

The Influence of Motivation and Competences on Amil's Work Productivity at the National Amil Zakat Institution Dompot Dhuafa

Motivation,
Competences and
Work Productivity

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ABSTRACT

Zakat is an important instrument in efforts to eradicate poverty in society. Dompot Dhuafa has implemented a fundraising strategy through technology aimed at increasing the collection of zakat funds. Increasing zakat collection needs to be balanced with the ability to distribute zakat funds and readiness to face potential risks. Amil's work productivity is needed to be able to collect large amounts of zakat funds and at the same time be able to distribute zakat funds. This research aims to analyze the influence of work motivation and amil's competence on amil's work productivity at LAZNAS Dompot Dhuafa. This research uses a quantitative-descriptive approach. Respondents in this study were 75 people using simple random sampling techniques. Data was collected through filling out questionnaires by respondents. The results of the research show that the processing indicators influence the test using PLS-SEM (Structural Equation Model). The results of the research show that the indicators which have the highest average score on each variable include the need for affiliation on the work motivation variable, spiritual competence on the amil competence variable, and ability and improving the results achieved on the work productivity variable, test results of the model of the influence of work motivation and Amil's competence on work productivity shows an R-Square figure of 0.47 while the remaining 0.53 is influenced by other factors not examined in this research. Another finding from the influence test results is that the amil competency coefficient has a significant direct influence of 0.655. This shows that the better the amil's competence, the higher the work productivity produced by the amil. This research has limitations in the variables studied and the number of respondents. This research has high originality because it is in accordance with the challenges faced by national zakat institutions today.

Keywords: Amil Zakat, Motivation, Competence, Work Productivity

ABSTRAK

Zakat merupakan salah satu instrumen penting dalam upaya pengentasan kemiskinan di masyarakat. Dompot Dhuafa telah menerapkan strategi fundraising melalui teknologi bertujuan untuk meningkatkan pengumpulan dana zakat. Peningkatan penghimpunan zakat perlu diimbangi dengan kemampuan menyalurkan dana zakat dan kesiapan untuk menghadapi potensi risiko. Produktivitas kerja amil diperlukan agar mampu menghimpun dana zakat dalam jumlah besar sekaligus mampu menyalurkan dana zakat. Penelitian ini bertujuan untuk menganalisis pengaruh motivasi kerja dan kompetensi amil terhadap produktivitas kerja amil di LAZNAS Dompot Dhuafa. Penelitian ini menggunakan pendekatan kuantitatif-deskriptif. Responden dalam penelitian ini berjumlah 75 orang dengan menggunakan teknik simple random sampling. Data dikumpulkan melalui pengisian kuesioner oleh responden. Hasil penelitian menunjukkan pada

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indikator Pengolahan uji pengaruh dengan menggunakan PLS-SEM (Structural Equation Model). Hasil penelitian menunjukkan indikator-indikator yang memiliki rata-rata skor tertinggi pada masing-masing variabel diantaranya kebutuhan afiliasi pada variabel motivasi kerja, kompetensi spiritual pada variabel kompetensi amil, dan kemampuan dan meningkatkan hasil yang dicapai pada variabel produktivitas kerja. Hasil uji model pengaruh motivasi kerja dan kompetensi amil terhadap produktivitas kerja menunjukkan angka R-Square sebesar 0,47 sedangkan sisanya 0,53 dipengaruhi oleh faktor-faktor lain yang tidak diteliti didalam penelitian ini. Temuan lain hasil uji pengaruh yakni koefisien kompetensi amil memiliki signifikansi pengaruh langsung sebesar 0.655. Hal ini menunjukkan bahwa semakin baik kompetensi amil maka semakin tinggi produktivitas kerja yang dihasilkan oleh amil. Penelitian ini memiliki keterbatasan pada variabel yang diteliti dan jumlah responden. Penelitian ini memiliki originalitas yang tinggi karena sesuai dengan tantangan yang dihadapi oleh lembaga zakat nasional saat ini.

