



## DO EMPLOYEE'S FITS IN THE JOB AND IN THE ORGANIZATION CONTRIBUTETO THEIR OCB?

I WAYAN GEDE DARMA PUTRA<sup>1</sup> and I GUSTI AYU MANUATI DEWI<sup>2</sup>

<sup>1,2</sup> Faculty of Economics and Business, Udayana University, Bali, Indonesia

### ABSTRACT

**Background:** The aim of this study are threefold i.eto analyze the effect of person-job fit, person-organization fit and organization commitment on OCB; the effect of person-job fit and person-organization fit on organization commitment; and the mediating role of organization commitment in the effect of person-job fit and person- organization fit on OCB.

**Research Methods:** The samples of this study were 106 official employees of Development Planning Agency of Badung Regency-Bali Province-Indonesia estimated by using saturated sampling technique. The data were collected through questionnaire of 5-point Likert Scale. Method of analysis used to test the hypothesis was Structural Equation Modeling-Partial Least Square (SEM – PLS).

**Result:** The results show that person-job fit, person-organization fit, and organization commitment had a positive and significant effect on OCB; person-job fit and person-organization fit had a positive and significant effect on organization commitment; and organization commitment partially mediates the effect of person job-fit and person-organization fit on OCB.

**Keywords:** Person-job fit, person-organization fit, OCB, organization commitment

### I. INTRODUCTION

Human resources are the most valuable asset of organization. This is because the success of organization is largely determined by human resource, besides other elements i.e. machines, materials, methods, money, and markets. The achievement of organization success requires high competence human resources that are in accordance with the organization objective. A good selection system needs to be implemented in endeavor to get employees who are in accordance with the needs of the organization so that they can contribute well to the organization and increase organization effectiveness. Organization effectiveness can be seen from the behavior and efforts of individuals in influencing the achievement of organization goals.

There are two approaches can be applied in selection process namely person job-fit and person- organization fit. Person job-fit is the suitability of individual characteristics with their work, while person organization-fit is the suitability of individuals with organization values. If the characteristics of an individual are compatible with the job and organization values, it may lead to extra-role behavior. This behavior also includes OCB (OCB). Afsar and Badir (2016) state that OCB is contribution of employees that exceeds the demands of a role in the workplace, such as helping others, volunteering for additional tasks, and complying with rules and procedures in the workplace (Fischer et al. al. 2019).

Factor that contributes to OCB is organization commitment. Lukman (2015) argues that organization commitment is an attitude that reflects employee loyalty to their organization and is a continuous process in which organization actors express their concern and desire to organization for being successful. The existence of employee's organization commitment can increase the effectiveness and efficiency of the organization. This is because organization commitment is the reflection of employee loyalty as an important element for achieving organization goals. The emergence of organization commitment may have an impact on organization performance by increasing OCB, increasing employee behavior outside their roles, so as to increase effectiveness and efficiency in organizations related to work systems in companies and can create an organization climate. Khan and Rashid (2012) state that organization commitment is a variable that contributes to explain OCB of employees. When



the company has "service values", it will raise the behavior of OCB of the employees (Ahmadi, 2010).

In the context of government institution, employees are the means of driving force of various activities in the organization. Development Planning Agency of Badung Regency is a regional apparatus organization that plays a role in assisting the Regent in determining regional development planning policies, research and development, as well as monitoring and evaluating the implementation of development activities. An organization has many requirements to be fulfilled by its employees namely having certain education qualifications, hardworking, honesty, being able to work under pressure, working in shifts, commitment to the company, and working in accordance with the values held by the organization.

Interview with the Head of Subdivision of General Affairs and Personnel of the Agency shows that oftentimes the employee placement do not match with the educational background of the individual so that individual values tend to be incompatible with the job. In addition, during the planning period of the regional budget arrangement, employee often worked beyond normal working hours which had an impact on the overtime system. Employees are required to be able to adapt to work situations as such, so they remain able to contribute well to the tasks so that organization goals can be achieved.

There are two important factors contribute to OCB namely person-job fit and person-organization fit. Farzaneh et al. (2014) state that person-job fit and person-organization fit are two important factors that can increase OCB and organization commitment. Ahmad and Dastgeer (2014) also argue that person-organization fit has a positive influence on OCB. Memon et al. (2015) emphasizes the importance of person-job fit and person - organization fit for long-term organization survival because it has implications for various employee behaviors in the workplace related to organization commitment.

There is a match between individual characteristics and organization and also work values that have an impact on increasing OCB consists of behavior that contributes beyond the demands of roles in the workplace such as helping others, volunteering for additional tasks, and complying with workplace rules and procedures. However, there is a research gap found in the results of previous studies that examined similar research objects. The research findings of Santoso and Irwantoro (2014), show that person-organization fit has a negative and insignificant effect on OCB. Additionally, Tambuwun et al. (2015) who carried out study in the Surabaya Institute of Health found that person-organization fit did not has a direct effect on OCB. Hakim et al. (2014) also found that organization commitment has no significant effect on OCB.

## II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Sekiguchi and Huber (2011) and Suwanti et al. (2018) state that there is a positive relationship between person-job fit and OCB of employees. In other words, the suitability of individuals with organization values can increase their extra role behavior and leads to organization effectiveness in achieving goals. The Fit Theory postulates that the occurrence of person-job fit may occur from increasing psychological aspects of work productivity, such as job satisfaction with work which will has a significant effect at a greater level, namely the sustainability of all parts of the organization (Zatzick and Zatzick, 2013).

