011). An investigation of organizational commitment and education level among employees. *International Journal of Emerging Sciences*, 1 (3), 231-245.
- Ballard, K. & Laurence, P. (2004). An induction programme for European general practitioners coming to work in England: development and evaluation. *Education for Primary Care*, 15: 584-95
- Bennet, R. & Barkensjo, A. (2005). Internal marketing, negative experiences, and volunteers' commitment to providing high quality services in a UK helping and caring charitable organization. *International Journal of Voluntary and Nonprofit Organizations*; 16 (3), 251-275.
- Boezeman, E.J. & Ellemers, N. (2008). Pride and respects in volunteers' organizational commitment. *European Journal of Social Psychology*, 38, 159-172.
- Borzaga, C. & Tortia, E. (2006). Worker motivation, job satisfaction, and loyalty in public and nonprofit social service, *Nonprofit & Voluntary Sector Quarterly*, 35, 225-248.
- Boz, I. & Palaz, S. (2007). Factors influencing the motivation of Turkey's community volunteers. *Nonprofit and Voluntary Sector Quarterly*, 36, 643-641.
- Bradley, D.B. (1999). A reason to rise each morning : The meaning of volunteering in the lives of older adults. *Reasons to Grow Old : Meaning in later Life*, Winter 1999-2000, 45-50.
- Cable, D.M. & Parsons, C.K. (2001). Socializations tactics and person-organizational fit. *Personnel Psychology*, 54,1-23
- Chacón F., Vecina, M.L. & Dávila, M.C. (2007). The three-stage model of volunteers' duration of service. *Social Behavior and Personality*, 35, 627-642.
- Chacón, F., Pérez, T., Flores, J., & Vecina, M.L. (2011). Motives for volunteering: categorization of volunteers' motivations using open-ended questions. *Psychology in Spain*, 15, 48-56.
- Cirilo, R. & Kleiner, B. H. (2003). How to orient employees into new positions succesfully. *Management Research News*, 26 (8), 16-26.
- Clary, E.G. & Snyder, M. (1999). The motivations to volunteer: Theoretical and practical considerations. *Current Directions In Psychological Science*, 8, 156-159.

- Cooper-Thomas, H.D. & Anderson, N. (2005). Organizational socialization: A field study into socialization success and rate. *International Journal of Selection and Assessment*, 13, 116-128.
- Davíla, M.C. & Díaz-Morales, J.F. (2009). Age and motives for volunteering: Further evidence. *Europe's Journal of Psychology*, 2, 82-95.
- Evans, D.E., Wood, D.F., Roberts, M.C. (2004). The effect of an extended hospital induction on perceived confidence and assessed clinical skills of newly qualified pre-registration house officers. *Medical Education*, 38, 998-1001.
- Field, A. (2000). *Discovering statistics using SPSS for windows*. London : Sage Publications. Ltd.
- Filstad, C. (2004). How newcomers use role models in organizational socialization. *Journal of Workplace Learning*, 16, 396-409.
- Freund, A. (2005). Commitment and job satisfaction as predictors of turnover intentions among welfare workers. *Administration in Social Work*, 29, 5-21.
- Gaskin, K. (1998). Vanishing volunteers: Are young people losing interest in volunteering?. *Voluntary Action*, 1, 33-44.
- Gautam, T., Van Dick, R., Wagner, U., Upadhyay, N. & Davis, A. J. (2005). Organizational citizenship behavior and organizational commitment in Nepal. *Asian Journal of Psychology*, 8, 305-314.
- Goldstein, I. L. & Ford, J. K. (2002). *Training in organization: Need assessment, development, & evaluation* (4th ed.). Belmont, CA: Wadsworth Group.
- Handy, F. & Srinivasan, N. (2004). Valuing volunteers: An economic evaluation of the net benefits of hospital volunteers. *Nonprofit & Voluntary Sector Quarterly*, 33, 28-54.
- Hasky-Leventhal, D. & Bargal, D. (2008). The volunteer stages and transitions model: Organizational socialization of volunteers. *Human Relations*, 61, 67-103.
- Hidalgo, M.C. & Moreno, P. (2009). Organizational socialization of volunteers: the effect on their intention to remain. *Journal of Community Psychology*, 37, 594-601
- Hodgets, R. M. (2002). *Modern human relations at work* (8th ed.). Mason, OH: Thomson South – Western.
- Jamison, I. B. (2003). Turnover and retention among volunteer in human services agencies. *Review of Public Personnel Administration*, 23, 114-132.
- Jokisaari, M. & Nurmi, J.E. (2009). Change in newcomers' supervisor support and socialization outcomes after organizational entry. *Academy of Management Journal*, 52, 527-544.

