

The Relationship of the Sense of Community and Work Motivation in Volunteers of the *Pos Keadilan Peduli Umat (PKPU) Aceh*

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Abstract: One of the determinants of work motivation for a person is compensation in the form of salary. However, this does not apply to volunteers. Volunteers, especially those working in non-government organizations (NGOs) usually work because of the membership relationships among volunteers and the fulfillment of needs. This study aims to determine whether there is a relationship between sense of community with work motivation on volunteers of Pos Keadilan Peduli Umat (PKPU) Aceh. The sample in this study were 122 subjects who were selected using purposive sampling. The measuring instruments used were Sense of community Indeks 2 and Multidimensional Work Motivation Scale. The results of the analysis with Spearman's Rho correlation showed correlation coefficient (r) = 0,345 with a significance value (p) = 0.000 ($P < 0.05$) and sense of community contribution value by 11,9%. This shows that on volunteers of PKPU Aceh; the higher the sense of community will lead to higher work motivation. The result of this study also shows that volunteer of PKPU Aceh falls under the high category for sense of community and work motivation.

1 INTRODUCTION

Volunteers are individuals or groups that contribute to the community's development process by using time and energy for the benefit of the community carried out voluntarily without financial benefits (Department for Social Development, 2011). Ludwick, et al. (2014) added that volunteers are referred as workers because they receive adequate compensation in the form of non-financial compensation such as uniforms, certificate of appreciations, self-development and skill trainings as well opportunities for networking with various other NGOs.

PKPU is one of the NGOs engaged in the capacity building sector that is relevant for increasing the effectiveness of the role of community organizations in local and social activities. Formed in 2000, PKPU Aceh was motivated by the main purpose "initiatives for children" targeting the orphaned of the conflict. It has a mission to utilize emergency service, recovery, empowerment in improving the quality of life, independence, establishing partnerships with the community, conducting research and development, and encouraging the formation of various

humanitarian program and social forums. The mission carried out by PKPU Aceh often assisted by volunteers. There are 215 volunteers contributed to activities organized by PKPU Aceh from 2014 to 2016.

According to Gagne, et al. (2014) work motivation is a form of development of perseverance, strength and movement of desire to perform tasks in accordance with self-motivation and external regulation. The form of work motivation shown by volunteers can be considered from the contribution of work provided such as involvement in activities (Gagne, et al, 2014). The contribution of PKPU Aceh's volunteer influenced by several factors such as the presence of personal desires and the need to help others. That when involved in activities to help communities, volunteer feel happy and useful to others. There was a special satisfaction that made them continue working for PKPU, it is because they could help and work directly in the field according to their expertise.

The presence of fellow volunteer relationships can encourage them to develop a sense of mutual care, cooperation in finding solutions to various work problems and share stories with each other and shared the same goals at work. The coordinator also

added that the relationship between fellow volunteer members and the purpose of the work encouraged them to contribute to work.

Those volunteers have work motivation and show forms of sense of community. According to McMillan and Chavis (1986) sense of community is the feeling that community members have attachments, means for each other, and have shared beliefs among communities that have the same need to be fulfilled through commitment. Omoto and Packard (2016) added that volunteers in a community who feel connected and involved in the same concern for a problem usually have a high sense of community. Snyder and Omoto (in Omoto & Packard, 2016) also mentioned that the sense of connectedness related to the motivation to work and give care in the community.

Based on the background stated above, researchers are interested in conducting this research to see the relationship between the sense of community and work motivation in PKPU Aceh volunteers.