Kata kunci: Amil Zakat, Motivasi, Kompetensi, Produktivitas Kerja

INTRODUCTION

Zakat is one of the Islam pillars which is an important instrument in efforts to eradicate poverty in society. The obligation of zakat for Muslims who can afford it is mandatory. Based on the results of calculating Multidimensional Poverty Indicators (IKM) by the National Zakat Amil Agency (BAZNAS), zakat can reduce the poverty rate by 2.5 million people or 1.1 percent of the total poor population in Indonesia. Proper use of zakat will solve the problem of poverty in Indonesia. In the history of its development, zakat is an instrument that is able to shift the social status of the people from *mustahik* (beneficiaries of zakat funds) to *muzaki* (paying zakat) and is able to empower the people's economy.

Table 1. ZISWAF Donation Data 2019 – 2020

No.	Level of Organization of Zakat Manager	2019 (IDR)	%	2020 (IDR)	%
1.	BAZNAS	296.234.308.349	2.9	385.126.583.224	3.1
2.	Provincial BAZNAS	583,919,722,674	5.7	489.538.808.289	3.9
3.	Regency /City BAZNAS	3,539,980,546,674	34.6	1,735,824,169,041	14
4.	LAZ	3,728,943,985,109	36.5	4,077,297,116,443	32.8
5.	OPZ in coaching and zakat fitrah which are not reported	2,078,865,243,749	20.3	5,741,459,770,472	46.2
Total		10,227,943,806,555	100	12,429,246,447,469	100

Source: BAZNAS 2021 report

In Indonesia, there are two zakat management institutions recognized by the state, there are the National Zakat Amil Agency (BAZNAS) and the National Zakat Amil Institute (LAZNAS). In Law no. 23 of 2011 explains that BAZNAS and LAZNAS are structured official forums for utilizing zakat throughout Indonesia. The Amil Zakat Institution (LAZ) is an agency that manages the sources of zakat funds received from muzakki, both individuals and business entities, where the zakat receipt is in accordance with applicable Islamic rules. LAZ helps in the distribution of wealth among society and prevents the accumulation of wealth in the hands of a few people (Holil, 2019). Dompot Dhuafa is one of LAZNAS which moves to empower people and humanity through five program pillars, namely health, education, economics, social, and da'wah and culture.

Indonesia already has zakat regulations, but in these regulations the government does not require Muslims to pay zakat. This means that zakat collection is based on the awareness and will of the *muzaki*. In fact, the potential for national zakat growth increases

every year. Based on Table 1 it shows that the collection of national zakat funds has increased by more than 1 trillion in the 2019 - 2020 period. The 2019 zakat potential is 233.6 trillion rupiah, increasing by IDR 327.6 trillion in 2021 (BAZNAS, 2021). The current achievement of zakat funds is still far from its potential.

Table 2. Collection and Distribution of ZIS Wallets Dhuafa 2020 - 2022

Year	Collection (IDR)	Distribution (IDR)	ACR*)	Category	Amount Beneficiary_
2020	370,007,990,385	330.425.119.170	89.3%	Effective	3,156,832
2021	413.713.719.657	388.241.674.707	94%	Very Effective	3,594,956
2022	410.804.341.933	388.254.781.375	94.5%	Very Effective	3,078,212

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*) ACR (Allocation to Collection Ratio)

Source : Dompot Dhuafa annual report 2020 – 2022

The strategy of using online media and fintech in the modern era is increasingly being carried out by zakat institutions. Various methods continue to be sought to attract zakat *muzaki*, both through conventional and technological media. The intensive use of technology to increase the collection of zakat funds by Dompot Dhuafa (DD) needs to be balanced with the provision of accurate information regarding the distribution of zakat funds. Zakat funds do not only stop at receiving and distributing zakat but there must be a form of accountability such as financial reports which will be a bridge of information for all interested parties.

