

# The Implication of Person-Job Fit and Person - Organization Fit on Organizational Citizenship Behavior

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**Abstract:** *This study aims to analyze the effect of person job fit and person organizational fit on organizational citizenship behavior (OCB). Using sixty hospital nurses as research samples, this study used a questionnaire as a research instrument. The collected data was analyzed using Partial Least Square (PLS) with the SmartPLS program. The analysis shows that the suitability of individual values with work can improve organizational citizenship behavior. Likewise, the compatibility between individual values and organizational values can improve organizational citizenship behavior. Therefore, hospital management needs to conduct selective recruitment so as to ensure the organization gets employees who have Person job fit and Person organizational fit. Increased person job fit can be done by increasing demand-abilities fit, (knowledge and ability of nurses in accordance with the field of work and need-supplies fit (nurses' desires in accordance with the characteristics and attributes of the work so that according to desire). Improvement of person organizational fit can be done by getting employees who have personal values or suitability of personal values with organizational values.*

**Keywords:** person job fit, person organizational fit, OCB

## 1. Introduction

Employees who are able to work in teams properly are required to have interpersonal skills (Chiaburu et al., 2011). Interpersonal skills can only be displayed by employees who care about other employees and try to show the best for the organization (Purba and Seniati, 2004). The behavior reflects extra-role behavior in which employees are willing to contribute beyond the main task without being given a formal reward (Bolino, et al., 2002). Extra-role behavior included in the Organizational Citizenship Behavior (OCB) is to assist colleagues, voluntarily carry out organizational activities, avoid conflicts with coworkers, protect organizational property, respect organizational regulations, tolerate situations that are less than ideal, provide suggestions on the spot work, as well as not wasting time (Robbins and Judge, 2008; Podsakoff et al., 2018).

Bogler and Somech (2005) state OCB is a willful behavior directed by employees or the organization as a whole. Podsakoff et al. (2000) stated that OCB contributed to organizations in the form of increased productivity, savings in organizational resources, effectiveness of work groups, retaining the best employees, helping to improve organizational stability, and helping organizations adapt to changing environments. Astuti, (2010) states that OCB can improve organizations facing various external challenges by making changes to the internal environment. Therefore, organizations must be able to ensure that their human resources are able to do work beyond expectations (Kusumajati, 2014). One way to deal with this challenge is to foster OCB behavior (Asiedu et al., 2014).

There are a number of factors that affect OCB, including person-job fit and person-organization fit. Farzaneh et al. (2014), stated that person-job fit and person-organization fit are important aspects to improve OCB. Rejeki (2013) states that the suitability of employee values with organizational

values basically show that employees will leave an organization that does not fit into their personality. Employees who are "fit" according to the organization tend to have better OCB (Farzaneheta.l, 2014). Person-job fit and person-organization fit can help organizations find employees according to their needs, preferences and desires, and match values between employees and the organization. Suitability of employees with organizations is needed so that employees work with all their ability to the organization (Mahardika, 2006). Charles (2005) states that person-job fit is a match between knowledge, skills, and abilities of employees and job demands. Furthermore, Kristof (1996) emphasized that person-organization fit is the relationship between employees and organizational goals and the relationship of employee needs / desires.

Some researchers state person-fit organization is the key to maintaining a flexible and committed workforce in a competitive business environment (Bowen et al., 1991; Kristof, 1996; Memon et al., 2015). There is sufficient evidence that person-job fit shows a number of positive results including in increasing job satisfaction (Sekiguchi, 2004; Edwards, 1991), high motivation, performance, and level of attendance (Edwards, 1991). Research on person-job fit and person-organization fit has provided an understanding of how to improve compatibility between employees and organizations, retain employees in the long run by increasing satisfaction, and increasing employee outcomes that have implications for sustainable growth for the organization (Kristof, 1996; Chatman, 1991; O'Reilly et al., 1986). Employees will have various desires and preferences towards the organization and are more interested in living with the organization when meeting people who are similar to them (Yen and Ok, 2011). Ahmad and Dastgeer (2014) conducted research on the textile industry in Pakistan stating that person-organization fit has a positive influence on OCB. Memon et al. (2015) emphasized the importance of person job fit and person organizational fit for long-term

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organizational survival because it has implications for various employee behaviors in the workplace such as intention to leave and organizational commitment.

