

## Examining the Moderating Effect of Internship Volunteer Turnover on the Relationship between Work Motivation and Employee Performance in Amil Zakat Institutions: A Mixed-Methods Study

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**Abstract.** This study examines the moderating effect of internship volunteer turnover on the relationship between work motivation and employee performance in Amil Zakat Institutions (AZI) using a mixed-methods approach. Data were collected through questionnaires from 60 respondents and interviews with informants. The quantitative results showed that work motivation positively and significantly influenced employee performance, while internship volunteer turnover negatively moderated this relationship. The qualitative findings revealed that frequent turnover of internship volunteers could hinder employee adaptation, foster materialistic attitudes, and increase training costs for AZI. The study highlights the importance of maintaining a stable internship program and providing attractive job opportunities for volunteers to enhance employee motivation and performance in AZI. The findings contribute to the understanding of human resource management in non-profit organisations and offer practical recommendations for AZI managers.

**Keywords:** Work Motivation, Employee Performance, Apprentice Volunteer Turnover, Amil Zakat Institution

## 1. Introduction

The Amil Zakat Institution (AZI) is an institution or organisation founded by a group of people with the intent and purpose of helping with the distribution, collection, and utilisation of zakat (Widiastuti & Rosyidi, 2015). The Amil Zakat Institution is also a non-profit organisation that functions as a place for channelling zakat, infaq, and alms (ZIS) funds efficiently (Alam et al., 2024). Zakat is a payment that Muslims must issue, and the zakat will be distributed to a group entitled to receive it (Ahmad et al., 2008). Zakat is included in worship, which has social and spiritual values (Shobron & Masruhan, 2017). Zakat is one of the main pillars of the Islamic economy, which has the potential to strengthen the empowerment of the people's economy (Ashfahany et al., 2023). In addition to empowering the people's economy, zakat institutions often assist the community in facilitating programs in the social and humanitarian fields, such as helping relatives affected by disasters and helping people in need (Alam, Widiastuti, et al., 2023).

The position of Amil Zakat Institutions is very important. There needs to be a study related to their performance as zakat fund operators, and they have the right to prioritise groups who get a portion of the zakat fund (Azhar et al., 2023). AZI employees need maximum motivation and performance to realise efficient zakat management (Ghufran et al., 2023). Many Amil Zakat Institutions (AZI) employ employees who have various roles and responsibilities. Amil Zakat Institutions also often open volunteer internship programs to maximise the collection and distribution of Zakat funds. These internship volunteers consist of students or non-students who volunteer to spend half of their time at Amil Zakat Institutions. The Amil Zakat Institute utilises the apprenticeship program as a means of helping students or non-students gain work experience and prepare to enter the world of work. Students or non-students who get the opportunity to become volunteer apprentices will gain work experience, such as learning how to manage and distribute zakat, infaq, and alms funds (Afifah, 2020).

Besides that, another aim of the Amil Zakat Institute to hold an apprenticeship program is to optimise human resources (HR). Human resources are essential for institutions or organisations, both large and small (Hakim, 2011). HR is the most critical resource because individuals carry out their responsibilities and duties according to their abilities. In Islam, human resources must emulate the prophet's characteristics and be honest, trustworthy, and transparent (Barkhiyyah & Prasetyo, 2020). Therefore, good HR management is needed. Management related to HR is the steps to realise individual and organisational goals.

The institution or organisation must have good motivation and performance to achieve its goals. According to Islam, performance is the way or form that each positions himself according to his abilities. Thus, performance is a form of trustworthiness (Alam et al., 2022; Barkhiyyah & Prasetyo, 2020). According to Supatmi et al. (2013), employee performance is the achievement of one's work results within a certain period based on work standards determined by the institution or organisation. Employee performance or achievement is a skill someone possesses to carry out their duties with a complete sense of responsibility to get results by the expected goals (Nurdin, 2021).

An important factor that influences employee performance is work motivation. A person's behaviour can be driven through a series of processes to achieve a goal through work motivation (Sinambela et al., 2021). Work motivation drives every human being to carry out activities to increase their abilities and potential to achieve goals. Work motivation has a vital role in the success of an institution or organisation because motivation can affect the quality of performance of Amil Zakat Institution employees (Endra, 2021). For Amil Zakat Institutions, work motivation is used as a driving tool to improve the quality of employee performance (Laksmiari, 2019). With motivation, it is easier for employees to carry out their work. If employees have high work motivation, it will be easier for each Amil Zakat Institution to manage their zakat.

However, lately, the change of internship volunteers has often occurred at the Amil Zakat Institution. The turnover of internship volunteers makes employees find it challenging to adapt to an environment that often changes. The turnover or replacement of apprentice volunteers is usually caused by a lack of

social feeling in the volunteers and a lack of direction with Islamic nuances (Lestari et al., 2020). So, this can affect employee motivation and performance. Seeing the phenomena that occur, it is necessary to research to find out how work motivation influences the performance of Amil Zakat Institution employees and find out whether apprentice volunteer turnover is a moderating variable, and find the effect of apprentice volunteer turnover on the relationship between work motivation and employee performance at Amil Zakat Institutions (AZI).