### **H1: Person-job fit has a positive and significant effect on OCB**

Farzaneh et al. (2014) found that person-organization fit contributes to OCB which means that the higher the person-organization fit, the higher the OCB will be. Similar results are emerge from the study carried out by Alfani Hadinim (2018) in which person-organization



fit positively and significantly affect OCB. When individuals have personal values that are in accordance with values of the organization, they tend to follow changes and developments in organizations. Khaola and Sebotsa (2015) in their research results show that person-organization fit has a positive and significant effect on OCB. Those who show OCB tend to make a maximum contribution to the organization which further rise organization effectiveness in achieving goals. Ahmad and Dastgeer (2014) state that person-organization fit has a positive and significant effect on OCB. The higher the characteristics of individuals with organization values, the higher the level of their OCB at the workplace.

## **H2: Person-organization fit has a positive and significant effect on OCB**

Oemar (2013) states that organization commitment has a positive and significant effect on OCB of employees at Development Planning Agency of Pekanbaru City. This condition shows that if organization commitment increases, the OCB will also increase. Santoso and Irwanto (2014) and Khaola et al. (2015) state that there is a significant influence between organization commitment and OCB. When employees have the desire to spend the rest of their careers in the organization, individuals will pay attention to functions that help organization image.

## **H3: Organization commitment has a positive and significant effect on OCB**

Farzaneh et al. (2014) and Chhabra (2015) state that there is a positive relationship between person-job fit and organization commitment. Additionally, Bangun (2015) in his research states that person-job fit has a positive and significant effect on organization commitment. It was explained that the existence of an individual's suitability with work will lead to the organization commitment of employees of PT. Triska Reksa Waluyo. Memon et al. (2015) emphasizes the importance of person-job features for the long-term survival of the organization because it has direct and implications for various employee behavior in the workplace such as organization commitment.

## **H4: Person-job fit has a positive and significant effect on organization commitment**

Ahmadi et al. (2014) in their research found that person-organization fit has a positive relationship with organization commitment. Rejeki et al. (2013), state that the suitability of individual values with organization values has a significant positive effect on organization commitment, the higher the suitability of individual values with organization values, the higher the employee's organization commitment will be. Sugianto et al. (2012) who conducted research on UB Hotel employees in Malang City found that person-organization fit has a significant and positive influence on employee commitment.

## **H5: Person-organization fit has a positive and significant effect on organization commitment**

Person-job fit is basically the conformity of individual values with requirements that are directly related to a particular job (Newton and Jimmieson, 2009). Sekiguchi (2004) states in his research that Person-job fit is correlated with organization commitment. The extent to which employees feel that they have the ability that is in accordance with the job requirements and that the job can meet their needs, will directly affect their commitment to the organization. Farzaneh et al. (2014) argued that organization commitment partially mediates the effect of person-job fit on OCB. It means that person job-fit affect OCB indirectly through organization commitment.

## **H6: Organization commitment mediates the effect of person-job fit on OCB**

Farzaneh et al. (2014) in his research suggests that organization commitment partially mediates the influence of person-organization fit on OCB. In this case, person-



organization fit affect OCB indirectly through organization commitment. The theory of Person - Organization fit leads to job satisfaction so that organization goals can be achieved with employee behavior related to OCB (Vilela et al., 2008).

**H7: Organization commitment mediates the influence of Person-organization fit on OCB**

**III. METHODS**

This research was conducted in Development Planning Agency of Badung Regency-Bali Province- Indonesia.The population of this study was all of 106 official employees of the agency consist of 82 permanent employees and 24 contract employees. The sample determined using saturated sampling as a sampling technique in which all members of the population used as the samples.The data were collected by using questionnaire distributed to the respondent. Structural Equation Modeling (SEM) with the Partial Least Square (PLS) approach was used to test the hypothesis.

**IV. RESULTS AND DISCUSSION**

**Convergent Validity**

Evaluation of the measurement model is carried out by looking at the outer loading value of each indicator from the person-job fit, person-organization fit, OCB, and organization commitment variables. The cut-off point used was loading value of not less than 0.70 and a t-statistical value of more than 1.96. Based on Table 1 it can be seen that all indicators in the person-job fit, person-organization fit, OCB, and organization commitment have an outer loading value of more than 0.70.

**Table 1.Outer Loading**

Indikator	Original sampel ( O )	t statistics ( O/STDEV )	P values
M1 <- M	0.967	134.850	0.000
M2 <- M	<b>0.984</b>	248.972	0.000
M3 <- M	0.973	178.770	0.000
X1.1 <- X1	0.802	23.102	0.000
X1.2 <- X1	0.901	46.054	0.000
X1.3 <- X1	<b>0.902</b>	37.922	0.000
X1.4 <- X1	0.807	21.363	0.000
X1.5 <- X1	0.889	38.964	0.000
X2.1 <- X2	0.804	25.731	0.000
X2.2 <- X2	0.933	76.929	0.000
X2.3 <- X2	0.815	17.121	0.000
X2.4 <- X2	<b>0.956</b>	115.052	0.000
Y1 <- Y	0.910	70.073	0.000
Y2 <- Y	0.924	65.652	0.000
Y3 <- Y	0.867	19.489	0.000
Y4 <- Y	0.762	20.860	0.000
Y5 <- Y	<b>0.942</b>	89.853	0.000

Primary Data, 2020

In the person-job fit (X1) variable, the demand-abilities fit (X1.4) indicator is the strongest measure with an outer loading value of 0.902. The fairness indicator (X2.4) on Person-organization fit (X2) is the strongest measure for this variable with an outer loading value of 0.956. In the organization commitment variable (M), the Continuance Commitment (M2) indicator has the highest outer loading value, namely 0.984. Then, the Sportmanship Indicator (Y5) on OCB (Y) is the strongest measure for this variable with an outer loading value of 0.942.

