

# THE INFLUENCE OF TEAM WORK AND SPIRITUAL MOTIVATION ON THE WORK PRODUCTIVITY OF VOLUNTEERS OF THE INDONESIAN SEDEKAH COMMUNITY FOUNDATION

## **Abstract**

This study aims to examine the variables of team work and spiritual motivation on work productivity. The data for this study used primary data obtained from a sample of 78 Indonesian Sedekah Community Foundation volunteers spread across the Malang area, East Java, Indonesia. This data was collected through a questionnaire. There are seven indicators to measure team work. Those indicators are same goal, enthusiasm, clear roles and responsibilities, effective communication, conflict resolution, share power, and expertise. Spiritual motivation in this study is measured by faith motivation, worship motivation, and muamalat motivation. Work productivity is measure by 5 indicators (Quality of Work; Quantity; Timeliness; Effectiveness; and Independence). Data analysis was carried out using the SmartPLS software. This research shows that there is an influence on team work and spiritual motivation on the productivity of volunteer work.

Key words: Team Work, Spiritual Motivation, Work Productivity, Community Foundation

## **Introduction**

Human resources have a big role in the progress of a company. The company can be said to be ideal if the company is able to maintain, manage, or utilize human resources as a valuable corporate asset for the company (Hmali, 2013). The level of company productivity will be positive when it is supported by good employees, and vice versa. Productivity is an important element in the company, if productivity decreases it will disrupt the continuity of the company, therefore the company must have good employee performance (Sriyono and Farida, 2013).

In non-profit organizations such as the Non-Governmental Organization (NGO) Sedekah Indonesian Community (SEMMAIN), ensuring the achievement of organizational productivity is not easy. Unlike profit-oriented organizations, SEMMAIN NGOs have unique resource characteristics. Where this organization in its operations involves human resources with employee status who have organizational rights and obligations and volunteers who do not have structural ties with the organization. Volunteers can be referred to as people whose activities provide free time to provide assistance to other people, groups or organizations (Wilson, 2000). Meanwhile, according to Rini et al. (2017), volunteers are individuals who are willing to donate their energy or services, abilities and time without being rewarded financially or without expecting material benefits from service organizations that organize certain activities formally (Rini et al., 2017).

Basically volunteers are individuals who express actions based on human values such as the desire to help others, strengthen social relations, and get satisfaction from the tasks or activities that have been carried out. It is clear that volunteers want to do voluntary activities because of certain motivations. This motivation, among others, is driven by aspects of value, social, and responsibility (Malinen and Mankkinen, 2018). A person's motivation can lead to the best efforts to achieve goals. As explained that people who have values, social and responsibility tend to have a strong desire to carry out the vision and mission of his life. As stated by Nasem et

al. (2018) that high motivation can increase productivity. Volunteers with high motivation tend to encourage passion and enthusiasm and job satisfaction thereby increasing productivity. Furthermore, motivation also directs a person to enhance the volunteer's sense of responsibility towards his duties.

Motivation is also a factor that evaluates employee performance, both internal and external motivation. According to Az-Zahrani (2005) motivation is a force that is able to generate activity in humans. Motivation is divided into two parts, namely the main motivation or psychological motivation and spiritual or psychological motivation. Psychological motivation is motivation that is natural and has become human nature and innate since birth, while spiritual motivation is related to human needs spiritually to develop with human interaction. Someone who has spiritual motivation at work will bring up positive work behavior (Suseno et al. 2020).

Another aspect in improving the performance of non-profit organizations is team strength. As it is known that a strong team contribution will have an impact on productivity. Work attitudes, such as: willingness to work, being able to accept additional assignments and working together in a team can have an impact on increasing productivity. Also the relationship between volunteers and organizational leaders that reflects in efforts to achieve productivity. Performance is the result of work that has a strong relationship with the goals of a company or organization. Employee performance information is used to evaluate the goals of a company whether they are appropriate or not (Sarboini, 2017). A continuous decline in employee performance can cause the agency to suffer losses. Therefore, factors that affect employee performance such as teamwork between employees, as well as spiritual motivation must be the main concern (Gede et al., 2021). Team work is a form of group work that complements each other and is committed to achieving agreed targets in order to achieve common goals effectively and efficiently (Daga, 2019). It must be realized that cooperation is the unification and fusion of various individuals into one person to achieve a common goal. This has the understanding that effective group collaboration will contribute to both individuals and companies.

