

The Effect of Work Involvement on Work Performance, the Role of Citizenship Behaviour Mediation and Innovation Capabilities and Government Support Moderation in Baznas of West Kalimantan Province



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ABSTRACT: The increasing complexity of business competition has forced almost all organizations to place human resources as an important instrument for improve the quality of products and services. Innovation capability, government support and work performance is an important factor that is suspected to affect the optimal collection of zakat funds from muzaki. Even though innovation has been carried out digital related to zakat socialization and BAZNAS fundraising, but the performance of collecting Zakat funds have not been optimal, which is marked by the low participation and awareness of the muzaki to distribute zakat, infaq and shadaqah. Low engagement employees, poor Organizational Citizenship Behavior, and low The ability to innovate and the lack of government support are suspected to have contributed to to this problem. This study uses a correlational method with Quantitative approach, samples were drawn by a stratified random method of 284 from 580 population of West Kalimantan BAZNAS employees. Data analysis using SEM-PLS. The results of the study show that Work Engagement has an influence significant positive on Organizational Citizenship Behavior and Job Performance, either directly or indirectly. Perception of Government Support, Although important, it does not function effectively as a moderation variable in the relationship between Innovation Capability Perception and Job Performance. Implication: These findings contribute to the literature on zakat management and the non-profit, providing new insights into how internal factors and externals contribute to the effectiveness of the organization. In addition, these results trigger the need for theoretical and managerial revisons, particularly in the context of effectiveness government support as a moderation variable. Limitations: This study is limited in a specific geographical and organizational context, namely BAZNAS in Kalimantan Province West, and does not include other variables that may be influential, such as culture organization or leadership. In addition, cross-time research limits the ability to make causal inferences or identify trends over time.

KEYWORDS: involvement, OCB, innovation, government support, innovation performance.

INTRODUCTION

The problem of human resources in an organization can be analogous to the state of the engine in a motor vehicle; If the engine is in top condition, the vehicle will operate efficiently, but if the engine or engine components are damaged, the engine will not operate effectively. Human resources play a crucial role in the formation of a successful organization. Even if it is supported by abundant buildings, infrastructure, and resources, organizational tasks will not be able to be carried out effectively without the help of reliable human resources (Ausat et al., 2023)

The increasing complexity of business competition has forced almost all organizations to place human resources as an important instrument to improve the quality of products and services. This shows that human resources are a critical aspect that must be evaluated and improved. Human resources have an important role in determining the effectiveness of the implementation of organizational operations. In connection with the ever-changing business dynamics or organizational environment, the need for businesses to recruit, develop, and retain high-quality human resources is increasing (Fernandez & Gallardo-Gallardo, 2021).

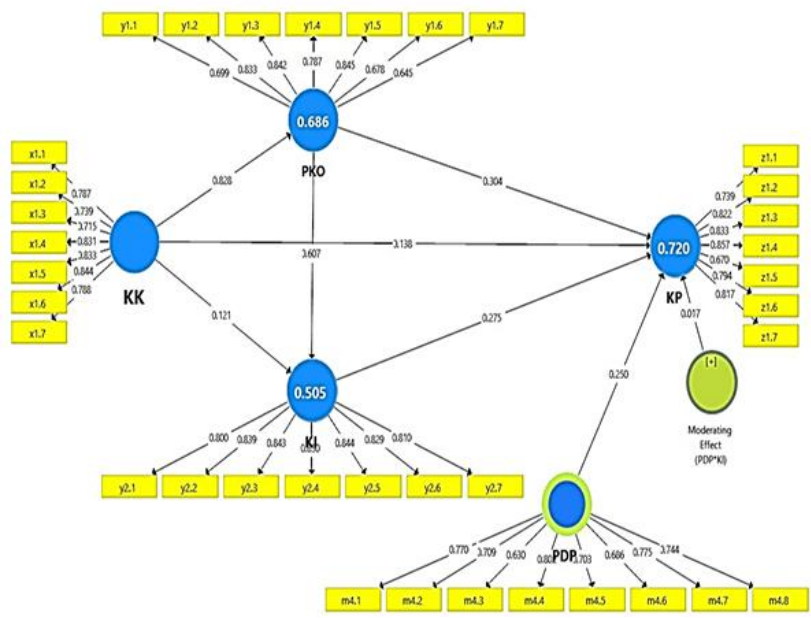
Human resource management consists of planning, recruiting, selecting, developing, maintaining, and using human resources to meet individual and organizational goals (Garg et al., 2022). Therefore, a smart management system is needed to build practical company work to achieve the set goals. The management structure of an organization or institution determines how efficient its operations are (Tien et al., 2021). The role of human capital in the context of human resource management (HR) for organizational development is becoming increasingly crucial. Employee performance reflects the extent to which the organization is able to develop potential human resources, considering that conventional methods in human resource management tend to focus on individual