Dompot Dhuafa as an institution that relies on public trust really needs good governance practices in achieving zakat management goals. According to Law no. 38 of 1999 concerning zakat management states that the aim of zakat institutions is to improve services in disbursing zakat in accordance with the demands of the times, improve the function and role of religious institutions in realizing welfare and social justice, and increase the usability of zakat. The role of amil zakat is very important for the sustainability of LAZ.

Amil zakat is a person or group of people (institutions) appointed and authorized by the government to manage zakat. The main task of the amil is to collect zakat from the rich and distribute it to the *mustahik* (Ministry of Religion, 2017). Human Resources (HR) of the zakat amil are the actual implementers of the zakat management system in Indonesia so that competence, qualifications and work ethic are very important to instill and continue to improve (BAZNAS, 2022). Amil is tasked with distributing zakat funds to *mustahik* through consumptive, educational and productive activities (Ahmad, 2020).

According to Irfan Syauqi Beik (2014), there are four types of risks that have been identified in the world of zakat, namely reputation risk and loss of *muzaki*, distribution risk, operational risk, and transfer risk between countries (Triyani *et al.*, 2017). Zakat management is planning, implementing, and coordinating activities in collecting, distributing and utilizing zakat (Melis *et al.*, 2020). Some LAZs are able to collect large amounts of zakat funds but are less able to distribute zakat funds and vice versa. Therefore, LAZ needs to encourage the performance of its amils so that they are able to collect large amounts of zakat funds and at the same time be able to distribute zakat funds. Management of zakat funds needs to be done professionally both from the HR and organizational side. The number of Amil DD human resources in 2022 will be 226 people and half of the total DD human resources will be in the age range of 20 – 40 years.

Productivity is an employee's ability to achieve certain tasks according to standards, completeness, cost and speed (Hanaysha, 2016). Employees who have high work productivity will view work as something enjoyable (Arief and Nisak, 2022). Productivity can be positively influenced by motivation, competence and career development (Laksmiari, 2019; Abubakar, 2018; Kuswibowo, 2021). According to Sirait, one of the factors that influences amil's work productivity is motivation, which is the process of influencing someone to do something (Annisa and Edi, 2023). Research by Monoarfa *et al.* (2021) shows that the relationship between motivation and amil's work productivity at LAZ Bandung is significant and the results of the analysis show that work motivation has

an effect on amil's work productivity. Competency is generally considered the ability to perform a job or task ably and effectively. According to Yusuf Qardhawi (2020) that amil zakat competency refers to the level of amil's skill in carrying out matters of collecting and distributing zakat to the entitled groups (Romli, 2021). According to Kuraisyin (2021), the failure of the zakat management strategy was due to the low quality of the amil which could be caused by a mismatch between the knowledge possessed by the amil, called amil's competence, and how to manage zakat. There are three main competencies that amil must have: (1) Skills, (2) Knowledge, and (3) Work Attitude. These three competencies can be achieved through thematic training that suits the needs of amil, amil competency certification, as well as education and training for leaders and implementers (BAZNAS, 2022).

The growth of zakat funds collected by LAZNAS Dompot Dhuafa needs to be balanced with the ability to distribute zakat funds and the potential risk of distribution. Therefore, Dompot Dhuafa needs to encourage the productivity of its amils so that they are able to collect large amounts of zakat funds and at the same time be able to distribute zakat funds. It is hoped that Dompot Dhuafa will be able to maintain trust and be trustworthy in collecting and utilizing zakat funds. Based on the background above, it is the basis for the author's consideration to find out how the motivation and competence of amil influence in efforts to increase the productivity of amil's work at zakat institutions.

LITERATURE REVIEW

Amil Zakat

Zakat amil is a key element in zakat management. In the zakat law book, Qordhowi (2011) defines zakat amil as those who carry out all zakat affairs, from collectors to treasurers and supervisors (Rohim, 2020). In the Qur'an, amil zakat is termed *amiilin 'alaiha* (zakat officer). Another term used for amil is *as-su'at* (workers). The Indonesian Ulama Council has issued fatwa number 8 of 2011 concerning Amil Zakat, namely (1) a person or group of people appointed by the government to manage the implementation of zakat worship; (2) a person or group of people formed by the community and authorized by the government to manage the implementation of zakat worship. According to Hafidhuddin (2002) amil zakat is a person or institution who has the task of collecting, collecting, and receiving zakat from *muzaki*, supervising, and maintaining it and then distributing it to *mustahik* (Najiyah et al., 2022).

