ANALYSIS OF WORK BEHAVIOR OF HUNTAP FACILITATORS FROM THE THEORY PLANNED BEHAVIOR (TPB) AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) PERSPECTIVES

Muhammad Fauzan[1st]
azis_idris@yahoo.com[2nd]
harnidaadda@gmail.com[3rd]
Master of Management Study Program, Faculty of Economics and Business, Tadulako University
muhfauzan123@gmail.com, azis_idris@yahoo.com, harnidaadda@gmail.com

Abstract

This research aims to analyze the work behavior of the facilitators from the perspective of Planned Behavior Theory (TPB) and Organizational Citizenship Behavior (OCB). This research paradigm is postpositivistic with a qualitative approach. Data were collected through interviews with seven informants, namely the Regional Coordinator, Senior Facilitator, Technical Facilitator, Economic Facilitator and Social Facilitator. The data analysis technique used was the triangulation method using NVIVO 12 analysis software. The results showed that the work behavior of the facilitators from the perspective of planned behavior theory (TPB), facilitators have a responsibility to help fellow humans. Many facilitators see this role as an opportunity to provide support and solutions for those affected by the disaster. A high sense of caring is also the main goal of the informants in carrying out their duties as facilitators. From the perspective of Organizational Citizenship Behavior (OCB), facilitators have a tendency to help fellow colleagues as part of teamwork if they are absent, but with some considerations. The work as a facilitator is not bound by time and place, so it is more flexible.

Keyword: Facilitator, Planned Behavior Theory, Organizational Citizenship Behavior and work.

INTRODUCTION

Theory of Planned Behavior explains that a person's behavior is influenced by the intention to behave, be it specific or general behavior. According to Ajzen (1991), a person's intention to behave can be predicted by three factors: attitude toward the behavior, subjective norm, and perceived behavior control. In other words, the performance of a behavior is influenced by the intention, external pressure, and perceived behavioral control of the individual. This means that intention, pressure, and behavioral control must be aligned with the predicted behavior. In the context of work behavior, this is very relevant to organizational culture. Organizational Citizenship Behavior (OCB) is a concept used to analyze performance in organizations. OCB describes individual behavior that is carried out with complete freedom and mutual understanding without expecting formal rewards or rewards from the organization, so this behavior is very helpful and beneficial to the organization.

Work behavior in organizations is not only limited to interactions between employees or between employees and superiors but also involves interactions between employees and other related parties, such as the community. Many organizations are involved in community empowerment activities. Community empowerment is an effort to make people independent through learning so that they can manage and be responsible for development programs in their communities (Lubis & Saipul, 2019). This empowerment is implemented through community capacity building, which is tailored to the

characteristics and capabilities of the local community. Empowerment activities have been carried out in various regions in Indonesia with various objectives, such as poverty alleviation, sustainable agriculture, skills and craft training, and village tourism development.

In Central Sulawesi Province, especially Palu City, community empowerment activities were carried out through assisting the relocation of tsunami, liquefaction and earthquake victims in 2018. The community was relocated to Permanent Housing (HUNTAP) built by the Ministry of Public Works and Public Housing, totaling 2,752 units spread across Duyu, Balaroa, Tondo, and Talise Villages. Community empowerment in this relocation aims to create self-reliant communities, increase knowledge about disaster risk reduction, and restore post-disaster economic conditions through capacity and skills development. It is expected that this activity will improve the quality of life of the community in permanent housing, forming a disaster-prepared community, as well as being socially and economically independent. Empowerment activities in permanent housing in Palu City involve facilitators whose role is to assist the community in the administrative process, data verification, and capacity building. The facilitator also acts as a liaison between the community and the government, conveying information, policies, and channeling community aspirations.

