

## Government Support Moderation in West Kalimantan Province's Baznas, The Impact of Work Involvement on Work Performance, And the Role of Citizenship Behavior Mediation and Innovation Capabilities



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**ABSTRACT:** Nearly all firms now consider human resources to be a crucial tool for raising the caliber of their goods and services due to the growing complexity of commercial rivalry. One significant aspect that is thought to have an impact on the best possible collection of zakat funds from muzaki is innovation capability, government assistance, and work performance. The limited participation and awareness of the muzaki to distribute zakat, infaq, and shadaqah indicates that the performance of collecting zakat funds has not been optimal, despite the digital innovation connected to zakat socialization and BAZNAS fundraising. This issue is thought to have been exacerbated by low employee involvement, poor organizational citizenship behavior, a lack of government assistance, and a limited capacity for innovation. A stratified random method was used to choose 284 samples from a population of 580 West Kalimantan BAZNAS personnel for this study, which employs a correlational method with a quantitative approach. SEM-PLS is used for data analysis. The study's findings demonstrate that, either directly or indirectly, work engagement significantly improves organizational citizenship behavior and job performance. Despite its importance, perception of government support is ineffective as a moderating factor in the link between job performance and perceptions of innovation capability. Implication: By offering fresh perspectives on how both internal and external elements affect an organization's efficacy, these findings add to the body of knowledge on zakat management and non-profits. Furthermore, these findings highlight the need for managerial and theoretical revisions, especially when considering the effectiveness of government support as a moderating factor. Limitations: This study is restricted to a particular organizational and geographic setting, namely BAZNAS in Kalimantan Province West, and excludes other potentially significant factors like leadership or organizational culture. Furthermore, cross-time research restricts the capacity to detect trends over time or draw conclusions about causality.

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

### INTRODUCTION

An organization's human resource issues can be compared to the condition of a car's engine. A well-maintained engine will allow the vehicle to run smoothly, but a damaged engine or parts of it will not produce the same results. A successful organization is formed in large part by its human resources. Without the assistance of trustworthy human resources, organizational activities cannot be completed efficiently, even with the support of a wealth of buildings, infrastructure, and resources (Ausat et al., 2023)

Nearly all firms now consider human resources to be a crucial tool for raising the caliber of their goods and services due to the growing complexity of commercial rivalry. This demonstrates the importance of assessing and enhancing human resources. The efficiency with which organizational functions are implemented is largely determined by human resources. The necessity for companies to hire, train, and retain top-notch human resources is growing in relation to the constantly shifting organizational environment or business dynamics (Fernandez & Gallardo-Gallardo, 2021).

