

Combining Person-Job Fit, Organizational Commitment and Organizational Citizenship Behavior to Advance Performance

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Abstract

Background and Purpose: Complaints are a consequence in a company and require improvement. With constructive efforts, there will be feedback that leads to the maintenance of the company's image. This study seeks to examine the effect of person-job fit and organizational commitment on OCB and performance.

Design/Methodology/Approach: The object of the research is PLN in the Mahakam sector of East Kalimantan because it considers that the performance of employees so far has not been optimal. Our focused on 65 employees, and the distribution of the sample was based on simple random sampling. The path analysis method simplifies data processing. Informants who were selected and invited to be interviewed were permanent employees on technical duty at the production site, and all of them were male.

Results: Referring to observations, we find that person-job fit and organizational commitment have a significant positive effect on OCB. Then, on performance, person-job fit, organizational commitment, and OCB have a significant positive effect.

Conclusion: The novelty lies in the development of dimensions or indicators, expanding knowledge relevant to this research topic. Because it limited the interviews in nature, not all respondents reacted optimally to the number of questions asked.

Implications: Academic, managerial, and theoretical contributions consider broad scenarios for further study of investigations or comparisons related to efforts to improve employee performance.

Keywords: simple random sampling, surveys, path analysis, performing employees

JEL: C38, C12, H11

1. Introduction

To exist, the progress of a company depends very much on performing employees who have stable competition in

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the business environment (Vosloban, 2012; Davidescu et al., 2020). They need various efforts to achieve employee performance, even though this is the most serious management challenge. The success to achieve the survival of the company also depends on the quality of its human resources (Lestari et al., 2021). It implemented empowerment of employees through increasing competence and leadership so that they are more productive. Performance as a dimension of their potential in carrying out their duties and responsibilities. Performance also shows their success (Kiprawi et al., 2020).

Employees who carry out their duties optimally and will do more for their organization voluntarily are important for the company. This is important because its human resources (HRM) always do work beyond the company's expectations. Carrying out tasks beyond the demands of work to the fullest is known as organizational citizenship behavior (OCB). OCB is an aspect that rarely occurs within the government apparatus (Maria et al., 2020). It not only includes the ability and willingness of employees to carry out their main tasks, but also their willing to do extra tasks such as collaborating with other employees, like to help, give advice, take part actively, provide extra services to service users, and want to use their work time effectively.

Although it is still rare, the emergence of OCB is a positive thing for public agencies. OCB behavior arises from self-will (Maria et al., 2021). It would be a positive thing if a public office had employees with this behavior. Organizations will be better off with employees who display OCB behavior. It is interesting to study the factors that can trigger the emergence of employee OCB and one of them is organizational commitment (e.g. Darma et al., 2020; Purwadi et al., 2020; Dermawan & Handayani, 2019; Hasani et al.,

2013). Purba & Senati (2004) highlight that organizational commitment has a significant effect on OCB in Indonesia.

It stated organizational commitment in three ways. First, the individual's strong desire to remain a member of the organization. Second, the willingness to direct their efforts for their organization. Third, a strong belief in and acceptance of the values and goals of the organization (Delobbe & Vandenberghe, 2000). Organizational commitment will make employees give their best to the organization. Employees who are highly committed tend to be productivity-oriented, and working together is the most important part of the OCB attitude. Juaneda-Ayensa et al. (2017) concluded that organizational commitment is a variable that has a relationship with OCB. Another factor that affects employed OCB is person-job fit.

Person-job fit is one of the important aspects that is expected to increase organizational commitment and OCB in the organization. The higher the individual's suitability for the job, the higher the employee's commitment to the company. Of course, those who have various needs, wants, and preferences that are like the organization oriented and interested in living with that environment (Yen & Ok, 2011). Podsakoff et al. (2009) highlight employees with beliefs and values that match job characteristics in shaping experiences that strengthen their performance.

1.1. Research questions and goals

Realizing this, the State Electricity Company (PLN) in the Mahakam sector is trying to pay attention to the existence of HRM. Ironically, based on our observations in the field, it is still known that there is a high level of complaints by customers in East Kalimantan. This shows that they are still not satisfied with the performance results of PLN employees in the Mahakam sector. So far, their performance

has not been optimal. The phenomenon faced by the company is that there are still many employees who do not have adequate skills in their field of work under the education they have. In addition, placing employees is not ideal, lack of commitment, less harmonious relationships with colleagues, and overlapping job desks in completing work. Therefore, it is necessary to further investigate the problems in the field. There are five important questions to focus this research.

