

## THE EFFECT OF PERSON-ORGANIZATION FIT AND PERSON-JOB FIT ON PERFORMANCE WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR AS MEDIATION



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### Abstract

This research aims to examine the impact of job fit and person-organization fit on performance, using organizational citizenship behavior as a mediating factor. This study approach is quantitative. The type of research used in this research is primary data. The population of this study consisted of 338 employees at Perumda Air Minum Tirta Moedal Semarang City. Sampling was done by purposive method and the sampling technique applied was the Slovin formula, so that the number of samples in this study was 90 respondents. The analysis technique uses a statistical package for social science (SPSS) software version 25. The results of this study indicate that Person Organization Fit, Person job fit affects Organizational Citizenship Behavior. Person Organization Fit does not have a significant impact on employee performance. Person Job Fit and Organizational Citizenship Behavior affect employee performance. Organizational Citizenship Behavior can mediate the impact between Person Organization Fit on employee performance. Organizational Citizenship Behavior can mediate the impact of a Person's Job Fit on employee performance.

**Keywords:** Performance, Person Organization Fit, Person Job Fit, Organizational Citizenship Behavior

## INTRODUCTION

Human resources (HR) are one of the most important aspects that cannot be ignored in every organization, regardless of its form. In the context of a company, effective human resources play an important role in achieving company goals (Amalou, 2024). In achieving organizational goals, each individual has a role as a mover, thinker, and planner (Mai PHAM, 2021).

The role of human resources may be reduced in certain work processes. However, it is unlikely that all work activities can be completely replaced by machines or robots, especially those that involve the initiative of searching for ideas and ideas and solving problems that involve human thoughts and feelings (Saragih et al, 2023). The role of human resources that can be replaced by machines or robots for modern organizations with many production machines usually occurs in technical jobs that are repetitive processes of certain fixed job tasks (Hendrawati & Tjahjaningsih, 2019). HR plays the role of deciding and designing everything. Human resources are indispensable and even crucial in the early stages of determining the process of work activities that will then be continued and repeated by machines (Nguyen et al., 2020).

Within the scope of a corporate organization, employee performance is an integral and inseparable part of the overall organizational dimension. High productivity in a corporate organization can be achieved by maintaining the high quality of the company's employees (Swanson et al., 2020). Employee performance can act as a benchmark in achieving these goals and objectives. Successful companies will prioritize the use of human resources to carry out their tasks as efficiently as possible, especially when facing the difficulties posed by internal and external competition. In this case, human resource management is carried out by human employees in the company (Jayabalan et al., 2020). Human resource management manages all employee work activities so that they run optimally and can produce high-quality products and services efficiently (Bedagama & Tjahjaningsih, 2021). Companies need to support employees in expanding their understanding and skills in their work optimally, to optimize employee performance. In other words, the company will experience sustainable growth depending on the performance of its human resources (Riyanto & Adhitama, 2020).

Improving employee performance requires teamwork from all elements of human resource management, including managers and employees (Sunatar, 2022). A manager can maximize performance by giving each employee a precise and measurable job description, ensuring that they know their respective roles and duties. With employees' understanding of their duties and work, it is expected that commitment to their work will emerge (Al Kurdi et al., 2020).

Performance also describes the quantity and quality of work that a person achieves when completing tasks following the obligations given (Sopian et al., 2022). Performance is also determined by the time, efficiency, and effectiveness in completing the work. In reality, employee performance can be impacted by a variety of things (Ermawati Ermawati, 2023).

A person's motivation, dedication, and performance in their line of work play a major role in determining their success and performance (Soeprijadi & Sudibjo, 2021). From this statement, it can be said that the behavior of an employee is highly dependent on the attitude of individual commitment or the attitude of each employee's person towards the company organization. The suitability between the employee's person and the company organization (Person Organization Fit) in the aspects of employee personal values and company values, employee personal goals and company goals, employee culture and corporate culture, as well as his leadership style at work and leadership style in his company's organization, will increase employee commitment to the organization. An employee who feels compatible with his company's organization will be more committed to the organization. The high commitment of employees to their organization encourages employees to give their best for their organization, including in terms of the performance they produce. The suitability of the aspects of the employee's person and the company's organization (Person Organization Fit) will also encourage or motivate him at work. Employees who feel fit will be more motivated to work. This will encourage employees to achieve higher performance (Syahid et al., 2022).

