

The Influence of Personality and *Job Embeddedness* on *Organizational Citizenship Behavior* (OCB) in the Management of the West Nusa Tenggara Provincial Zakat Agency (Baznas NTB)



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ABSTRACT: OCB is a form of behavior that is an individual choice and initiative, which is not related to the organization's formal reward system but rather in aggregate increases organizational effectiveness. The aim of this study was to determine the effect of personality and job embeddedness on organizational citizenship behavior. This type of research is associative quantitative research. This research was conducted in West Nusa Tenggara, where the subject of the research was the Management of the Amil Zakat Agency of West Nusa Tenggara Province. The population in this study were all administrators of the NTB Provincial Amil Zakat Agency, which are 167 people using the 5% slovin formula, namely 117, after which the questionnaire was distributed and 100 questionnaires were returned. The data collection method used by researchers in this study is the survey method. The analysis used is regression analysis with the help of the Smart-PLS software program, which is a tool to predict the value of the influence of two or more independent variables on one dependent variable. The results of this research on personality variables have a positive and significant effect on organizational citizenship behavior. Therefore job embeddedness has a positive and significant effect on organizational citizenship behavior.

KEYWORDS: Personality, Job Embeddedness, Organizational Citizenship Behavior

Human resources are very important for an organization because they are the foundation pillars of the organization. According to Mathis & Jackson (2009), human resource management is the design of formal systems in an organization to ensure the effective and efficient use of human talent to achieve organizational goals.

In addition talking about human resources issues cannot be separated from the behavior of human resources themselves both in companies and organizations. Recently, the dynamics of work in organizations around the world have shifted from working individually to working in *teams*. Team effectiveness and performance are determined by the ability of team members to *work* in teams (*work teams*). However, not everyone is able to work in teams, because it requires individual ability to communicate openly and honestly, cooperate with others, share information, recognize differences, be able to resolve conflicts, and to suppress personal goals for team goals. The difficulty of working in teams is especially experienced by many employees in Western countries, due to their highly individualistic national cultures. Additionally, prior to implementing teamwork, the work environment in western countries was a competitive one that rewarded individual achievement (Robbins, 2001). Therefore, teams are expected to develop in countries that have high collectivistic values. In accordance to Hofstede (1991), Indonesia is one of the countries with high collectivistic values where group interests are above individual interests, so it can be said that the teamwork system is well developed in Indonesia.

Organizational Citizenship Behavior (OCB) is a helping attitude shown by organizational members whose constructive nature is appreciated by the company but not directly related to individual productivity (Bateman & Organ in Steers, Porter, Bigley, 1996). According to Robbins (2007) OCB is behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization. In some previous studies related to OCB, researchers usually use indicators that include helping coworkers, behavior that exceeds minimum requirements, abstinence from making destructive issues despite feeling irritated, involvement in organizational functions, and caring behavior for the organization (Organ, 1988; Aldaq & Reschke, 1997). According to Ningsih and Arsanti (2014), the emergence of OCB in employees can be caused by the characters possessed by employees such as great compassion for others and discipline, so that the desire to help friends who have not finished their work targets becomes the reason for someone to act extra or role.

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FuthermoreMcShane and Glinow (2000) revealed that the big five personality dimensions are five abstract personality dimensions that are widely presented by personality approaches, which consist of conscientiousness, emotional stability, openness to experience, agreeableness, and extroversion. Broadly speaking, the majority of personality theories have five perspectives (Derlega et.al 2005): (1) Psychodynamic perspective; This theory emphasizes that it is the unconscious process that builds personality, the importance of sexual drive, while the most decisive thing in behavior is childhood experience, unconscious conflict. Main theories include: id, ego, super ego, depression, fixation, oedipus complex. Theorists: Freud, Jung, Adler, Horney. (2) Learning perspective; this theory emphasizes the process of how personality is learned, the most decisive thing in shaping behavior is the conditioning process, and the main theories include: stimulus response, reinforcement, classical conditioning, operant conditioning. The main figures are: Watson, Thorndike, Hull, and Skinner. (3) Humanist perspective; This theory emphasizes natural changes in psychological growth, the determining factor in shaping behavior is the tendency to actualize, the main theories include phenomenology, sincere positive appreciation, self-actualization, while the figures are Roger, Maslow. (4) Cognitive perspective; This theory emphasizes how a person processes information about himself and his world, the determining factor in shaping behavior is cognitive processes, the main theories include schema, attribution, goals, self-regulation, while the main figures are Kelly, Rotter, Bandura, Mischel. (5) Biological Perspective; this theory emphasizes the anatomy and physiology of the nervous system, including genetic and evolutionary influences, while the determining factors in shaping behavior are brain activity, other activities in the nervous system, the main theory is related to neurotransmitters, the main figures include Eysenck, Plomin, D Buss.