RQ-1. Does person-job fit have a positive and significant effect on OCB?;

RQ-2. Does organizational commitment have a positive and significant effect on OCB?;

RQ-3. Does person-job fit have a positive and significant effect on performance?;

RQ-4. Does organizational commitment have a positive and significant effect on performance?;

RQ-5. Does OCB have a positive and significant effect on performance?.

There are five frameworks in this research, where the first part is the introduction. Literature review and hypothesis development is discussed in the second part. The third part covers methods and data. Findings and discussion are discussed in the fourth part. In the fifth part, we summarize the conclusions.

2. Literature review and hypotheses

2.1. Person-job fit

Studies that have discussed whether individual fit applies to work in an organization have been the subject of attention. Sekiguchi (2004) and Lauver & Kristof-Brown (2001) review person-job fit as a match between one's abilities and job demands or one's desires and job attributes. Likewise, Bowel et al. (1997) presented person-job fit in calculating the individuals needed with qualifications,

including the suitability of knowledge, skills, abilities, social and personal needs, values, interests, and personality traits.

The suitability between individuals and the type of work in various other aspects of the work situation is as important as the type of work that must be done, so that employees who really have the competencies desired by the organization will get (Wijayanti et al., 2020). Person-job fit as a series of job specifications in the process helps identify individual employee competencies needed to get success, such as knowledge, abilities, skills, and other factors that refer to the acquisition of superior performance. Thus, it is important for companies to make individual-job adjustments to get optimal individual performance. Referring to the theoretical basis and previous studies, the proposals for the first and third hypotheses are:

H1: Person-job fit affects OCB positively and significantly.

H3: Person-job fit affects performance positively and significantly.

2.2. Organizational commitment

In discussions that concentrate on HRM, employee commitment is an important aspect that influences human behavior in organizations. Commitment to the organization can be interpreted as the extent to which it involved individuals in the organization, where they need to show loyalty and there is a continuous process in expressing their concern for the success and goodness of the organization (Tece, 2018; Guillon & Cezanne, 2014). Mowday et al. (1979) defined employee commitment as the relative strength of individual identification and involvement in a particular organization. To support these efforts, it also requires trust, support for the organization's mission, a strong desire to be

serious about the organization, and a strong will to maintain a professional membership.

Employee commitment is a symbol or individual degree in identifying himself as part of the organization (Faradila et al., 2020). Meyer & Allen (1991) informed that organizational commitment is a benchmark to see how far employees identify with the organization and are involved in the organization. There are three dimensions in organizational commitment, such as continuance commitment, normative commitment, and affective commitment (Kartika & Pienata, 2020). Meyer et al. (2004) emphasized that employee commitment is an attempt to define, involve themselves in the organization, and there is no desire to leave it.

Organizational commitment refers to identifying the willingness to exert all efforts in the interests of the organization, the attachment to remain a part of the organization, and the employee's goals for the values of the organization (Akkaya, 2020). The characteristics of organizational commitment include a powerful belief in the organization, individuals accept organizational goals, individuals will strive for the benefit of the organization, and individuals have a strong desire to maintain relationships with the organization (Meyer et al., 1993). Here are the designs for the second and fourth hypotheses:

H2: Organizational commitment affects OCB positively and significantly.

H4: Organizational commitment affects performance positively and significantly.

2.3. OCB

In the early 1980s, Smith et al. (1983) introduced the term OCB, which is an individual's voluntary behavior outside the job description that is indirectly or explicitly recognized by the formal reward system. In

addition, they also applied OCB in aggregate to improve the effectiveness function in an organization. OCB is the behavior of an employee not because of the demands of his duties, but more inclined to his willingness (Shanker, 2018). OCB involves several behaviors, such as helping others, volunteering for extra tasks, and complying with workplace procedures. These behaviors represent 'employee value added' which is pro-social behavior. These behaviors lead to constructive and meaningful social help.

Podsakoff et al. (2000) focus on the effects of OCB, which are not only felt for organizations but also for individuals who reflect OCB itself. The positive news is that individuals who display OCB get better performance ratings than those who do not have OCB. Something that is liked becomes a habit of carrying out contractual tasks outside the job desk, which is seen as the most valuable commitment. In the end, employees who fall into this category have bright prospects for promotion to a higher level, getting extra benefits, or becoming new role models for career development. With positive work nuances that are balanced with work standards according to the relevance of company needs, this automatically motivates employees to achieve more (Ingrams, 2020). There are other possibilities, such as leaders who are aware that OCB plays a vital role in the success of an organization and consider this individual commitment. Then there is a special assessment of employee performance that displays OCB. In the 20th century, Organ et al. (2006) enriched the term OCB through primary dimensions such as courtesy, civic virtue, conscientiousness, altruism, and fair play. We construct the fifth hypothesis:

H5: OCB affects performance positively and significantly.