In the realm of Amil Zakat Institutions (AZIs), the dynamics of employee performance are crucial for achieving organisational goals effectively. Recent literature suggests that work motivation significantly influences employee performance, enhancing both the quality and quantity of work output (Bahri & Nisa, 2017; Hackman & Greg R. Oldham, 1976; Laksmiari, 2019; Mulyadi, 2010; Rozalia et al., 2015; Yadi, 2022). However, the turnover of internship volunteers, a common occurrence in AZIs, might complicate this relationship. Previous studies have indicated that high turnover rates can disrupt organisational continuity, potentially diluting the motivational drives of permanent staff and thereby impairing performance levels (Butali et al., 2013; Koszela, 2020). Despite these insights, there is a notable gap in the existing research regarding the specific moderating effect of internship volunteer turnover on the relationship between work motivation and employee performance within AZIs. This gap is significant because understanding these dynamics can help AZIs strategise better volunteer management practices and work motivation programs to enhance overall performance. Therefore, this mixed-methods study examines how internship volunteer turnover might alter the impact of work motivation on employee performance in AZIs, integrating quantitative data to measure the extent of these effects and qualitative insights to explore the underlying mechanisms and perceptions among employees. This approach will provide a more comprehensive understanding of the interplay between these factors, which is essential for developing effective human resource strategies in the unique context of AZIs.

## **2. Literature Review**

### **2.1. Internship Volunteer**

Volunteers do not receive pay and are willing to spend their time, energy, and thoughts. They carry out tasks with a sense of full responsibility to achieve organisational goals and receive intensive training to work voluntarily in assisting professionals (Laila & Asmarany, 2015). According to Tobin et al. (2008), Volunteers are willing to help because of a call in their conscience and give their thoughts, energy, assets, and so on to the community as a manifestation of responsibility without expecting reward, position, or power. Meanwhile, according to Utomo and Minza (2016), volunteers are people with concerns and the ability to work willingly or voluntarily. Intern volunteers are a term for students or non-students willing to spend half their time, energy, and thoughts for Amil Zakat Institutions. Students or final-year students generally carry out volunteer internships.

Internships are often interpreted as fieldwork training. According to Azwar (2019), Apprenticeship is job training to gain specific skills under the guidance of experienced instructors. Internships can also be interpreted as courses to improve soft skills. Meanwhile, according to Akbar & Nurhayati (2022), an Internship is a field learning activity aimed at introducing and developing students' skills in the real world of work. Internships are usually one of the requirements for educational institutions for students to complete their education. This internship program can benefit interns, institutions, companies, or organisations (Lutfia & Rahadi, 2020).

The Internship aims to develop expertise and skills to fulfil management functions such as planning, organising, supervising, and coordinating (Fahri, 2017). Apprenticeships or work practices can foster apprentices to have the expertise and abilities according to their fields. Volunteers voluntarily sacrifice much of their thoughts, time, and energy for the common good (Marzuqi & Kahija, 2018). Volunteers have characteristics including that they always help others, are committed for a relatively long time, have high personal costs (energy, time, thoughts, materials), have no element of compulsion, and are

not selective in helping (Rizkiawati et al., 2017). Volunteers, whose job is to help others, will benefit society (Hutapea & Dewi, 2012).

## **2.2. Work Motivation**

Motivation describes a person's process of directing his potential or ability to achieve goals (Yadi, 2022). In other words, motivation is a change characterised by the desire to achieve a goal that arises in a person (Muhammad, 2017). Motivation aims to convince employees to act according to organisational or employee goals. According to Hackman & Greg R. Oldham (1976), work motivation is the employee motivation to work as effectively and efficiently as possible. Apart from that, work motivation is also interpreted as encouragement that arises from outside and within a person and can influence a person's behaviour in carrying out work activities (Mulyadi, 2010). Employees with a high work ethic or motivation will be encouraged when they do their work (Rozalia et al., 2015).

Work motivation or encouragement greatly influences the achievement of a goal, so every institution or organisation must be able to increase employee work motivation. Some aspects that can affect work motivation include a safe and pleasant work environment, getting proper and fair pay, getting appreciation, and being treated fairly (Bahri & Nisa, 2017). However, remember that the factors that affect work motivation can vary depending on the work undertaken and the character of the work (Fu, 2010). The size of the motivation will significantly determine its performance. So, motivation is needed by institutions or organisations to make it easy for employees to work together and be responsible (Laksmiari, 2019).

## **2.3. Employee performance**

The word performance is a translation of the word work performance, which implies the achievement achieved by someone (Sukidi & Wajdi, 2017). Employee performance is an assessment system companies, institutions, or organisations use to evaluate employee work. The performance of these employees is related to those who have completed tasks to achieve goals (Sapitri & Pancasasti, 2022). Employee performance results from an employee's efforts to carry out the duties and mandates given to him (Hariyanto & Satoto, 2016). Rahmawati (2019) stated that employee performance (work performance) is a form of success for everyone in the organisation by carrying out their duties and responsibilities to achieve the goals without violating norms, ethics, and law. Employee performance can have a positive influence in terms of both quality and quantity (Yusa & Rananda, 2019).