However, several studies have found that facilitators' performance has not been optimal in improving community capacity (Bachri & Rahman, 2021; Rumampuk & Kolondam, 2021). Facilitators face high challenges, including heavy workloads and complex community dynamics. Facilitators are tasked with assisting 2,752 permanent housing recipients, but there are only 45 facilitators, so each facilitator handles around 100 families. This causes the assistance to be less than optimal. In addition, community dynamics that are indifferent or opposed to the relocation program add to the challenges. To understand the work behavior of facilitators, this study analyzes it from the perspective of Theory of Planned Behavior (TPB) and Organizational Citizenship Behavior (OCB).
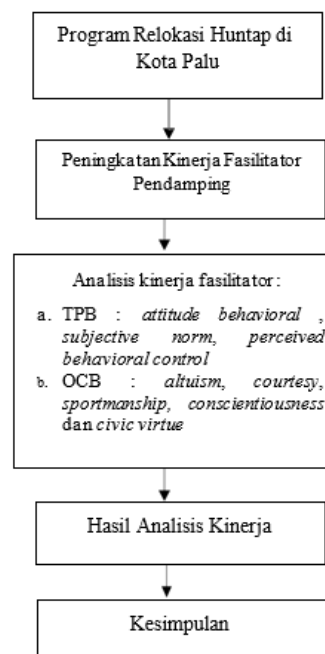
Figure 1. Theoretical framework of work

METHODS

This research uses a qualitative descriptive method, which aims to describe and analyze phenomena, events, and social activities as well as attitudes, beliefs, and perceptions both individually and in groups. Qualitative research seeks to understand the phenomena experienced by research subjects in the context of the real world. The approach used is a case study, which is conducted intensively, in detail, and in depth on individuals, institutions, or certain symptoms, with a focus on intensive observation, the use of diverse sources, and the collection of detailed information (Moleong, 2019). Data is collected from various sources and the results of this study apply only to the case under investigation. The research was conducted at the Secretariat of the shelter assistance team on Jl. Merak No. 12, Kel. Birobuli Utara, Palu City, from April to June 2024. Data collection methods included observation, in-depth interviews, and documentation. The informants in this study were facilitators in the Permanent Housing areas in Palu City, selected based on relevance, recommendation, proximity, readiness, and ability to provide factual information. Data analysis used the Miles and Huberman model, which includes data reduction, data presentation, and conclusion drawing, with the help of the Nvivo 14 Plus for Windows application to increase the trustworthiness of the research results (Miles, 2014).

RESEARCH RESULTS

1. Theory Planned Behavior (TBP)

Theory of Planned Behavior (TPB) explains that a person's behavior is influenced by attitudes towards behavior, subjective norms, and perceived behavioral control..

a. Attitude toward behavior reflects a person's positive or negative evaluation of a particular behavior. In the context of this research, the attitude towards becoming a shelter facilitator is influenced by humanitarian impulses such as helping relocate and facilitate permanent housing for disaster-affected communities. Humanitarian drive, the facilitators feel compelled to help the affected communities as part of their humanitarian values. They saw this as an opportunity to provide much-needed assistance to disaster victims (e.g., helping people obtain permanent housing and educating them on disaster mitigation). Motivation to work, In addition to humanitarian factors, the facilitators' motivation also includes professional development such as applying their knowledge and experience, available job opportunities, and the opportunity to develop themselves in the social field. Targets, Facilitators have various targets that they want to achieve, including improving their leadership capacity, empowering the community, and implementing the shelter program in accordance with applicable regulations.

b. Subjective norm This reflects the perceived social pressure to perform or not perform a behavior. In the context of this research, subjective norms are shown by the humanitarian drive and concern for disaster victims that encourage facilitators to serve the affected communities. Plans to serve as a facilitator, some respondents have a strong intention to serve as a facilitator, seeing this as an opportunity to make a real contribution to the community in need. Concern for disaster victims, facilitators showed deep concern for the conditions and difficulties experienced by disaster-affected communities, and they felt compelled to help directly. Facilitators as a humanitarian duty, facilitators internalize humanitarian values in their work, seeing their duty as an action that is not only professional but also moral to help the community.