2.4. Performance

The meaning of performance is like achievement, where this is an employee's achievement in completing tasks in quantity and quality in a company (Ikeda & Furukawa, 2015). It represented performance as results and activities that have been successful and continued to individuals or groups of employees in achieving work targets that have been designed for a certain period or even exceeding standards (Suharto et al., 2019).

Davidescu et al. (2020) classifies performance as the result achieved by internal workers in their company based on certain applicable criteria. Dessler (2016) concludes that performance is a sign of actual achievement compared to the expected performance of employees. Expected work performance is a standard designed as a reference under its position. In addition, there is a kind of performance comparison of employees with other employees.

There are several dimensions of performance, including the quality and quantity of results, the ability to cooperate, attendance, and punctuality (Kim, 2012). In

combination, Bohlander et al. (2001) expanded the dimensions of work performance based on the number of jobs in a certain period, work knowledge, creativity, skills, originality of ideas, quantity of work, and quality of work.

3. Methods and data

The context of this study only covers the relationship between person-job fit and organizational commitment to OCB and employee performance. We collected primarily sources of data through the distribution of questionnaires to employees at PLN Mahakam sector. We based the instrument for measuring and scoring scales on a Likert scale, where the scale is 5 (the highest score) to a scale of 1 (the lowest score). With a population size of 180 employees and a precision set of 10%, the sample size is 65 employees. We applied the data collection technique using simple random sampling, which represented the responses and had probability based on interviews (e.g. Kadilar & Cingi, 2006; Jones et al., 2012; Singh & Singh, 1977).

Table 1 displays the operational definitions and different dimensions of each variable.

Table 1. Needs and development variables

Variable (symbol)	Measurements and reference	Dimensions	Expectation
Person-job fit (X1)	Conformity between the ability of employees with job characteristics in paying attention to their work (Bowen et al., 1997).	Values, abilities, personality traits, skills, interest, and social skills.	+
Organizational commitment (X2) (X2)	Individual success to be involved in the organization (Meyer et al., 1993).	Employees try hard, accept organizational goals, have a strong desire, and trust in the organization.	+
OCB (Y1)	Employee contributions exceed role demands that describe positive, constructive, and meaningful social behavior to help (Okpara, 2004).	Courtesy, altruism, civic virtue, altruism, and conscientiousness.	+
Performance (Y2)	Employees' perceptions of work results in achieving the designed work standards (Bohlander et al., 2001).	Actions to complete work, knowledge of work, workload, quality of work, and skills.	+