2 LITERATURE REVIEW

2.1 Sense of Community, Working Motivation, and Volunteer

McMillan and Chavis (1986) define the sense of community as a feeling that community members have attachments, mean for each other, and that there is a shared belief between communities that have shared needs fulfilled through commitment. McMillan and Chavis also explain the psychological components of the sense of community, namely membership; individual feelings that are characterized by a sense of being part and having personal relationships with members in the community, influence; feelings of individuals who feel themselves important and influential for the community, integration and fulfillment of need; individual belief that mutually agreed values can regulate the distribution of resources in the community and be able to satisfy each other's material needs and emotions of members, shared emotional connection; commitment, trust and spiritual bonds formed between community members through sharing events, events, time, places and shared experiences. According to McMillan and Chavis (1986) the sense of community possessed by individuals influenced by changes in values in the community, the influence of the media, the availability of public transportation,

the professional specialization of community members, economic factors, and employment status.

Gagne, et al. (2014) describe work motivation as a form of development of perseverance, strength and movement of desire to perform tasks in accordance with self-motivation and external regulation. Self-determination is the process of utilizing the desires that an individual has by accepting all the advantages and disadvantages used to determine various ways to fulfill that will. Individuals who have self-determination tend to be easy adapting to the environment and not easily satisfied with everything that is easily obtained. These individuals tend to prefer challenges and will strive to get something.

Based on the theory of self-determination on work motivation by Gagne, et al (2014), there are several categories of work motivation that individuals have at work, namely amotivation, intrinsic motivation, and extrinsic motivation. Extrinsic motivation is divided into three forms, those are extrinsic regulation, identification regulation, and introjection regulation.

According to Saydan (2000) the work motivation of individuals influenced by several factors, namely internal factors derived from psychological processes in individuals in the form of personal maturity, level of education, personal desires and expectations, needs, fatigue and boredom and job satisfaction. External factors originating from outside the individual (environment factors) consist of working conditions, adequate compensation, career guarantees (appreciation for achievement), status and responsibility, and flexible regulations.

Tohits and Hewitt (2001) define volunteers as individuals who use time and talent voluntarily to provide services without the expected financial compensation. Volunteer Now (2011) also added that volunteers are an integral part of an organization to achieve the goals of the organization's development.

2.2 Sense of Community and Working Motivation

Work motivation encourages people to continue to be passionate about work (Handayani, 2010). Saydan (2000) states that in general individual work motivation is influenced by financial compensation. However, PKPU Aceh volunteers did not get financial compensation but received various non-financial compensation such as lunch during field job, uniforms, certificate of appreciation, self-development and skill trainings and networking

opportunities with various institutions and the sense of community.

The sense of community possessed by PKPU Aceh volunteers encourages them to work hard. PKPU volunteer members care for each other, find solutions to problems by working together, having the same goals while working, and talk to each other in any circumstances. This sense of community encourages them to contribute in activities held by institution. According to McMillan and Chavis (1986) the sense of community is a feeling of belonging, meaning to one another, and having trust and needs to achieve through mutual commitment. Chavis and Wandersman (1990) suggest that these feelings originate from individual involvement and ability to influence in groups (such as self-efficacy), individuals supported by friends, and members of work groups and organizations as a whole.

According to Clark (2002) when individuals have a sense of community at work, they will claim to be part of a group of people who support, hear, and share a common interest in work. Burrough and Eby (1998) added that individuals who have a sense of community realize that organizations can fulfill their needs and needs of their families, provide them with improved quality of life, and expect them to be responsible in work organizations and even in the wider community. McMillan and Chavis (1986) state that the higher the interaction that has been carried out by administrators or individuals with other members will establish intimacy between members and administrators or individuals.

Based on the description of related research and references, it was found that the sense of community has a relationship with work motivation on volunteers.

3 RESEARCH METHOD

3.1 Participants and Procedure

The population in this study was 215 PKPU Aceh volunteers. Based on population measurements of Isaac and Michael's table with an error rate of 10%, the number of samples used was 122 people. Purposive sampling was done with the following criteria: listed as volunteers at PKPU Aceh as evidenced by a Sign Card of PKPU Volunteer Members Aceh, Men and women with a minimum work period of 1 year.