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responsibility, the application of discipline, control, and rigorous judgment, and place the priority of organizational needs above personal needs (Syrotchen, 2019). The performance of each employee will contribute to the achievement of performance, and the accumulation of this performance will affect the overall performance of the organization. Strong employee performance will result in good organizational performance. Several variables affect employee performance (Bismala, 2019).

Many internal and external factors affect an organization's ability to work and achieve its goals. Previous studies confirmed several factors that affect job performance, including: [1] ethical leadership, [2] work culture, [3] job satisfaction, [4] employee competence, [4] psychological factors, [5] remuneration, [6] organizational citizenship behavior, [7] work engagement, and [8] ability to innovate, [9] government support (Afram et al., 2022, p.107; Chiganze & Sağsan, 2022; Thongsri & Chang, 2019; Ismail et al., 2019; Saad & Abbas, 2018; Joplin et al., 2021; Heslina & Syahrini, 2021; Gong et al., 2019; Hussain et al., 2019). The increasing competition arising from globalization and technological changes has required every organization to have the ability to innovate as the main way to gain a competitive advantage (Hou et al., 2019; Lei et al., 2020). Innovation is a significant engine of growth and prosperity for the country, impacting and benefiting consumers, companies, and the entire economy (Dutta & Lanvin, 2020). In particular, innovation is a key factor that allows organizations to improve their performance and drive the adoption of 3 new processes as a method to add value to products and services to gain a competitive advantage. Work engagement is another important factor that contributes to an organization's performance. Work engagement reflects the extent to which workers feel emotionally and cognitively connected to their work. Employees or employees involved tend to be more enthusiastic, highly committed, and make a greater contribution to organizational goals. They show high motivation, are proactive in completing tasks, and are often a source of innovation and new ideas that can improve efficiency and productivity. Therefore, organizations that successfully create an environment that supports work engagement will tend to be more successful in achieving optimal performance. Relevant to the Shrestha study (2021) shows that employee engagement has a positive impact on organizational performance in the public sector in Nepal. This study confirms that employee engagement is positively correlated with organizational performance, including productivity and job satisfaction.

Figure 1: Empirical Model Diagram



Workers who manage the organization's civic behavior well, have invested in their organization's success, because in addition to going beyond what is officially expected of the organization, they can also handle work stress well and prioritize the organization's entire mission over urgent needs, which means they are adept at handling and managing routine and adhoc work. Quality human resource management that shows positive behavior, involvement of innovative abilities, and high performance is not only needed by organizations engaged in profit-seeking business, but also a necessity for all organizations, including public organizations or government organizations whose job is to provide services to the community. This is because managing quality human resources is essential to the success of any organization. According to Andrian Sargeant (2010), the phrase "public sector" refers to organizations and procedures that are considered important by society for the basic welfare of its citizens. Adam Smith (1776) in Andrian Sargeant (2010, p.5) defines the public sector as "public institutions and public works that provide benefits to the wider community." One of

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the public organizations that provides services to the community in the field of collection, management and distribution of non-profit funds is the Amil Zakat Infaq and Shadaqah Agency (BAZNAS).