However, Santoso and Irwantoro (2014), Tambuwun et al., (2015) states that person-organization fit has no significant effect on OCB. Likewise, Kim and Gatling's (2019) study found that only three OCB indicators were significantly influenced by person job fit and person organizational fit. Therefore, research to examine the effect of person-job fit and person organizational fit on OCB still needs to be done to reexamine the contradictions of the results of the study. Organizations that are engaged in hospitality, especially health, really need employees who have OCB behavior because doing work requires high ability and initiative to help the work of other employees voluntarily (Cavanagh et al., 2012). This study aims to analyze the effect of person job fit and person organizational fit on OCB.

## 2. Literature Review

Person-job fit is defined as matching the ability of employees with the demands of a job (Edwards, 1991). Person-job fit is the compatibility between employees and the work or tasks they do at work. This understanding includes compatibility (ability) based on employee needs and work equipment available to meet those needs, as well as job demands and the ability of employees to meet these demands (Cable and DeRue, 2002). Kristof-Brown (2005) explains the person-job fit is the suitability between employees and work or tasks performed at work. This definition includes suitability based on employee needs and work equipment available to meet those needs, as well as job demands and employee skills to fulfill the job. Kristof et al. (2005) state there are two indicators to measure person-job fit. First demand-abilities fit, which means knowledge, abilities possessed by employees according to the needs in the field being worked on. Sekiguchi (2004) states demand-abilities fit includes the demands of the work needed in accordance with the ability of employees to complete the work and job requirements offered by the organization. Secondly, Need-supplies fit, is a situation where the employee's needs and expectations are met at work. Sekiguchi (2004) states need-supply fit is the desire of employees to match the characteristics and attributes of the work so that they are able to meet the desires of employees.

Person-organization fit is generally defined as the fit between organizational values and employee values (Kristof, 1996; Oo et al., 2018). Sekiguchi (2004) states that person-organization fit research begins with the ASA (Attraction-Selection-Attrition) framework, namely attraction, selection and attrition. The employee does not randomly accept a condition but sees an interesting condition for the employee. Employees who are chosen to be part of a condition will survive and help the environment (Lv and Xu, 2018). Lam et al. (2018), states that the organization is an attractive condition for employees, so that employees feel part of making employees survive if they have a match that fits the organization (Afsar and Badir, 2017) and stop when employees feel they do not have a match with the organization. Netemeyer et al., (1997), explained that there are four indicators of person-organization fit as follows.

- 1) Personal values, namely the suitability of employees' personal values with the organization.
- 2) Concern for others, namely the organization has the same values as those of employees related to caring for others.
- 3) Honesty, the organization has the same values as those of employees related to honesty at work.
- 4) Fairness, i.e. the organization has the same values as those of employees related to fairness in working in the organization.

Afsar and Badir (2016), explained that OCB is an employee contribution that exceeds the demands of roles in the workplace and is rewarded by the acquisition of task performance. This OCB involves several behaviors including helping others, volunteering for extra tasks, complying with rules and procedures at work (Fischer et al., 2019). This behavior illustrates the added value of employees which is one form of prosocial behavior, namely positive, constructive and meaningful social behavior that helps (Van Loon et al., 2017). The definition of organizational citizenship behavior (OCB) is employee behavior that is free (discretionary) that does not directly and explicitly get an award from the formal reward system, but overall encourages the effectiveness of organizational functions (Organ, 2006). Behavior that is demanded by the organization today is not only in-role behavior but also extra-role behavior is also called organizational citizenship behavior (OCB). Employees who display OCB behavior are referred to as good employees (good citizens). The term OCB was first put forward by Organ (2003) which states the five primary indicators as follows:

- 1) Altruism, which is the willingness to help when coworkers need help;
- 2) Conscientiousness, i.e. dedication to work and a strong desire to exceed the formal requirements of the organization;
- 3) Sportsmanship, which is a behavior of high tolerance to interference with work or employee acceptance of circumstances that are not in accordance with ideal conditions.
- 4) Courtesy, which is a behavior that reflects the employee always considering whether the work decisions he made affect other employees.
- 5) Civic Virtue, namely employee behavior to involve themselves in organizational activities that are not required in their work.