Knowledge of Person-Organization Fit helps organizations in selecting employees who have values and beliefs that are in line with the organization's culture. Person-organization fit can be defined as the fit between prospective employees and the characteristics possessed by the organization (Christian et al., 2023). The field of Person-Organization Fit research has yielded valuable insights into how to enhance the fit between

workers and organizations, sustain employee loyalty and satisfaction over time, and enhance individual performance in ways that support the organization's long-term strategic growth (Sunaryono et al., 2022).

A high fit between an employee's personal goals and his or her company's goals can benefit both the employee and the company such as increasing employee job satisfaction and increasing employee commitment to the organization which in turn increases the employee's performance. Along with the high compatibility of individuals with their organization will make employees feel satisfied with their work. Employees who are satisfied with their jobs will encourage them to work harder and provide better work results (Nur Kusaeni, 2023).

Research (Alfani & Hadini, 2018) shows that Person Organization Fit has a significant positive effect on employee performance, in line with previous findings by (Rifqi & Ningsih, 2022), (Nur Kusaeni, 2023), (Fatmasari & Budiono, 2017) explained that Person Organization Fit has no significant effect on employee performance. With this gap, it means that there is still no certainty about the relationship between the variables studied, therefore further research is needed to find solutions by analyzing and finding empirical evidence of how the relationships between Person Organization Fit variables and employee performance.

Increased employee work results are shown by the real behavior that each employee displays as a result of their work. This behavior is also very dependent on the individual characteristics of the employee concerned, both in the form of skills, abilities, individual values, and interests in work. An employee who has the suitability of individual characteristics and the characteristics of his job (Person Job Fit) will tend to perform higher than those who are not suitable. Employees who feel fit with their work will have a more satisfied feeling at work. The employee's job satisfaction will encourage him to work harder to achieve higher results. Increased employee commitment to the Company is influenced by the suitability of job characteristics with Person Job Fit. The high commitment of employees to their work will encourage employees to give their best for their work. Employees who have a job fit will be more motivated to work to achieve high performance. This will help companies get employees with high-performance (Khasanah & Wulandari, 2022).

Person Job Fit can also theoretically affect performance. Person Job Fit is defined as the matching of the abilities of individual employees with the demands or needs of a job.

Individuals who have strong achievement needs tend to react positively to their work environment where they are responsible for completing tasks and receiving feedback information on their performance. Such individuals are often attracted to work environments that can reward their innovative actions (Sekiguchi & Yang, 2021). Person-Job Fit is evaluated by determining the needs of the job based on the analysis conducted by the authorities in the organization so that the talents, knowledge, and skills of workers can meet the demands of the job. Person Job Fit is assessed by determining the work required by the job analysis that has been determined by the authorities in the organization so that the talents, knowledge, and abilities of workers match the demands of job needs.

The results of previous research (Alfani & Hadini, 2018) define a Person's Job Fit as a link between personal characteristics and their suitability for the job or task they carry out at work. The results of research on Person Job Fit include (Rifqi & Ningsih, 2022), (Nur Kusaeni, 2023), and (Fatmasari & Budiono, 2017) that Person's Job Fit has a positive effect on employee performance. The existence of these inconsistent research results is the reason that further research is still needed to analyze and find out what and how phenomena occur to determine the relationships between variables and the possibility of other variables that influence them.

Another factor that can affect performance is Organizational Citizenship Behavior (OCB). OCB is discretionary individual behavior, meaning that these actions are taken on their initiative in the absence of strict rules or policies and are not explicitly recognized by the formal reward system, but overall support the effectiveness of the organization. (Jayabalan et al., 2020) OCB is a form of individual contribution that goes beyond job demands and is associated with improved task performance. OCB involves a variety of behaviors, such as helping others, being willing to take on additional tasks, and complying with strict workplace rules and procedures. Performance appraisals by employers should reflect such behaviors by assessing "employee value-added," which includes positive, constructive, and meaningful prosocial behaviors (Cheema et al., 2020).