Apart from being seen from the outer loading value, the convergent validity can also be seen from the Average Variance Extracted (AVE) value for each variable. From Table 2 it can be seen that each of the person- job fit (X1), person-organization fit (X2), organization

commitment (M), OCB (Y) variables has an Average Variance Extracted (AVE) value of more than 0.5. Based on the results of these tests, it can be concluded that all indicators used in the study are declared valid and feasible to measure their respective variables.

**Table 2. Average variance extracted (AVE)**

Variable	Average variance extracted (AVE)
Organization commitment (M)	0.950
Person – job fit (X1)	0.742
Person – organization fit (X2)	0.774
Organizational citizenship behavior (Y)	0.780

Primary Data, 2020

**Discriminant Validity**

Discriminant validity is identified using the measurement of cross loading values for all indicators used in the study. The value of cross loading on all indicators is expected to have the highest value on the measurement of each variable. Based on Table 3, it shows the cross loading value of each variable, namely Person - job fit (X1), Person - organization fit (X2), Organization commitment (M), OCB (Y). Apart from being based on the cross loading value, discriminant validity can be seen from the comparison of the smallest Average Variance Extracted (AVE) square root value against the value of each variable.

**Table 3. Nilai Cross Loading**

Indicator	Organization commitment (M)	Person – job fit (X1)	Person – organization fit (X2)	Organizational citizenship behavior (Y)
M1	<b>0.967</b>	0.677	0.653	0.814
M2	<b>0.984</b>	0.651	0.661	0.803
M3	<b>0.973</b>	0.634	0.632	0.809
X1.1	0.670	<b>0.802</b>	0.764	0.787
X1.2	0.614	<b>0.901</b>	0.723	0.756
X1.3	0.457	<b>0.902</b>	0.809	0.691
X1.4	0.536	<b>0.807</b>	0.592	0.590
X1.5	0.576	<b>0.889</b>	0.748	0.720
X2.1	0.516	0.758	<b>0.804</b>	0.655
X2.2	0.627	0.825	<b>0.933</b>	0.798
X2.3	0.549	0.627	<b>0.815</b>	0.557
X2.4	0.641	0.768	<b>0.956</b>	0.786
Y1	0.704	0.857	0.737	<b>0.910</b>
Y2	0.792	0.739	0.678	<b>0.924</b>
Y3	0.636	0.795	0.683	<b>0.867</b>
Y4	0.714	0.444	0.555	<b>0.762</b>
Y5	0.820	0.790	0.861	<b>0.942</b>

Primary Data, 2020

**Table 4. √AVE Square Comparison and Correlation Between Variables**

Variable	AVE	√AVE	Organization commitment (M)	Person – job fit (X1)	Person– organization fit (X2)	Organizational citizenship behavior (Y)
M	0.950	0.974	1.000	0.671	0.666	0.830
X1	0.742	0.861	0.671	1.000	0.849	0.832
X2	0.774	0.879	0.666	0.849	1.000	0.803
Y	0.780	0.883	0.830	0.832	0.803	1.000

Primary Data, 2020

Table 4 shows the value of each Average variance extracted (AVE) square root and the correlation between variables. It is explained that the value of the square root of the Average variance extracted (AVE) of each variable has a higher value than the correlation between variables. From the comparison of the square root of the Average variance extracted (AVE) to the correlation value between variables, it can be said that the evaluation of the measurement model has good discriminant validity.

**Composite Reliability**

Composite reliability aims to determine the construct reliability of a measurement model on indicators that are reflective, which can be seen using the Cronbach's alpha, rho\_A, and composite reliability values. The results of the measurement model reliability test are presented in Table 5.