- King, R.C., Xia, W., Quick, J.C., Sethi, V. (2005). Socialization and organizational outcomes of information technology professionals. *Career Development International*, 10, 26-51.
- Klein, H. & Weaver, N. (2000). The effectiveness of an organizational-level orientation training program in the socialization of new hires. *Personnel Psychology*, 53, 47-66.
- Kline, R.B. (2009). *Becoming a behavioral science researcher: A guide to producing research that matters*. New York, NY : The Guildford Press.
- Kreitner, R. & Kinicki, A. (2001). *Organizational behavior* (5th Ed.). New York, NY: McGraw-Hill.
- Lazar, I., Darlington, R., Murray, H., Royce, J., Snipper, A., & Ramey, T. (1982). Lasting effects of early education: A report from the consortium for longitudinal studies. *Monographs of the Society for Research in Child Development*, 47(2), diunduh dari <http://www.jstor.org/stable/1165938>.
- Lazovsky, R. & Reichenberg, R. (2006). The new mandatory induction programme for all beginning teachers in Israel: Perceptions of inductees in five study tracks. *Journal of Education for Teaching*, 32 (1), 53-70.
- Levy, P. E. (2003). *Industrial/organizational psychology: Understanding the workplace*. Boston, MA: Houghton Mifflin Company.
- Liao-Troth, M.A. (2001). Attitude differences between paid workers and volunteers. *Nonprofit Management and Leadership*, 11, 423-442.
- Liou, R.S. (2008). An analysis of the concept of organizational commitment. *Nursing Forum*, 43 (3), 116-125.
- Locke, M., Ellis, A. & Smith, J.D. (2003). Hold on to what you've got: the volunteer retention literature. *Voluntary Action*, 5, 81-99.
- Marta, E., Guglielmetti, C. & Pozzi, M. (2006). Volunteerism during young adulthood: An Italian investigation into motivational patterns. *Voluntas*, 17, 221-232.
- Meyer, J. P. & Allen, N. J. (1988). Links between work experiences and organizational commitment during the first year of employment: A longitudinal analysis. *Journal of Occupational Psychology*, 61, 195-209.
- Meyer, J. P. & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resources Management Review*, 1 (1), 61-89.
- Meyer, J.P. & Allen, N.J. (1997). *Commitment in The Workplace: Theory, Research, and Application*. Thousand Oaks, CA : Sage Publications, Inc.

- Meyer, J.P., Bobocel, D.R., & Allen, N.J. (1991). Development of organizational commitment during the first year of employment: A longitudinal study of pre- and post-entry influences. *Journal of Management*, 17, 717-733.
- Meyer, J.P., Stanley, D.J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61, 20-52.
- Miner, J.B. 1992. *Industrial-organizational psychology*. Singapore: McGraw-Hill.
- Mitus, J. S. (2006). Organizational socialization from a content perspective and its effect on the affective commitment of newly hired rehabilitation counselors. *Journal of Rehabilitation*, 72, 12-20.
- Morrison, E. E., Burke, III, G. C. & Greene, L. (2007). Meaning in motivation: does your organization need an inner life. *Journal of Health & Human Services Administration*, 30, 98-115.
- Murk, P. J. & Stephan, J. F. (1991) Volunteers: How to get them, train them, and keep them. *Economic Development Review*, 9 (3), 73-75
- Nelson, H. W., Hooker, K., DeHart, K.N., Edwards, J.A. & Lanning, K. (2004). Factors important to success in the volunteer long-term care ombudsman role. *The Gerontologist*, 44, 116-120.
- Noe, R. A. (2005). *Employee training and development*. Singapore: McGraw-Hill.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B. & Wright, P. M. (2007). *Fundamentals of human resource management* (2nd ed.). China: McGraw-Hill.
- Omoto, A.M., Snyder, M. & Martino, S.C. (2000): volunteerism and the life course: investigating age-related agendas for action. *Basic and Applied Social Psychology*, 22, 181-197.
- Pattakos, A. (2010). Prisoners of Our Thoughts: Viktor Frankl's *Principles for Discovering Meaning in Life and Work Book*. Berret-Kohler.
- Penner, L.A., Midili, A.R. & Kegelmeyer, J. (1997). Beyond job attitudes: A personality and social psychology perspective on the cause of organizational citizenship behavior. *Human Performance*, 10, 111-131.
- Phillips, S., Little, B.R. & Goodine, L. (2002). *Recruiting, retaining, rewarding volunteers: What volunteers have to say*. Ontario: Canadian Centre for Philanthropy.