According to Luthfi (2018), the most basic task of amil zakat is to collect zakat assets from rich people or those who have fulfilled their zakat obligations and distribute zakat assets to *mustahik*. Fulfilling the basic tasks carried out by amil needs to be accompanied by educational tasks. The most basic weakness of Muslims regarding their obligations in giving zakat stems from weak understanding, lack of insight, and lack of knowledge about zakat law. The amil's job is to educate the people by guiding the people to understand their religion and deepen the sharia that comes from Allah SWT.

Work Productivity

Productivity is an important aspect of an institution in determining business sustainability in the future. Productivity is the effective and efficient use of input resources to produce or increase the output of goods and services (Douw *et al.*, 2021). According to Torang (2013) in Bareleng (2017) productivity is the quantity and/or quality of work results of individuals or groups within an organization in carrying out main tasks and functions that are guided by norms, operational standards, criteria and measures that have been determined or are applicable in the organization.

The work productivity of a company's employees is one of the measuring tools for companies to assess whether the company has achieved its goals in running its business. The higher the employee's work productivity, the higher the company's achievements will be (Ramadona and Pangesti, 2021). According to Simamora (2004) employee work productivity is the ability to obtain maximum benefits from the available infrastructure and facilities by producing maximum output (Saleh and Utomo, 2018). According to

Sutrisno (2011), work productivity is a measure of the use of organizational resources and is usually expressed as the ratio of output obtained by using resources to the number of employee resources (Arief and Nisak, 2022).

Work productivity can be measured by indicators of ability, increasing the results achieved, work enthusiasm, self-development, quality and efficiency. The following is an explanation of each of these indicators (Sutrisno 2011 in Eksan and Dharmawan, 2020):

- a. Ability is having the ability to carry out a task. An employee's ability really depends on the skills possessed and the employee's professionalism at work. This will give employees the power to complete the tasks they carry out.
- b. Improving the results achieved means trying to improve the results achieved. The result is something that can be felt by both those who do it and those who enjoy the results of the work.
- c. Work enthusiasm is an effort to be better than before. This indicator can be seen from the work ethic and results achieved one day later.
- d. Self-development means continually developing oneself to improve work abilities. Self-development can be done by looking at the challenges and hopes that will be faced.
- e. Quality is the result of work that can show the quality of an employee's work. Quality improvement aims to provide good results which in turn will be very useful for the company itself.
- f. Efficiency is a comparison between the results achieved and the overall resources used. Input and output are aspects of productivity that have a significant influence on employees.

Work Motivation

Hadari Nawawi (2008) in Monoarfa *et al.*, (2021) said that work motivation is a basic impulse that moves a person to behave. This urge naturally exists within a person; therefore, a person's actions are based on certain motivations. According to Kadarisman (2012) in Dwiyantri *et al.*, (2019) said that work motivation is a driving force or motivator within a person to want to behave actively and well in accordance with the duties and obligations that have been given to him. Work motivation cannot be seen directly but can be interpreted by a person's behavior. It can be concluded that work motivation is also a set of forces or energy both from within and outside work that encourage a person to carry out the tasks and obligations that have been given to achieve goals. Maslow's theory explains that individuals have hierarchical needs (hierarchy of needs). The levels of need include:

- a. **Physiological needs** are basic human needs. Implications in the world of management, for example, people need work. Work can fulfill basic human needs such as food. People will do anything to get a job.
- b. **The need for security**, when people have found a job, they need a sense of security about the continuation of that job.
- c. **The need for affiliation** is the need to socialize. People need friends to pour out their hearts to, a place to complain and ask questions, and friends to share with each other. If someone gets a job, then he needs acceptance from his colleagues.
- d. **The need for pride (self-esteem)**, awards determine motivation. In the world of management, this can be fulfilled by the attention given by superiors, various opportunities for promotion, a sense of prestige due to status and so on.
- e. **Self-actualization**, people ultimately feel they must unleash all their potential. people want to develop according to the ideals within their-self.