**Table 5. Composite Reliability**

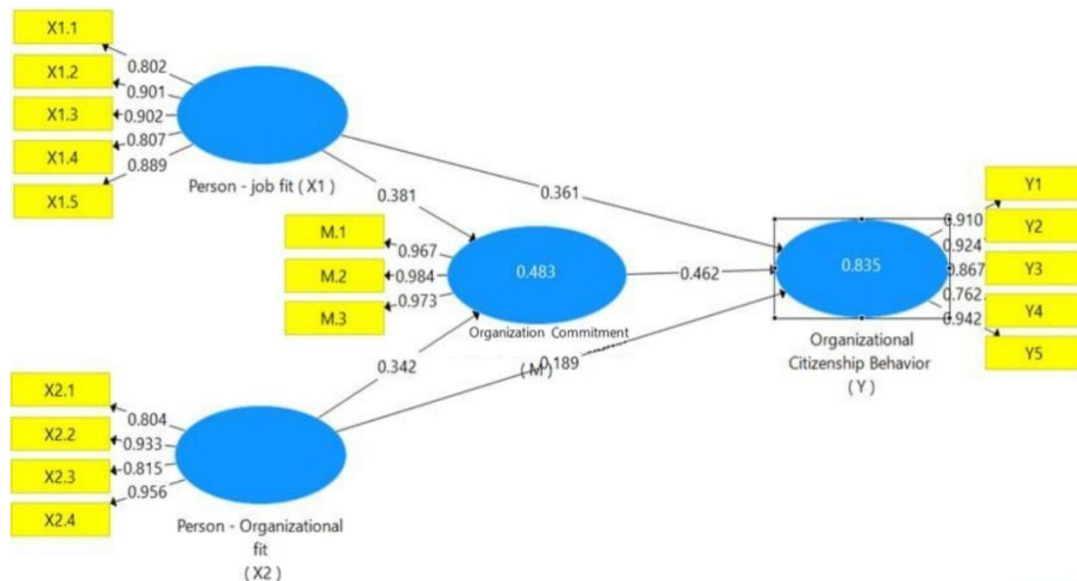
Variable	Cronbach's alpha	rho_A	Composite reliability	Description
Organization commitment (M)	0.974	0.974	0.983	Reliable
Person-job fit (X1)	0.912	0.917	0.935	Reliable
Person-organization fit (X2)	0.900	0.918	0.932	Reliable
OCB (Y)	0.928	0.939	0.946	Reliable

Primary Data, 2020

Based on the Cronbach's alpha, rho\_A, and composite reliability values presented in Table 5, each variable obtains measurement results with a value above 0.70. Thus, the measurement model in this study has good reliability on each of its variables.

**Evaluation of the Structural Model or Inner Model**

Evaluation of the Structural Model or Inner Model (see Figure 1) is carried out to ensure that the structural model built is accurate. Inner model testing can be done by calculating the R square value and the predictive relevance value Q<sup>2</sup>



**Figure 1. Structural Model**

The R-square value of the dependent variable is used to analyze the effect of the exogenous variable on the endogenous variable in the structural model (Table 6 ). The R-square value of the OCB variable (Y) is 0.835. This, value shows that 83.5% of changes in OCB (Y) are influenced by person-job fit (X1), person- organization fit (X2), organization commitment (M), the remaining 16.5% is influenced by other variables outside the model. In the organization commitment variable (M) the R-square value is 0.483, which indicates that changes in the organization commitment variable (M) 48.3% are influenced by person-job fit (X1), and person - organization fit (X2) and 51.7 is influenced by other variables outside the model.

**Table 6.R-square**

Variable	R-square
Organization commitment (M)	0.483
OCB (Y)	0.835

Based on the R-square value for each endogenous variable, the value of predictive relevance ( $Q^2$ ) can be calculated with interpretation if  $Q^2 > 0$ , then the model can be said to be good and able to explain the phenomenon of OCB (Y). To find out the predictive relevance value can be calculated as follows:

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2)$$

$$= 1 - (1 - 0.835) (1 - 0.483)$$

$$= 1 - (0.165) (0.517)$$

$$= 1 - 0.085$$

$$= 0.915$$

### Hypothesis test

Hypothesis testing aims to analyze the relationship between exogenous and endogenous variables, by looking at the value of the path coefficient, namely the t-statistics value and the P-value. In the hypothesis testing criteria, t-statistics  $> 1.96$  and P-value  $> 0.05$ , the research hypothesis can be accepted. Based on information in Table 7, it can be seen that the effect of person - job fit (X1) on OCB has a t-statistic value of 4.881 ( $4.881 > 1.96$ ) and a P-value ( $0.000 < 0.05$ ), so person - job fit X1) has positive and significant influence on OCB (Y) so that H1 is accepted.

**Table 7. Path coefficients**

Variable	Path coefficients	t statistics	P values	Description
Person – job fit ->OCB	0.361	4.881	0.000	H1 accepted
Person – organization Fit ->OCB	0.189	2.174	0.030	H2 accepted
Organization commitment ->OCB	0.462	6.442	0.000	H3 accepted
Person – job fit -> Organization commitment	0.381	2.965	0.030	H4 accepted
Person – organization fit -> Organization commitment	0.342	2.437	0.015	H5 accepted

Primary Data, 2020

In testing the influence between person - organization fit (X2) on OCB (Y) shows the value of t- statistics (2.174) > 1.96 and the value of P-values (0.030) < 0.05, then person - organization fit has a positive effect and significant on OCB so that H2 was accepted.

The next hypothesis testing is analyzing organization commitment (M) to OCB (Y), where the t- statistic value is 6.442 (6.442 > 1.96) and the P-value (0.000) < 0.05, it can be concluded that there is a positive influence and significant between organization commitment (M) on OCB (Y) so that H3 is accepted. The next hypothesis testing is to analyze the effect of person-job fit (X1) on organization commitment (M) which has a t-statistical value (2.965) > 1.96 and a P-value (0.003) < 0.05, so in testing this hypothesis shows that there is a positive and significant influence between person - job fit (X1) on organization commitment (M) so that H4 is accepted.

Analysis of the influence of person - organization fit (X2) on organization commitment (M) shows the value of t-statistics (2.437) > 1.96 and the value of P-values (0.015) < 0.05, it shows that there is a positive and significant influence between person - organization Fit (X2) towards organization commitment (M) so that H5 is accepted.