Two kinds of factors can influence employee performance: internal and external. Internal factors include the traits that exist in a person, such as the inherent characteristics of employees, such as being responsible, tenacious, diligent, and so on. External factors come from the environment, such as the relationship between employees and leaders, the attitude of colleagues, work facilities, and the climate within a company or organisation (Kurniawan, 2018). However, according to Supatmi et al. (2013), employee performance is influenced by three things, namely the ability of employees, support from institutions or organisations, and business improvement or expansion. The institution or organisation will use the employee's performance as capital in realising its goals. Therefore, leaders of organisational institutions must pay attention to employee performance (Silaen et al., 2021).

## **2.4. Relationship between Work Motivation and Employee Performance**

Work motivation is essential in employees' performance (achievement). Motivation can encourage someone to do whatever they like. Institutions or organisations will achieve their success and goals more efficiently by providing high work motivation. Previous researchers have regularly studied the consistent relationship between work motivation and employee performance (Koszela, 2020). Motivated employees will usually work harder, and their performance results will increase. Employee performance is essential in HR because an increase in employee performance will positively influence

the institution or organisation. To see the quality of human resources, institutions or organisations must evaluate and pay attention to all things that will impact employee performance (Hariyanto & Satoto, 2016).

According to Bima (2017), an institution or organisation must undoubtedly have motivation from each of its employees to achieve its goals because this motivation plays an essential role in motivating employees to be more focused. Performance plays an essential role in assessing the ability of employees to develop their work. Each individual certainly has differences in the ability to carry out the mandate that has been charged. Improving employee performance influences organisational performance; therefore, maintaining employee performance is essential for organisational leaders (Azar & Shafighi, 2013). So, it becomes necessary for a leader to understand the characteristics of each employee. In addition, organisational leaders also need to increase motivation to employees as best as possible to improve their performance. Based on the above literature, it can be hypothesised as follows:

H1: Work motivation positively affects the performance of the Amil Zakat Institution (AZI) employees.

## **2.5. Apprentice Volunteer Turnover Moderate The Relationship of Work Motivation on Employee Performance**

Work motivation drives employees to achieve organisational goals (Rani & Mayasari, 2015). Work motivation functions as a booster for employee performance. In the previous literature, work motivation has a positive influence and can improve employee performance (Elvistiarsa, 2022). It seems natural that employees are more motivated to carry out certain activities, and organisational leaders motivate and encourage employees to improve their performance. With good performance, the institution or organisation will quickly achieve its goals (Afifah, 2020). However, it is even more interesting when viewed in terms of the relationship between work motivation and employee performance, whether both can be affected by the turnover of apprentice volunteers as a moderating variable.

Koszela (2020) indicated that staff turnover hurts employee performance and moderates the relationship between work motivation and employee achievement. This phenomenon shows that staff turnover is a risk for employees in the IT sector. Butali et al. (2013) researched staff turnover and employee performance at the University of Science and Technology and found that overall staff turnover hurt the organisation. Meanwhile, Sumarni (2011) obtained statistical results that show that employee turnover does not affect employee performance. Thus, an increase in employee turnover does not increase employee performance but will decrease employee performance.

A review of existing literature confirms that employee turnover has a negative impact on employee performance. This condition shows that in an institution or organisation, staff turnover will hurt the performance of permanent employees. For this reason, an institution or organisation must pay attention to things that can interfere with employee motivation and performance. From the existing literature, replacing apprentice volunteers can hurt the relationship between work motivation and employee performance. If the turnover of apprentice volunteers is high, motivation and performance will weaken. Based on the mentioned considerations above, the research hypothesis can be written as follows:

H2: The turnover of apprentice volunteers is a moderating variable and hurts the relationship between work motivation and employee performance at the Amil Zakat Institution (AZI).

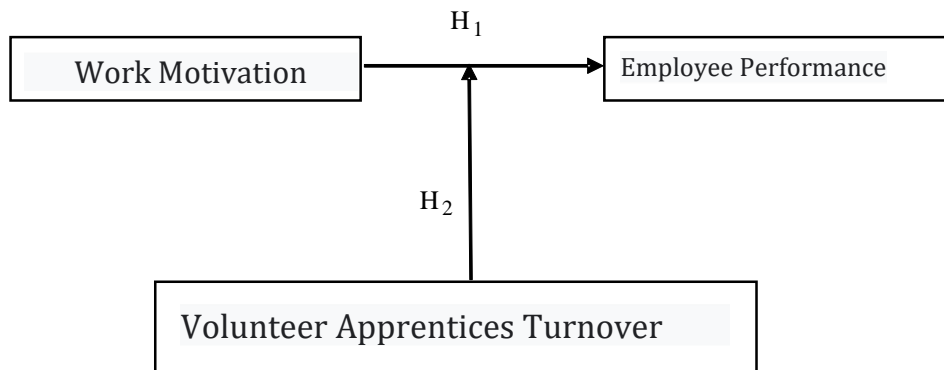


Fig. 1: Conceptual Research Model

### 3. Methodology

This study used a mixed method or a combination of quantitative and qualitative methods. Quantitative research aims to verify statements that have been established using samples, populations, and data collection (Sugiyono, 2014). Qualitative research is research that produces data in the form of both oral and written descriptions. There are three variables in this study, namely the independent variable (which influences), the dependent variable (which is influenced), and the moderating variable (connecting between the independent variable and the dependent variable).