Work motivation can be seen from the strong desire to satisfy higher needs if lower needs have been satisfied (Sukiyah *et al.*, 2021).

Amil Competencies

Competency is the ability to carry out or implement work or tasks that are based on skills and knowledge and supported by the work attitudes required by the job (Riawan Amin, 2010 in Dini, 2020). Competence is a basic character that a person or employee

has that can differentiate him from other people. Competency shows skills or knowledge that are characterized by professionalism in a particular field as the most important thing for excellence in that field (Syahputra and Tanjung, 2020). According to Law no. 13 of 2003 concerning employment explains that work competency is the work ability of everyone which includes aspects of knowledge, skills, and work attitudes in accordance with established standards.

Amil as a human resource in zakat management institutions has a very important role in making changes to advance zakat management institutions into quality and professional institutions (Priyatna, 2016 in Mujahidin and Salamun, 2022). Amil competency refers to the level of amil's skill in carrying out zakat collection and distribution in accordance with the zakat asnaf (Romli and Daud, 2023). Becoming a zakat amil requires expertise and ability to manage zakat that has been collected from the community. According to Dikuraisyin (2021) competencies are divided into five parts including:

- a) Intellectual competency is a set of knowledge that exists within a person that is needed to support his or her performance.
- b) Physical competency is a set of physical abilities needed to carry out existing tasks in the company.
- c) Personal competence is behavior related to a person's ability to realize oneself, self-character, self-identity, and self-understanding.
- d) Social competence is a certain set of behaviors that is the basis for understanding oneself as an indistinguishable part of the social environment.
- e) Spiritual competence is understanding, appreciating, and practicing religious principles.

METHODS

This research was conducted using quantitative research methods. According to Creswell (2009) quantitative research methods are methods for testing certain theories by examining the relationships between variables measured by research instruments so that data consisting of numbers can be analyzed based on statistical procedures (Kusumastuti *et al.*, 2020). The type of quantitative research used is descriptive research. Descriptive research is research that looks at a description of an existing phenomenon. According to Nurlan (2019), this research only describes the situation that occurred without looking at the relationship, influence, or differences between variables. This research uses quantitative-descriptive methods.

In this research, LAZNAS Dompot Dhuafa is the research object and Amilin Dompot Dhuafa is active as the research subject. Based on the data obtained, there were 226 DD amils. The data sources in this research consist of primary data and secondary data. Secondary data is data obtained through books, journals, articles, the internet related to the research topic. Meanwhile, primary data was obtained from respondents through a questionnaire distributed by researchers to Amilin Dompot Dhuafa. The sample selection technique uses the probability sampling method. According to Sumargo (2020), the probability sampling technique means that each analysis unit in the population has the same chance of being selected as a member of the sample. Determining the number of respondents using the Slovin formula:

$$n = \frac{N}{1 + N(\alpha)^2}$$

Information:

n : number of respondents

N : population

α : percentage of allowance for sampling error

accuracy that is still tolerated $\alpha = 0.1$

The total sample obtained from the calculation of the Slovin formula was distributed to 70 respondents. Researchers rounded up 75 respondents. The respondents were 75 people

using simple random sampling techniques. All residents of the population are directly selected randomly. Researchers immediately randomize all members of the population to get as many samples as needed.