Perceived behavioral control reflects an individual's perception of his or her ability to perform certain behaviors. In this study, perceived behavioral control is shown through perceptions of the support and facilities available to support their work as shelter facilitators. Compensation received, respondents felt that the compensation they received, such as salary and work facilities, influenced their motivation and ability to work well as facilitators. Work experience, most facilitators have

previous work experience that they bring to their role as a shelter facilitator, providing them with additional skills and perspectives in carrying out their duties.

2. *Organizational Citizenship Behavior (OCB)*

Organizational Citizenship Behavior (OCB) in the Context of Huntap Program Facilitators in Palu

a. Altruism

Altruism, a concept that cannot be measured quantitatively but is manifested in concrete actions, is at the core of the motivation of the facilitators in the shelter program in Palu. They showed genuine concern for the welfare of disaster-affected communities with a willingness to help without expecting much in return. NVIVO 14 analysis showed words such as "work", "team", "help", and "humanity" consistently appeared, reflecting the importance of altruism values in their motivation. Dikin revealed, "Yes, as a consequence of working in humanitarian programs, we must always be willing even if it is outside of time, even if it is outside of jobdesc, as long as it is not against the rules." This attitude is rooted in humanitarian values and driven by a strong culture of mutual cooperation among facilitators. Attas describes, "In facilitators, because we are flexible, there is no such thing as being alone," emphasizing the importance of collaboration and helping each other in the team.

In addition, the value of sincerity also came to the fore, as Yondrichs expressed, "Actually completing the leader's task almost happens here every day and even though we are not sincere, we have to do it because it is the leader." Facilitators live these values with professionalism, understanding that altruism is not always in conflict with professional work efficiency. Tawakkal emphasized, "Yes, depending on my duties and functions, first with my ability, whether I am able to help to finish or not." Their willingness to replace colleagues who are unable to attend or work on tasks outside their job descriptions, as expressed by Dwiki, "Insha Allah, we are ready, as long as the tasks are understandable and what we can handle, we are ready, Insha Allah," shows their flexibility and commitment to the team and the humanitarian mission as a whole. This work culture builds a sense of solidarity among facilitators and strengthens their networks in the face of complex and dynamic challenges in the field. As such, altruism became the moral foundation and key driver of the success of the shelter program in Palu, through their sincere dedication to serve the community and rebuild disaster-affected communities.

b. Courtesy

Courtesy, or the behavior of being kind to others, plays an important role in helping solve company problems and preventing problems from arising with colleagues. This behavior is demonstrated by going above and beyond what the company expects, and is a voluntary act that is not an employee's obligation or duty. Words such as "affairs", "family", "work", "holidays", and "work" appear frequently in the courtesy context, reflecting how facilitators are able to balance work time with family matters as well as their willingness to work on holidays. Facilitators often have to face challenges in dividing their time between work and family. Facilitators' work has a high burden, so they must be willing to spend more time on their work. However, they also have families who are an important part of their lives.

In courtesy, facilitators try to prevent conflicts between work and family matters by discussing them in advance, as explained by Dikin, "Family matters, work matters are balanced," and Attas, "For family matters and work in facilitators, it is not too much, we can choose the time, for example we have family matters I can still discuss it." To resolve the overlap between work and family matters,

facilitators determine priorities based on the level of urgency of each matter. Tawakkal explained, "It depends on the matter. If family matters are more urgent, then family matters come first. But if it is currently more dominated by work matters." Some facilitators prioritize family matters over work. Yondhrics said, "For myself, I am more oriented towards family matters. Work is equally balanced but the dominance is more on family matters." One positive aspect is family support for facilitators' work, which makes it easier for them to balance their priorities, as expressed by Dikin, "But my family also supports my work, so it is not a problem." Facilitators showed readiness and commitment to work more on holidays and beyond office hours.