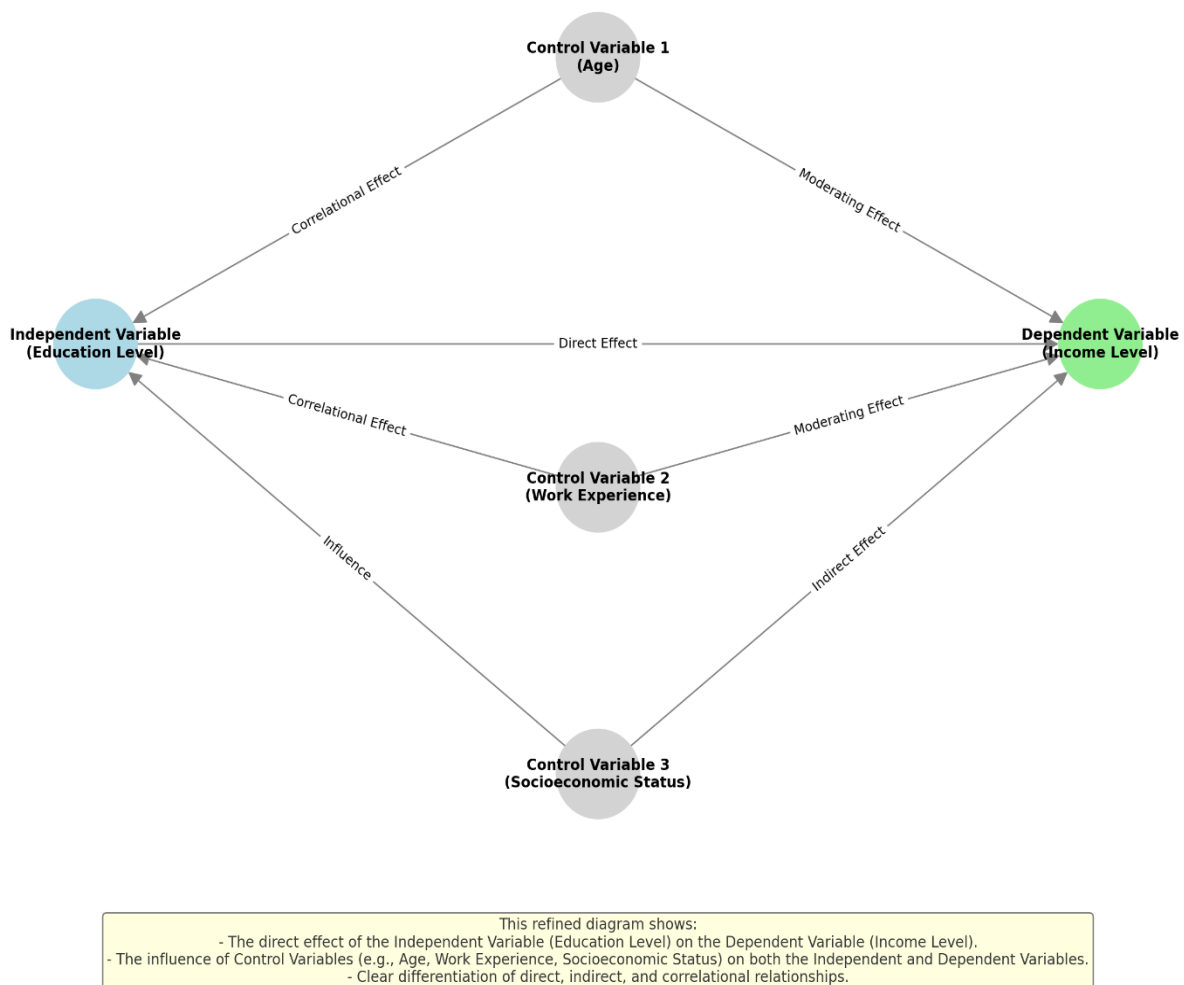
To accomplish individual and corporate goals, human resource management includes planning, recruiting, selecting, developing, maintaining, and utilizing human resources (Garg et al., 2022). Therefore, in order to establish practical corporate operations and accomplish the set goals, a smart management system is required. The effectiveness of an organization's or institution's activities is determined by its management structure (Tien et al., 2021). In the context of human resource management (HR), the importance of human capital for organizational development is growing. Given that traditional approaches to human resource management prioritize organizational needs over personal ones and emphasize individual accountability, discipline, control, and rigorous judgment, employee performance indicates the degree to which the organization can develop its potential human resources (Syrotchen, 2019). Every employee's performance will help accomplish performance, and the total of these

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performances will impact the organization's overall performance. Good organizational performance will be the outcome of strong employee performance. Employee performance is influenced by a number of factors (Bismala, 2019).

An organization's capacity to function and accomplish its objectives is impacted by numerous internal and external influences. Afram et al., 2022, p.107; Chiganze & Sağsan, 2022; Thongsri & Chang, 2019; Ismail et al., 2019; Saad & Abbas, 2018; Joplin et al., 2021; Heslina & Syahrani, 2021; Gong et al., 2019; Hussain et al., 2019) have confirmed that a number of factors influence job performance, including [1] ethical leadership, [2] work culture, [3] job satisfaction, [4] employee competence, [4] psychological factors, [5] compensation, [6] organizational citizenship behavior, [7] work engagement, [8] capacity for innovation, and [9] government support. Every firm must be able to innovate as the primary means of gaining a competitive advantage due to the growing competition brought about by globalization and technical advancements (Hou et al., 2019; Lei et al., 2020). Innovation affects and benefits businesses, consumers, and the economy, making it a major driver of the nation's growth and prosperity (Dutta & Lanvin, 2020). Specifically, innovation is a critical component that enables businesses to enhance their performance and promote the adoption of three new procedures as a way to enhance goods and services and obtain a competitive edge. Another significant element that affects an organization's performance is work engagement. The degree to which employees feel emotionally and intellectually a part of their work is reflected in their level of engagement. Employees or employees who are involved are typically more zealous, dedicated, and contribute more to the objectives of the company. They are highly motivated, proactive in their work, and frequently a source of creativity and fresh concepts that can boost output and efficiency. As a result, companies that are effective in fostering an environment that encourages employee engagement will typically see greater success in attaining peak performance. According to the Shrestha study (2021), organizational performance in Nepal's public sector is positively impacted by employee engagement. This study demonstrates a favorable correlation between organizational performance, including work satisfaction and productivity, and employee engagement.