Testing the role of mediation is seen from the VAF value, in the conditions of the VAF value > 80%, the mediation variable is full mediation, the mediation variable is partial mediation if the VAF value is 20% - 80%, and if the VAF value is < 20% then the mediating variable does not act as a mediating variable. The results of testing the Indirect Effect and the Total Variable Effect are presented in Table 8 and Table 9.

**Table 8. Indirect and Total effect and VAF value**

Variable		Indirect effect	
	Coefficient	t statistics	P values
Person – job fit -> OCB	0.176	2.627	0.009
Variable		Total effect	
Person – job fit -> OCB	0.537	6.431	0.000
<b>VAF-&gt;</b> Indirect effect / Total effect (0.176 / 0.537 )	0.327		

Primary Data, 2020

Based on Table 8, the VAF value of organization commitment as a mediating variable is 0.327 (32.7%), meaning that organization commitment acts as a partial mediation on the influence of person - job fit on OCB, which means that person - job fit can affect OCB directly or indirectly through organization commitment. With this the hypothesis statement (H6 Accepted) which states organization commitment as a mediator of the influence between person - job fit on OCB can be accepted.

The results of the analysis of the role of mediation presented in Table 8 show that the coefficient value of direct influence on the effect of person-organization fit on OCB is 0.239, with the addition of the organization commitment variable as a mediating variable, it is necessary to calculate the VAF value to be able to determine the role of organization commitment to mediate the effect of person - organization fit on OCB.

**Tabel 9. Indirect and Total effect and VAF value**

Variable		Indirect effect	
	Coefficient	t statistics	P values
Person – job fit -> OCB	0.158	2.179	0.030
Variable		Total effect	
Person – job fit -> OCB	0.347	3.907	0.000
<b>VAF -&gt;</b> Indirect effect / Total effect ( 0.158 / 0.347 )	0.455		





Primary Data, 2020

Based on Table 9 shows the VAF value of organization commitment as a mediating variable of 0.455 (45.5%), meaning that organization commitment acts as a partial mediation on the influence of person- organization fit on OCB, which means that person-organization fit can affect OCB directly or indirectly through organization commitment. With this the hypothesis statement that states organization commitment as a mediator of the influence between person-organization fit on OCB can be accepted.

### **Effect of Person - job fit on OCB**

Based on the results of the analysis, it shows that there is a positive and significant influence of person- job fit on OCB, the more appropriate the level of suitability between individual characteristics and their work can improve OCB on Development Planning Agency Badung Regency employees. When an employee's ability is in accordance with the demands of the job, employee behavior will be willing to replace the work of a coworker who is not present without being asked.

Referring to the results of path analysis, it shows that through 2 (two) dimensions of Person - Job Fit, namely demand - abilities fit and need - supplies fit, it can improve OCB of Development Planning Agency employees in Badung Regency. In the selection process, of course, in order to create extra-role behavior, companies should take a person job-fit approach by adjusting the demand-abilities fit and need-supplies fit.

The results of previous research that support the results of this study are the results of research by Sekiguchi and Huber (2011) which state that there is a positive relationship between person-job fit on employee OCB, meaning that the higher employee personal value will have an effect on increasing employee OCB. Suwanti et al. (2018) stated that Person-job fit has a positive influence on OCB, if the employee's personality has a suitability with his job it will encourage employees to follow changes and developments in the organization. And also increase OCB in employees so that it leads to the achievement of organization goals. The fit theory states that the occurrence of Person - job fit can come from increasing psychological aspects of work productivity, such as job satisfaction.

### **Effect of Person - organization fit on OCB**

The results of the path analysis show that Person - organization fit has a positive and significant effect on OCB, the more appropriate between individuals and the values of Development Planning Agency Badung Regency can have an effect on improving OCB of Development Planning Agency officials in Badung Regency. If employees have the same score as Development Planning Agency Badung Regency, they tend to arrive early so that they are ready to work when the work schedule starts. Through the 4 (four) dimensions of person - organization fit used in this study, namely personal value, concern for others, honesty, fairness can have an impact on improving OCB of Development Planning Agency employees in Badung Regency. The results of this analysis show that in addition to applying the person job-fit approach, companies should also apply the person organization-fit approach to be able to get employees who are in accordance with the values of the organization and their work. This can lead to employee behavior to work beyond their duties so as to create organization effectiveness in achieving goals. The results of previous studies that support the results of this study are the research of Farzaneh et al. (2014) stated that there is an influence of person-organization fit on OCB, meaning that the higher the person-organization fit will be able to increase employee OCB. Research results are similar to those shown in the study.

Alfani Hadinim (2018) with the findings of person - organization fit has a positive and significant effect on OCB, if individuals have personal values that are in accordance with



employee organizations will tend to follow changes in changes and developments in organizations. Khaola and Sebotsa (2015) in their research results show that person-organization fit has a positive and significant effect on OCB, employees who have high OCB tend to make maximum contributions to organizations so that they can increase organization effectiveness in achieving goals. Ahmad and Dastgeer (2014) state that person - organization fit has a positive and significant effect on OCB, the higher the level of individual conformity with organization values will be able to increase OCB in employees.

