

RINGKASAN

Keberhasilan organisasi dalam mewujudkan visi, misi dan tujuan sangat dipengaruhi oleh kinerja pegawai. Badan Amil Zakat Nasional Kabupaten Banyumas memiliki tugas pokok yakni melaksanakan pengumpulan, pendistribusian dan pendayagunaan zakat, infak, shadaqah, memerlukan pegawai yang mampu bekerja melebihi tanggungjawabnya secara formal. Perilaku bekerja diatas tanggung jawab formal ini dinamakan *Organizational Citizenship Behavior* (OCB). Menurut Robbins dan Judge, OCB merupakan perilaku pilihan yang tidak menjadi kewajiban kerja seorang pegawai, namun mendukung lingkungan psikologis dan berfungsi secara efektif guna mencapai tujuan organisasi. Maka dari itu organisasi harus mampu mengetahui penyebab timbulnya OCB guna meningkatkan kinerja pegawai.

Tujuan penelitian ini adalah untuk mengetahui pengaruh OCB terhadap kinerja pegawai, pengaruh kepribadian terhadap OCB pegawai, kepuasan kerja terhadap OCB pegawai, motivasi kerja terhadap OCB pegawai, dan pengaruh bersama-sama antara kepribadian, kepuasan kerja, dan motivasi pegawai terhadap OCB pegawai. Penelitian ini adalah penelitian survey. Populasi dalam penelitian ini adalah pegawai Badan Amil Zakat Nasional Kabupaten Banyumas dengan jumlah 54 responden. Metode analisis yang digunakan adalah kuantitatif asosiatif. Berdasarkan hasil penelitian dan analisis data menggunakan analisis regresi ordinal menunjukkan bahwa: (1) OCB pegawai berpengaruh secara positif dan signifikan terhadap kinerja pegawai sebesar 46,1 persen; (2) Kepribadian pegawai berpengaruh secara positif dan signifikan terhadap OCB pegawai sebesar 57,7 persen; (3) Kepuasan kerja berpengaruh secara positif dan signifikan terhadap OCB pegawai sebesar 42,5 persen; (4) Pengaruh motivasi pegawai terhadap OCB pegawai sebesar 28,7 persen; dan (5) Secara bersama-sama kepribadian, kepuasan kerja, dan motivasi pegawai berpengaruh terhadap OCB pegawai sebesar 66,1 persen. Semua variabel penelitian termasuk kategori sedang dan hipotesis dinyatakan diterima.

Berdasarkan hasil penelitian, dapat dirumuskan implikasi yaitu untuk meningkatkan kinerja pegawai, maka Badan Amil Zakat Nasional Kabupaten Banyumas harus berupaya meningkatkan OCB pegawainya yakni pada indikator partisipasi (*civic virtue*) yang ditujukan pada kesediaan pegawai mengikuti perubahan dan kegiatan organisasi. Hal ini bisa tindaklanjuti melalui pelatihan *soft skill* bagi pegawai secara kontinu. Kemudian untuk indikator lainnya dipandang perlu mengadakan pelatihan penggunaan teknologi informasi, seminar motivasi, aktualisasi diri, kemudian lebih memperhatikan kepuasan terhadap pekerjaan dan gaji pegawai, serta diharapkan peneliti selanjutnya dapat lebih memperdalam kajian OCB terhadap kinerja organisasi publik dengan menggunakan variabel lain seperti gaya kepemimpinan, budaya organisasi, persepsi peran dan komitmen pegawai maupun yang lainnya.

Kata kunci: *Organizational Citizenship Behavior*, Kinerja Pegawai, Badan Amil Zakat Nasional

SUMMARY

The success of the organization in realizing its vision, mission and goals is greatly helped by employee performance. The National Zakat Agency of Banyumas Regency has the main task of implementing, distributing and utilizing zakat, infaq, shadaqah, requiring employees who are able to work beyond their formal responsibilities. This behavior of working on formal responsibilities is called the *Organizational Citizenship Behavior* (OCB). According to Robbins and Judge, OCB is a preferred behavior that is not an employee's job obligation, but supports a psychological environment and functions effectively to achieve organizational goals. Therefore the organization must be able to overcome the causes of OCB in order to improve employee performance.

The purpose of this study was to determine the effect of OCB on employee performance, the influence of personality on employee OCB, job satisfaction with employee OCB, work motivation on employee OCB, and the mutual influence of personality, job satisfaction, and motivation of OCB employees. This research is a survey research. The population in this study were employees of the National Zakat Agency of Banyumas Regency with a total of 54 respondents. The analytical method used is quantitative associative. Based on the results of research and data analysis using ordinal regression analysis, it shows that: (1) employee OCB has a positive and significant effect on employee performance by 46.1 percent; (2) employee personality has a positive and significant effect on OCB employees by 57.7 percent; (3) Job satisfaction has a positive and significant effect on OCB employees by 42.5 percent; (4) the influence of employee motivation on employee OCB is 28.7 percent; and (5) shared personality, job satisfaction, and employee motivation have an effect on employee OCB by 66.1 percent. All research variables are in the medium category and the hypothesis is accepted.

Based on the research, the implications of how to improve employee performance can be formulated, then the National Zakat Agency of Banyumas Regency must improve the results of employee OCB, namely the participation indicator (civic virtue) which serves the willingness of employees to follow organizational changes and activities. This can be followed up through continuous soft skill training for employees. Then for other indicators it is deemed necessary to hold training in the use of information technology, motivational seminars, self-actualization, then pay attention to job satisfaction and employee salaries, and it is hoped that further researchers can further deepen OCB studies of public organizational performance by using other variables such as leadership style, organizational culture, perceptions of the role and commitment of employees or others.

Keywords: Citizenship Behavior, Employee Performance, National Zakat Board