**Refined Empirical Model Diagram**



**Figure 1: Diagram of the Empirical Model**

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In addition to going above and beyond what is formally expected of them, employees who effectively manage the civic behavior of their organization have a stake in its success because they are skilled at handling and managing both routine and ad hoc work. They are also able to prioritize the organization's overall mission over urgent needs. Not only do profit-seeking businesses require quality human resource management that demonstrates positive behavior, the use of innovative abilities, and high performance, but all organizations—including public or government organizations whose mission is to serve the community—need it. This is due to the fact that effective human resource management is critical to any organization's success. Andrian Sargeant (2010) asserts that the term "public sector" describes institutions and practices deemed significant by society for the fundamental well-being of its people. According to Andrian Sargeant (2010, p. 5), Adam Smith (1776) defined the public sector as "public institutions and public works that provide benefits to the wider community." The Amil Zakat Infaq and Shadaqah Agency (BAZNAS) is one of the public organizations that offers services to the community in the areas of non-profit fund collection, management, and distribution.

In Indonesia, zakat management is the responsibility of the National Amil Zakat Agency (BAZNAS), a non-structural government organization. BAZNAS, which was founded in accordance with Law No. 23 of 2011 about Zakat Management, serves as a coordinator for the community's zakat, infaq, and alms (ZIS) collection, distribution, and use (Government of the Republic of Indonesia, 2011). To guarantee open, competent, and responsible zakat administration, BAZNAS works with a number of zakat organizations at the provincial, district, and city levels (BAZNAS, 2024). Through sustainable social, economic, educational, and health activities, BAZNAS aims to increase people's welfare and decrease poverty (BAZNAS, 2024).

Several important sociological issues were identified based on the findings of preliminary research conducted through observation and unstructured interviews with the West Kalimantan Province's BAZNAS management. The unequal zakat distribution that still exists in different parts of this province is one of the primary problems. The management admitted that it can be difficult to guarantee that zakat monies can be disbursed in a fair and equitable manner, particularly in isolated locations with poor access. Furthermore, there are issues in establishing and preserving public confidence in BAZNAS. Public perception in West Kalimantan is still impacted by a number of national zakat fund misuse instances, although efforts to guarantee accountability and openness.

The researcher can identify the general issues in this study based on the previously described problem, gap, and novelty research background. These issues include how innovation capability and organizational citizenship behavior mediate the impact of work involvement on work performance, as well as how government support modifies the impact of innovation capability on work performance of BAZNAS employees in Kalimantan Province West. The following unique research problems provide a detailed description of these general issues: Does work involvement significantly impact the organizational citizenship behavior of BAZNAS personnel in the province of West Kalimantan? Does BAZNAS employees' impression of their capacity for innovation in West Kalimantan Province change significantly as a result of their work involvement? Does BAZNAS West Kalimantan Province's work performance significantly change as a result of work involvement?

### **METHODE**

The correlational method is the approach taken in this study to address the hypothesis. The hypothesis of influence or relationship between variables is tested using the correlational study design. Finding or proving the existence of links, associations, or dependencies between two or more components of a situation is the primary focus of correlational investigations, according to Kumar (2018). This study employs a survey-style research design and a quantitative methodology. One kind of quantitative data is used in this investigation. Numbers or qualitative information that has been converted into numerical form with a specified level of measurement (scale) is known as quantitative data. Using an attitude/non-cognitive measurement scale created by Likert, the scale indicates that the data is ordinal (Batterton & Hale, 2017).

The data used in this study came from a primary source, which is defined as data collected directly at the research site using instruments for data collection. In order to collect data for this study, the researcher uses an online survey method on randomly selected population members based on the sampling method. To make the process easier, the researcher uses a Google Form that can be distributed and completed by target respondents in a predefined population. A closed questionnaire created with a 5-point Likert scale serves as the data gathering method (instrument).