### **Effect of organization commitment to OCB**

Based on the results of the analysis on the effect of organization commitment on OCB, it shows organization commitment has a positive and significant effect on OCB, meaning that when employees feel the problems at Development Planning Agency Badung Regency are like their own problems, employees will make considerations in assessing what is best for Development Planning Agency Badung Regency. Through the 3 dimensions of organization commitment used in this study, namely affective commitment, continuance commitment, normative commitment can have an impact in encouraging employees to behave extra roles in carrying out work. The previous research that supports the results of this study is Khaola et al. (2015) states that there is a significant influence between organization commitment and OCB, meaning that when employees have the desire to spend the rest of their careers in the organization, individuals will pay attention to functions that help the image of the organization.

### **Effect Person - job fit on organization commitment**

Based on the results of the analysis on the effect of person-job fit on organization commitment, it shows that person-job fit has a positive and significant effect on organization commitment, meaning that if employees feel that they have personal values that are in accordance with the values of Development Planning AgencyBadung Regency, the easier it will be for individuals to bond with the organization. The suitability of the abilities and skills of employees is an important factor in shaping employee attitudes related to organization commitment, therefore in the selection process, the person job-fit approach needs to be applied to obtain employees who are committed to the company. Through the 2 (two) dimensions of person - job fit used in this study, namely demand abilities - fit and need supplies fit, it is felt that they can have an impact in increasing the organization commitment of Development Planning AgencyBadung Regency employees.

Person - job fit is basically the conformity of individual values with the requirements directly related to a particular job (Newton and Jimmieson, 2009). Farzaneh et al (2014) stated that there is a positive and significant influence between person-job fit on organization commitment. Chhabra (2015), also found that person - job fit has a positive and significant impact on organization commitment, the more appropriate between individuals and job characteristics will have an impact on employee attitudes related to organization commitment.

Bangun (2015), in his research states that person - job fit has a positive and significant effect on organization commitment, meaning that the more appropriate between individuals and their jobs will have an impact on organization commitment to employees of PT. Triska ReksaWaluyo. Memon et al (2015) emphasized that person - job fit is an important factor in long-term organization survival because it has a direct influence on employee behavior in the workplace such as organization commitment.



### **Effect Person-Organization Fit on Organization Commitment**

Based on the results of the analysis on the influence of person-organization fit on organization commitment, it shows that person-organization fit has a positive and significant effect on organization commitment, meaning that the more appropriate individuals with organization values can improve employee attitudes related to organization commitment to Development Planning Agency Badung Regency employees. This of course leads to the organization selection process in an effort to obtain employees who have a high level of commitment to the organization, therefore in determining the recruitment of employees, of course the accepted employees are in accordance with the organization values.

Through the 4 dimensions of person - organization fit used in this study, namely personal value, concern for others, honesty, fairness can have a positive and significant impact in an effort to increase organization commitment of Development Planning Agency employees in Badung Regency. The results of this study are supported by Ahmadi et al. (2014) in their research found that Person-organization fit has a positive relationship with organization commitment. In Rejeki et al. (2013), states that the results of the regression analysis show that the suitability of individual values with organization values has a significant positive effect on organization commitment, this shows that the higher the suitability of individual values with organization values, it will increase employee organization commitment.

Sugianto et al (2012), who conducted research on UB Hotel employees in Malang found that person- organization fit has a significant and positive influence on employee commitment. Ahmad and Dastgeer (2014) who conducted research on the textile industry in Pakistan stated that person-organization fit has a positive influence on OCB, the suitability of individual values with organization values can lead to extra role behavior in employees at work.

### **The role of organization commitment on the effect of Person - job fit on OCB**

Testing the role of mediation on organization commitment is analyzed by calculating the VAF value of organization commitment as a mediator on the effect of Person-job fit on OCB. The results of the analysis show that organization commitment plays a role as partial mediation, meaning that Person-Job Fit can affect OCB directly or indirectly through organization commitment as a mediator. Person - job fit and organization commitment are factors that significantly increase OCB of Development Planning Agency Badung Regency employees, this is because the higher the suitability of individual values to work and organization commitment can increase OCB behavior of Development Planning Agency employees in Badung Regency.

Farzaneh et al. (2014) suggest that organization commitment mediates the effect of person - job fit has a significant effect on OCB. With the addition of the mediation variable, namely, which is organization commitment, person - job fit can affect OCB directly or indirectly through organization commitment.

The role of organization commitment on the effect of person-organization fit on OCB

Testing the role of mediation on organization commitment is analyzed by calculating the VAF value of organization commitment as a mediator for person – organization fit on OCB. The results of the analysis show that organization commitment plays a role as partial mediation, meaning that person organization-fit can affect OCB directly or indirectly through organization commitment as a mediator. Person-organization fit and organization commitment are factors that significantly increase OCB of Development Planning Agency Badung Regency employees, this is because the more appropriate the level of suitability between individual values and the values contained in Development Planning Agency Badung Regency can increase OCB of Development Planning Agency Badung Regency



employees. Farzaneh et al. (2014) in their research suggest that organization commitment acts as a partial mediation, it can be interpreted that person-organization fit is able to influence OCB directly or indirectly through organization commitment as a mediating variable. Person-organization fit theory leads to satisfaction so that organization goals can be achieved with the behavior of OCB (Vilela et al. 2008).

## V. Conclusion

In connection with the results of this study, the theoretical implications that can be given theoretically are to strengthen the main theory used in this study, namely the Three Component Model Theory, where the commitment perspective focuses on the process in which people think about their relationship with the organization. In many ways it can be considered a mindset in which individuals consider the extent to which their own values and goals are in line with the values of the organization. In the attitude approach, commitment tends to have an influence on organization stability or change.