As a social institution, the Indonesian Community Alms Foundation carries out missions in the fields of da'wah, education, economics, humanity and others to improve people's welfare. In carrying out this mission, the contribution of a strong team work and high motivation is indispensable. The use of social media like WhatsApp Group and Facebook is also used in the Indonesian Sedekah Community Foundation in order to make easier the communication and coordination. This encourages researchers to find out more deeply whether team work and spiritual motivation can affect the productivity of volunteers.

## **Literature Review**

### **Team Work**

According to Robbins and Timothy (2008) team work is a group whose individual efforts produce higher performance than the sum of individual inputs. Janasz, et al (2012), revealed that a team is a formal work group consisting of people who work together to achieve common group goals. This statement is reinforced by Eren (2008) who states that a team is a group consisting of two or more people who have joined forces to achieve predetermined goals, are interdependent and act simultaneously.

Sri (2014) states that teamwork is the involvement of employees in carrying out tasks and responsibilities that are carried out together and coordinated within an institution to achieve organizational goals that have been set. There are three components that need to be considered in teamwork, namely togetherness, trust and integration. Safitri (2012) explains that teams have

common goals or goals where team members can develop effectiveness and mutual relations to achieve team goals.

Hellriegel and Slocum (2011) reveal that a team is a small group of complementary employees who are committed to common performance goals and cooperative relationships that they hold and rely on together. A work group is a group of people with different abilities, talents, experiences and backgrounds who come together to achieve one goal. Even though there are differences between members, the common goal is the link that unites the working group (Marudut, 2014).

Meanwhile, Vitria (2013) states that work groups are collaborating with each other, achieving common goals, interacting with each other, having efforts to complete work/responsibilities. Each member of the team needs to have the ability to collaborate, communicate effectively, anticipate and meet each other's needs, and inspire trust to produce coordinated collective action. Bencsik, et al. (2009) suggests that work groups in a team will have interactions between members who bring each other the exchange of information and knowledge to serve as a basis for carrying out an action within an organization. Team work in this study is a form of collaboration between volunteers in carrying out the main mission of the organization. Almagul et al. (2021) stated that the more confident the team is in the organization, the more productive the team will be at work. Therefore, the chief has a key role to play in motivating the employees to work. Since followers believe actions rather than words, developing faith also takes time at work.

### **Spiritual Motivation**

According to Az-Zahrani (2005), motivation is a force that can bring out activity in humans. Motivation is divided into two important parts, namely the main motivation or psychological motivation and psychological and spiritual motivation. The main motivation or innate human being since birth, this motivation is related to the needs of the body and also everything related to the form of human needs both psychologically and spiritually which are not directly related to human needs biologically, but rather towards the human need to develop with interaction fellow human beings and needs related to aspects of spirituality in humans. According to Samsudin (2010) suggests that motivation is the process of influencing or pushing from the outside towards a person or work group so that they want to carry out something that has been determined.

Spiritual motivation or ruhiyah motivation is a person's awareness that he has a relationship with Allah SWT. The substance that will hold humans accountable for all their actions in the world. It is this motivation that can encourage people to do anything, as long as it is in accordance with the Shari'a that He has given. An empirical study regarding the importance of spiritual motivation as well as material is also researched by Anshari (2013) explaining that a Muslim's spiritual motivation is divided into three: faith motivation, worship motivation, and muamalat motivation.

Aqidah motivation, is a belief in life, namely a pledge that comes from the heart. So, the motivation of the creed can be interpreted as the motivation from within that arises as a result of the strength of the creed. The motivation of the creed is an intrinsic attitude. This dimension of aqidah shows the level of Muslim belief in fundamental and dogmatic teachings. This dimension of faith includes faith in Allah, the Angels, the Messengers, the book of Allah, heaven and hell, as well as making up and making up decisions. Worship is a divine ordinance that regulates the

direct ritual relationship between the servant of Allah and his Lord whose procedures are specified in detail in the Qur'an and the Sunnah of the Prophet.