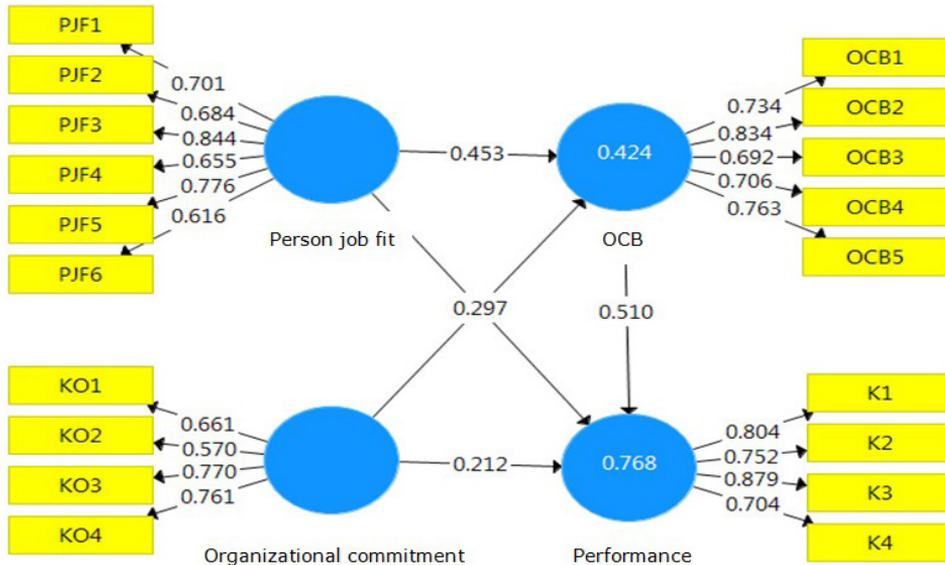


Fig. 1. Predictions in the outer model
Source: calculations using SmartPLS 3.0

In the first estimation, we will see how the influence of person-job fit and organizational commitment on OCB will be. Then, the second estimate discusses the relationship between person-job fit, organizational commitment, and OCB on performance. Here, OCB has a dual role. In the first structure, OCB is the dependent variable and, for the second structure, OCB acts as the independent variable.

Path analysis supported data interpretation in the first and second estimates. Path analysis is useful for identifying a pattern of relationships between variables (Campbell et al., 2018). Software Smart Partial Least Square (SmartPLS) as a tool for analyzing questionnaire data.

4. Results

4.1. Measurement model

The first stage of analysis is testing with the outer model and the inner model on four variables, including person-job fit,

commitment, OCB, and performance. The absolute criteria in the outer model determine how each model block passes through three criteria (convergent validity, discriminant validity, and reliability).

Convergent validity based on the measurement model in reflective indicators, represented by the correlation between the indicator item scores and the construct scores. It is reliable if the correlation is above 70%. Especially in scale-based studies, we still consider the loading criteria reasonable between 50% - 60%. If there is an indicator with a loading gain below that, then the indicator must be discarded (Carlson & Herdman, 2012). The indications of these indicators are not good enough to calculate the latent variables.

Figure 1 describes the results of the outer model. We concluded that all indicators on person-job fit, commitment, OCB, and performance were valid because they had loading values above 50%. The total number

Table 2. Cross loadings on models

Dimensions	Person-job fit	Organizational commitment	OCB	Performance
PJF-1	0.701	0.436	0.315	0.400
PJF-2	0.684	0.529	0.484	0.536
PJF-3	0.844	0.348	0.540	0.598
PJF-4	0.655	0.325	0.481	0.534
PJF-5	0.776	0.472	0.426	0.519
PJF-6	0.616	0.396	0.320	0.519
OC-1	0.251	0.661	0.212	0.361
OC-2	0.421	0.570	0.431	0.363
OC-3	0.283	0.770	0.334	0.430
OC-4	0.562	0.761	0.451	0.604
OCB-1	0.530	0.516	0.734	0.684
OCB-2	0.617	0.539	0.834	0.699
OCB-3	0.355	0.267	0.692	0.563
OCB-4	0.332	0.218	0.706	0.438
OCB-5	0.353	0.346	0.763	0.552
P-1	0.691	0.532	0.513	0.804
P-2	0.549	0.490	0.580	0.752
P-3	0.658	0.621	0.727	0.879
P-4	0.392	0.411	0.706	0.704

Source: calculations using SmartPLS 3.0).

Table 3. Summary for AVE and CR

Construct	AVE	CR
Person-job fit	0.592	0.862
Komitmen organisasi	0.582	0.787
OCB	0.559	0.863
Performance	0.619	0.866

Source: calculations using SmartPLS 3.0.

Table 4. Feasibility of the model

Construct	R-square
OCB	0.424
Performance	0.768

Source: calculations using SmartPLS 3.0.

of indicators is nineteen, where person-job fit has six indicators, performance has five indicators, and four indicators for both variables (organizational commitment and OCB).

The next assessment is discriminant validity. This measurement is important because it ensures whether each concept of each latent construct applies to the other latent constructs. The reflection indicator model in discriminant validity refers to cross loading on the construct (Rönkkö & Cho, 2020; Ito et al., 2012). The model has good discriminant validity if the loading value of each latent construct indicator has the largest loading value compared to other loading values for other latent constructs. The cross loading achievement explains discriminant validity, especially in the reflection indicator with its construct (see Table 2).

As a result, the loading factor acquisition for each indicator that refers to each latent construct has a higher value than the provisions. In other words, the designed model is classified into discriminant validity.. Another important criterion is the validity test and reliability test based on the assumption of Average Variance Extracted (AVE) and the assumption of Composite Reliability (CR). The condition is that the model must have high reliability ($CR > 0.70$) and $AVE > 0.50$ (Chan & Lay, 2018).