With the good attitude of employees with the organization, it can lead to employee behavior in carrying out their work and are willing to do their work outside their duties, so that they can achieve organization goals effectively and efficiently.

The results of this study can provide an overview of superiors who have the authority to recruit employees related to person - job fit, person - organization fit, OCB and organization commitment in labor recruitment efforts. This study can provide suggestions and input in increasing organization commitment and raising OCB among employees of Development Planning Agency Badung Regency. Suggestions For further researchers, this study only analyzes person - job fit, person - organization fit, OCB, Organization Commitment, for further research it is better to consider other variables that can have a positive impact on the emergence of OCB. For example, such as the organization culture variable.

## References

- Abdurrahmat, F.2006. *Manajemen Sumber Daya Manusia*, Bandung :Rineka Cipta.
- Afsar, B., & Badir, Y. F. 2016. Person-organization fit, perceived organization support, and OCB: the role of job embeddedness. *Journal of Human Resources in Hospitality & Tourism*, 15(3) : 252 – 278.
- Alfani, M., hadini, M. 2018. Pengaruh person - job fit dan person organization fit terhadap organizational citizenship behavior dan kinerja karyawan universitas islam kalimantan muhammad arsyad al banjari Banjarmasin. *Jurnal Riset Inspirasi Manajemen Dan Kewirausahaan*, 2 ( 2 ):73 – 85.
- Ahmad, S., and Dastgeer, G. 2014. Role of perceived person – organization fit on employee commitment, employee engagement and OCB, the moderating role of organization socialization. *Global Advanced Research Journal of Management and Bussines Studies*, 3( 6 ) : 274-286.
- Ahmadi, A.A.A., Mohammadpour, B., Mahjoubeh, R., and Forouz, B. 2014. Effect of Person-organization fit on organization commitment. *International Journal of Information Technology and Management Studies*, 1 ( 1 ) : 1-11.
- Ardana, K., Mujiati, N.W., Sriathi, A. 2009. *Perilaku Organisasi*. Yogyakarta., Graha Ilmu.
- Bangun, O. V., W. G. Supartha., M. Subudi. 2017. Pengaruh person job fit dan person organization fit terhadap komitmen organisasional dan OCB. *e-Jurnal Ekonomi Manajemen Unud*.
- Chhabra, B. 2015. Person-job fit: mediating role of job satisfaction & organization commitment. *The Indian Journal of Industrial Relations*, 50 ( 4 ) : 638-651.
- Darto, M. 2014. Peran OCB dalam peningkatan kerja individu di sektor publik : sebuah analisis teoritis dan empiris. *Jurnal Borneo Administrator*, 10 ( 1 ) : 10-34.
- Farzaneh, J.A., D.F., and Mehdi, K. 2014. The impact of person-job fit and person- organization fit on



OCB: the mediating and moderating effects of organization commitment and psychological empowerment, 43 ( 5 ) : 672-691.

- Fischer, R., Ferreira, M. C., Van Meurs, N., Gok, K., Jiang, D. Y., Fontaine, J. R., dan Hassan, A. 2019. Does organization formalization facilitate voice and helping OCBs? It depends on (national) uncertainty norms. *Journal of International Business Studies*, 50 ( 1 ) : 125- 134.
- Fuss, P.I., and Ness, L.R. 2015. Are we There Yet? Data Saturation in qualitative Research. *The qualitative report*, 20 ( 9 ) : 1408- 1416.
- Griffin, R.W. 2014. "Management, 7<sup>th</sup> edition ". Massachusetts: Houghton Mifflin Company.
- Hakim, W., Nimran, U., Haerani, and Alma, S. 2014. The antecedents of OCB and their effect on performance: study on public university in Makassar, South Sulawesi, Indonesia. *IOSR Journal of Business and Management*, 16 ( 2 ) : 05-13.
- Khan, S.K., and Rashid, M.Z.A. 2012. The Mediating Effect of Organizational Commitment in the Organizational Culture, Leadership and Organizational Justice Relationship with Organizational Citizenship Behavior: A Study of Academicians in Private Higher Learning Institutions in Malaysia. *International Journal Business and Social Science* 3, 83-91.
- Khan, S.K and M.Z. Abdul Rashid. 2015. The mediating effect of organization commitment in the organization culture, leadership and organization justice relationship with OCB : a study of academics in private higher learning institutions in Malaysia. *Internasional Journal of Recent Advances In Organization Behaviour And Decision Science An Online International Research Journal*, 11 ( 2 ) : 2311 – 3197.
- Khaola, P., Sebotsa, T. 2015. Person-organisation fit, organisational commitment and organisational citizenship behavior. *Danish Journal of Management and Business Sciences*, 67-74.
- Kim, J., & Gatling, A. 2018. Impact of employees' job, organization and technology fit on engagement and OCB. *Journal of Hospitality and Tourism Technology*, 10 ( 3 ) : 323 –338.
- Kristof-Brown, A.L., Zimmerman, R.D. and Johnson, E.C. 2005. Consequences of individuals' fit at work: a meta-analysis of person-job, person - organisation, person-group, and person-supervisor fit, *Personnel Psychology*, 58 ( 2 ) : 281- 342.
- Kristof-Brown, A.L., Billsberry, J. 2013. Person – organization fit : key issues and new direction. West Sussex : Wiley-Blackwell.
- Kumara, I.G., and Pradhan, R.K. 2014. Human resource flexibility and organization effectiveness, role of OCB and employee intent to stay. *International Journal of Business and Management Invention*, 3 ( 11 ) : 43-51
- Luthans, Fred. 2008. *Organization Behavior*. United States: McGraw-Hill.
- Mansour, M. 2015. The practice of strategic human resource management in developing country. *European Online Journal Of Natural and Social Sciences*, 4 ( 3 ) : 517.
- Memon, M. A., Salleh, R., & Baharom, M. N. R. 2015. Linking person - job fit, person-organization fit, employee engagement and turnover intention: a three- step conceptual model. *Asian Social Science*, 11 ( 2 ) : 313.
- Meyer, J.P., and Allen, N.J. 1991. A three-component conceptualization of organization commitment. *Human Resource Management Review*, 1.1 : 61- 89.
- Nazmi, Lukman. 2015. Analisis lingkungan kerja, komitmen organisasional, dan kompensasi terhadap kinerja karyawan pada pt.bank sulut Manado. *Jurnal Ekonomi dan Pembangunan*, 3 ( 1 ) : 10-13.
- Netemeyer, R.G., Boles, James.S., Mckee, D.O., and Robert Mcmurrian. 1997. An investigation into the antecedents of OCBs in a personal selling context. *Journal of Marketing*, 61 ( 3 ) : 85-98.
- Newton, C.J. and Jimmieson, N.L. 2009. "Subjective fit with organization culture: an investigation of moderating effects in the work stressor-employee adjustment relationship", *The International Journal of Human Resource Management*, 20 ( 8 ) : 1770-1789.
- Oemar, Y. 2013. Pengaruh budaya organisasi, kemampuan kerja dan komitmen organisasional terhadap OCB pegawai pada Development Planning Agency Kota Pekanbaru. *Journal Aplikasi Manajemen*. 11 ( 1 ) .