- Postmes, T., Tanis, M., de Wit, B. (2001). Communication and commitment in organizations: A social identity approach. *Group Processes & Intergroup Relations*, 4 (3), 227-246.
- Preston, J. B. & Brown, W. A. (2004). Commitment and performance of non profit board members. *Nonprofit Management & Leadership*, 15, 221-238.
- Rousseau, V. & Aubé, C. (2010). Social support at work and affective commitment to the organization: the moderating effect of job resource adequacy and ambient conditions. *Journal of Social Psychology*, 150, 321-340.
- Sakires, J., Doherty, A. & Misener, K. (2009). Role ambiguity in voluntary sport organization. *Journal of Sport Management*, 23, 615-643.
- Sanders, A. N. & Kleiner, B. H. (2002). Orienting employees into new positions successfully. *Management Research News*, 25 (3), 82-89.
- Saul, P. (2004). Human resources management's role in creating volunteer cultures in organizations. *Asia Pasific Journal of Human Resources*, 42, 202-213.
- Schmidt, J.A. & Lee, K. (2008). Voluntary retirement and organizational turnover intentions: The differential association with work and non work commitment constructs. *Journal of Business Psychology*, 22, 297-309
- Shadish, W.R., Cook, T.D. & Campbell, D.T. (2002). *Experimental and Quasi-Experimental Designs for Generalized Causal Inference*. Boston, MA: Houghton Mifflin Company
- Sherr, M.E. (2008). *Social work with volunteers*. Chicago, IL : Lyceum Books, Inc.
- Simosi, M. (2010). The role of social socialization tactics in the relationship between socialization content and newcomer's affective commitment. *Journal of Managerial Psychology*, 25, 301-327.
- Skoglund, A. G. (2006). Do not forget about your volunteers: A qualitative analysis of factors influencing volunteer turnover. *Health & Social Work*, 31, 217-220
- Stephens, R. D., Dawley, D.D. & Stephens, D.B. (2004). Commitment on the board: A model of volunteer directors' levels of organizational commitment and self-reported performance. *Journal of Managerial Issues*, XVI, 483-504.
- Pareek, U. (2002). *Training instruments in human resources development & organizational development (2nd Ed.)*. New Delhi: Tata McGraw-Hill Publishing Company Limited.
- Tay, A. (2009). Developments in research on employee commitment. *International Journal of Management and Innovation*, 1, 57-66.

- Thoits, P.A. & Hewitt, L.N. (2001): Volunteer: Work and well being. *Journal of Health and Social Behavior*, 42, 115-131.
- Tomkins, C.C. (2006). An introduction to non-parametric statistics for health scientists. *University of Alberta Health Sciences Journal*, 3, 20-26.
- Van Vuuren, M., De Jong, M. D. T. & Seydel, E. R. (2008). Commitment with or without a stick of paid work: Comparison of paid and unpaid workers in a nonprofit organization. *European Journal of Work and Organizational Psychology*, 17, 315-326.
- Valeau, P.; Mignonac, K.; Vandenberghe, C.; Gagnon-Turneau, A.L. (2010). The Three-Component Model and The Multiple Commitments of Volunteers. Diunduh 30 November 2011. Dari <http://web.ebscohost.com/ehost/pdfviewer/pdfviewer?sid=bb619ba3-4e82-46a2-b3c5-b41fed6cf6d7%40sessionmgr115&vid=1&hid=127>.
- Vandenberghe, C. & Tremblay, M. (2008). The role of pay satisfaction and organizational commitment in turnover intentions: A two sample study. *Journal of Business Psychology*, 22, 275-286.
- Wasti, S. A. (2003). Organizational commitment, turnover intentions and the influence of cultural values. *Journal of Occupational and Organizational Psychology*, 76, 303-321.