Although the results of more studies show that there is a significant effect of positive Organizational Citizenship Behavior does not affect employee performance, there is still a gap (Empirical Gap) in the results of previous studies. Therefore, to find actual empirical

evidence, further research is needed to obtain more accurate empirical evidence as a solution to this gap based on actual data (Alhashedi et al., 2021).

This research on the phenomenon of human resources in corporate organizations focuses on employee performance as a variable, which is defined as the real behavior displayed by each individual in achieving work performance in accordance with their role in the organizational structure. Employee performance is also the center of attention for the organizational management of the Regional Public Company (Perumda) Tirta Moedal Drinking Water of Semarang City to obtain optimal performance. Perumda Air Minum Tirta Moedal is a public service organization that provides clean water supply services for the community in Semarang City. According to the pre-research data that the author has collected about the company's services in the last 2 years, there has been an increase in complaints through the call center channel. This increase occurred in the second semester of each year. Although every complaint can always be resolved, this indicates that there are problems that occur in this organization.

To find out the facts behind the problems that occur in this company, this topic is interesting to be used as research, especially measuring the performance of employees of this organization to find empirical evidence. As in other public companies, the Regional Public Company (Perumda) Tirta Moedal Drinking Water of Semarang City is in dire need of employees with high performance, qualified and trustworthy in providing satisfactory quality services to the people of Semarang City as a form of government public accountability to its people.

## **REVIEW OF LITERATURE**

### **Employee Performance**

(Lee & Hidayat, 2018) Defines performance as the result of a person's work which is seen from the quality and quantity in carrying out the assigned tasks. Performance is the outcome that an individual attains in completing the duties that are given to them, taking into account their level of experience, knowledge, earnestness, and punctuality. Performance measures an individual's overall output or degree of success in completing activities during

a given period about a range of options, including predetermined standards, objectives, goals, and criteria.

### **Organizational Citizenship Behavior**

OCB is an additional individual behavior that is not directly or explicitly recognized in the formal work system but overall can increase the effectiveness of organizational functions. Organizations generally believe that to achieve excellence, they must encourage maximum individual performance because individual performance essentially affects the performance of the team or workgroup, which in turn can affect the performance of the organization as a whole (Jayabalan et al., 2020).

### **Person Organization Fit**

The general definition of person-organization fit is the congruence of organizational and individual ideals. Person-organization fit, in a broader sense, is the alignment of an individual with an organization when at least one of the two fulfills the other's needs, or when both share fundamental traits. Person Organization Fit is a consequence between individuals and organizations that occurs when at least one party (individual or organization) can meet the needs of the other party, they (individuals and organizations) share the same characteristics, and finally a combination of both (Syahid et al., 2022)

### **Person Job Fit**

Person-job fit is the definition of how well a person's skills match the requirements of their position. The fit between an individual and the tasks or jobs they perform at work is often referred to as person-job fit. According to this definition, a fit (ability) is determined by the demands of the job and the worker's capacity to meet them, as well as by the worker's wants and the instruments available to satisfy those requirements. According to need theory, the work orientation of each individual is influenced by three essential needs, namely the need for affiliation, the need for power, and the need for achievement. Person-Job Fit theory suggests that when there is a match between the characteristics of the job and the individual's ability to perform the task, this will strengthen the employee's bond to the job, so they will be more committed to the job (Sekiguchi & Yang, 2021).

## RESEARCH METHOD

This study uses a quantitative approach. Primary data research was the method employed in this investigation. Primary data are study findings that are gathered directly from sources (as opposed to via intermediary sources) with the intention of the researcher to precisely address research questions (Sugiyono, 2017).