- Organ, D. W., Podsakof, P. M., and Mackenzie, S. B. 2006. OCB: Its nature, antecedents, and consequences. California: Sage Publication. Person-Organization Fit, Person-Job Fit, and Innovative Work Behavior: The Role of OCB. *European Research Studies Journal*, 111 ( 3 ) : 389-402.
- Rahyuda, I Ketut, 2017. *Metode Penelitian Bisnis Edisi Revisi 2017*. Denpasar : Udayana University Press.
- Rejeki, Umiarti Sri., Riana, Gede dan Piartrini, Putu Saroyeni. 2013. Peran mediasi kepuasan kerja pada hubungan nilai individu dan nilai organisasi dengan komitmen organisasional dan OCB karyawan balai Besar POM i Denpasar, *e-Jurnal Manajemen Universitas Udayana*, 02 ( 10 ) : 258-278.
- Robbins, Stephen P. dan Timothy A. Judge. 2008. *Perilaku Organisasi Edisi ke-12*, Jakarta: Salemba Empat.
- Santoso, Djoko dan Irwanto. I. 2014. Pengaruh person-organization fit terhadap OCB, kepuasan kerja dan komitmen organisasi sebagai variabel intervening (studi pada kppbctmp tanjung Emas semarang), *Jurnal NeO-Bis*, 8 ( 1 ) : 1-17.
- Sekiguchi, T & Huber, V.L. 2011. The use of person-organisation fit and person-job fit information in making selection decisions, *Organisational Behaviour & Human Decision Processes*, 116 ( 2 ) : 203-216.
- Sekiguchi, T. 2004. Person-organisation fit and person-job fit in employee selection: a review of the literature, *Osaka Keidai Ronshu*, 54 ( 6 ) : 179-196.
- Solihin, M., D. Ratmono. 2013. *Analisis SEM-PLS dengan WarpPLS 3.0 untuk Hubungan Non linier dalam Penelitian Sosial dan Bisnis*. Penerbit ANDI, Yogyakarta.
- Sugianto, S.K., Thoyib, A dan Noermijati. 2012. Pengaruh person-organization fit, motivasi kerja, dan kepuasan kerja terhadap komitmen pegawai ( pada pegawai ub hotel, malang. *Jurnal Aplikasi Manajemen*, 10 ( 21 ) : 229-238.
- Sugiyono. 2013. *Metode Penelitian Bisnis*. Jakarta : PT. Gramedia Pustaka. Utama.
- Suwanti, S., Udin, U., Widodo, W. 2018. Person – organization fit, person – job fit and innovative work behavior : the role of organization citizenship behavior. *European Research Studies Journal*, 3 : 389 – 402.
- Tambuwun, Martje., Budiyanto., and Sitohang, Sonang. 2015. The influence of person organization fit, leadership support, fairness in reward allocation on OCB with job satisfaction as an intervening ( case study on health science institute in surabaya ). *International Journal of Conception on Management and Social Science*, 3 : 22-28.
- Vilela, B.B., Gonzalez, J.A.V., and Ferrin, P.F. 2008. Person - organization fit, OCB and Performance Appraisal : evidence from matched supervisor-salesperson data set in spanish context. *Industrial Marketing Management*. 37 : 1005-1019.
- Zatzick, C.D., Zatzick, D.F. 2013. The effect of perceived person-job fit on employee attitudes toward change in trauma centers. *Health Care Management Review*, 38 ( 2 ) : 115-124.