The researcher came to PKPU Aceh volunteers to ask for the willingness to fill out the scale of research after submitting a research permit to the

relevant institution. The study conducted for twenty-one days from July 29 and August 1 to August 28, 2017. In the process, researcher was helped by 6 enumerators. After the entire scale is filled by the subject, the next process is scoring the scale that has been filled. The data obtained then tabulated and analyzed.

3.2 Measurement

Self-reported questionnaires (SCI-2) developed by Chavis, Lee, and Acosta (2008) with a reliability value of 0.94 was used to measure sense of community. SCI-2 has 24 forms of statements covering all attributes contained in the theory of sense of community. This scale was used to see the high and low sense of community held by PKPU Aceh volunteers. The model of scale used in this study is Likert scaling consists of 4 choices, they are *not at all* (0), *fair* (1), *most* (2), and *fully* (3).

Meanwhile, the scale of work motivation in this study is a Multidimensional Work Motivation Scale (MWMS) developed by Gagne, et al (2014) with a reliability value of 0.94. It is used to see the high and low work motivation of PKPU Aceh volunteers. This scale also uses a Likert scale type with ratings of 1 (not at all), 2 (very rare), 3 (rare), 4 (sometimes), 5 (often), 6 (very often), 7 (completely).

3.3 Data Analysis

Two steps were conducted to analyze the data obtained from this study. The method used in this study is to use statistical methods. The first step is to test assumptions (Priyatno, 2011) by doing (a) Normality Test, using the one sample Kolmogorov-Smirnov test technique to see whether the data population is normally distributed or not. Data declared to be normally distributed if the significance value is greater than 0.05 (Priyatno, 2011). Afterwards, (b) Linearity Test is done to find out whether two variables significantly have a relationship with each other. Two variables are said to have a relationship that is a straight line (linear) and if the significance value is less than 0.05 (Priyatno, 2011). The next step is to test the hypothesis proposed in this study, how the sense of community correlates with work motivation in PKPU Aceh's volunteers.

4 RESULT

The study was conducted at Pos Keadilan Peduli Umat (PKPU) in Aceh with the total number of subjects 122 volunteers. The demographic data of the research subjects obtained can be seen in the table below:

Table 1: Demographic Data of Research Subjects.

No	Sampel Description	Category	Total	Percentage (%)	Total amount in Percent age (%)
1	Gender	Male			
2	Age	Female Adolescent (17 tahun) Early	2	1,63	100
		Adult (18-25 tahun)	114	93,44	
		Middle Adult (26-33 tahun)	6	4,91	
3	Working period	1-2	116	95,08	100
		3-4	6	4,91	
4	Education	High School	3	2,45	100
		College Diploma	3	2,45	
		Bachelor Degree	112	91,80	
		Master's Degree	4	3,27	

The results of the normality test using Kolmogorov-Smirnov show that the scale of the sense of community data and work motivation scale are not normally distributed. Kolmogorov-Smirnov

value (K-S Z) = 0,000 ($p > 0.05$), and on the work motivation scale Kolmogorov-Smirnov value (K-S Z) = 0,000 ($p > 0.05$). Furthermore, ANOVA test for linearity on the Sense of community scale with Work Motivation conducted on 122 research subjects showing the value of test for linearity = 0,000 ($p < 0.05$), so that it can be interpreted that there is a linear relationship between the sense of community and work motivation.

Hypothesis testing done using Spearman correlation analysis since the data were abnormally distributed. This method analyzed the relationship between the sense of community and work motivation in PKPU Aceh volunteers. The results showed a significance value (p) = 0,000 ($p < 0.05$). This shows that H_0 (a) is accepted. Thus, there is a relationship between the sense of community and work motivation in PKPU Aceh volunteers. It also shows a correlation coefficient (r) = 0.345, so that the value can be interpreted as a relationship between the two variables. In addition, the results showed an effective contribution of the two variables seen from the analysis of measures of association. It shows the value of R Square (R^2) = 0.119, which means that there is an effect of sense of community on work motivation of 11.9%, while the remaining 88.1% is influenced by other factors.

