

IMPORTANT FACTORS IN OPTIMIZING ALMS MANAGEMENT AT THE NGIDER INDONESIA ALMS FOUNDATION, CIRACAS

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Abstract

The purpose of this study was to determine the extent to which leadership, goal achievement, integration and adaptation influence the effectiveness of alms management. This research method uses a quantitative descriptive approach. The data used were obtained through questionnaires and documentation. The population in this study were members of the Kampung Sedekah program in Ciracas District totaling 34,564 heads of families. The number of samples taken through purposive sampling technique of 419 people. The data analysis technique used was SEM-PLS with SmartPLS 3.0 M3 software. The results of the study concluded that partially the variables of leadership, goal achievement and adaptation had a significant effect on the effectiveness of alms management, while the integration variable did not affect the effectiveness of alms management. The most dominant variable in the effectiveness of alms management was the leadership variable.

Keywords: *Kepemimpinan, Pencapaian Tujuan, Integrasi, Adaptasi dan Efektivitas Pengelolaan Sedekah*

INTRODUCTION

Poverty is not merely a social phenomenon but also a result of the absence of social justice that protects the rights of vulnerable groups. The indifference of economically strong groups toward the fate of the weak exacerbates this situation. Unlike the capitalist system, the concept of Islamic economics offers solutions by balancing market mechanisms with concern for the weak, thereby enabling social justice within society.

Social justice in Islam means that every individual is entitled to their rights while also fulfilling their responsibilities to create balance in life. An example is the relationship between the rich and the poor (Mawardi, 2015). The wealthy are free to accumulate as much wealth as possible, provided it is done through lawful means, but they must not forget the rights of the poor over their wealth. The Qur'an emphasizes that within the wealth of the rich lies the rights of others. Therefore, Islam teaches mechanisms such as zakat, waqf, and charity to maintain this balance.



Charity, in Islamic teachings, is the voluntary and sincere giving of something by a Muslim to another person without any time or amount restrictions. Charity has a broader scope than zakat and infaq, as it not only includes the giving of wealth but also encompasses all forms of good deeds or acts of kindness (Candra Himawan, 2013).

In an economic context, charity can be defined as the act of transferring a portion of wealth from those who are able to those who are less fortunate. This wealth transfer also represents a transfer of economic resources, which has tangible impacts on economic life (Mawardi, 2015). For instance, the recipients of charity can use it to meet their consumption needs or even for production purposes, potentially creating positive economic changes. Therefore, although charity is fundamentally an act of worship to Allah, it also holds significant economic dimensions.

Regarding this, (Muhammad, 2021) explains that, from an economic perspective, charity can evolve into a part of *muamalah*, or social interactions within a community. This concept includes how individuals live together in society, including in economic aspects. In the economic dimension, charity plays a role in creating social justice by ensuring a more equitable distribution of wealth. Furthermore, charity can be optimized to empower impoverished communities, enabling them to achieve a better standard of economic living.

Islam commands every Muslim to always embrace the call to give charity, whether it is done openly or secretly. Prophet Muhammad (peace be upon him) also encouraged his followers to become the best community, one aspect of which is through innovation in mobilizing and utilizing societal potentials. If this is achieved, charity can become a powerful tool to enhance the economic welfare of the Muslim community and achieve valuable humanitarian achievements (Firdaus, 2017). In this regard, Allah SWT says in the Qur'an:

يَرَهُ خَيْرًا ذَرَّةٍ مِثْقَالَ يَّعْمَلُ فَمَنْ

It means: "Whoever does even an atom's weight of good will see its reward." (QS Az-Zalzalah [99]:7).

From the verse, it can be concluded that Muslims are expected to demonstrate achievements in goodness and humanity, one of which is by maximizing the potential of charity. Charity is not only performed individually, but also collectively in an organized manner to provide broader benefits (Riantika, Pane, Islam, & Sumatera, 2023).

Theologically, the essence of charity remains unchanged over time. However, the way it is implemented continues to evolve along with the spread of Islam, which intersects with local traditions and cultures. This can be seen in the tradition of the Muslim community organizing collective charity events, such as the activities conducted in Kampung Sedekah in Ciracas, East Jakarta, which is the location of this study.

Kampung Sedekah is a program initiated by the Sedekah Ngider Indonesia Foundation in March 2018, based in Kelurahan Kelapa Dua Wetan, Ciracas, East Jakarta. The program began by making RW 09 Kelapa Dua Wetan the first pilot project in

Indonesia. After one year of research, in 2019, the program began expanding to other areas in different urban villages. By the end of 2022, under the leadership of the Head of Ciracas Subdistrict, Mr. H. Yus Wil Rasyid, this program had become mandatory in 49 RW areas in Ciracas, East Jakarta. The details of the fundraising from this charity program can be seen in the table below.