The National Amil Zakat Agency (BAZNAS) is a non-structural government institution in Indonesia that is tasked with managing zakat nationally. Established based on Law No. 23 of 2011 concerning Zakat Management, BAZNAS functions as a coordinator in the collection, distribution, and utilization of zakat, infaq, and alms (ZIS) from the community (Government of the Republic of Indonesia, 2011). BAZNAS collaborates with various zakat institutions at the provincial and district/city levels to ensure transparent, professional, and accountable zakat management (BAZNAS, 2024). The main goal of BAZNAS is to reduce poverty and improve the welfare of the people through sustainable social, economic, educational, and health program programs (BAZNAS, 2024).

Based on the results of preliminary research by means of observation and unstructured interviews with the management of BAZNAS of West Kalimantan Province, several significant sociological problems were found. One of the main issues is the uneven distribution of zakat that still occurs in various regions in this province. The management acknowledged that there are challenges in ensuring that zakat funds can be distributed fairly and equitably, especially in remote areas with limited accessibility. In addition, there are problems in building and maintaining public trust in BAZNAS. Despite efforts to ensure transparency and accountability, several cases of misuse of zakat funds at the national level still affect public perception in West Kalimantan.

Based on the background of the problem, gap and novelty research that has been described earlier, the researcher can identify the general problems in this study, namely: How the influence of work involvement on work performance mediated by Organizational Citizenship Behavior, and innovation capability, as well as how the role of government support moderation in strengthening or weakening the influence of innovation capability on the work performance of BAZNAS employees in Kalimantan Province West. These general problems can be described in detail in the following special research problems: Does work involvement have a significant effect on the Organizational Citizenship Behavior of BAZNAS employees of West Kalimantan Province? Does work involvement have a significant effect on the perception of innovation capabilities of BAZNAS employees in West Kalimantan Province? Does work involvement have a significant effect on the work performance of BAZNAS West Kalimantan Province?

METHODE

The method used to answer the hypothesis in this study is the correlational method. The correlational research design is used to test the hypothesis of influence or relationship between variables. According to Kumar (2018), the main emphasis of correlational studies is to find or establish the existence of relationships/associations/dependencies between two or more aspects of a situation. This study uses a quantitative approach with a survey type of research. This study uses a type of quantitative data. Quantitative data is data in the form of numbers or qualitative data that is codified into the form of numbers with a certain degree of measurement (scale). Based on the scale, the data used is ordinal data, with the type of scale using an attitude/non-cognitive measurement scale developed by Likert (Batterton & Hale, 2017).

The source of data for this research is a primary source, data from primary sources (primary data) is data obtained directly at the research location/place through data collection instruments. The data collection technique of this study uses an online survey method on population members who have been randomly selected based on the sampling method used, To facilitate the data collection process, the researcher uses a google form that can be distributed and filled in by target respondents in a predetermined population. The data collection tool (instrument) is a closed questionnaire developed using a 5-point Likert scale.

This study chose the research location at the Amil Zakat Infaq and Shadaqah Agency (BAZNAS) of West Kalimantan Province. The analysis unit is an employee of BAZNAS West Kalimantan Province. This study will examine the relationship between variables that exist in the context of individual employees in the organization. Applicatively, the variable Work involvement (independent variable): It is the level of involvement and commitment of an employee in his or her work. Job performance (dependent variable): It is the results and effectiveness of work achieved by employees that can be personally assessed (self-assessment) by the employee concerned. Organizational Citizenship Behavior (mediator): It is an employee's behavior that supports the organization and colleagues, such as helping colleagues, following rules, and contributing to the overall success of the organization. Perception of innovation capability (mediator): It is the perception of employees regarding their ability to innovate and create new ideas that can improve job performance. Perception of government support (moderator): It is the employee's perception of the support provided by the government, such as policies, programs, or resources, which can affect their job performance.