4.1 Percentage of Sense of Community Components in PKPU Aceh Volunteers

Additional analysis is carried out to see the description of the condition of the research subject in percent of each component of the sense of community. The following analysis can be seen in the table below:

Table 2: Percentage of the Sense of community component.

Variable Component of Sense of community	Percentage
Membership	25.39 %
Influence	23.56 %
Integration and Fulfillment of Needs	27.37 %
Sharing Emotional Relations	23.66 %

PKPU Aceh volunteers appear to have two components at the highest percentage, those are integration and fulfillment of needs and membership.

4.2 Sense of Community Component Correlation Test with Work Motivation

Correlation test for each dimension of sense of community was done to see which component has the most correlation with work motivation. This correlation test also uses Spearman's Product Moment Correlation correlation analysis. The results can be seen in the following table:

Table 3: Sense of Community Component Correlation Test Results with Work Motivation.

Variable Component of Sense of community	Correlation with Work Motivation	Significancy
Membership	0.330	0.000
Influence	0.241	0.008
Integration and fulfillment of needs	0.409	0.000
Sharing emotional relations	0.105	0.251

The results of the correlation test in table showed membership and integration and fulfillment of needs as the component of sense of community have the highest relationship with work motivation. Both components have a significance value of $p = 0,000$, $P < 0.01$. If viewed from the correlation coefficient value, the integration and fulfillment of the needs of PKPU Aceh has the highest correlation coefficient, which is equal to $r = 0.409$, while membership is $r = 0.330$. This shows that most PKPU Aceh volunteers are at the level of integration and meeting high needs to have work motivation.

5 DISCUSSION

Correlation analysis shows a positive relationship between the sense of community and work motivation with a significance value of $(p) = 0,000$ ($p < 0.05$) and proves that the hypothesis is accepted. This indicates that the higher the PKPU Aceh volunteers' sense of community, the higher the work motivation of the volunteers.

PKPU Aceh volunteers have an influence component of 23.56% indicating that volunteers contribute to every activity carried out by PKPU Aceh. Betz, Fitzgerald and Hill (1989) proposed that individuals with a sense of community will have good quality in their work and able to improve the response to their work. This indicated by the value

of the integration component and the fulfillment of needs of PKPU Aceh volunteers by 27.37% allowing them to improve their response to work because mutually agreed values can regulate the distribution of existing resources in the community into several predetermine work divisions, so that they have strengthened to be loyal and bound to PKPU Aceh.

Data from additional analysis revealed that the membership of PKPU Aceh volunteers was 25.39%. There was attachment among fellow volunteer members in the form of mutual openness and expressing feelings to build intimacy among volunteers. Arninda and Safitri (2012) suggested that the attachments possessed by members of the organization could increase their work motivation. This is in accordance with the findings of this study, where membership with work motivation indicated by a correlation value of 0.330 and a significance value of 0.000. Through interview on a preliminary study, the subject explained that PKPU Aceh volunteers clearly understood that the workplace divided into several work divisions and the existence of a specific agenda scheduled between volunteers.

Individuals who pay attention to their work indicated the level of categorization of the sense of community. There were 113 PKPU Aceh volunteers in the high category (92.96%). Furthermore, the components of the sense of community made volunteers to have a high sense of community. It was evident that of membership and integration and fulfillment of needs became the components that had the highest correlation values with work motivation.

This illustrates that most PKPU Aceh volunteers' work motivation was influenced by the sense of community component, such as membership, meaning PKPU Aceh volunteers showed work motivation because of their sense of belonging and personal relationships with fellow volunteers in the organization. They showed their senses of membership in the form of mutual care, forming openness among others through sharing stories on a scheduled agenda, working together to find solutions to work problems faced by both personal and group.

Integration and fulfillment of needs also formed a high sense of community for PKPU Aceh volunteers which means there is a belief that mutually agreed values can regulate the resources contained in the organization and able to satisfy each other's needs material and emotion of volunteers. McMillan and Chavis (1986) stated that this component becomes one of the great strengths for individuals to be loyal and bound to their organization to work hard.