This research uses three research variables: Work Productivity (Y), Work Motivation (X₁), and Amil Competence (X₂). In this research, the questionnaire will be explained through several questions related to each research variable. Work Productivity consists of six indicators developed by Sutrisno (2011). The six indicators include ability, improving results achieved, work enthusiasm, self-development, quality and efficiency. Work motivation has four dimensions to measure work motivation according to Abraham Maslow, including: physiological needs, security needs, affiliation needs, self-esteem needs, and self-actualization. **There are five dimensions to amil competence**, including: intellectual competence, physical competence, personal competence, social competence and spiritual competence (Dikuraisyin, 2021). The total questionnaire statements were 16 statements. Data collection was carried out by distributing questionnaires to 75 respondents. Statements were answered on a 5 point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Somewhat Agree, 4 = Agree, 5 = Strongly Agree). Test analysis of the influence of work motivation, professional competence and work productivity using Smart Partial Least Square (PLS) to analyze the influence directly.

RESULTS AND DISCUSSION

Respondent Characteristics

Table 3 shows that the respondents were 59 percent male and 41 percent female. Most of the respondents were in the age range 26 years – 45 years. More than half of the respondents have permanent employee status, 68 percent and the remaining 32 percent of respondents have contract employee status. The educational background of the respondents was mostly bachelor's and master's degrees.

Table 3. Distribution of respondents based on gender, age, employment status and education

No	Category	Frequency (person)	Percentage (%)
a.	Gender		
	Male	44	59%
	Female	31	41%
b.	Age		
	<25 years old	3	4%
	26 – 35 years old	31	41%
	36 – 45 years old	31	41%
	>45 years old	10	13%
c.	Employee Status		
	Contract	24	32%
	Permanent	51	68%
d.	Education		
	Diploma	3	4%
	Bachelor	54	72%
	Magister/Master	18	24%

Source: 2023 data processing results

Work Motivation, Amil Competence, and Work Productivity

Work motivation has four indicators: physiological needs, security, affiliation, pride, and self-actualization. Based on Table 4, the work motivation variable shows that the need for affiliation has the highest average score. This means that the majority of respondents have received good treatment while working. The physiological needs indicator with an average score of 3.6 is the lowest average score. This shows that on average respondents stated that they did not agree that the salary and allowances received by respondents guaranteed their daily needs. Amil competency is measured by five indicators, namely intellectual, physical, personal, social, and spiritual competence. Table

4 shows that the average score on the amil competency dimension has an average of 4.3. This means that the average respondent agrees that intellectual competence such as the knowledge they possess meets the standards set by Dompot Dhuafa, has good health conditions in carrying out work, has self-confidence in carrying out work, can build positive relationships with all employees, and is motivated for worship to work as amil.

Table 4. Average scores on work motivation and amil competency variables

No	Indicator	Averages
a. Work Motivation		
	Physiological needs	3.6
	Need for security	3.8
	Affiliate needs	4.2
	Need for pride	3.8
	Self-actualization	4.0
b. Amil Competencies		
	Intellectual competence	4.1
	Physical competency	4.2
	Personal competence	4.3
	Social competence	4.3
	Spiritual competence	4.5

Source: 2023 processed data

There are five indicators in the work productivity variable including ability, increasing results, work enthusiasm, self-development, quality and efficiency. Table 5 shows that ability and improving results show the same average score, namely 4.2. This means that the respondent has mastered the current field of work and always provides the best results in completing work. Table 5 also shows that the lowest average score is 3.8 on the work morale indicator.

Table 5. Average score on the work productivity variable

Indicator	Averages
Produktivitas Kerja	
Ability	4.2
Increase yield/productivity	4.2
Spirit at work	3.8
Self-development	4.1
Quality	4.1
Efficiency	4.0

Source: 2023 processed data

The Influence of Work Motivation and Amil's Competence on Work Productivity

This research uses Smart PLS to analyze the effect of fulfilling the goodness of fit requirements so that the variables studied have an outer loading value > 0.5, this means that variables that do not meet the outer loading value > 0.5 need to be deleted. Based on Figure 1, work motivation (MK) variables that do not have an outer loading > 0.5 include physiological needs (MK1), security needs (MK2), and affiliation needs (MK3). Figure shows that all indicators of the amil competency (KA) and work productivity (PKJ) variables have met the goodness of fit requirements.