Pervin, Cervone & John (2005) say the big five factor personality is a factor theory approach, where the five categories of factors can be in emotionally, activity and sociability factors. Research conducted by Purba and Seniati (2004) which discusses the influence of personality on OCB in employees who work in team work. From multiple regression analysis, it is known that personality traits have a considerable effect on OCB.

From the results of the above research, it shows that it is necessary to conduct research on other variables that affect the emergence of OCB. If personality is a role that affects OCB from the individual side, then other variables that might affect OCB from the organizational side, one of which is job embeddedness.

According to Nostra (2011), *job embeddedness* is a network that encourages employees to stay in the organization, and the network is divided into the organization itself and the community within it. According to Mitchell and Lee (2011), *job embeddedness* is a factor that influences a person's decision to stay or leave their job and organization. Job embeddedness is a description of where employees feel tied to their jobs. Nugraheni (2005) conducted research on the relationship between *job embeddedness* and OCB in employees of PT Bank Danamon Jakarta. From the results of the correlation analysis, it can be concluded that there is a positive and significant relationship between *job embeddedness* and OCB. This means that the higher the value of *job embeddedness*, the higher the OCB value. In this case, the dimensions of OCB that have a significant relationship with the dimensions of *job embeddedness* include the dimensions of *helping, civic virtue, sportsmanship and courtesy*, while those that do not have a significant relationship are the dimensions of *conscientiousness*. In line with the above research, Young-bohk Cho and Jeong-ran Ryu (2009) at Pusan National University Korea conducted research in determining Organizational Citizenship Behavior has a positive or negative relationship with Job Embeddedness, Organizational Identification, Employee Performance, Voluntary Turnover Intention in Korea. The results showed that *individual's fit, link to organization and related sacrifice* negatively affect *organizational identification*. While *Organizational Citizenship Behavior* is a variable that mediates the relationship between *on-the-job embeddedness, Voluntary Turnover Intention*, employee performance, and organizational identification.

Referring to the results of previous research, personality variables and *job embeddedness* variables have a positive relationship with OCB. OCB focuses on people's behavior and does not explore the underlying motives or motivations. OCB behavior is not found in the *job description of the manager* but is highly expected because it supports the improvement of the effectiveness and survival of the organization or company. In this study, a sample was taken at the NTB Provincial Amil Zakat Agency which is an institution that collects and distributes zakat, infaq and alms (ZIS). The entire management that works in this non-structural government institution must have a service orientation to the community. Cooperation, cohesiveness, and mutually supportive behavior are needed so that services to the Region and the community can run well.

Observations conducted from December 12-15 to 2023, also obtained an overview of OCB behavior in the NTB Provincial Amil Zakat Agency such as willing to help the work of *overloaded* colleagues, coming to the office early, highly appreciating and respecting the actions of others, being responsible, and being kind and respectful to others. These phenomena indicate a good level of OCB in the management of the Amil Zakat Agency of NTB Province. Thus, the focus of this study is to determine the factors that influence OCB in administrators such as personality and *job embeddedness*.

Based on the background and literature review, the hypothesis formulated is:

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H1: It is suspected that personality has a positive and significant effect on *Organizational Citizenship Behavior* (OCB) on Management

H2 : It is suspected that *Job Embeddedness* has a positive and significant effect on *Organizational Citizenship Behavior* (OCB) on the Executive Board.