Tabel 1
Fundraising Acquisition of KS Kec. Ciracas, East Jakarta

Year	Funds Collected
2018	Rp 160.115.500
2019	Rp 346.225.700
2020	Rp 743.650.500
2021	Rp 2.465.850.300
2022	Rp 5.877.326.500

Source: Informant Data

Through the charity management program, a total of 67 programs have been realized, including assistance for the sick, funeral expenses, health checkups, educational scholarships, business assistance, and home renovations. As of December 2022, the number of beneficiaries, ranging from infants to the elderly, both Muslim and non-Muslim, averages 12,000 recipients per neighborhood association (RW) per year. From 2018 to 2022, the total number of beneficiaries reached 546,472 people.

Interestingly, the management of these charity funds is conducted through a very simple mechanism. The piggy banks (kencleng) distributed to residents are collected by the Kampung Sedekah management every month. The collected funds are then counted and directly distributed back to the community through ongoing programs. These funds do not enter the Foundation's account, and the Foundation does not take a share of the funds. The role of the Foundation is limited to being a facilitator and coordinator, while the management is entirely handled by the community. This makes Kampung Sedekah a program that is fully from, by, and for the community.

This phenomenon is very different compared to the usual charity management mechanisms, especially those that also use piggy banks. Typically, Foundation staff distribute piggy banks to residents and collect them after a month through WhatsApp communication. The collected funds are then used to finance the Foundation's programs, without direct interaction between the organizers and donors. As a result, emotional closeness with the community is often not established, which can lead to decreased interest from residents in participating. Many people eventually prefer to channel their charity through organizations they know or trust.

From the above explanation, it can be concluded that effective charity management must meet several indicators, such as target accuracy, program socialization, and goal achievement. The effectiveness of the program is also measured by how optimally the charity fund management runs and provides real impact for the community. Therefore, to measure the effectiveness of charity fund management, good financial governance is



necessary and should be managed by a professional institution, such as the Sedekah Ngider Foundation Indonesia, which has implemented sustainable and integrated programs.

(Nirmala, 2022) defines effectiveness as the ability to carry out the tasks, functions, or programs of an organization without undue pressure or tension that hinders implementation. This definition emphasizes the importance of a solid system in achieving the success of charity programs.

The factors affecting effectiveness, as explained by (Misnawati, 2017), include organizational characteristics, the environment, workers, and management. Program effectiveness can be defined as the level of achievement of goals, reflecting how far the set program objectives can be realized. A program is considered effective when the actions taken align with the expected results. Effectiveness functions as a measurement tool to compare plans, implementation processes, and the results achieved.

Research on the measurement of program effectiveness has been widely conducted (Norsanti, 2021) concluded that goal achievement, integration, and adaptation significantly affect effectiveness. (Norsanti, 2021) also found that the acceleration program for reducing stunting showed a very high level of effectiveness, with a success rate of 86.3%.

The effectiveness of an organization is inseparable from the crucial role of leadership within it. Leadership is a universal phenomenon that occurs in every human community, from small group interactions to large, complex organizations (Manalu, 2020). Leadership becomes particularly crucial when members of the organization face high dynamics in their activities, as well as ongoing changes due to technological advancements (Djuremi, Leonardo B. H., 2016). The essence of this phenomenon is the leader's ability to influence members of the organization to commit to and sincerely work towards the established goals. The success or failure of an organization is largely determined by the quality of its leadership.

Many studies have discussed the relationship between leadership and organizational effectiveness. Some studies show a significant positive relationship, such as the research by (Andi R, 2017), which concluded that leadership significantly contributes to organizational effectiveness. However, other studies, such as those by (Agustin, 2018), found that the leader's commitment has a partial and less significant impact on organizational effectiveness. These differing findings create a research gap, which underscores the need for further research.

Research on program effectiveness that integrates leadership, goal achievement, integration, and adaptation simultaneously is still relatively rare. Most of the previous studies focused only on three variables: goal achievement, integration, and adaptation, without considering leadership as an additional variable. Therefore, this research aims to examine the factors that affect the effectiveness of charity management at the Sedekah Ngider Foundation Indonesia, Ciracas District, East Jakarta. The variables analyzed

include leadership, goal achievement, integration, and adaptation as independent variables, and the effectiveness of management as the dependent variable.

LITERATURE REVIEW

Effectiveness

Etymologically, the word "effective" is often interpreted as achieving the desired goal (producing desired result), having a pleasing effect, and being actual or real (actual and real) (Sumbawati, Asmini, Juliawati, & Pamungkas, 2020).