The Amil Zakat Infaq and Shadaqah Agency (BAZNAS) in the Province of West Kalimantan was selected as the study's site. The BAZNAS West Kalimantan Province employs the analytical unit. The relationship between variables that exist in the context of certain employees inside the business will be examined in this study. Relevantly, the independent variable, work participation, measures how committed and involved an individual is in their work. Job performance (dependent variable): This refers to the outcomes and efficacy of the work that employees accomplish, which they can evaluate for themselves. Organizational Citizenship Behavior (mediator): This refers to an employee's actions that benefit the company and their coworkers, such as supporting one another, abiding by the regulations, and making a positive impact on the organization as a whole. Employees' view of their capacity for innovation and the generation of fresh concepts that can enhance job performance is known as the "perception of innovation capability" (mediator). Perception of government support (moderator): This refers to how an employee views the

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assistance that the government offers, including policies, programs, and resources, and it can have an impact on how well they perform on the job.

The study's population consists of 580 BAZNAS employees spread throughout 14 districts and cities in West Kalimantan Province. Both permanent and honorary non-permanent employees make up the BAZNAS workforce mentioned in this study. In this study, latent variables are used. Latent variables, also known as unobservable variables, are variables that cannot be directly measured; instead, measurements are made via their indications. Four categories of latent variables were employed in this study: [1] endogenous latent variables, or variables whose existence is impacted by other latent variables, or latent variables that function as bound variables in regression analysis. [2] Latent variables that influence other latent variables are known as exogenous latent variables. [3] Intervening variables are those that act as mediators in the interaction between endogenous and exogenic latent variables. [3] the moderator's latent variable, that is, factors that have the power to either increase or decrease the impact of exogenous latent variables on endogenous latent variables (Ghazali, 2014b; Avkiran, 2018; Hair Jr et al., 2021).

The structural equation modeling model with a partial least squares approach—abbreviated SEM-PLS—is the data analysis technique used in this dissertation study. Researchers employ SEM-PLS for a number of reasons, such as the ability to incorporate formative and reflective measurement models that SEM-PLS can directly estimate. When compared to Covariance Based Structural Equation Modeling (CBS SEM), SEM-PLS has a more relaxed assumption. However, the weighting of each indicator can reduce measurement errors, making SEM-PLS superior to both CBS-SEM and regression analysis using score summation. Additionally, SEM-PLS can be applied to a relatively small sample (less than 100), with the data less likely to spread out according to the normal distribution (Hair Jr et al., p. 24).

### **RESULT AND DISCUSSION**

The study's findings support William Kahn's (1990) theory of job participation by demonstrating that it positively affects Organizational Citizenship Behavior (PKO). According to this hypothesis, beneficial behaviors, such as organizational citizenship, will arise from emotional and cognitive engagement at work. The same idea is presented in the Islamic context by the hadith "The best of human beings is the most beneficial to other human beings" (HR. Ahmad) (Pustaka, 2010). Sincerity and kindness are shown in high work engagement, which enhances organizational citizenship behavior. Thus, these findings are consistent with both the organizational psychology theory and the tenets of Islamic teachings.

These findings contradict Kahn's (1990) theory, which holds that job engagement should influence all beneficial characteristics of work, including the capacity for creativity. Other elements, including organizational support or resources, might have a bigger impact on innovative capacities in the context of the Amil Zakat, Infaq, and Shadaqah Bodies. The Qur'an surah Al-Mujadilah (58:11), on the other hand, emphasizes the value of using one's ability for good in Islamic teachings, although it makes no explicit connection between this and employment. Thus, more theoretical and contextual study is needed to fully understand these findings (Ministry of Religion of the Republic of Indonesia, 2022).

This study significantly advanced theories on job performance, innovation capability, organizational citizenship behavior, and work engagement. His demonstration of how these factors interact in a very particular setting—the Amil Zakat, Infaq, and Shadaqah Agency of West Kalimantan Province—is among his most significant achievements. Additionally, this study investigates hitherto unexplored topics, like the function of PDP as a moderating variable. Furthermore, our research aims to both enhance scholarly literature and offer useful advice. Thus, the findings of this study not only broaden the understanding of organizational psychology theories but also help to implement these ideas in organizational practice, particularly in zakat management.