The population in this study is BAZNAS employees of West Kalimantan Province as a whole in 14 districts/cities totaling 580 people. The BAZNAS employees referred to in this study consist of permanent employees, and non-permanent employees (honorary). This study uses latent variables. Latent variables are variables that do not have direct measurements (unobservable variables), measurements on latent variables are carried out through their indicators. The latent variables used in this study consisted of four groups, namely; [1] endogenous latent variables, i.e.; latent variables that act like bound variables in regression analysis,

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namely; variables whose existence is influenced by other latent variables. [2] exogenous latent variables, i.e.; latent variables that affect other latent variables. [3] Intervening variables, variables that mediate the relationship between exogenic latent variables and endogenous latent variables. [3] the latent variable of the moderator, i.e.; variables whose existence can strengthen or weaken the influence of exogenous latent variables on endogenous latent variables (Ghazali, 2014b; Avkiran, 2018; Hair Jr et al., 2021).

The data analysis tool in this dissertation research uses a structural equation modeling model with a partial least square approach which is better known as the abbreviation SEM-PLS. There are several reasons why researchers use SEM-PLS, including; Through SEM-PLS, researchers can include reflective and formative measurement models that can be estimated directly by SEM-PLS. SEM-PLS has a relaxed assumption when compared to Covariance Based Structural Equation Modeling (CBS SEM), on the other hand the weighting on each indicator can reduce measurement errors which makes SEM-PLS superior to regression analysis using score summation, as well as superior to CBS-SEM because SEM-PLS can be applied to a relatively small sample (less than 100), with the data not necessarily spreading out following the normal distribution (Hair Jr et al., 2021, p.24).

RESULTS AND DISCUSSION

The results of this study show that work involvement has a positive effect on Organizational Citizenship Behavior (PKO), in accordance with the theory of work involvement by William Kahn (1990). This theory proposes that emotional and cognitive involvement in work will result in positive behaviors, including Organizational Citizenship. In the context of Islam, the hadith "The best of human beings is the most beneficial to other human beings" (HR. Ahmad) put forward the same principle (Pustaka, 2010). High work engagement reflects the principles of sincerity and kindness, which in turn improves Organizational Citizenship Behavior. Therefore, these results support not only the theory of organizational psychology but also the principles in the teachings of Islam.

Although Kahn's theory (1990) would argue that work engagement should affect all positive aspects of work, including innovation capabilities, these results suggest otherwise. In the context of the Amil Zakat, Infaq and Shadaqah Bodies, other factors may have a greater influence on innovation capabilities, such as organizational support or resources. Meanwhile, in Islamic teachings, the Qur'an surah Al-Mujadilah (58:11) states the importance of utilizing capabilities for good, but does not specifically associate it with work involvement. Therefore, these results require further research, both theoretically and contextually (Ministry of Religion of the Republic of Indonesia, 2022).

This research made a significant contribution in developing theories regarding Work Engagement, Organizational Citizenship Behavior, Innovation Capability, and Job Performance. One of his greatest contributions is in showing how these variables interact with each other in a very specific context, namely in the Amil Zakat, Infaq and Shadaqah Agency of West Kalimantan Province. Furthermore, this study also explores aspects that have not been studied before, such as the role of PDP as a moderation variable. In addition, this research is also not only to enrich academic literature but also to provide practical guidance. Therefore, the results of this study not only serve to expand the scope of organizational psychology theories, but also to apply these principles in organizational practice, especially in the management of zakat.