According to Robbins in Indrawijaya, "Effectiveness can be defined as the level of organizational achievement based on short-term objectives (goals) and long-term strategies (means). The selection reflects strategic contributions, the level of organizational life, and the interest in evaluation."

The criteria or measures of whether goals are achieved effectively or not are as follows:

- a. Clarity of objectives to be achieved, which is intended so that employees can perform tasks in a focused manner, enabling the organization's goals to be reached.
- b. Clarity of strategy for achieving objectives, as strategy is the "path" followed in making efforts to achieve the set targets, ensuring that the implementers do not stray from achieving the organizational goals.
- c. Solid analysis and formulation of policies, related to the objectives to be achieved and the strategies set, meaning that policies must bridge the goals with the operational activities.
- d. Thorough planning, essentially meaning deciding now what the organization will do in the future.
- e. Proper program formulation, a good plan still needs to be detailed into proper implementation programs, as without this, the implementers will lack clear guidelines to act and work.
- f. Availability of work facilities and infrastructure, one of the indicators of organizational effectiveness is the ability to work productively, supported by available facilities and infrastructure provided by the organization.
- g. Effective and efficient execution, no matter how good a program is, if not implemented effectively and efficiently, the organization will not achieve its goals, as through execution the organization is brought closer to its objectives.
- h. A supervisory and control system that is educational, considering the imperfect nature of humans, organizational effectiveness requires a system of supervision and control.

Management of Zakat, Infaq, and Sedekah (ZIS)

To achieve the goals of an organization, good management is required. Achieving a desired goal also requires strategy to reach a successful position. Therefore, the strategy that is designed must be accompanied by effective management. The strategy created to

achieve organizational goals will always involve the collaboration of many individuals. Mary Parker Follett states that management is the art of getting things done through others. Management itself is inseparable from the term "management," because both management and administration have the same meaning and purpose, which is the achievement of organizational goals (objectives). Substantively, the definition of management includes activities related to the administration process (Bastiar & Bahri, 2019).

RESEARCH METHOD

This research is a type of field research with a descriptive quantitative approach (Musianto, 2002). The data used consists of primary and secondary data, which were collected through questionnaires and documentation (Sugiyono, 2017). The research population includes the community members involved in the Sedekah Village program in Ciracas District, East Jakarta, with a total of 34,564 households. The research sample was determined using a purposive sampling technique, resulting in 419 respondents. For data analysis, the SEM-PLS (Structural Equation Modeling - Partial Least Squares) method was used, processed with the SmartPLS 3.0 M3 software.

RESULTS AND DISCUSSION

Partial Least Square (PLS) Analysis

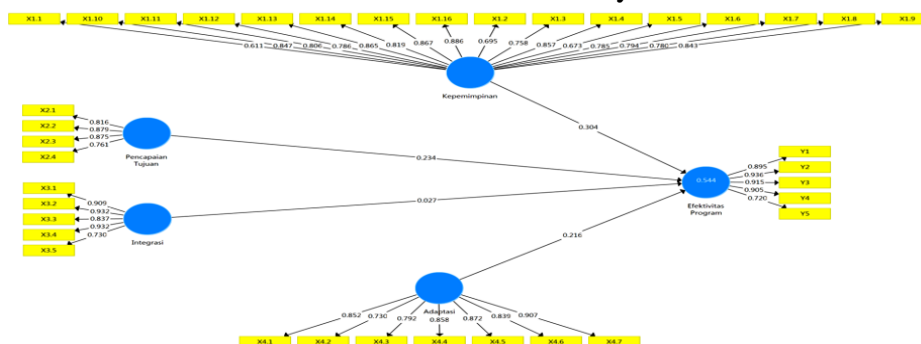
In this study, data analysis uses the Partial Least Square (PLS) approach with the SmartPLS 3.0 M3 software. Partial Least Square (PLS) is a structural equation modeling (SEM) technique based on variance components. The PLS approach is distribution-free (it does not require data to follow a specific distribution, and it can include nominal, categorical, ordinal, interval, or ratio data). Additionally, PLS can be used to analyze small sample sizes with a higher level of accuracy compared to other analytical tools.

The following are the steps of data analysis using the Partial Least Square (PLS) approach with SmartPLS software.