Worship motivation is a motivation that is never done by people who have no religion, such as praying, praying, and fasting. Worship always starts from aqidah. If it is related to work activities, worship is still in the process stage, while the output of worship is muamalat. Muamalat is a divine order that regulates human relations with fellow human beings with objects or materials. Muamalat motivation means managing human needs such as: primary needs (basic needs), secondary (pleasure) with the obligation to be able to improve performance and primary needs (luxuries) which are prohibited by Islam. Therefore humans are expected to be able to work and produce as part of muamalat towards achieving rahmatan lil alamin. It was concluded that the demand for spiritual needs is so urgent for universal humanity that even in the simplest of matters, efforts must be made to stay on the path of spirituality. Therefore the study of spiritual motivation is very important in efforts to improve religious performance.

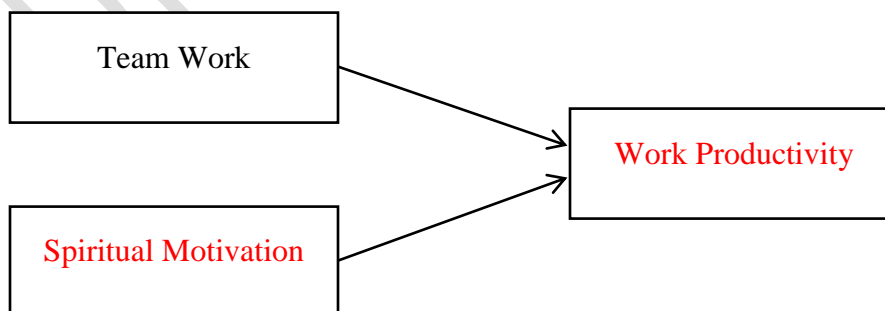
### **Work Productivity**

According to Sedarmayanti (2001), productivity shows that individuals are a comparison of output effectiveness (maximum performance achievement) with the efficiency of one of the inputs (labor) which includes quantity, quality in a certain time. Work productivity is a measure of work results or a person's performance with the input process as input and output as output which is an indicator of employee performance in determining how efforts to achieve high productivity in an organization. Productivity is a measure of how productive a process produces an output. Productivity is also defined as a ratio between input and output, with a focus on the output produced by a process (Sunyoto, 2012).

Work productivity is usually expressed by a balance of the average work result in relation to the average working hours given to the process (Mukiyat, 2008). According to Siagian (2009), states that work productivity is the ability to get the maximum benefit from the available facilities and infrastructure by producing optimal output, perhaps even the maximum. In general, what is commonly found in textbooks, productivity implies a comparison between the results achieved (output) and the overall resources used (input). In other words, productivity has two dimensions, namely: effectiveness and efficiency. An effectiveness that leads to the achievement of maximum work, namely the achievement of targets related to quality, quantity and time. Efficiency related to the effort of comparing the input with the realization of its use or how the work is carried out.

### **Conceptual Framework**

Figure 1 below describes the conceptual framework of this study.



### Figure 1 Conceptual Framework

Based on the figure 1 above, the hypotheses of this study can be stated as follow:

- H1: Team work has significant effect on work productivity in Sedekah Community Foundation volunteers in Malang area.
- H2: Spiritual motivation has significant effect on work productivity in Sedekah Community Foundation volunteers in Malang area.