This reflects their dedication to their work despite other interests in their lives. Some facilitators object to working on holidays because they also need time for their families, but are still willing to work on holidays for humanitarian reasons. Attas stated, "We in empowerment don't recognize time off if there is an urgent matter that will be resolved immediately," and Dikin added, "In the field we adjust to the time or activities of the community and sometimes most activities in the field are on holidays. So it's been a habit since we joined until now that many of our activities are on holidays so it's not a problem." Some facilitators are also willing to work until late at night, showing high enthusiasm in working, as expressed by Dikin, "Yes, so far our activities or activities in the field usually go until night, so it doesn't matter if it goes until night." Facilitators have flexible working hours, not tied to a specific time or place, making it easy to adjust time to work with other matters. Attas explained, "Again, in the facilitator's job, the time is flexible, it doesn't have to be from 7 to 5, you can adjust the time," and Dwiki added, "If it is needed, it is inevitable, because the facilitator's job as far as I know is not bound by time and place." Overall, the concept of courtesy in facilitators' work reflects their high commitment to work and family, as well as their extraordinary dedication in serving the community..

c. Sportmanship

Sportsmanship in the context of facilitators refers to behaviors that avoid creating damaging issues despite feeling irritated, as well as showing tolerance for less than ideal circumstances without raising objections. Employees with high levels of sportsmanship will create a positive climate among coworkers, encouraging cooperation and good manners that contribute to a pleasant work environment. Based on the interview results analyzed using NVIVO 14, words such as "work", "rain", "work", "willing", and "compensation" appeared frequently in the context of sportsmanship, reflecting how facilitators remain willing to work despite bad weather conditions or take on additional tasks. Sportsmanship explains that a person will take on heavy tasks without complaining, showing a high tolerance for increased workloads, including working beyond their contract. Some facilitators expressed their willingness to work on tasks outside their jobdesc. Attas said, "Yes, I am still willing even though it is not my job," and Dikin added, "Willing. The important thing is not against the rules, not against the law." Titin also emphasized, "Yes, I am willing, because yesterday it was also done like that, actually it is not my jobdesc, but inevitably because we have a contract, so we have to do the job even though it is outside the jobdesc." Challenges in work do not only come from the task itself but also from environmental or external factors.

Sportsmanship is demonstrated through tolerance of external barriers. Some facilitators adjusted their work when facing external obstacles such as rain or unfavorable conditions. Attas explained, "But so far if there are impossible conditions we just adjust, sir," and Yondhrics added, "If it rains, like I said earlier,

because our facilities are still minimal, we are also not facilitated for four-wheeled vehicles so yes if it rains, we postpone." Some facilitators still show sportsmanship by coming to work despite the weather. They use raincoats or take a ride in a friend's car. Attas said, "Yes, if it's urgent, we can't help but work," and Tawakkal added, "If it rains, I happen to have a raincoat facility. I will still go to work. As long as it doesn't adversely affect me." Compensation or salary is an important driver that makes someone willing to do extra tasks and affects their willingness to serve more. Dikin emphasized, "It must be very influential, high income is very influential on performance.

Because it becomes one of the motivations to work." Some facilitators are also willing to carry out additional tasks even though they are outside the jobdesc and official working hours, as Attas said, "If for example there is additional income that is an incentive for us, it is no problem to carry it out," and Dwiki added, "Yes, if we can accept our work, God willing, we are ready." However, some facilitators continue to carry out additional tasks with full responsibility, despite feeling an increased workload, due to work demands and moral responsibility, as expressed by Yondhrics, "Actually, if I am asked whether it is heavy or not, it is heavy sir. But inevitably it must be done," and Dikin added, "Sometimes it is forced sir, but again as a human being you cannot complain, you must remain patient in facing it. In conclusion, sportmanship in the work of facilitators is reflected through a tolerant and adaptive attitude towards additional tasks and external obstacles. Their willingness to continue working even in bad weather conditions and work on tasks outside the jobdesc, shows their high dedication and commitment to their work. This attitude not only helps to create a positive work environment but also ensures that tasks and responsibilities are still completed properly.