1. Assessing the Outer Model or Measurement Model

In data analysis using SmartPLS, there are three criteria for evaluating the outer model: Convergent Validity, Discriminant Validity, and Composite Reliability. Below is the PLS algorithm diagram generated by SmartPLS for this research:

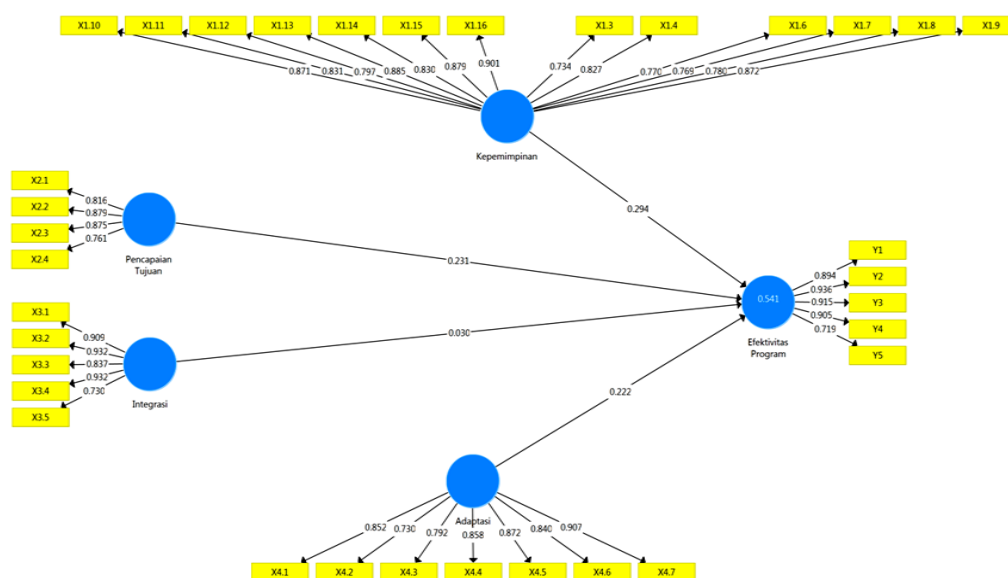
Figure 1
Initial Outer Model Analysis



Source: Output Results from PLS 3.0 M3

Based on Figure 1 above, it can be explained that the leadership variable has sixteen (16) statement indicators, the goal achievement variable has four (4) statement indicators, the integration variable has five (5) statement indicators, and the adaptation variable has seven (7) statement indicators, while the program effectiveness variable has five (5) statement indicators. The PLS analysis shows that some indicators have outer loading values less than 0.7. Model modification is necessary to ensure that the outer loading values are above 0.7. The research model, after modification, can be seen in the following figure.:

Figure 2
Final Outer Model Analysis



Source: Output Results from PLS 3.0 M3

The criteria for the PLS Algorithm can be explained in the description below.

2. Convergent Validity

The convergent validity of the measurement model with reflective indicators is assessed based on the correlation between the item score/component score estimated using PLS software. The reflective individual measure is considered high if it has a correlation

greater than 0.70 with the construct being measured. In this study, the threshold for the loading factor set is 0.7. The following presents the results of the Convergent Validity analysis for each indicator:

Table2
Outer Loading (Measurement Model)

Indikator	Adaptation	Effectiveness of the Program	Integrasi	Leadership	Achievement of Goals
X1.10				0.871	
X1.11				0.831	
X1.12				0.797	
X1.13				0.885	
X1.14				0.830	
X1.15				0.879	
X1.16				0.901	
X1.3				0.734	
X1.4				0.827	
X1.6				0.770	
X1.7				0.769	
X1.8				0.780	
X1.9				0.872	
X2.1					0.816
X2.2					0.879
X2.3					0.875
X2.4					0.761
X3.1			0.909		
X3.2			0.932		
X3.3			0.837		
X3.4			0.932		
X3.5			0.730		
X4.1	0.852				
X4.2	0.730				
X4.3	0.792				
X4.4	0.858				
X4.5	0.872				
X4.6	0.840				
X4.7	0.907				
Y1		0.894			
Y2		0.936			
Y3		0.915			

Indikator	Adaptation	Effectiveness of the Program	Integrasi	Leadership	Achievement of Goals
Y4		0.905			
Y5		0.719			

Source: Processed Data from SmartPLS, 2023

From the table above, it can be seen that the indicators of each construct provide a high convergent validity value, all above 0.70. This indicates that the indicators in each research variable meet the criteria to represent those variables.

2. Discriminant Validity

Discriminant validity is conducted to ensure that each concept of the latent variables is distinct from other variables. A model has good discriminant validity if the loading value of each indicator of a latent variable has the largest loading value compared to other latent variables. The results of the discriminant validity test are as follows:

Table 3
Nilai Discriminant Validity (Cross Loading)