This study utilised a combination of purposive sampling and snowball sampling techniques for data collection. Purposive sampling was employed to select respondents based on specific criteria: employees and volunteers of the Amil Zakat Institution (AZI) scattered across various regions. The sample size for this study was 60 individuals drawn from the population of AZI employees and volunteers. Additionally, snowball sampling was used to collect data, where initial respondents were asked to provide referrals or recommendations for other potential participants who met the criteria. This approach allowed the researchers to expand their sample by leveraging the social networks and connections of the initial respondents (Creswell & Creswell, 2018). The combination of purposive sampling to identify relevant participants and snowball sampling to expand the reach facilitated the collection of quantitative and qualitative data from the target population (Creswell & Creswell, 2018).

This research study used three kinds of variables, namely, the independent variable (work motivation), the dependent variable (employee performance), and the moderating variable (turnover of apprentice volunteers). The independent variable is a variable that acts to influence the dependent variable. To examine the existing hypothesis, the independent variable of this study is work motivation. Work motivation is a management function that aims to convince employees to take specific actions to achieve both the organisation's and the employee's goals. This work motivation variable is assessed using five Likert scale categories. The motivational assessment variable refers to the concept of Hackman & Greg R. Oldham (1976), which consists of five job characteristics, namely:

Table 1. Criteria and Indicators of Work Motivation

| Criteria          | Indicators   |
|-------------------|--|
| Work skills       | The degree to which employees' skills can be used to complete tasks.                                     |
| Task identity     | The degree to which a task can be performed from start to finish   |
| Task significance | The degree to which a task impacts the lives of others.  |
| Autonomy          | The degree to which employees perform tasks independently.   |
| work feedback     | The degree to which tasks can provide information about the effectiveness of the work being carried out. |

The dependent variable is a variable that the presence of an independent variable can influence. Employee performance is the dependent variable in this research or research. Employee performance results from employee performance, which can be assessed in terms of quantity and quality of work standards set by the institution or organisation (Rani & Mayasari, 2015). Employee performance variables are measured using a Likert scale of 5 questions by adopting the Koszela (2020) model. The assessment indicators used are timeliness of assigned tasks, speed of completing tasks, the scale of avoiding errors in carrying out tasks, creativity in completing tasks, and commitment to face new challenges at work.

The moderating variable or moderating variable is a variable whose position can weaken or strengthen the existence of the independent variable with the dependent variable (Liana, 2009). The moderating variable of the research is the turnover of apprentice volunteers. The variable turnover of apprentice volunteers emphasises the influence on employee motivation and performance. This variable is measured using a Likert scale of two questions. Questions adapted from Koszela (2020) included the number of employees who had left the Amil Zakat Institution in the last six months and the rate of observing apprentice volunteers who had moved in and out of the team in the last six months.

This study developed questionnaires to collect primary data from the target population of employees and volunteers at the Amil Zakat Institution. These questionnaires employed a 5-point Likert scale to measure various variables, including work motivation, employee performance, and turnover of apprentice volunteers.

This study used primary data. Primary data is collected directly from the main source using surveys, experiments, and interviews (Balak, 2022). In this research, primary data was obtained from the results of questionnaires distributed to employees and volunteers of the Amil Zakat Institute via Google Forms, along with interviews with informants. For measurement using a Likert scale, using five categories for assessment, namely, strongly agree gets a score of 5, agree gets a score of 4, undecided or neutral gets a score of 3, disagree gets a score of 2, and strongly disagree gets a score of 1. This study used secondary data as a literature study to explain the research results. At the qualitative research stage, the technique used in data collection is an interview. This interview was conducted to strengthen the validity of the quantitative data analysis.

This study also used qualitative data containing in-depth interviews with randomly selected 5 resource persons, as illustrated in Table 2.

Table 2. Interview Informant

| Informant | Age      | Category      |
|-----------|----------|---------------|
| IZ        | 23 Tahun | AZI Employee  |
| SF        | 23 Tahun | AZI Volunteer |
| WTN       | 23 Tahun | AZI Volunteer |
| FR        | 26 Tahun | AZI Employee  |
| ANF       | 25 Tahun | AZI Employee  |

In conducting in-depth interviews with 5 randomly selected sources from 60 respondents, researchers first ensure that the interviewees give informed consent. This in-depth interview is done by

explaining the purpose of the research, interview procedures, and the rights of interviewees, such as confidentiality of identity and the possibility of resigning at any time. After the interviewee understands the information and agrees to participate, then the interview is conducted. The source's identity is disguised by using initials in the research report to maintain confidentiality. The data and information obtained from the interview are only used for this research and will not be disseminated for other purposes without permission from the source.

## 4. Results

The general description of the research object explains the characteristics of the respondents. The respondents of this research are employees and volunteers of the Amil Zakat Institute. Amil Zakat Institution is an institution founded by the community to manage zakat funds and collect and distribute zakat. In addition, the Amil Zakat Institution also manages infaq and alms funds. The total number of Amil Zakat Institutions (AZI) examined in this study is 10. From these ten institutions, 60 respondents were collected.

Data on the general description of research respondents are displayed based on gender or sex, age or age, level of education, and length of time worked. The general description of the object of this research is intended as information related to respondents who have completed filling out the questionnaire. The distribution of this questionnaire was carried out online via Google Forms. The link is disseminated to the intended parties, namely employees and volunteers of the Amil Zakat Institution.