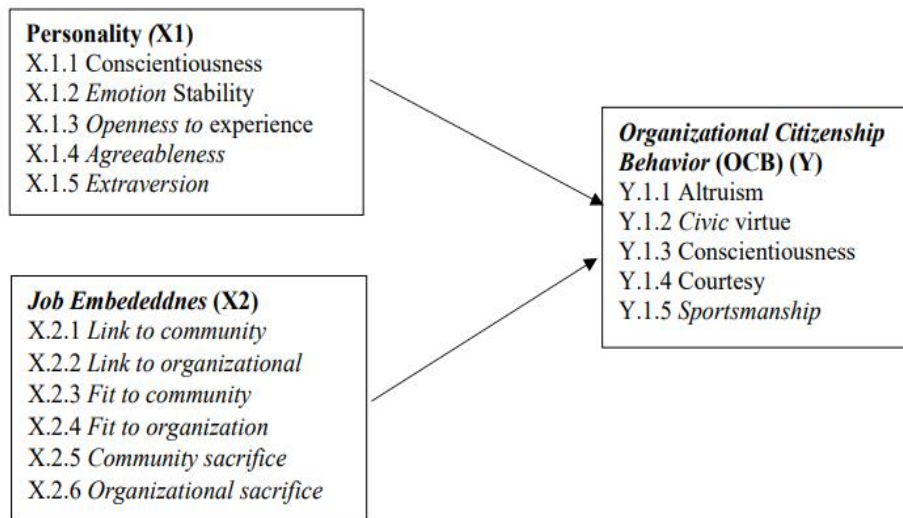


Figure 1. Research conceptual framework

METHODS OF RESEARCH

This research focuses on Organizational Citizenship Behavior (OCB) which can be in the form of administrators who help solve other people's problems outside the scope of their work and responsibilities. For example, administrators who actively participate in team meetings to discuss work improvements and improvements, or senior administrators who provide training to new colleagues outside of their working hours. These behaviors can normatively contribute to improved performance in both teamwork and organization. This type of research is associative quantitative research. This research was conducted in West Nusa Tenggara, where the subject of the research was the Management of the Amil Zakat Agency of West Nusa Tenggara Province. The population in this study were all administrators of the NTB Provincial Amil Zakat Agency, namely 167 people using the 5% slovin formula, namely 117, after which the questionnaire was distributed and 100 questionnaires were returned. The data collection method used by researchers in this study is the survey method. The analysis used is regression analysis with the help of the Smart-PLS software program, which is a tool to predict the value of the influence of two or more independent variables on one dependent variable.

RESULTS AND DISCUSSION

Description of Respondent Characteristics

In terms of gender and age based on the results of questionnaires that have been distributed to the Management of the West Nusa Tenggara Provincial Amil Zakat Agency (Baznas NTB).

This can be seen from the explanation of the table below:

Table 1: Characteristics by Gender

No.	Gender	Total (Person)	Percentage (%)
1	Male	66	66
2	Female	34	34
Total		100	100

Source: Primary data processed 2024

Based on table 1. it can be seen that the majority of respondents are male, with a percentage of 66%, while female respondents have a percentage of 34% of the total 100 respondents. The majority of respondents are male with a percentage of 66%, while female respondents have a percentage of 34% of the total respondents. There is a reason that men are more dominant in the results of this study because it is related to the type of work or activity that is more followed by men than women in the work environment.

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Based on the results of the questionnaire that has been distributed to respondents based on age level can be seen in table 2. Below.

Table 2: Age Level of Respondents

No.	Age Level (Years)	Total (Person)	Percentage (%)
1	Between 21 - 35 years old	51	51
2	Between 36 - 50 years old	23	23
3	Over 50 years old	26	26
Total		100	100

Source: Primary data processed 2024

Based on the results of the questionnaire that has been distributed to respondents, it can be seen that most of them are in the age range of 21 to 35 years, covering 51% of the total respondents. Meanwhile, 23% of the respondents are between 36 to 50 years old, and 26% are more than 50 years old. From the table, it can be inferred that the majority of respondents are in a relatively young age range, with a significant proportion but still some representation from older age groups. This analysis provides an overview of the age demographics of the sample drawn for the questionnaire.

Based on the results of the questionnaire that has been distributed to respondents based on the level of education can be seen in table 3. Below.

Table 3: Education Level of Respondents

No.	Education Level	Total (Person)	Percentage (%)
1	HIGH SCHOOL	17	17
2	DIII	25	25
3	S1	53	53
	S2	5	5
Total		100	100

From Table 3, it can be seen that the majority of respondents have an S1 education level (53%), followed by DIII (25%), SMA (17%), and S2 (5%). This shows that the majority of respondents have an educational background that includes higher education (S1), which has an influence on their understanding of the concepts of "PERSONALITY AND JOB EMBEDDEDNESS" and their ability to demonstrate "ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)" in the context of managing the West Nusa Tenggara Provincial Amil Zakat Agency (BAZNAS NTB).