Indikator	Adaptation	Effectiveness of the Program	Integrasi	Leadership	Achievement of Goals
X1.10	0.693	0.579	0.753	0.871	0.802
X1.11	0.676	0.606	0.724	0.831	0.755
X1.12	0.647	0.542	0.680	0.797	0.680
X1.13	0.694	0.608	0.732	0.885	0.737
X1.14	0.712	0.646	0.755	0.830	0.737
X1.15	0.762	0.693	0.806	0.879	0.771
X1.16	0.742	0.665	0.765	0.901	0.755
X1.3	0.605	0.477	0.633	0.734	0.592
X1.4	0.632	0.546	0.673	0.827	0.654
X1.6	0.549	0.485	0.615	0.770	0.630
X1.7	0.638	0.529	0.663	0.769	0.606
X1.8	0.697	0.517	0.763	0.780	0.639
X1.9	0.713	0.555	0.782	0.872	0.751
X2.1	0.639	0.531	0.657	0.710	0.816
X2.2	0.771	0.615	0.736	0.727	0.879
X2.3	0.834	0.666	0.820	0.742	0.875
X2.4	0.654	0.511	0.712	0.657	0.761
X3.1	0.750	0.579	0.909	0.757	0.732
X3.2	0.836	0.662	0.932	0.867	0.831
X3.3	0.685	0.519	0.837	0.689	0.761
X3.4	0.823	0.644	0.932	0.816	0.813
X3.5	0.692	0.553	0.730	0.635	0.685



Indikator	Adaptation	Effectiveness of the Program	Integrasi	Leadership	Achievement of Goals
X4.1	0.852	0.620	0.882	0.829	0.818
X4.2	0.730	0.489	0.632	0.722	0.674
X4.3	0.792	0.581	0.707	0.648	0.679
X4.4	0.858	0.594	0.678	0.621	0.712
X4.5	0.872	0.610	0.773	0.676	0.808
X4.6	0.840	0.519	0.664	0.599	0.645
X4.7	0.907	0.617	0.763	0.693	0.778
Y1	0.638	0.894	0.630	0.641	0.641
Y2	0.670	0.936	0.660	0.665	0.700
Y3	0.636	0.915	0.626	0.639	0.636
Y4	0.616	0.905	0.600	0.640	0.625
Y5	0.437	0.719	0.457	0.447	0.442

Source: Processed Data from SmartPLS, 2023

From the table above, it can be seen that the loading factor values for each indicator of the latent variables do not have any loading factor values that are smaller than the loading factor values when compared to other latent variables. This means that each latent variable has good discriminant validity, where several latent variables do not have indicators that are highly correlated with other constructs.

3. Composite Reliability (CR) dan Average Variance Extracted (AVE)

Validity and reliability criteria can also be assessed from the reliability values of a construct and the Average Variance Extracted (AVE) values for each construct. A construct is considered to have high reliability if the Composite Reliability value is > 0.70 , Cronbach's Alpha > 0.60 , and AVE is above 0.50. The table below will present the Composite Reliability, Cronbach's Alpha, and AVE values for all variables.

Table 4
Cronbach's Alpha, Composite Reliability dan Average Variance Extracted (AVE)

Variabel	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Adaptasi	0.928	0.932	0.942	0.701
Effectiveness of the Program	0.923	0.939	0.943	0.770
Integrasi	0.918	0.927	0.940	0.759
Leadership	0.961	0.965	0.966	0.686
Achievement of Goals	0.853	0.866	0.901	0.696

Source: Processed Data from SmartPLS, 2023

The table above shows that the Cronbach’s alpha value is > 0.60 , the Average Variance Extracted (AVE) value is above 0.50, and the composite reliability is > 0.70 , indicating that all constructs in the estimated model meet the criteria (reliable).

4. R Square

In evaluating the structural model with PLS, we start by looking at the R-Square value for each endogenous latent variable as the predictive strength of the structural model. Changes in the R-Square value can be used to explain whether there is a substantial effect between certain independent latent variables and dependent latent variables. The results of the PLS R-Square represent the amount of variance in the construct explained by the model. The R-Square test results are as follows:

Table 5
Nilai R Square

Variabel	R Square	R Square Adjusted
Effectiveness of the Program	0.541	0.537

Source: Processed Data from SmartPLS, 2023

From the table above, the R Square value for Program Effectiveness is 0.541. This means that 54.1% of the Program Effectiveness variable is influenced by the Leadership variable, Goal Achievement variable, Integration variable, and Adaptation variable.