d. Conscientiousness

Conscientiousness, or work consciousness, refers to behaviors that go beyond the minimum requirements expected of a facilitator. Based on NVIVO 12 analysis, words such as "work", "time", "responsibility", "target", and "report" appeared frequently, reflecting facilitators' commitment to completing tasks on time and maintaining high work standards. Work consciousness involves dedication to completing tasks despite challenges, including working outside official working hours or on holidays. Facilitators demonstrate a commitment to working on tasks carefully and on time. Attas stated, "If there is a time target, we finish before that target." They also strive to meet set targets, even if it means going above and beyond the minimum requirements. Yondhrics added, "So we work as much as possible to meet the given targets." The facilitators' commitment to their responsibilities is seen in their readiness to go the extra mile under any conditions, including bad weather or limited facilities. They maintain high work standards and keep their work uninterrupted by external factors. For example, Attas said, "If it is urgent, we can't help but work." Conscientiousness also involves the ability to manage time and tasks efficiently.

Facilitators demonstrated an awareness of working effectively, completing tasks on time, and ensuring all reports were completed properly. Titin emphasized, "When working as a facilitator, reports and targets must be completed within the specified time." Awareness of their responsibilities is also seen in their efforts to maintain work quality and comply with the rules. Dikin emphasized, "The important thing is not against the rules, not against the law." This attitude shows that they are not only focused on the end result, but also on the work process in accordance with the applicable norms and rules. In conclusion, conscientiousness in facilitators' work is reflected through their commitment to completing tasks meticulously, on time, and in accordance with high work standards. They show dedication to go the extra mile, manage time efficiently, and maintain work quality

despite challenges. This attitude ensures that their tasks and responsibilities are well-executed and in line with expectations.

e. Civic Virtue

Civic virtue refers to behaviors that reflect concern and commitment to the organization as a whole, including concern for organizational policies and development. Based on NVIVO 14 analysis, words such as "program", "team", "policy", "information", and "discussion" appear frequently, reflecting how facilitators actively participate in organizational activities and support policy and program development. Facilitators demonstrate civic virtue through active participation in team activities and programs run by the organization. They engage in discussions and provide constructive input for program development. Attas stated, "We always discuss to find the best solution for the program." This attitude reflects their commitment to contribute to the success of the program and the overall progress of the organization. Concern for organizational policies is also evident in the facilitators' efforts to understand and support existing policies. They strive to comply with the rules and policies set by the organization, as well as provide input for policy improvement if needed. Dikin explained, "The important thing is not against the rules, not against the law." Civic virtue also involves concern for program development and the long-term success of the organization.

Facilitators demonstrate a commitment to continuous learning and improving their capacity to better contribute to the program. They seek additional information and knowledge that can support their work. Yondhrics emphasized, "We are always looking for new information and knowledge that can support the program." In addition, facilitators also show concern for colleagues and teams, and strive to create a positive and collaborative work environment. They support colleagues and participate in team activities with a high spirit of cooperation. Dwiki said, "We always work together in teams and support each other." In conclusion, civic virtue in facilitators' work is reflected through active participation in organizational activities, support for policies, and commitment to program development and the long-term success of the organization. They show concern for their team and colleagues, and strive to create a positive and collaborative work environment. This attitude ensures that they focus not only on individual tasks but also on the overall success of the organization.

DISCUSSION

1. The Influence of the Work of the Huntap Facilitator in the SDG Perspective

This research shows that facilitators have a great responsibility to help their fellow human beings. Many facilitators see this role as an opportunity to provide support and solutions for those affected by disasters. They are involved in providing support, inspiring and motivating others, both individually and in groups. Facilitators work to assist communities to obtain shelter and guide residents in addressing disaster issues and educating about disaster risk. A high sense of caring is the main goal of the facilitators in carrying out their duties. Concern for the condition of disaster victims influences their decision to become facilitators. They interact directly with disaster victims, witnessing the suffering of those who have lost family members. This motivates the facilitators to work better for the welfare of the victims. In addition, they also see this job as a means to develop themselves, especially in terms of communicating with many people.