Based on the results of the questionnaire that has been distributed to respondents based on length of service, it can be seen in table 4. Below.

Table 4: Respondents' Years of Service

No.	Length of Service	Total (Person)	Percentage (%)
1	0-5th	53	53
2	>5th	47	47
Total		100	100

Based on table 4. shows that the tenure of the management of the West Nusa Tenggara Province Amil Zakat Agency (BAZNAS NTB) is more dominant in the 0-5 year tenure. This is because administrators with a working period of 5 years have had broader and deeper experience in carrying out tasks at BAZNAS NTB and have built a strong network and understand the dynamics of the organization well.

In determining the significance level of the path coefficient, the t-value generated through the Bootstrapping algorithm is used to assess whether the proposed hypothesis is acceptable or not. At a significance level of 0.05, the hypothesis will be supported if the pvalue is less than the critical value, which is 0.05 (5%). Overall, the results of hypothesis testing with the PLS approach can be summarized based on the path coefficient value obtained from the available SmartPLS output.

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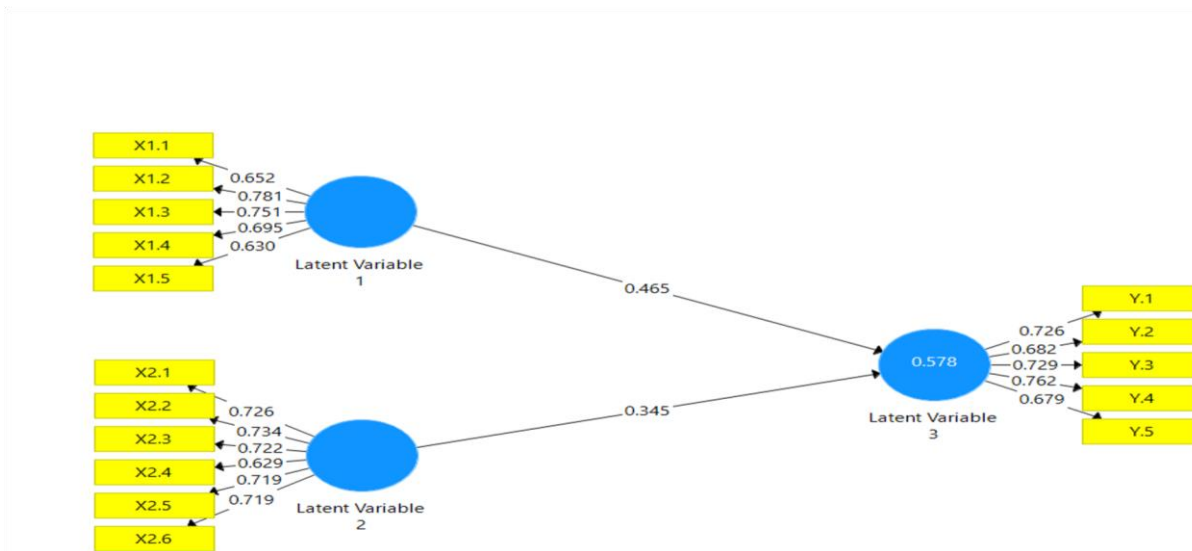


Figure 2. Outer Model

Table 3: Model Structural Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Latent Variable1 -> Latent Variable3	0.465	0.476	0.111	4.189	0.000
Latent Variable2 -> Latent Variable3	0.345	0.344	0.116	2.974	0.003

a. The personality variable obtained a statistical t value of $4.189 > 1.96$ or p values of $0.000 < 0.05$, so H1 is accepted, namely the personality variable has a positive and significant effect on *Organizational Citizenship Behavior (OCB)* on the Management of the West Nusa Tenggara Provincial Amil Zakat Agency (BAZNAS NTB). This means that the better the personality of the Management, the more it increases Organizational Citizenship Behavior (OCB).