5. Hypothesis Testing and Significance

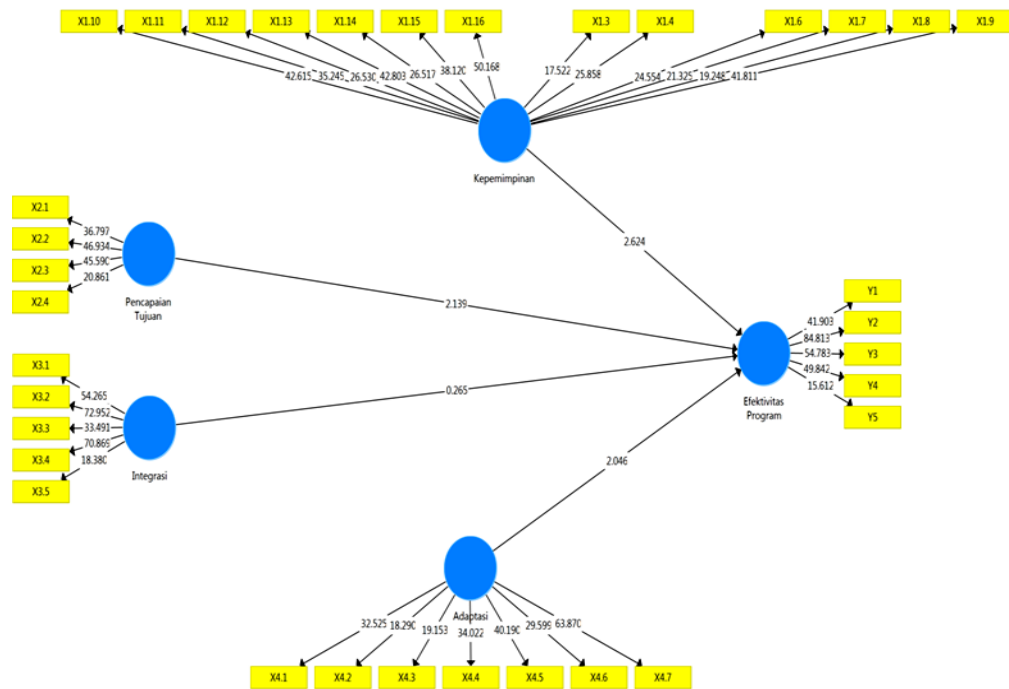
In PLS, the statistical testing of each hypothesized relationship is conducted using simulation. In this case, a bootstrap method was applied to the sample. The bootstrap test is also intended to minimize issues related to non-normality in the research data. The estimated significance parameters provide useful information about the relationships between the research variables. A correlation is considered significant if the t-statistic value $>$ t-table value of 1.965 (significance at alpha 5%) with the following criteria:

- a. If the t-statistic value $>$ t-table value or the significance value (P-Value) $<$ 0.05 (5%), the effect is considered significant and the hypothesis is accepted.
- b. If the t-statistic value $<$ t-table value or the significance value (P-Value) $>$ 0.05 (5%), the effect is considered not significant and the hypothesis is rejected.

The results of the bootstrapping test from the PLS analysis can be seen in the output result for the inner weight presented in the following structural model diagram:

Figure 3 Analisis Inner Model





Source: Processed Data from SmartPLS, 2023

Based on the image above, the testing of each hypothesis can be explained as follows:

a. Hypothesis Testing

The structural model (inner model) is a model used to predict the causal relationship between latent variables. To predict whether there is a causal relationship in SEM-PLS using SmartPLS 3.0 M3, it can be seen in the table below.

Table 6
Result for Inner Weights

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Adaptasi -> Effectiveness of the Program	0.222	0.241	0.109	2.046	0.041
Integrasi -> Effectiveness of the Program	0.030	0.025	0.112	0.265	0.791
Kepemimpinan -> Effectiveness of the Program	0.294	0.294	0.112	2.624	0.009
Pencapaian Tujuan -> Effectiveness of the Program	0.231	0.222	0.108	2.139	0.033

Source: Processed Data from SmartPLS, 2023

1) The Influence of Leadership on Program Effectiveness



The coefficient value obtained is 0.294 with a t-statistic of 2.624 and a P value of 0.009. These results indicate that the t-statistic (2.624) is greater than the t-table value (1.965), and the P value (0.009) is smaller than 0.05. Therefore, it can be interpreted that leadership has a significant influence on program effectiveness, so Ha1 is accepted and Ho1 is rejected.

2) The Influence of Goal Achievement on Program Effectiveness

The coefficient value obtained is 0.231 with a t-statistic of 2.139 and a P value of 0.033. These results indicate that the t-statistic (2.139) is greater than the t-table value (1.965), and the P value (0.033) is smaller than 0.05. Therefore, it can be interpreted that goal achievement has a significant influence on program effectiveness, so Ha2 is accepted and Ho2 is rejected.

3) The Influence of Integration on Program Effectiveness

The coefficient value obtained is 0.030 with a t-statistic of 0.265 and a P value of 0.791. These results indicate that the t-statistic (0.265) is smaller than the t-table value (1.965), and the P value (0.791) is greater than 0.05. Therefore, it can be interpreted that integration does not have a significant influence on program effectiveness, so Ha3 is rejected and Ho3 is accepted.