Table 3 explains the output of all person constructs on person-job fit, organizational commitment, OCB, and reliable performance, where the CR is over 0.7. For AVE, empirical findings prove that the value is over 0.5 (good reliability). This proves that the construct can capture that the variance that is free from the variance factor that arises in the measurement error.

4.2. Structural model results

In this second session, structural model testing (inner model) applies to identify the relationship between constructs, and R-square (R^2) in the research model. Evaluation in the structural model requires R^2 , in order to know how big the ability or strength of the dependent variable is.

The determination of person-job fit and organizational commitment to OCB explained R^2 in the first model by 42.4%, where the components outside the research model are quite large up to 57.6%. In the second model, the variation in performance variables formed by person-job fit, organizational commitment, and OCB reached 76.8%. Interestingly, for the first model, 23.2% is a confounding factor.

4.3. Structural path of parameter coefficient

In the third test, the significance of the influence between independent constructs on the dependent reveals five proposed hypotheses. The significance level applied is 5% provided that if the t-statistic > 1.96 , then the hypothesis accepted and if the score on the t-statistic is < 1.96 it is concluded that the proposed hypothesis is rejected. (Mishra et al., 2019). Figure 2 presents the coefficient gain on the latent construct based on PLS Bootstrapping.

With the provision that the hypothesis is accepted, the T-statistic must be greater than the T-table, we know that person-job fit has a significant positive effect on OCB, where $3.698 > 1.96$. For the relationship of organizational commitment to OCB, the result is $2.225 > 1.96$. Then, on performance, person-job fit has a significant positive effect because $3.537 > 1.96$. Similar to the other two variables, organizational commitment and OCB also have a significant positive impact on performance,

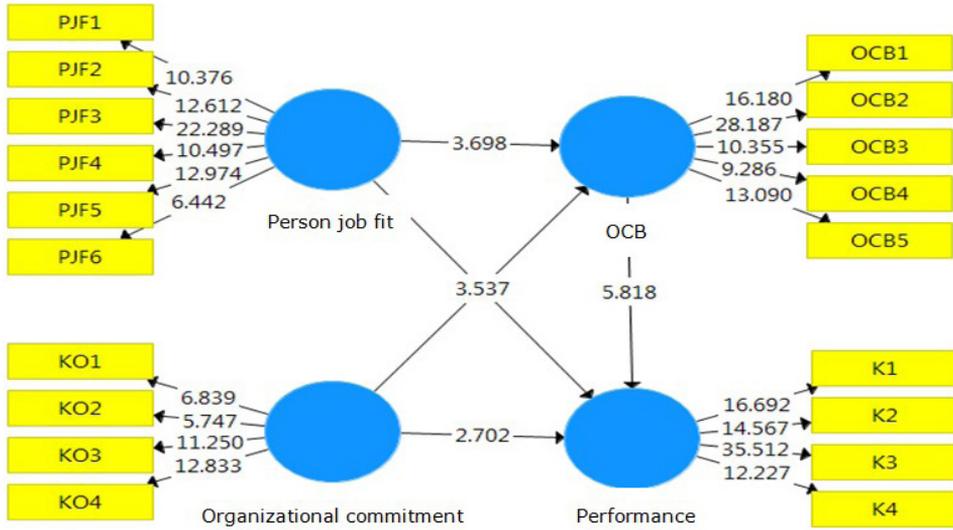


Fig. 2. Predictions in the inner model
Source: calculations using SmartPLS 3.0.

Table 5. The relationship between person-job fit and organizational commitment on OCB and performance

Measurements	Sample mean	Original sample	Std. dev	T	Prob.
Person-job fit on OCB	0.468	0.453	0.122	3.698	0.000
Organizational commitment on OCB	0.268	0.274	0.123	2.225	0.027
Person-job fit on performance	0.305	0.297	0.084	3.537	0.000
Organizational commitment on performance	0.214	0.212	0.078	2.702	0.007
OCB on performance	0.500	0.510	0.088	5.818	0.000

Source: calculations using SmartPLS 3.0.

Table 6. Reality of decisions in the hypothesis

Hypothesis	Proportions	Remark
H1	Person-job fit affects OCB positively and significantly	Yes
H2	Organizational commitment affects OCB positively and significantly	Yes
H3	Person-job fit affects performance positively and significantly	Yes
H4	Organizational commitment affects performance positively and significantly	Yes
H5	OCB affects performance positively and significantly	Yes

Source: author's own.

where each T-statistic is above T-Table ($2.702 > 1.96$ and $5.818 > 1.96$). We present more details in Table 5. We summarize the consistency of the five hypotheses developed with the realization of these findings in Table 6. The overall hypothesis has a positive and significant effect.