The contribution of the sense of community to work motivation in PKPU Aceh volunteers was 11.9%, while there were 88.1% other potentially influencing factors. Saydan (2000) states that there are several external factors that can influence individuals, such as the condition of the work environment including workplaces, facilities and tools for work, cleanliness, lighting, tranquility, including work relations of people at workplace. PKPU Aceh volunteer received an adequate work environment facility in the form of the internet networks and meeting rooms that could be used by volunteers.

Another factor is adequate compensation (Saydan, 2000). PKPU Aceh volunteers received non-financial compensation in the form of per diem to eat during field work, uniforms, certificates, and self-development opportunities through skills training and networking opportunities with various institutions outside PKPU Aceh.

In addition, regulations based on the relationship individuals have in the organization such as justice from disciplinary actions, the methods used to terminate employment relations and employment opportunities and policies that are not too rigidly implemented tend to make individuals to have high work motivation (Saydan, 2000). PKPU Aceh volunteers received a regulation in the form of flexible working hours where volunteers were not forced to standby in the office every day, but follows the scheduled work and certain agendas.

Herzberg (1996) also states that individual work motivation is influenced by two factors of need, namely; maintenance factors as factors related to the nature of humans who want to gain physical tranquility. This need continues because it will return to zero after being fulfilled, involving things that cannot be satisfied such as salary, physical working condition, job security, pleasant supervision, official vehicles, official home and various other benefits. This need is fulfilled by PKPU Aceh Volunteers through the facilities provided by PKPU Aceh in the form of available work space and job certainty. Volunteers also get evaluations directly from coordinators, as well as non-financial benefits. The second factor concerns the psychological needs of individuals, such as feeling perfect in doing work. This factor related to personal respect such as the right placement on the job. It involves things that can be satisfied, namely achievement, recognition, the work itself, and responsibility. Volunteers get an award from the coordinator in the form of certificate and praise as well as recognition that the work carried out is in

accordance with the direction. Then, the responsibilities given to PKPU Aceh volunteers were evenly distributed with the division of work into activities carried out by PKPU Aceh.

This study shows the level of sense of community and work motivation carried out by categorizing the scores obtained by the research subjects. The categorization of the sense of community shows 92.62% (113 volunteers) research subjects have a high sense of community, while the rest have a sense of community at a moderate and low level. The results indicate a high and low sense of community explained by the operational definition, that is feeling of attachment, meaning for each other, the existence of beliefs and needs through shared commitment by PKPU Aceh volunteers dominated by high categories.

The categorization of PKPU Aceh volunteer work motivation levels showed 82.78% (101 people) volunteers in the high category and the rest had moderate and low work motivation. It is explained through the operational definition of work motivation, namely the development of PKPU Aceh volunteers in perseverance, strength and movement of desire to perform tasks in accordance with self-motivation and external regulation dominated by high work motivation categories.

This study has several limitations, including: Author was unable to find the latest theory of sense of community that discusses the concept and its constituent components, so he used the theory published in 1986. Furthermore, author had difficulty meeting the subject because volunteers are not always at the office so it took a long time to gather data with the research subject. In addition, author have difficulty getting secondary data related to volunteer management in writing (documents) so that discussions regarding the responsibilities, rules, and awards held by PKPU Aceh volunteers cannot be explained in depth to support the quantitative analysis results obtained.

6 CONCLUSION

This study conducted to determine the relationship between the sense of community and work motivation on volunteers of Pos Keadilan Peduli Umat (PKPU) Aceh. The results indicate that there is a relationship between the sense of community and work motivation. Sense of community allows individuals to develop perseverance, strength and movement of desire to perform tasks according to self-motivation and external regulation. Based on the

data analysis, it was found that the higher the sense of community possessed by PKPU Aceh volunteers, the higher the motivation of work possessed.

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