The results of this study support Hypothesis 1 (H1), which proposes that Work Engagement has a significant positive influence on Organizational Citizenship Behavior. These findings are in line with a number of previous scientific papers, including research by Farid et al. (2019), Meynhardt et al. (2020), Zhang & Farndale (2022), Sugianingrat & Sarmawa (2017), and Yin (2018). Therefore, this study strengthens the empirical evidence that shows the importance of Work Engagement as a factor influencing Organizational Citizenship Behavior. On the contrary, this finding contradicts the research conducted by Prabasari et al. (2018), which shows that Work Engagement has no effect on Organizational Citizenship Behavior. The findings of this study suggest that the case raised by Prabasari et al. may be a specific event or a specific context, and do not reflect the general trends that have been documented in the scientific literature. Overall, these findings not only support but also reinforce the scientific consensus regarding the relationship between Work Engagement and Organizational Citizenship Behavior, in accordance with Hypothesis 1 (H1). This adds to the belief that Work Engagement is an important factor that influences Organizational Citizenship Behavior.

The results of this study do not support Hypothesis 2 (H2) showing that Work Engagement does not have a significant effect on the Perception of Innovation Capability, this situation is interesting to review further. However, the results of this study support H4, namely; Work involvement (KK) has a significant positive effect indirectly on the perception of innovation capability (KI) through Organizational Citizenship Behavior (PKO). The results of this study are not relevant to a number of previous studies that have shown a positive and significant direct influence of the variables of Work Engagement and Innovation Capability or innovative behavior (e.g., Kim & Park, 2017; Afsar et al., 2021; Koroglu & Ozmen, 2022; and Peng & Chen, 2022). However, Sari et al. (2021) assert that "... many previous studies have examined the relationship between Work Engagement and Innovative Work Behaviour with inconsistent results." Furthermore, the results of research by Sari et al. (2021) using Meta Analysis found that Work Engagement is not a dominant factor in shaping Innovative Work Behavior.

These differences may be due to a variety of factors, including research context, methodology, or other variables that were not explored in this study or in previous studies. For example, it is possible that other factors such as organizational culture,

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leadership, or resources may influence the relationship between Work Engagement and Innovation Capability. The results of this study support H3 and simultaneously support H5, and H7 which states that Work Engagement has a significant positive effect directly on Job Performance, and also has a significant positive effect indirectly through Organizational Citizenship Behavior, but does not support H6 which states that Work Engagement has a significant positive effect indirectly on Job Performance through Innovation Capability. These findings reinforce the findings of previous research which showed a significant positive influence of Work Engagement on Job Performance (Yin, 2018; Sugianingrat & Sarmawa, 2017; Ismail et al., 2019; Yandi & Havidz, 2022; Yao et al., 2022). However, these results also show variations, such as in contrast to the findings of Afram et al. (2022) and M. S. Kim & Koo (2017), which found that Work Engagement does not have a significant influence on Job Performance or Organizational Performance.

These findings add a layer of complexity to the existing literature and open up opportunities for further exploration of conditions or variables that could affect the relationship between Work Engagement and Job Performance. Therefore, although this study generally supports previous findings, it also suggests that the relationship between Job Engagement and Job Performance could be influenced by other factors that are not yet fully understood or explored in the current literature. Some research opportunities that may be worth further research include factors that could influence the relationship between Job Engagement and Job Performance, such as organizational culture, leadership, or other variables. In addition, the context of the industry, the size of the organization, or the geographical area can also be factors that affect this relationship. The study could also consider the long-term effects of Work Engagement on Job Performance and Organizational Performance, which could have important implications for organizational sustainability and growth.

CONCLUSION

This study has explored the relationship between several key variables, including Work Engagement, Organizational Citizenship Behavior, Perception of Innovation Capability, and Job Performance in the context of zakat management. Through the approach of the Partial Least Squares Structural Equation Modeling (SEM-PLS) method, this study produces empirical findings that expand our understanding of the dynamics between these variables. Furthermore, this study has considered the role of Government Support Perception as a moderation variable and found that government support does not serve as an effective moderation in this model. The conclusions of this study highlight the main findings and what they imply, both from a theoretical and practical point of view. In addition, there will be a discussion about the limitations of this study, which will help in understanding the context and limitations of the findings that have been produced. Finally, recommendations for further research will be submitted, based on the results and limitations of this study.

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