Based on the research results, personality variables have a positive and significant influence on Organizational Citizenship Behavior (OCB) in the Management of the West Nusa Tenggara Provincial Amil Zakat Agency (BAZNAS NTB). From the related personality indicators, such as conscientiousness, emotional stability, and openness to experience, it can be concluded that the characteristics of individuals who tend to have these traits will be more inclined to show OCB behavior, such as altruism, civic virtue, and courtesy. For example, individuals who have high conscientiousness tend to be more responsible and diligent, so they are more likely to show altruism and civic virtue behavior in the workplace. Similarly, individuals who have high emotional stability tend to be more capable of maintaining a kind and friendly attitude (courtesy) towards coworkers and the work environment as a whole.

b. The *Job Embeddedness* variable obtained a statistical t value of $2.974 > 1.96$ or p values of $0.003 < 0.05$, so H1 is accepted, namely the *Job Embeddedness* variable has a positive and significant effect on *Organizational Citizenship Behavior (OCB)* on the Management of the West Nusa Tenggara Provincial Amil Zakat Agency (BAZNAS NTB). This means that the higher the job embeddedness, the higher the OCB on the Management.

Based on the research results, the *Job Embeddedness* variable has a positive and significant influence on Organizational Citizenship Behavior (OCB) on the Management of the West Nusa Tenggara Provincial Amil Zakat Agency (BAZNAS NTB). From the related *Job Embeddedness* indicators, such as link to community, link to organization, fit to community, fit to organization, and community sacrifice, it can be concluded that administrators who feel bound and immersed in their work tend to show OCB behaviors, such as altruism, civic virtue, conscientiousness, and courtesy. For example, administrators who feel attached to the community and organization where they work (link to community and link to organization) will be more likely to demonstrate altruism and civic virtue behaviors, which involve sacrifices for the benefit of the community and organization. In addition,

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administrators who feel compatible with the values and culture of the community and organization (fit to community and fit to organization) are also likely to exhibit conscientiousness and courtesy behaviors that support good work performance and dynamics.

Table 4: R Square

	R Square	R Square Adjusted
Latent Variable3	0.578	0.569

Based on the R Square value of 0.578, this indicates that the Personality and Job Embeddedness variables are able to explain the Organizational Citizenship Behavior (OCB) variable by 57.8%. The remaining 42.2% is influenced by other factors not examined in this study. Thus, it can be concluded that most of the variation in OCB in the Management of the West Nusa Tenggara Provincial Amil Zakat Agency (BAZNAS NTB) can be explained by the variables of Personality and Job Embeddedness, which shows the importance of these two variables in influencing the OCB behavior of the Management.

DISCUSSION OF RESULTS

Personality affects Organizational Citizenship Behavior (OCB)

Based on the results of this study, the personality variable has a positive and significant effect on *Organizational Citizenship Behavior* (OCB) in the Management of the West Nusa Tenggara Provincial Amil Zakat Agency (BAZNAS NTB).

Personality variables can influence Organizational Citizenship Behavior (OCB) through the Five-Factor Model of Personality (FFM) theory proposed by Costa and McCrae in 1992. According to the FFM theory, there are five dimensions of personality that can influence a person's behavior at work, namely: (1) Neuroticism: Individuals with low levels of neuroticism tend to be more emotionally stable and able to deal with pressure well. They tend to be more motivated to contribute positively to the organization through OCB. (2) Extraversion: Extroverted individuals tend to be more passionate, energetic, and like to interact with others. They tend to be more active in providing support to colleagues and participating in organizational activities. (3) Agreeableness: Individuals who have high levels of agreeableness tend to be more cooperative, caring, and friendly. They tend to be more willing to help coworkers and contribute to a harmonious work environment. (4) Conscientiousness: Individuals who have high levels of conscientiousness tend to be more disciplined, responsible, and goal-oriented. They tend to engage more in OCB behaviors related to rule observance and compliance. (5) Openness to Experience: Individuals who are open to new experiences tend to be creative, innovative, and like to learn new things. They tend to be more active in providing new ideas and participating in innovative projects in the organization.

The results of this study are supported by research by Purba and Seniati (2004); Sambung and Iring (2014); Risdiyanti et. al (2021); and Nisa et.al (2023) showing that Personality has a positive and significant effect on *Organizational Citizenship Behavior* (OCB).