A number of research findings suggest that person-job fit is related to OCB (O'Reilly and Chatman, 1986). Furthermore, research (Farzaneh et al. 2014; Sekiguchi and Huber, 2011), states that person-job fit has a significant effect on employee OCB. The match between work and individual characteristics makes employees feel comfortable to work thereby increasing behavior outside the role (Juliati et al. 2015). Research on international funding companies in Taiwan also found that person-job fit had a significant effect on OCB (Shih and Hsu, 2008). A number of other studies state that there is a relationship between person-job fit and OCB so that person job fit makes an important contribution in growing OCB behavior (Farzaneh et al., 2014; Sekiguchi and Huber, 2011; Juliati et al. 2015; and Shih and Hsu, 2008).

Furthermore, the study of Farzaneh et al. (2014) states that person-organization fit has a significant effect on employee OCB. Employee compatibility with organizational values (person-organization fit) can increase OCB (Rejeki et al., 2013). Whereas Khaola and Sebotsa (2015), found that employees who felt a compatibility with organizational values had higher OCB behavior so that they tended to try to make a maximum contribution to the organization. Research conducted by Ahmad and Dastgeer (2014) on the textile industry in Pakistan states that person-organization fit has a significant influence in increasing the desire of employees to help other employees at work. Likewise, a number of research findings found the importance of person-organization fit to improve employee behavior outside the role (Maria, and Yuniawan, 2016; Bangun, et al, 2017). The higher the person-organization fit, the stronger the employee's tendency to behave in OCB. Based on this description, the following research hypothesis is proposed.

Hypothesis<sub>1</sub>: Person-job fit has a significant effect on OCB.  
Hypothesis<sub>2</sub>: Person-organization fit has a significant effect on OCB.

**3. Methods**

This study uses a positivism approach using a statistical approach. Data collection using a questionnaire using perceptions measured using a Likert scale of 5, where 1 = express disagreement up to a score of 5 = strongly agree. The population in this study were nurses in the hospital, amounting to 100 people. Arikunto (2002: 107) states that the number of samples taken can be determined based on the number of indicators. Thus the number of samples is a minimum of fifty-five employees. To avoid invalid questionnaires, this study distributed questionnaires of seventy-five nurses as respondents taken randomly. This study uses a person job fit variable (Kristof et al. 2005) with two indicators, person organizational fit (Netemeyer et al., 1997), using four indicators, and OCB using five indicators (Organ, 2003). The results of distributing questionnaires received sixty questionnaires that were declared valid. Furthermore, this study uses a variance based or component based approach with Partial Least Square (PLS) analysis tools to test hypotheses. The profile of research respondents is described in the following Table 1.

**Table 1: Respondent Profile**

No	Characteristic	Quantity	Percentage (%)
1.	Gender:		
	• Male	20	33,33
	• Female	40	66,67
2.	Age		
	• 21 – 30 years old	59	98,3
	• 31 – 40 years old	1	1,7
3.	Education Background		
	• Diploma	13	21,7
	• Bachelor Degree	47	78,3
4.	Employee Status		
	• PKWT Employee	45	75,0
	• Permanent Employee	15	25,0
5.	Working Time		
	• 1 – 3 years	44	73,3
	• 3 – 5 years	15	25,0
	• 5 – 7 years	1	1,7

6.	Marriage Status		
	• Single	39	65,0
	• Married	21	35,0

Before interpreting the results of the analysis, an examination of the validity, reliability, and goodness of fit (GOF) of the model to assess the model meets the well criteria.

**Goodness of fit outer model**

Goodness of fit outer model is used to evaluate the model that has fulfilled the validity and reliability criteria by paying attention to the convergent validity and Composite Reliability.