4) The Influence of Adaptation on Program Effectiveness

The coefficient value obtained is 0.222 with a t-statistic of 2.046 and a P value of 0.041. These results indicate that the t-statistic (2.046) is greater than the t-table value (1.965), and the P value (0.041) is smaller than 0.05. Therefore, it can be interpreted that adaptation has a significant influence on program effectiveness, so Ha4 is accepted and Ho4 is rejected.

6. F Square

The next step in the research is to examine the F-Square value. It is explained that F-Square is used to assess the influence of latent predictor variables at the structural level. Based on the testing results with SmartPLS 3.0, the following F-Square results were obtained:

Table 7
Nilai F Square

Variabel	Effectiveness of the Program
Adaptasi	0.020
Integrasi	0.000
Leadership	0.040
Effectiveness of the Program	0.019

Source: Processed Data from SmartPLS, 2023



Based on the table above, it can be seen that the Leadership variable has the most dominant influence on Program Effectiveness with an F-Square value of 0.040, which is larger than the values of other latent variables.

7. Q Square

The next step is to examine the Q-square (predictive relevance) for the construct model. The Q-square test is used to measure how well the observed values produced by the model and its parameter estimates fit. A Q-square value greater than 0 (zero) indicates that the model has good/sufficient predictive relevance, whereas a Q-square value less than 0 (zero) suggests that the model has poor predictive relevance.

Tabel 8
Nilai Q Square

Variabel	SSO	SSE	Q ² (=1-SSE/SSO)
Efektivitas Program	2.095.000	1.244.363	0.406

Source: Processed Data from SmartPLS, 2023

Based on the table above, the Q2 value (Q-square Predictive Relevance) obtained is 0.406. Since the value is greater than 0 (zero), it means the model has an adequate predictive relevance. This indicates that the variables of Leadership, Goal Achievement, Integration, and Adaptation are able to predict the Program Effectiveness variable adequately.

Discussion

1. The Influence of Leadership on Program Effectiveness

Based on the analysis results, it was found that leadership has a significant effect on the effectiveness of the management of zakat at Yayasan Sedekah Ngider Indonesia in Ciracas District, East Jakarta. This proves that the stronger the leadership influence, the greater the effectiveness of the program. This is supported by the opinion of Muhammad Farrel Ronan Tara (2022), who concluded that there is a positive relationship between leadership variables and organizational effectiveness in Kramat Jati District, with a percentage of 63.8%.

Leadership factors in an organization become critical when individuals/members exhibit high dynamics in their activities, alongside continuous changes driven by technological advances. The key to this phenomenon is the ability to influence organizational members, so they diligently strive to achieve the pre-established organizational goals.

In this study, the leadership of Yayasan Sedekah Ngider Indonesia has effectively introduced innovations to assist its members in carrying out their respective duties and functions. Furthermore, the foundation has been effective in communicating its intentions and goals with its members. This enables members to easily engage in two-way communication with leadership and draw conclusions in discussions, such as

during meetings. The leadership of Yayasan Sedekah Ngider Indonesia also successfully influences and encourages its members to achieve organizational goals while overseeing the work they carry out. This improves organizational effectiveness—when leadership is strengthened, organizational effectiveness also increases.

2. The Influence of Goal Achievement on Program Effectiveness

analysis revealed that goal achievement significantly impacts the effectiveness of zakat management at Yayasan Sedekah Ngider Indonesia in Ciracas District, East Jakarta. This means that the greater the achievement of goals, the higher the program's effectiveness. This is in line with the research conducted by Adam Adi Pamungkas et al. (2022), who analyzed the impact of program goals on the effectiveness of the Mobile JKN program users at BPJS Kesehatan Semarang Branch. Their study concluded that program goal indicators had an average value of 4.09%, indicating effectiveness.

Achieving goals must be viewed as a process. Therefore, to ensure the final goal is achieved, phased steps are necessary, both in terms of achieving parts of the goal and in the timing of the phases. Data from the field research indicates that the programs implemented through various community activities align with the original goals of the program. Nearly all respondents reported feeling the benefits of the Sedekah Village program, despite only having participated for one year.

3. The Influence of Integration on Program Effectiveness

According to the analysis, integration does not significantly influence the effectiveness of zakat management at Yayasan Sedekah Ngider Indonesia in Ciracas District, East Jakarta. This means that higher levels of integration in a program do not necessarily lead to improved or diminished program effectiveness. This finding differs from the research of Nur Rahayu Septiasari (2020), which concluded that the Integration variable had a significant and strong effect on the effectiveness of public relations communication in the socialization of a program (28.9%).