The study's findings are consistent with Hypothesis 1 (H1), which postulates that Organizational Citizenship Behavior is significantly positively impacted by Work Engagement. These results are consistent with several earlier scientific studies, such as those conducted by Yin (2018), Sugianingrat & Sarmawa (2017), Zhang & Farndale (2022), Meynhardt et al. (2020), Farid et al. (2019), and Zhang & Farndale (2022). Thus, the empirical evidence demonstrating the significance of work engagement as a factor influencing organizational citizenship behavior is strengthened by this study. This finding, on the other hand, runs counter to the findings of Prabasari et al. (2018), who found no relationship between Work Engagement and Organizational Citizenship Behavior. According to the study's findings, the case brought up by Prabasari et al. can be unique to a particular incident or setting and not represent the broad patterns reported in the scientific literature. All things considered, these results not only validate but further strengthen the scholarly consensus about the connection between organizational citizenship behavior and work engagement, which is consistent with Hypothesis 1 (H1). This strengthens the argument that organizational citizenship behavior is significantly influenced by work engagement.

It is intriguing to examine this matter further because the study's findings refute Hypothesis 2 (H2), which states that work engagement has no discernible impact on perceptions of innovation capability. Nonetheless, the study's findings are consistent with



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H4, which states that through Organizational Citizenship Behavior (PKO), work involvement (KK) significantly improves the perception of innovation capability (KI). Numerous prior studies (e.g., Kim & Park, 2017; Afsar et al., 2021; Koroglu & Ozmen, 2022; and Peng & Chen, 2022) have demonstrated a positive and significant direct influence of the variables of Work Engagement and Innovation Capability or innovative behavior, and the findings of this study are not relevant to those studies. However, Sari et al. (2021) claim that "... many previous studies have examined the relationship between Work Engagement and Innovative Work Behaviour with inconsistent results." Additionally, Work Engagement was not found to be a dominant factor in shaping Innovative Work Behavior, according to the findings of their research using Meta Analysis.

These discrepancies could result from a number of things, such as the technique, research setting, or other elements not covered in this or earlier studies. For instance, the relationship between work engagement and innovation capability may be influenced by additional elements like company culture, leadership, or resources. H3 is supported by the study's results, which also concurrently support H5 and H7, which assert that work engagement significantly improves job performance both directly and indirectly through organizational citizenship behavior. However, H6, which asserts that work engagement significantly improves job performance indirectly through innovation capability, is not supported. These results corroborate those of earlier studies that demonstrated that work engagement significantly improved job performance (Yin, 2018; Sugianingrat & Sarmawa, 2017; Ismail et al., 2019; Yandi & Havidz, 2022; Yao et al., 2022). These findings do, however, also differ from one another, for example, from those of Afram et al. (2022) and M. According to S. Kim & Koo (2017), work engagement has no discernible impact on either organizational or job performance.

These results complicate the body of existing research and provide new avenues for investigating factors or circumstances that may influence the connection between job performance and work engagement. As a result, while this study generally confirms earlier findings, it also raises the possibility that additional elements that have not yet been thoroughly investigated or understood in the literature may have an impact on the relationship between job engagement and job performance. Factors like corporate culture, leadership, or other characteristics that may have an impact on the relationship between job engagement and job performance are some research options that might be worthwhile. Furthermore, this link may also be impacted by the industry's context, the organization's size, or the region. The study might also take into account how work engagement affects job and organizational performance over the long run, which could have significant ramifications for the long-term viability and expansion of the company.

### **CONCLUSION**

In the context of zakat management, this study has investigated the relationship between a number of important characteristics, such as job performance, perceptions of innovation capability, organizational citizenship behaviour, and work engagement. The Partial Least Squares Structural Equation Modelling (SEM-PLS) method is used in this work to generate empirical results that deepen our comprehension of the relationships between these variables. Additionally, this study considered the perception of government support as a moderating variable and discovered that it is ineffective in this model. The study's conclusions highlight the key findings and their implications from a theoretical and practical standpoint. The limitations of this study will also be discussed, which will aid in comprehending the background and constraints of the results that have been generated. Lastly, suggestions for more research will be made considering the study's limitations and findings.

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