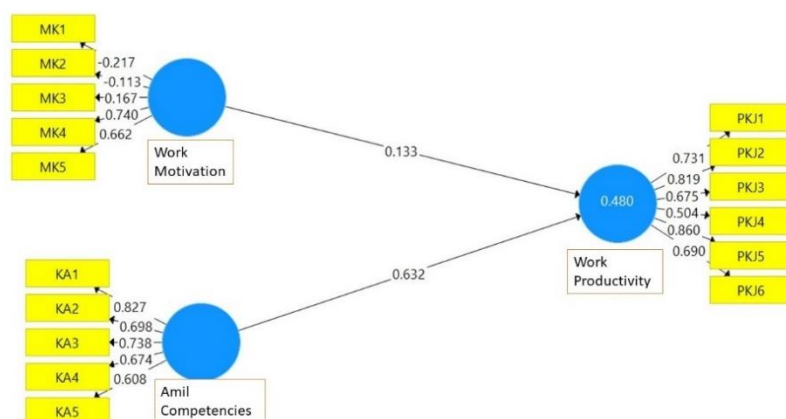


Figure 1. Results of the output process
Source: Process data with SmartPLS

Table 6. Outer loading value of the final model of the influence of work motivation and amil competency on work productivity

No	Indicator	Outer Loading value
a. Work Motivation		
	MK4 <- Need for Pride	0.787
	MK5 <- Self-Actualization	0.773
b. Amil Competencies		
	KA1 <- Intellectual competence	0.827
	KA2 <- Physical competence	0.698
	KA3 <- Personal competence	0.738
	KA4 <- Social competence	0.674
	KA5 <- Spiritual competence	0.609
c. Work Productivity		
	PKJ1 <- Ability	0.730
	PKJ2 <- Increasing yield	0.818
	PKJ3 <- Spirit of work	0.675
	PKJ4 <- Self-development	0.507
	PKJ5 <- Quality	0.861
	PKJ6 <- Efficiency	0.689

Source: data processed 2023

Based on Figure 2, the findings of the test results of the influence of the work motivation and amil competency model on work productivity show that the R-Square figure is 0.47. This means that the model explains 47 percent of the variables that influence work productivity, and the remaining 53 percent is influenced by variables outside this research. Another finding found in the influence test was that the amil competency coefficient had a significant direct effect of 0.655 (Figure 2). It shows that the better the amil's competence, the higher the work productivity produced by the amil.