**Table 2: Convergent Validity**

Variable	Indicator/Item	Outer Loading	T-Statistic
Person Job Fit (X1)	Demand-abilities fit	0.927	38.958
	Need-supplies fit	0.927	40.585
Person Organization Fit (X2)	Personal Value	0.682	9.680
	Concern for others	0.744	5.939
	Honesty	0.684	6.826
	Fairness	0.892	30.694
Organizational Citizenship Behavior (Y)	Altruism	0.562	3.172
	Conscientiousness	0.714	7.893
	Sportmanship	0.577	3.685
	Courtesy	0.869	22.143
	Civic Virtue	0.614	5.762

**Table 3: Composite Reliability**

Variable	Composite Reliability
<i>Person Job Fit (X1)</i>	0.926
<i>Person Organization Fit (X2)</i>	0.847
<i>Organizational Citizenship Behavior (Y)</i>	0.806

The results in table 2, show an outer loading value > 0.5, which means that the model has convergent validity. Likewise Table 3 shows that the composite reliability value of all variables used is above 0.70. Thus it can be concluded that the model meets the validity and reliability criteria.

**Evaluate the Goodness of Fit Inner Model**

There is one endogenous variable, in the structural model, organizational citizenship behavior (OCB). Based on this, the predictive relevance (Q<sup>2</sup>) value can be calculated, the closer it is to 1, it means that the model is said to have a better predictive value, and vice versa. The results of Q<sup>2</sup> calculations are presented in Table 1.

**Table 4: Goodness of Fit inner Model Evaluation Result**

Structure Model	Endogenous	R-square
	<i>Organizational Citizenship Behavior (Y)</i>	0.453
<b>Calculation: Q<sup>2</sup> = 1 - (1 - R<sub>1</sub><sup>2</sup>)</b>		
<b>Q<sup>2</sup> = 1 - (1 - 0.453) = 0.453</b>		

Q<sup>2</sup> value of 0.453 can be interpreted that the variation in the value of information contained in the data of 45.3 percent can be explained by the model, while the remaining 54.7



percent is explained by other variables not analyzed in the model.

**Hypothesis Testing Results**

The results of hypothesis testing illustrate the relationship between variables in this study using SmartPLS in Figure 1.

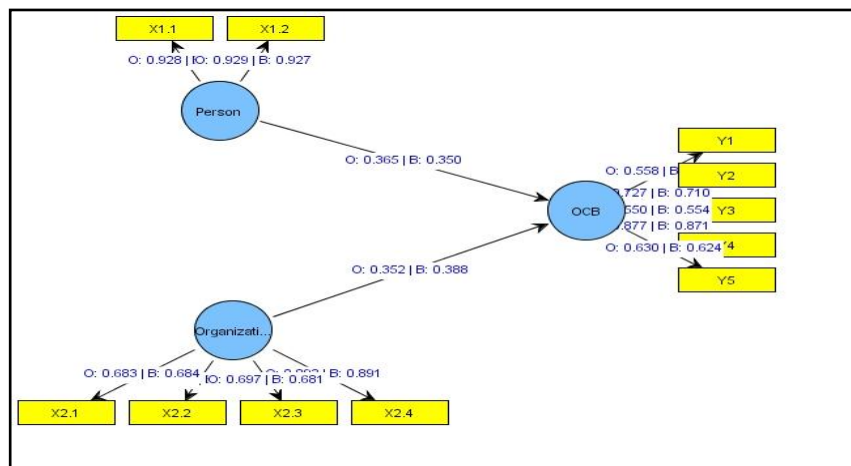


Figure 1: Hypothesis Test

Furthermore, hypothesis testing is done by comparing t-statistics with t-critical (1.96) on each direct path partially. In the following sections the results of the direct influence test are described. The results of the path coefficient validation test for each path for direct influence are presented in Table 5.

Table 5: Hypothesis Test Result

No	Relationship Variable	Path Coefficient (Bootstrapping)	t-Statistic	Description
1	Person Job Fit (X1)→OCB (Y)	0.333	2.316	Significant
2	Person Organization Fit (X2)→OCB (Y)	0.404	2.067	Significant

Person job fit (X1) is proven to have a positive and significant effect on organizational citizenship behavior (Y1). This result is shown by a positive path coefficient of 0.333 with a t-statistic of 2.316 (t-statistic > 1.96 / t-critical), so that the Person job fit hypothesis has a significant effect on organizational citizenship behavior accepted.