Regarding the issue of dedication, some facilitators argue that they do not intend to serve in the long term given that this work depends on a work contract that can expire. However, they still work optimally according to the set targets. In contrast, there are also facilitators who intend to serve because they want to continue contributing to the community. They see this work as having important human values, which fosters a sense of pride in carrying out their duties. All facilitators admitted that the compensation provided

was adequate and commensurate with the workload, which boosted their morale. The flexibility of working time is also one of the reasons why facilitators choose this job. However, they admit that the facilities provided are still lacking, especially in terms of office equipment such as computers or laptops, which are needed to assist their work.

2. Work Influence of Huntap Assistance Facilitators in OCB Perspective

Facilitators tended to help colleagues as part of the team, but with some considerations. One facilitator expressed readiness to help if they are capable and the task is in line with their duties and functions. However, if the task is too burdensome or interferes with their own work, they prefer to discuss it with their leaders. The majority of facilitators admitted to balancing office and home affairs. The work as a facilitator is not bound by time and place, so it is more flexible. They are willing to complete tasks late at night if necessary, as they do not have to work overtime every day. However, if given a task on a holiday (red dates, Saturday, Sunday), they object, but still carry out the task because their work relates to residents who have more time on holidays. They do this because some residents are difficult to gather on weekdays.

Facilitators still go to work despite the rain, as they see this as an easy problem to overcome. They are also willing to take on tasks outside of the designated job desk, but if the task is too strenuous, they do not want to do it. Regarding salary or compensation, there are two different views: some feel that the salary is appropriate because it has been explained beforehand during the signing of the work contract, but some feel that the salary is not in accordance with the workload. All facilitators admitted that they are open to criticism and consider it as motivation for self-development and capacity building, as well as to provide solutions that are considered safe. Despite receiving criticism from residents or fellow work teams, the majority of facilitators admitted that they would forgive their colleagues' mistakes. However, if the mistake is serious enough, they leave the handling to higher-level employees to give a reprimand (punishment). In addition, facilitators also admitted that the rewards given during their work were in the form of praise, motivation, and extension of employment contracts, not in the form of bonuses or incentives.

In their work, facilitators not only contribute through working with professionalism, overtime, mental support, and work outside the job desk, but are also responsible for maintaining the reputation and good name of the organization where they work. The company's support for facilitators is in the form of support from superiors and facilities so that they can work better and more professionally. Support from superiors such as performance evaluations, management improvements, and training in dealing with citizens are needed so that they can work better. By carrying out all their duties and functions in accordance with the provisions, facilitators hope that their work will benefit disaster-affected communities and produce evaluations for improvement, and they hope that the permanent housing they occupy is in a comfortable and safe condition. In addition, improved facilities, provision of health and safety insurance, improved management, salary increases, and the implementation of BPJS Ketenagakerjaan are things that facilitators want..

CONCLUSIONS

Based on the results of the research and discussion, it can be concluded that the work behavior of shelter facilitators from the perspective of Planned Behavior theory (TPB) shows that facilitators have a responsibility to help fellow humans. Many facilitators see this role as an opportunity to provide support and solutions for those affected by the disaster. A high sense of caring is also the main goal of the informants in carrying out their duties as facilitators. For the issue of dedication, most facilitators argued that this depends on the work contract. All facilitators admitted that the compensation provided during their time as facilitators was adequate and equivalent to the workload, thus creating morale among the facilitators. From an Organizational Citizenship Behavior (OCB) perspective,

facilitators have a tendency to help fellow colleagues as part of teamwork if they are absent, but with some considerations. The job as a facilitator is not bound by time and place, so it is more flexible. Facilitators still go to work in rainy conditions because they assume that it is a situation that has an easy and simple solution. All facilitators also claimed to be open to criticism.

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