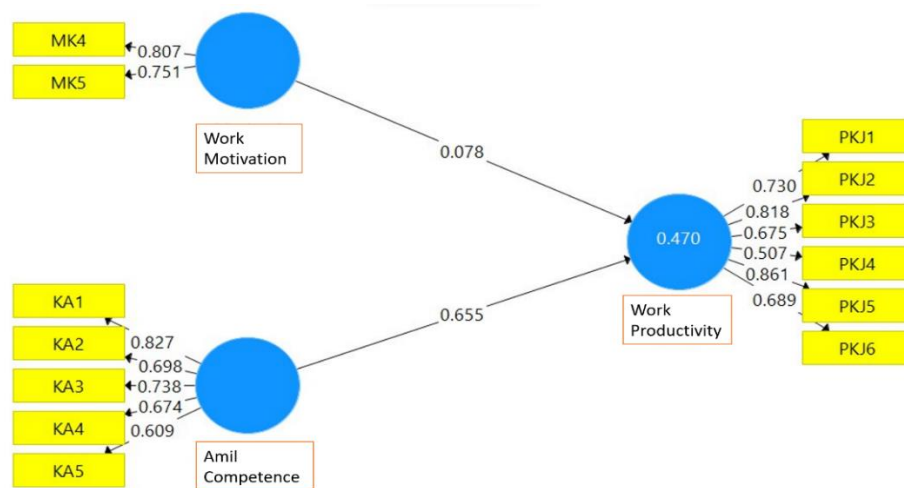


Figure 2. Result of the output process
Source: Process data with SmartPLS

DISCUSSION

The average respondent agrees that intellectual competence, such as the knowledge they possess, meets the standards set by Dompot Dhuafa. Additionally, respondents report having good health conditions for carrying out work, demonstrating self-confidence in their roles, building positive relationships with all employees, and being motivated by their religious commitment to work as amil. These findings are supported by various studies that emphasize the importance of intellectual competence and health in job performance. For instance, research by Supriyadi (2021) highlights that meeting professional standards and maintaining good health are crucial for effective job performance and overall productivity. Similarly, Gupta and Kumar (2022) emphasize that self-confidence, positive interpersonal relationships, and intrinsic motivation significantly impact employee effectiveness and job satisfaction. Thus, these factors collectively contribute to the high productivity and effectiveness of amil in their roles at zakat institutions.

There are five indicators in the work productivity variable including ability, increasing results, work enthusiasm, self-development, quality and efficiency. This means that respondents sometimes experience complaints about the workload they are responsible for. The productivity of amil in zakat institutions is very important. Amil, who has high productivity, tries to prioritize their duties and responsibilities (Annisa and Edi, 2023).

There are five indicators used to measure work productivity, namely: ability, increasing results, work enthusiasm, self-development, and quality and efficiency. These indicators reflect various aspects that influence how an individual performs their tasks and responsibilities. In this context, respondents may sometimes experience complaints related to their workload. This suggests that while these indicators are useful for assessing productivity, challenges such as heavy workloads can impact how productivity is measured.

The productivity of amil (staff managing zakat) in zakat institutions is crucial, as it directly affects the efficiency and effectiveness of zakat management. Amil who exhibit high productivity tend to prioritize their tasks and responsibilities effectively. According to research by Annisa and Edi (2023), productive amil are better able to focus on their work priorities, which positively impacts their performance and work outcomes. Overall, maintaining and enhancing the productivity of amil is key to ensuring that zakat institutions operate optimally, complete their tasks efficiently, and make a positive impact in zakat management.

According to Priyatna (2016) in Mujahidin and Salamun (2022), Amil as a human resource in zakat management institutions has an important role in making changes and

advancing zakat management institutions to become quality and professional institutions. The results of Dikuraisyin's research (2021) show that amil work optimally and help each other, not only working for profit but combining worship and social matters, amil need to have a professional and trustworthy attitude. The research results show that competence influences work productivity (Anggraini et al., 2022).

Motivation has a positive and significant effect on work productivity (Purnami and Utama, 2019; Depiansah and Mellita, 2023). This positive influence can indicate that the better the individual's perception of work motivation has increased work productivity. According to Rampisela and Lumintang (2020) in Febriyanti et al., (2022) Work motivation influences work productivity because motivation is the basic basis for improving employee work. The higher a person's work motivation, the higher a person's work productivity, so work motivation is very good to develop for employees so that they can carry out optimal work productivity.

CONCLUSION

Based on the findings, it can be concluded that In the work motivation variable, the need for affiliation indicator gets the highest average score of 4.2, amil competency, the spiritual competency indicator has a score of 4.5 and the indicators of ability and improving results each have an average score of 4.1, which is the highest average score on the work productivity variable. The results of the influence analysis show that work motivation and amil competence have a positive influence on work productivity. Amil competence has a significant positive influence on work productivity.

After conducting research at LAZNAS Dompot Dhuafa regarding work motivation, amil's competence, and amil's work productivity, suggestions that can be given include: Increasing the fulfillment of physiological needs, a sense of security, and a sense of pride should be done through optimizing digital fundraising strategies to increase the achievement of gatherings, creating a safe environment by visualizing work safety information in case of emergencies, and creating an appreciative work culture. Increasing amil's intellectual competence through amil training and certification programs. Increase the working spirit of amil with programs that can build attachment or engagement between amil.

This research has limitations in the variables studied and the number of respondents. It has high originality because it is in accordance with the challenges faced by national zakat institutions today.

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*Motivation,
Competences and
Work Productivity*

Appendix

BAZNAS : Badan Amil Zakat Nasional
DD : Dompot Dhuafa
LAZNAS : Lembaga Amil Zakat Nasional