### Methodology

The purpose of this study is to examine the effect of team work and spiritual motivation on work productivity in Sedekah Community Foundation volunteers in Malang area, East Java, Indonesia. Team work variable in this study is measured by responsibility; contribute to each other; and maximum deployment of capabilities. Spiritual motivation is measured by faith in Allah, faith in the Al-Qur'an, faith in the prophet, prayer, fasting, primary needs, secondary needs, and work and production needs. Work productivity is measured by quantity, quality, spirit, and efficiency. The population of this study was all volunteers at the Indonesian Community Sedekah Foundation, totaling 78 people spread across the Malang area. These volunteers contribute to administrative and operational activities. The 78 volunteers were then used as the overall research sample or commonly referred to as saturated sampling. The volunteers are in the fundraising sector or the donation-raising section that is engaged in collecting donations from the community in the form of zakat, infaq, alms and company CSR funds. There are also volunteers in the event field who are tasked with carrying out various social humanitarian events such as holding free medical events, compensation for orphans and various skills training for underprivileged communities so that beneficiaries have the ability and are financially independent so that it has an impact on their welfare. Some of the others also have volunteers in the field of cadre or recruitment of new volunteers to add human resources according to the needs of the organization. In this study, data analysis used the Partial Least Square (PLS) approach using Smart PLS software.

### Results and Discussions

The number of respondents or volunteers at the Indonesian Community Sedekah Foundation is 78 people; of these 41 people are male and 36 women with an age range of 17 to 30 years totaling 58 people while the remaining 20 people are over 31 years. The first test that conducted in this study is measurement model testing (Outer Model). The outer model is a model that specifies the relationship between latent variables and their indicators or it can be said that the outer model defines how each indicator relates to its latent variables (Ghozali, 2006). The figure 2 below is the output in the form of Outer Loading values from the results of running PLS.

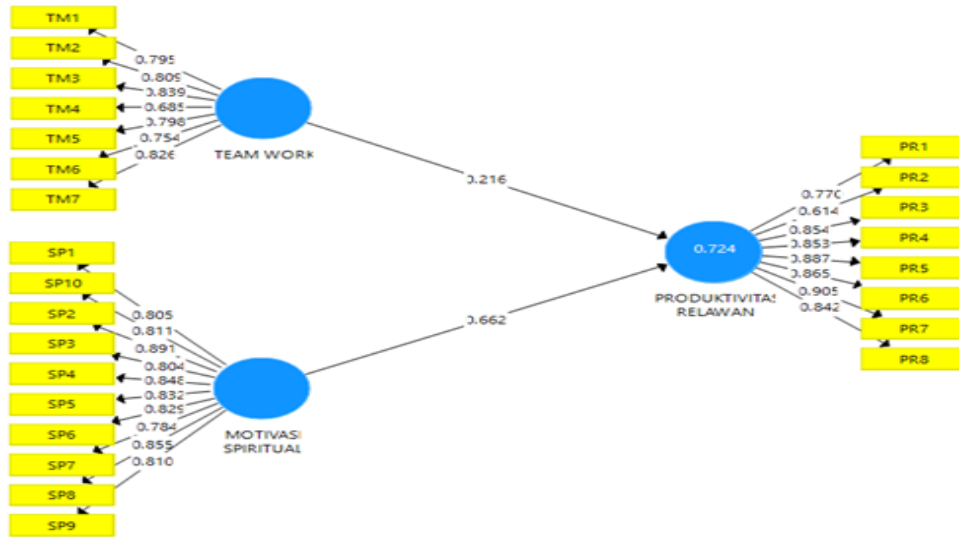


Figure 2 Outer Loading

Note:

- Motivasi spiritual : Spiritual Motivation
- Produktivitas relawan : Volunteer Productivity

From the figure it appears that there are 2 indicators, namely TM4 = 0.685 and PR2 = 0.614 which do not meet the criteria (below 0.7) so they must be removed from the model. The statement in the TM 4 is “I feel that I will lose if I have to leave the Semain Agency/or Institution”. Whereas the statement in the PR2 is “I am one of those people who rarely make mistakes”. Then do the test again looks like in the following picture.