The results showed that personality variables, especially conscientiousness, emotional stability, and openness to experience, have a positive and significant influence on Organizational Citizenship Behavior (OCB) on the Management of the West Nusa Tenggara Province Amil Zakat Agency (BAZNAS NTB). Conscientiousness: Management of West Nusa Tenggara Province Amil Zakat Agency (BAZNAS NTB) with high conscientiousness tends to be more responsible, diligent, and organized. This makes them show more OCB behaviors such as altruism and civic virtue in the workplace. They tend to be more concerned about the needs of the organization and strive to make greater contributions. Emotional Stability: The management of the West Nusa Tenggara Province Amil Zakat Agency (BAZNAS NTB) has high emotional stability which tends to be more able to maintain a kind and friendly attitude (courtesy) towards coworkers and the work environment as a whole. They can deal with challenges or conflicts without being too emotionally affected, so they can maintain good relationships with coworkers and behave with courtesy. Openness to Experience: Amil Zakat Board of West Nusa Tenggara Province (BAZNAS NTB) administrators who are open to new experiences tend to be more creative, innovative, and willing to engage in activities that benefit the organization. This open attitude encourages them to participate in OCB behaviors such as providing new ideas, sharing knowledge, and taking initiatives to improve overall organizational performance.

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Job Embeddedness affects Organizational Citizenship Behavior (OCB)

Based on the results of this study, it can be concluded that Job Embeddedness has a positive and significant influence on Organizational Citizenship Behavior (OCB) on the Management of the West Nusa Tenggara Provincial Amil Zakat Agency (BAZNAS NTB). This shows that administrators who feel bound and immersed in their work are more likely to show OCB behaviors such as altruism, civic virtue, conscientiousness, and courtesy.

According to the Job Embeddedness theory proposed by Mitchell, Holtom, Lee, Sablynski, and Erez in 2001, it is said that factors which make a person feel embedded in their job such as personal, work, and community factors will affect organizational citizenship behavior (OCB). They argue that the more a person feels attached to their job, the more likely they will show OCB behavior. In addition to Job Embeddedness theory, there is another theory that also states that certain factors affect Organizational Citizenship Behavior (OCB), namely Social Exchange Theory. Social Exchange Theory was first proposed by George C. Homans in 1958. This theory was then further developed by other experts such as Peter M. Blau, Richard M. Emerson, and Karen S. Cook. This theory states that individuals will tend to show positive behavior such as OCB when they feel that they receive benefits (rewards) from the organization and vice versa, individuals will also tend to show negative behavior if they feel they are not treated fairly.

Thus, Job Embeddedness of West Nusa Tenggara Provincial Amil Zakat Agency (BAZNAS NTB) administrators affects OCB by strengthening their sense of responsibility, value congruence, emotional attachment, and readiness to sacrifice for the common good. The results of this study are in accordance with the research of Fudhla et.al (2022); Jufrizen and Rosalia (2022); and Saragih (2023) showing that Job Embeddedness has a significant effect on OCB.

The results of respondents' answers to each variable indicator, namely: Attachment to Community and Organization: Management of the West Nusa Tenggara Provincial Amil Zakat Agency (BAZNAS NTB) feel attached to the community and organization where they work tend to feel social and moral responsibility for the success of the organization. They see themselves as an important part of the work community and feel responsible for contributing positively to the collective well-being. Value and Culture Congruence: West Nusa Tenggara Province Amil Zakat Agency (BAZNAS NTB) administrators who feel that the values and culture of the organization match their personal values are more likely to exhibit OCB behaviors. They feel that their work is not just about receiving a salary, but also about advancing the organization's mission and goals and strengthening the culture it upholds. Emotional and Time Investment: Amil Zakat Agency of West Nusa Tenggara Province (BAZNAS NTB) administrators who have invested a lot of time, energy, and emotions in their work tend to feel more attached to the organization. They feel that leaving their jobs will result in significant losses, both personally and professionally, so they are more motivated to perform OCB behaviors that can improve organizational well-being. Willingness to Sacrifice for the Community and Organization: Management of the West Nusa Tenggara Provincial Amil Zakat Agency (BAZNAS NTB) who are willing to sacrifice personal time, energy, and resources for the benefit of the community and organization where they work tend to exhibit OCB behaviors. They see the work community as part of their identity and feel compelled to do whatever is necessary to support mutual success.

CONCLUSION

1. *Personality has a positive and significant effect on Organizational Citizenship Behavior (OCB) in the Management of the NTB Provincial Amil Zakat Agency office.*
2. *Job Embeddedness has a positive and significant effect on Organizational Citizenship Behavior (OCB) in the Management of the NTB Provincial Amil Zakat Agency office.*

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