5. Discussion

In the first hypothesis, this finding proves that person-job fit has a positive and significant effect on OCB. One factor that influences whether OCB is good is person-job fit. Employees PLN in the Mahakam sector, where they already have the compatibility, skills, and personality under the work they do perceived collective determination so that they can improve OCB. Of course, they voluntarily help with work that is not their responsibility to increase the success of the organization. Farzaneh et al. (2014) found that person-job fit has a positive effect on OCB.

The second hypothesis is that organizational commitment has a positive and significant effect on OCB. Organizational commitment is the identification and involvement of a person who is relatively strong in the organization. Organizational commitment is the desire of organizational members to maintain membership in the organization and will attempt to achieve organizational goals (Azizollah et al., 2015). The commitment of employees in the Mahakam sector of PLN so far is quite good, where their commitment to the organization, as measured by three indicators from now on, shows a powerful signal. Employees have a strong effective commitment in themselves such as enjoying working in the office, so they can give their best effort to help the company achieve success and also feel that the company's problems are also their problems. That way,

they have completed effectively almost all the tasks given. Employees also have normative commitments such as feeling heavy to leave the company and feeling proud to be a part of the company. The willingness to work hard for the betterment of the organization and care about the future that will happen to their organization defines those who committed to sustainability (Bocken & Geradts, 2020; Wellbrock et al., 2020). In line with the findings of Grego-Planer (2019), organizational commitment is the dominant factor with OCB.

The third hypothesis is that the results of the analysis highlight that person-job fit has a positive and significant effect on performance. Referring to the questionnaire, the employees responded that currently they have suitable abilities, good skills, and personalities that are suitable for their respective jobs. With this condition, it certainly improves performance for the better. They can also complete work on time, have ideas and actions to solve problems that arise. Lin et al. (2014) emphasize that employees with values and beliefs that match the characteristics of the job will form experiences that strengthen productivity.

The fourth hypothesis concludes that organizational commitment has a positive and significant effect on performance. Performance is a description of the level of achievement of an activity. Employee performance at PLN Mahakam sector can complete all routine tasks under the targets and complete additional tasks well, always complete work under the job description and work procedures applied by the company, and is oriented to completing work efficiently. This research is in line with Mercurio's (2015) and Herrera & De Las Heras-Rosas (2021) view that organizational commitment is closely related to performance.

The fifth hypothesis is that OCB also has a positive and significant impact on performance. An individual contribution of an employee who exceeds the demands of the role in the workplace, the behavior of helping others, and willing to work voluntarily outside of his principal task, attracts the company's attention. The results of the investigation found that employees at PLN Mahakam sector tend often to help and replace the role of colleagues, complete work professionally under work standards and care about co-workers, are happy to give attention, and help each other if they have work problems. With drastic changes, employee performance is certainly optimal. Seran et al. (2021) explain the effect of OCB on performance.

6. Conclusion, contribution and limitation

6.1. Conclusion

The point of this study is to determine the relationship between person-job fit and organizational commitment to OCB and performance with employee objectivity PLN in the Mahakam sector. As a result, we found that there was a positive-significant impact between person-job fit and organizational commitment to OCB, so that the first hypothesis and the second hypothesis in the first structure accepted. In the second structure, the relationship between person-job fit, organizational commitment, and OCB to performance is positive-significant. Thus, the third hypothesis, fourth hypothesis, and fifth hypothesis are also accepted.

6.2. Contribution

Practical and empirical contributions as future implications refer to empirical evidence. Given the importance of person-job fit in supporting OCB and employee performance,

it requires good management and evaluation standards in the recruitment system and maintains HRM so that it has the strength of person-job fit under the company's character.

In the aspect of organizational commitment, we find that the level of employee commitment is high. Therefore, companies need to maintain or further strengthen employee commitment. Something jointly committed to the company and employees. This is the right strategy so that they keep positive energy at work, feel enthusiastic, proud of their work, and always give full concentration to their work. Some efforts that can do, for example, by better understanding the wishes of employees according to company capacity and work load level.

6.3. Limitation

Note that no less important is when an employee already has a high commitment to his company, it will automatically cultivate OCB in his workplace, so that it will produce an explicit work ethic. It also expected them to be respectful of their co-workers. Then, a harmonious pattern in the workplace can create a pleasant atmosphere.

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