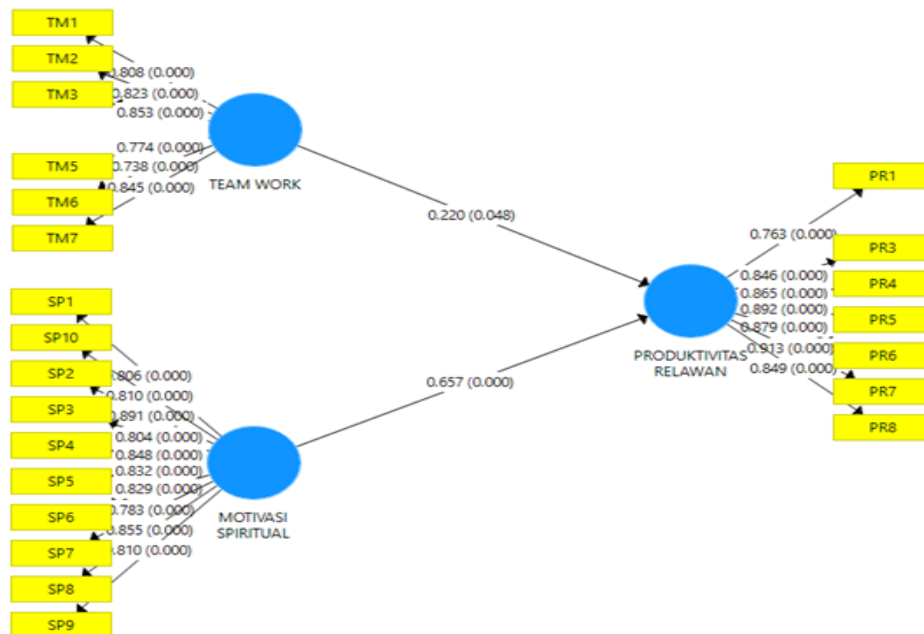


Figure 3 Outer Loading without TM4 and PR2

From the figure 3 above, it can be seen that the indicator exceeds 0.6, so that it meets the validity criteria. The validity test in question is testing the indicators in the latent variables to ensure that

the indicators used in this study are really well understood by the respondents so that the respondents do not experience misunderstandings about the indicators used. All indicators of all variables have met convergent validity. Therefore, all variables can be used for further testing the research model. The detail of the result of the outer loading for each variable can be seen in the following tables.

Table 1 Outer Loading Value of Team Work Variable

<b>Indicators</b>	<b>Team Work</b>
<b>TM1</b>	<b>0,808</b>
<b>TM2</b>	<b>0,823</b>
<b>TM3</b>	<b>0,853</b>
<b>TM5</b>	<b>0,774</b>
<b>TM6</b>	<b>0,738</b>
<b>TM7</b>	<b>0,845</b>

Source: Result from SmartPLS

Table 2 Outer Loading Value of Spiritual Motivation Variable

<b>Indicators</b>	<b>Spiritual Motivation</b>
<b>SP1</b>	<b>0,806</b>
<b>SP2</b>	<b>0,891</b>
<b>SP3</b>	<b>0,804</b>
<b>SP4</b>	<b>0,848</b>
<b>SP5</b>	<b>0,832</b>
<b>SP6</b>	<b>0,829</b>
<b>SP7</b>	<b>0,783</b>
<b>SP8</b>	<b>0,855</b>
<b>SP9</b>	<b>0,810</b>
<b>SP10</b>	<b>0,810</b>

Source: Result from SmartPLS

Table 3 Outer Loading Value of Volunteer Productivity

<b>Indicator</b>	<b>Volunteer Productivity</b>
<b>PR1</b>	<b>0,763</b>
<b>PR3</b>	<b>0,846</b>
<b>PR4</b>	<b>0,865</b>
<b>PR5</b>	<b>0,892</b>
<b>PR6</b>	<b>0,879</b>
<b>PR7</b>	<b>0,913</b>
<b>PR8</b>	<b>0,849</b>

Source: Result from SmartPLS

Construct Reliability same as cronbach alpha is used to measure the reliability of constructs or latent variables, the value must be above 0.70 which is considered reliable. However, for exploratory research, moderate reliability is 0.5 – 0.6 which is enough to justify the

research results (Ferdinand, 2002: 192). The following is a table of the results of the Construct reliability output from PLS:

Table 4 Reliability Construct

	<b>Cronbach's Alpha</b>
<b>SPIRITUAL MOTIVATION</b>	<b>0,949</b>
<b>VOLUNTEER PRODUCTIVITY</b>	<b>0,940</b>
<b>TEAM WORK</b>	<b>0,893</b>

Source: Result from SmartPLS

Based on the table above, it can be seen that Cronbach's alpha for the variable spiritual motivation is 0.949, Volunteer Productivity is 0.940, and Team Work is 0.893, where the Cronbach's alpha values for the 3 constructs in the model are all greater than 0.70. Thus it can be said that the variables of spiritual motivation, volunteer productivity and team work really have a high construct reliability close to 1, with a very strong level of reliability. So that the model in this study has met the construct reliability.