### 3.1. Characteristics of Respondents

The following is a table of characteristics of respondents:

Table 3. Characteristics of Respondents

| Characteristics |                 | Number of samples: 60 |       |
|-----------------|-----------------|-----------------------|-------|
|                 |                 | n                     | %     |
| Gender          | Male            | 23                    | 61.7% |
|                 | Female          | 37                    | 38.3% |
| Age             | 17-23 years old | 40                    | 66.7% |
|                 | 17-23 years     | 13                    | 21.7% |
|                 | 24-30 years     | 3                     | 5%    |
|                 | 31-37 years     | 4                     | 6.6%  |
|                 | >38 years       | 40                    | 66.7% |
| Length of work  | 1 - 6 months    | 26                    | 43.3% |
|                 | 7 - 12 months   | 13                    | 21.7% |
|                 | 13 years old    | 15                    | 25%   |
|                 | 5 - 6 years     | 2                     | 3.3%  |
|                 | >6 years        | 4                     | 6.7%  |

Source: Processed by Author

Based on Table 3, it can be concluded that most of the respondents were male, comprising 61.7% (23 out of 60 respondents), while females made up 38.3% (37 out of 60 respondents). The largest age group among the respondents was 17-23 years old, accounting for 66.7% (40 out of 60 respondents). The second-largest group was 17-23, representing 21.7% (13 respondents). The remaining respondents were distributed across the following age groups: 24-30 years (5%, 3 respondents), 31-37 years (6.6%, 4 respondents), and above 38 years (6.6%, 4 respondents).

Regarding length of work, most respondents (43.3%, 26 out of 60) had been working for 1-6 months.



The second-largest group (25%, 15 respondents) had been working for 13 years. The remaining respondents were distributed across the following work duration categories: 7-12 months (21.7%, 13 respondents), 5-6 years (3.3%, 2 respondents), and more than 6 years (6.7%, 4 respondents).

Table 3 provides an overview of the demographic characteristics of the respondents, including their gender, age distribution, and length of work experience. This information can be useful for understanding the context of the study sample.

### 3.2.Validity and Reliability Test

The purpose of the validity test is to test the accuracy of the measuring instrument. The higher the validity value, the more accurate the measuring instrument for testing data. In addition, the validity test can also be used to determine the accuracy of the questionnaire. In testing the validity, the data can be considered valid if the count value exceeds the table value and the significance value is less than 0.05. In this study, it is known that the value of  $N = 60$  people, then the value of  $df = 58$  is obtained, and the table shows the number 0.2542. The following is Table 4 of validity test results using IBM SPSS version 25 software:

Table 4. Validity Test Results

| No | Variable                          | Indicator | T-Table | T-stats | significance | Information |
|----|-----------------------------------|-----------|---------|---------|--------------|-------------|
| 1  | Work motivation                   | X1.1      | 0.2542  | 0.728   | 0.000        | Valid       |
|    |                                   | X1.2      | 0.2542  | 0.792   | 0.000        | Valid       |
|    |                                   | X1.3      | 0.2542  | 0.691   | 0.000        | Valid       |
|    |                                   | X1.4      | 0.2542  | 0.728   | 0.000        | Valid       |
|    |                                   | X1.5      | 0.2542  | 0.509   | 0.000        | Valid       |
|    |                                   | X1.6      | 0.2542  | 0.571   | 0.000        | Valid       |
|    |                                   | X1.7      | 0.2542  | 0.467   | 0.000        | Valid       |
|    |                                   | X1.8      | 0.2542  | 0.745   | 0.000        | Valid       |
|    |                                   | X1.9      | 0.2542  | 0.661   | 0.000        | Valid       |
|    |                                   | X1.10     | 0.2542  | 0.845   | 0.000        | Valid       |
| 2  | Employee performance              | Y1        | 0.2542  | 0.881   | 0.000        | Valid       |
|    |                                   | Y2        | 0.2542  | 0.871   | 0.000        | Valid       |
|    |                                   | Y3        | 0.2542  | 0.770   | 0.000        | Valid       |
|    |                                   | Y4        | 0.2542  | 0.868   | 0.000        | Valid       |
|    |                                   | Y5        | 0.2542  | 0.873   | 0.000        | Valid       |
| 3  | Turnover of apprentice volunteers | X2.1      | 0.2542  | 0.828   | 0.000        | Valid       |
|    |                                   | X2.2      | 0.2542  | 0.864   | 0.000        | Valid       |

Source: Processed by Author

The validity test results above show that all indicators (X1, Y, X2) are valid and show a count value of more than a table with a sample size ( $N=60$ ) of 0.2542. The significance value of all indicators also shows less than 0.05, so all questionnaire indicators are valid.

A reliability test can be used as a measuring tool to test the questionnaire's consistency level. In testing using Cronbach alpha values, if the Cronbach alpha value shows more than 0.60, the test data can be accepted or declared reliable. Table 5 below shows the results of reliability testing:

Table 5 Reliability Test Results

| No | Items                             | Cronbach Alpha value | Number of items | Information |
|----|-----------------------------------|----------------------|-----------------|-------------|
| 1. | Work motivation                   | 0.855                | 10              | Reliable    |
| 2. | Employee performance              | 0.906                | 5               | Reliable    |
| 3. | Turnover of apprentice volunteers | 0.832                | 2               | Reliable    |

From Table 3 above, the variables of work motivation, employee performance, and internship volunteer turnover have a Cronbach alpha value of more than 0.60, so it can be stated that the questionnaire is acceptable or reliable.