Person organization fit (X2) is proven to have a positive and significant effect on organizational citizenship behavior (Y1). This result is shown by a positive path coefficient of 0.404 with a t-statistic of 2.067 (t-statistic > 1.96 / t-critical), so that the Person organization fit hypothesis has a significant effect on organizational citizenship behavior accepted.

**The Effect of Person job fit on Organizational Citizenship Behavior**

Hypothesis testing results show that person job fit has a positive and significant effect on organizational citizenship behavior (OCB). The results of descriptive analysis showed that the person job fit of hospital nurses was highly perceived based on the mean value obtained at 4.11. The high perception of nurses on person job fit indicates the high compatibility between personal values with work. The findings of this study illustrate that high person job fit nurses can increase OCB. Person job fit refers to two things namely demand-abilities fit, (knowledge, abilities possessed by

nurses in accordance with the field of work) and need-supplies fit (the desire of nurses in accordance with the characteristics and attributes of the job). The existence of a person job fit can direct nurses to improve organizational citizenship behavior. These results are consistent with research by Bangun, et al (2017) that person-job fit has a significant impact on OCB. The higher the person-job fit of employees, the higher employee OCB behavior (Hamstra et al., 2018) as capital to produce higher performance. Conversely the lower the person-job fit of employees, the lower the OCB behavior of employees. The results of this study reaffirm that person job fit has an impact on improving OCB behavior. Employees who have high OCB tend to voluntarily participate in various organizational activities voluntarily so that it can help improve organizational success.

**The Effect of Person Organization fit on Organizational Citizenship Behavior**

Person Organization fit is generally seen as a match between organizational values and individual values (Jin et al., 2018). An understanding of Person-Organization Fit (P-O fit) can help companies to choose employees with values and beliefs that are appropriate to the organization and form experiences that can strengthen this conformity (Jin et al., 2018). Based on the results of descriptive analysis, it appears that the average response of nurses to person-organization fit is 4.04 (high). This shows that in general nurses have a high level of compatibility with the values of the organization. Hypothesis testing results indicate person organization fit has a significant effect on organizational citizenship behavior (OCB). The findings of this study illustrate the high level of person organization fit nurses capable of improving organizational citizenship behavior (OCB). Person organization fit can be seen from four indicators, namely personal value, concern for others, honesty and fairness. The suitability between individual employees and organizational values can improve organizational citizenship behavior (OCB). Research (Maria, and Yuniawan, 2016) states that person organization fit has a significant effect on organizational citizenship behavior, and can even have an impact on employee performance (Kim and Gatling, 2019).

#### 4. Conclusions

Person-job fit is the compatibility between individuals and the work or tasks they do at work. The high person job fit shows the ability, personality that matches the job so that it has good skills to do the job. Self-perception of the suitability of individual values with work has an important role in the emergence of OCB behavior (Afsar and Badir, 2016; Bangun et al., 2017). Whereas when the requirements in the job are in accordance with the skills possessed, the suitability of personal values with the values of the company, respect and attention to others and being able to maintain the values of honesty and fairness in the organization is an important factor in growing extra behavior outside the role. In other words, the existence of a person job fit and a person organizational fit can direct employees to behave outside the task so that they become good citizens in the organization. The low person job fit and person organizational fit can have an impact on increasing the desire of employees to go outside the organization (Memon et al., 2015) thereby reducing OCB behavior. Organizations that have good citizens tend to have employees who tolerate policy changes when the organization does not complain and begin to adjust when the company starts to change policies, helps voluntarily overload friends' work, and helps friends work without being asked.

#### 5. Research Limitation

This study has a limitation which only analyzes person job fit and person organization fit as determinants of organizational citizenship behavior (OCB) for nurses in hospitals. Therefore, this research can only be generalized to nurses in hospitals, not to other hospitality services because the hospital industry has specific characteristics. In addition, there are a number of determinants of OCB that were not analyzed in this study. In the next research, it is expected to develop a model by analyzing and exploring the factors that contribute to the formation of OCB behavior.

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