In this study, it is understandable why integration did not affect the effectiveness of zakat management at Yayasan Sedekah Ngider Indonesia, given that most of the members involved are older adults who are not actively engaged with social media. Therefore, they cannot follow socialization via social media. This is evident from the responses in the survey. However, in this case, the community finds it easier to follow and understand socialization through direct activities, such as free distribution of groceries and health education sessions. During these activities, the organizers socialize the Sedekah Village program to the community.

4. The Influence of Adaptation on Program Effectiveness

Based on the analysis, the adaptation factor significantly influences the effectiveness of zakat management at Yayasan Sedekah Ngider Indonesia in Ciracas District, East Jakarta. This means that the greater the adaptation, the greater the program's

effectiveness. This is consistent with research by Rahayu Septiasari (2020), who concluded that adaptation significantly influenced the effectiveness of communication during the Ministry of Education and Culture's "Learning from Home" program broadcast on TVRI.

The study shows that the adaptation of the Sedekah Village program has been quite successful. The program's ability to adapt to the local community's situation and conditions, and to inspire a spirit of change, is evident. This can be observed in the shift in perspective and behavior of the community during the program's socialization. Moreover, the sense of community and ownership of the program, as well as the adaptation of the program to the local conditions, has been clear.

5. The Combined Influence of Leadership, Goal Achievement, Integration, and Adaptation on Program Effectiveness

Based on the Q-square test results, it can be concluded that the variables of leadership, goal achievement, integration, and adaptation simultaneously influence the effectiveness of zakat management at Yayasan Sedekah Ngider Indonesia in Ciracas District, East Jakarta. This is evidenced by a Q-square result of 0.406 (above zero), indicating that the model has adequate predictive relevance.

Additionally, the R-squares test concluded that 54.1% of the program's effectiveness at Yayasan Sedekah Ngider Indonesia is influenced by the variables of leadership, goal achievement, integration, and adaptation, while the remaining 45.9% is influenced by other variables not studied in this research, such as program targeting, monitoring, motivation, and so on.

In this case, the factors of leadership, goal achievement, integration, and adaptation have been key considerations for Yayasan Sedekah Ngider Indonesia in supporting the effectiveness of zakat management, especially for the Sedekah Village program. The leadership of Yayasan Sedekah Ngider Indonesia has effectively implemented four leadership functions, as described by Thoha (2010): innovator, communicator, motivator, and controller.

A leader is required to introduce innovations in both program advancement and efficient management systems, which contribute to maintaining or improving program effectiveness. Additionally, leadership must effectively communicate the intentions and goals of the program to members. As a motivator, the leader formulates and implements policies that encourage members to participate in activities that contribute to goal achievement. Lastly, as a controller, the leader monitors various activities and member discipline to prevent violations or deviations from resource usage and program execution, ensuring that goals are achieved efficiently.

Based on respondent feedback, almost all expressed satisfaction with the leadership of the foundation. This satisfaction is evident in the F-square result of 40%, indicating

that leadership plays a dominant role in influencing program effectiveness. In other words, the variables of goal achievement, integration, and adaptation support leadership, and with effective management of these variables, the organization's effectiveness is significantly improved.

CONCLUSION

Based on the discussion in the previous chapter, several conclusions can be drawn as follows:

1. The Influence of Leadership on Program Effectiveness

Research shows that leadership has a positive and significant impact on program effectiveness. This means that the better the quality of leadership in carrying out various managerial functions, the higher the effectiveness of the resulting program. Conversely, ineffective leadership tends to reduce program effectiveness.

2. The Influence of Goal Achievement on Program Effectiveness

The research findings prove that goal achievement has a positive and significant effect on program effectiveness. In other words, the better a program achieves its set goals, the more effective the program will be. On the other hand, failure to achieve goals will have a negative impact on program effectiveness.

3. The Influence of Integration on Program Effectiveness

Integration does not show a significant impact on program effectiveness. This indicates that the level of integration, whether high or low, does not directly influence program effectiveness.

4. The Influence of Adaptation on Program Effectiveness

Adaptation has been shown to have a positive and significant impact on program effectiveness. The better an organization's ability to adapt to its environment, the higher the effectiveness of its program. Conversely, less adaptive organizations tend to have less effective programs.

5. Simultaneous Influence of Independent Variables on Program Effectiveness

Based on simultaneous analysis, the independent variables (leadership, goal achievement, integration, and adaptation) together have a significant influence on the effectiveness of the management of zakat at the Yayasan Sedekah Ngider Indonesia in Ciracas, East Jakarta. These independent variables contribute 54.1% to the program's effectiveness, while the remaining 45.9% is influenced by other factors not examined, such as target accuracy, monitoring, motivation, and other factors.

6. Most Dominant Variable

The F-Square analysis results show that the leadership variable is the most dominant factor affecting the effectiveness of zakat management at the Yayasan Sedekah Ngider Indonesia in Ciracas, East Jakarta.

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