Model evaluation uses R-square ( $R^2$ ) for the dependent construct. The R-square value reflects the predictive power of the entire model (Falk and Miller, 1992; Pirouz, 2006) with the R-square value is greater than 0.10 or greater than 10 percent (or the goodness-fit of the model). Based on data processing with PLS, the value of the coefficient of determination (R-square) is generated as follows:

Table 5 R-Square Value

	<b>R Square</b>	<b>R Square Adjusted</b>
<b>VOLUNTEER PRODUCTIVITY</b>	0,719	0,711

Source: Result from SmartPLS

Based on the table 5 above, the R-square is 0.719. It means that 71.9% the volunteer productivity is influenced by team work and spiritual motivation and the 28.1% is influenced by other factors that are not investigate in this study. The result of hypothesis testing can be seen in the table 6 below.

Table 6 Recapitulation of Hypothesis Test Results

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
Spiritual Motivation → Volunteer Productivity	0,657	0,651	0,105	6,242	0,000
Team work → Volunteer Productivity	0,220	0,221	0,111	1,986	0,048

Source: Result from SmartPLS

The estimation results of the inner model for the direct effect of team work on work productivity (H1) show a path coefficient value of 0.220, where the value is greater than 0 with an error rate value of less than  $\alpha = 5\%$ , this shows that the direct effect of team work on productivity is significant. The resulting influence is positive, which means that the better the team work, the productivity will also increase. And vice versa, the less good the productivity, then the team work will also decrease. The result of examining the hypotheses 2 (Spiritual

motivation has significant effect on work productivity in Sedekah Community Foundation volunteers in Malang area) shows that the path coefficient value is 0.657 where the value is greater than 0 with an error level value smaller than  $\alpha = 5\%$ . It can be said that the direct effect of spiritual motivation on work productivity is significant. The resulting influence is positive, which means that the better the Spiritual motivation, the work productivity will also increase. And vice versa, the less good work productivity, the spiritual motivation will also decrease.

Statistical tests prove that team work has a significant effect on work productivity. Teamwork as a work process is stated by Buchholz (2000), Teamwork is the process of working in a group by participative leadership, shared responsibility, aligned on purpose, intensive communication, future focused, focused on task, creative talents and rapid response to get the aims of the organization. task focus, creative flair and quick responses to achieve organizational goals). West (2002) details that there are 4 (four) strengths in building an effective team, namely: 1. The group should have intrinsically interesting tasks to be successful. 2. Individuals should feel themselves important to the destiny of the group 3. Individual contributions should be indispensable, unique, and tested. 4. There should be clear team goals with regular performance feedback. Statistical test results show that spiritual motivation has a strong relationship with employee performance. This means that if the spiritual experience increases, the employee's performance will also increase. The higher the spiritual motivation, the higher the performance of the volunteers.

## **Conclusion**

Team work has an influence on the work productivity of the volunteers of the Indonesian Community Sedekah Foundation. The better the team work, the better work productivity. Spiritual motivation also has an influence on the work productivity of volunteers at the Indonesian Community Sedekah Foundation. The better the spiritual motivation, the better the work productivity will be. Therefore, the activities of volunteers or volunteers need to get spiritual guidance and motivation that is scheduled and runs in an ongoing manner by implementing a pattern of activity stages, including the use of time and evaluation activities for follow-up. Spiritual activities are carried out through several technical activities such as disciplining prayer, worship and carrying out other activities in accordance with religious beliefs or rules.

## **Consent**

As per international standard or university standard, respondents' written consent has been collected and preserved by the author(s).

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