### 3.3. Normality, Multicollinearity and Heteroscedasticity Test

Normality testing in this study used graph analysis. The test tool uses histogram graphs and normal *probability plot* graphs. Detecting the normality test can be done by looking at the spread point on the diagonal line located on the graph or by looking at the histogram and residual standard.

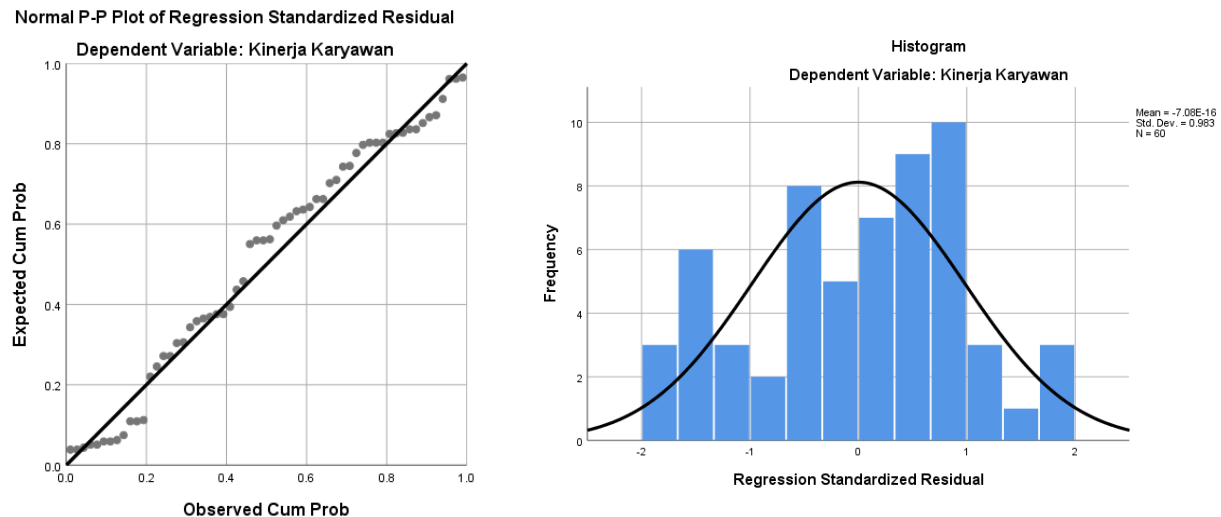


Fig. 1: Normality Test Analysis using Histogram and P-Plot

In the SPSS software output results above, the histogram graph displays a distribution pattern that moves to the right (bell-shaped). The P-plot graph shows that the spread of points follows the direction of the diagonal line of the graph, so it can be stated that the regression model used can be normally distributed.

Both independent variables used in this study have high tolerance values (0.980) and low VIF values (1.020), as described in Table 4. These metrics suggest that there is very little multicollinearity between these variables. The tolerance values are much higher than the critical value of 0.1, and the VIF values are well below the threshold of 5 or 10, indicating minimal inflation of the variance of the estimated coefficients due to multicollinearity.

Table 6. Multicollinearity Test Results

| Independent Variables                    | Collinearity Statistics |       |
|--|-------------------------|-------|
|  | Tolerance               | VIF   |
| Work motivation                          | 0.980                   | 1.020 |
| Turnover of volunteer interns            | 0.980                   | 1.020 |
| Dependent variable: Employee performance |                         |       |

As illustrated in Table 6, the multicollinearity test results indicate that no significant multicollinearity affects the regression model for predicting Employee Performance. This result suggests that both independent variables can reliably be used in the regression analysis without concerns about multicollinearity distorting the results.

This study used the heteroscedasticity test through the Glejser test. Table 7 explains the results of the glejser heteroscedasticity test with a significance value of the work motivation variable of  $0.062 > 0.05$  and a significance value of the variable turnover of intern volunteers of  $0.345 > 0.05$ . Then, it is stated that the two variables above are free from the heteroscedasticity test.

Table 7. Glejser Heteroscedasticity Test Results

| Construct Model           | B      | Std. Error | t-test | Sig. (p-value) |
|---------------------------|--------|------------|--------|----------------|
| Constant                  | 4.886  | 1.390      | 3.516  | 0.001          |
| Motivasi Kerja            | -0.058 | 0.030      | -1.904 | 0.062          |
| Pergantian Relawan magang | -0.082 | 0.86       | -0.951 | 0.345          |

### 3.4. The Influence Between Work Motivation and Employee Performance

The analysis used in testing the first hypothesis (H1) uses a simple linear regression analysis technique by regressing the independent variable (work motivation) with the dependent variable (employee performance). Based on simple linear regression calculations, the following results are obtained:

Table 8. Regression Analysis Result

| Independent Variable | Dependent Variable   | Coefficients | Sig.         | t-test |
|----------------------|----------------------|--------------|--------------|--------|
| Work motivation      | Employee performance | 0.522        | <b>0.000</b> | 9.058  |

The influence of work motivation and employee performance was analysed using a simple linear regression technique, a statistical method used to understand the relationship between an independent variable (in this case, work motivation) and a dependent variable (employee performance). The results of this analysis are summarised in Table 8, which presents the regression analysis outcome. The coefficient for work motivation is 0.522, indicating a positive relationship between work motivation and employee performance. This finding means that there is an expected increase of 0.522 units in employee performance for every one-unit increase in work motivation, holding all other factors constant. The significance (Sig.) value associated with this coefficient is 0.000, less than the conventional threshold of 0.05, suggesting that the relationship between work motivation and employee performance is statistically significant. This statistical significance is further supported by the t-test value of 9.058, which measures the coefficient's reliability. The high t-test value indicates that the coefficient is significantly different from zero, reinforcing the conclusion that work motivation positively and significantly influences employee performance. Therefore, the first hypothesis (H1), which posited that work motivation positively affects employee performance, can be accepted based on the results of this regression analysis.

### 3.5. Volunteer Turnover Moderate The Relationship of Work Motivation on Employee Performance

The moderating variable is the independent variable that strengthens or weakens the relationship between the independent and dependent variables. This study uses an interaction test or MRA, which aims to test the effect of variables. The test is done by adding the multiplication variable between work motivation and the internship volunteer turnover variable.

Table 9. Moderating Effect Analysis Result

| Coefficients   |               |              |       |        |         |
|--|---------------|--------------|-------|--------|---------|
| Independent Variable<br>Work motivation                    | R2 (R Square) | Coefficients | Sig.  | t-test | t-table |
| Moderator Variable<br>Turnover of Apprentice<br>volunteers | 0.626         | <b>-0.81</b> | 0.018 | -2,428 | -2.001  |
| Dependent Variable<br>Employee performance                 |               |              |       |        |         |

From the partial test (T), the value of the interaction regression coefficient (work motivation of apprentice volunteers) is -0.81. In the table 5 above, the count value is -2,428. This data shows that the value of -count is less than -stable ( $-2.428 < -2.001$ ) with a significance level of 0.018 less than 0.05. This result means that the interaction variable (work motivation of apprentice volunteers) has a negative and significant effect. This study shows that the turnover of apprentice volunteers negatively influences the relationship between work motivation and the performance of Amil Zakat Institution employees. Thus, the Second Hypothesis (H2) is accepted. Table 5 above shows the R Square (R2) value of 0.626, meaning that the effect of the work motivation variable on employee performance after the interaction variable (work motivation\*volunteer turnover) is 62.6%, and apprentice volunteer turnover is a moderating variable.

## 5. Discussion

This research has similarities with previous studies; according to Majid et al. (2021), work motivation has a significant effect on employee performance, and the effect is positive. This significant positive impact is because providing high motivation will encourage employees to do their job well. Muna and Isnawati (2022) stated that work motivation significantly affects employee performance. Rubiyanto (2019) also showed that motivation positively affects employee performance. Thus, high work motivation can improve employee performance and vice versa (Koszela, 2020). Work motivation has a positive effect on employee performance, which means that higher work motivation will increase the performance of Amil Zakat Institution employees.

Substitution or turnover of apprentice volunteers is natural in an institution or organisation. This study found that the turnover of apprentice volunteers was a moderating variable and had a negative effect on the relationship between work motivation and employee performance at Amil Zakat Institutions. It is proven from the results of moderation regression, namely that it is known that Adjusted R Square is worth 0.606 with a regression coefficient value of -0.81 (negative), -count of  $-2.428 < -2.001$  with a significance level of  $0.018 < 0.05$ . This study result shows that the turnover of volunteer apprentices is a moderating variable, and the variable turnover of apprentice volunteers can reduce the level of motivation and performance of employees at Amil Zakat Institutions.

The results of this study are supported by Koszela (2020). His research shows that the existence of voluntary staff turnover causes a decrease in the positive impact of work motivation on employee performance. Supit et al. (2015) also argued that employee turnover will hurt the company and can affect employee performance. In addition, the existence of turnover intention does not have a positive impact on employee performance (Natalia & Rosiana, 2017). However, this research contradicts Awaluddin's (2020) statement that employee turnover positively and significantly influences employee performance. Although there are differences, the majority of studies show the same results.

The interviews were conducted randomly with five informants from 60 respondents to strengthen the quantitative findings. One of the reasons why the turnover of apprentice volunteers hurts the relationship between work motivation and the performance of Amil Zakat Institution employees is that the increasing turnover of apprentice volunteers can decrease employee performance; this is because

AZI employees have to adapt again. This finding is supported by several statements from sources in interviews.

*"It is the job of volunteers to help us (AZI). If there is a frequent change of volunteers, our work will automatically be disrupted. What used to be the distribution of brochures, letters, and other work assisted by volunteers is now back to the employees again" (IZ, 23 Years Old, AZI Employee)*

*"The replacement of volunteers sometimes lowers morale, even disrupts employee performance because with a change there must be adaptation again, then permanent employees may also have to teach new employees again, so this hurts Amil Zakat Institutions" (SF, 23 years old, AZI Volunteer)*

*"I think this change of volunteers if it happens frequently, can make it difficult for us volunteers and employees to adapt again" (WTN, 23 Years of AZI Volunteer)*

*"I think the change in volunteers affects our motivation and performance. Because the work culture at AZI is generally family if the volunteers keep changing, materialistic traits will arise, and they may even forget about AZI's vision and mission, prioritising warmth and cooperation. If the people are different, then the adaptation in us will always change" (FR, 26 years old, AZI Employee)*

*"Changes in volunteers sometimes make employees confused about re-training. Sometimes, after just a few weeks of participating in the program, volunteers suddenly disappear, so we do not want to do training or re-education for new volunteers. This is time-consuming, and the institution must incur additional costs to train new volunteers." (ANF, 25 Years Old, AZI Employee)*

Based on the results of the interview above, the continuous change of apprentice volunteers will hurt the motivation and performance of AZI employees, including making it difficult for employees to adapt, creating materialistic attitudes, taking up time, and forcing AZI to incur additional costs to conduct training for new volunteers. This activity can interfere with employees' motivation and performance, thus making them carry out their work less optimally. AZI must pay attention to institutional strengthening by paying attention to the internship program so that it does not interfere with employee performance while still providing the benefits of job training opportunities in education. The study confirms that institutional strengthening at AZI is one of the focuses of the study to be developed (Alam, Ratnasari, et al., 2023).

The research findings on the impact of work motivation and volunteer turnover at Amil Zakat Institutions (AZI) underscore the importance of enhancing work motivation to improve employee performance, which is consistent with prior studies. However, the negative moderating effect of apprentice volunteer turnover highlights a critical challenge for AZI management and policymakers. Strategies such as refining the volunteer selection process, streamlining training programs, and fostering a stable volunteer workforce are essential to mitigate this. Addressing volunteer turnover is crucial for maintaining high employee performance levels, suggesting that AZI should focus on institutional strengthening, particularly in managing its internship program, to prevent employee motivation and performance disruptions. This approach will enhance employee productivity and ensure the organisation's objectives are effectively met.

The study on the moderating effect of internship volunteer turnover on the relationship between work motivation and employee performance at Amil Zakat Institutions (AZI) provides valuable insights. It presents several limitations that could be addressed in future research. One significant limitation is the relatively small sample size of 60 respondents, which may not fully capture the diversity and complexity of experiences across different AZI locations. Additionally, the study's reliance on self-reported data through questionnaires and interviews might introduce bias, as respondents could provide socially desirable answers. Future research could expand the sample size to include a broader geographic scope and employ more objective work motivation and performance measures. Moreover, exploring other potential moderating variables, such as organisational culture or leadership styles, could provide a more comprehensive understanding of the dynamics at play. Further studies could also examine the long-term effects of volunteer turnover on employee performance to inform strategic planning and policy-making at AZI better.

This study uniquely contributes to understanding work motivation, employee performance, and

volunteer turnover within non-profit organisations, specifically Amil Zakat Institutions (AZI). By employing a mixed-methods approach, the research establishes the positive impact of work motivation on employee performance and qualitatively explores how volunteer turnover, particularly of internship volunteers, is a moderating variable that negatively affects this relationship. The findings highlight the complex interplay between maintaining high employee motivation and the disruptions caused by frequent volunteer turnover. This dual perspective provides a more comprehensive understanding of the challenges faced by non-profits in managing volunteer labour effectively. The study's insights into the negative consequences of high turnover rates on employee performance through increased training costs, adaptation challenges, and potential morale issues are particularly valuable. These findings suggest practical interventions for non-profit management, such as improving volunteer retention strategies and enhancing volunteer training programs to mitigate the adverse effects on employee motivation and performance.

## 6. Conclusion

This study has investigated the moderating effect of internship volunteer turnover on the relationship between work motivation and employee performance in Amil Zakat Institutions (AZI). The quantitative findings revealed that work motivation positively and significantly influenced employee performance, while internship volunteer turnover negatively moderated this relationship. The qualitative results provided further insights into the challenges posed by the frequent turnover of internship volunteers, such as hindering employee adaptation, fostering materialistic attitudes, and increasing training costs for AZI. The study contributes to the literature on human resource management in non-profit organisations, particularly in the context of Islamic institutions like AZI. The findings underscore the importance of maintaining a stable internship program and providing attractive job opportunities for volunteers to enhance employee motivation and performance. AZI managers should focus on strategies to reduce internship volunteer turnover, such as offering meaningful work experiences, providing adequate support and guidance, and creating a positive organisational culture. However, the study has some limitations that should be acknowledged. The sample size was relatively small and limited to a specific geographical context, which may limit the generalizability of the findings. Future research could explore the relationships between work motivation, employee performance, and volunteer turnover in other non-profit settings and cultural contexts. Additionally, longitudinal studies could provide insights into the long-term effects of internship volunteer turnover on organisational outcomes. In conclusion, this study highlights the critical role of internship volunteer management in fostering employee motivation and performance in Amil Zakat Institutions. AZI managers can create a more stable and supportive work environment that promotes employee well-being and organisational success by addressing the challenges of frequent volunteer turnover and implementing strategies to retain and develop volunteers.

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