The population in this study were employees at Perumda Air Minum Tirta Moedal Semarang City with a total of 338 people. In this study, the sample was taken by purposive method with the criteria for determining the sample were employees who worked at Perumda Air Minum Tirta Moedal Semarang City. The criteria used are:

1. Employees with permanent employee status
2. Minimum working period of 2 years
3. Strata-1 education

Random sampling was used to pick the sample for this study, giving every person of the population an equal chance to be chosen as a sample member, either individually or collectively (Sekaran & Bougie, 2017). The sampling technique uses the Slovin formula. Based on the Slovin formula, with a population of 338 people, and an error margin of 0.1, a sample of at least 77 people was obtained. The number of questionnaires distributed was 105 and those returned were 90 questionnaires from respondents which were then processed through SPSS.

The data analysis technique is carried out descriptively by providing an overview of the research object, a description of the research respondents, a description of the research data, and a quantitative analysis of the research data using calculations using the SPSS software version 25.

**RESULTS AND DISCUSSION**

**Regression Test Results**

This study presents 2 models of regression equation results with variables PO FIT (X1), PJ FIT (X2), OCB (Y1), and Performance (Y2) in the following table:

**Table 1.**  
**Regression Test Results**

Equation Result	Model Test			Relationship between Variables	Test t		Description
	Adjusted R Square	F Count	Sig.		Beta	Sig.	
<b>Y1= 0,491X1 + 0,469X2</b>	0,707	108,304	0.000	PO FIT --> OCB	0,491	0,000	Hypothesis 1 Accepted
				PJ FIT--> OCB	0,469	0,000	Hypothesis 2 Accepted
<b>Y2= 0,491X1 + 0,469X2 + 0,529Y1</b>	0,676	62,766	0.000	PO FIT --> PERFORMANCE	0,155	0,092	Hypothesis 3 Rejected
				PO FIT --> PERFORMANCE	0,221	0,015	Hypothesis 4 Accepted
				OCB --> PERFORMANCE	0,529	0,000	Hypothesis 5 Accepted

Source: Primary Data Processed 2024

Based on Table 1, it can be informed that the equation in equation I:

$$Y1 = \alpha_1 + \beta_1 X1 + \beta_2 X2 + e_1$$

It is obtained that the beta coefficient value on X1 is 0.491 with a significance of  $0.000 < 0.05$ , while the beta coefficient value on X2 is 0.469 with a significance of  $0.000 < 0.05$  so it can be concluded that PO FIT (X1) and PJ FIT (X2) positively significantly affect OCB (Y1).

Meanwhile, based on Table 1, it can also be informed that the equation in Equation II:

$$Y2 = \alpha_2 + \beta_3 X1 + \beta_4 X2 + \beta_5 Y1 + e_2$$

It is obtained that the beta coefficient value on X1 is 0.491 with a significance of  $0.000 < 0.05$ , the beta coefficient value on X2 is 0.469 with a significance of  $0.000 < 0.05$  and the beta coefficient value on Y1 is 0.529 with a significance of  $0.000 < 0.05$  so it can be concluded that PO FIT (X1), PJ FIT (X2) and OCB (Y1) positively significantly affect employee performance (Y2).

### **Model Test**

The Model Test of the equation in this study was carried out through the Coefficient of Determination test and the F test.

### **Determination Coefficient Test**

The Adjusted R Square test aims to determine how much the independent variables contribute to explaining the dependent variable in the context of the study. In general, it is said that the magnitude of the coefficient of determination (Adjusted R<sup>2</sup>) is between 0 and 1 or  $0 \leq \text{Adjusted R}^2 \leq 1$ .

Based on the test results of the coefficient of Adjusted R<sup>2</sup> presented in Table 1, the results can be seen:

1. In equation I, the result of the Adjusted R<sup>2</sup> is 0.707. This means that PO FIT and PJ FIT can explain OCB by 70.7%, while the remaining 29.3% is explained by other variables outside this study.
2. In equation II, the result of the Adjusted R<sup>2</sup> is 0.676. This means that PO FIT, PJ FIT, and OCB can explain employee performance by 67.6%, while the remaining 32.4% is explained by other variables outside this study.

### **F Test**

The F test aims to evaluate whether the independent variables in this study can affect the dependent variable. The results of the F test presented in Table 1 show the following results:

1. In equation I, the resulting Sig value is  $0.000 < 0.05$  with a calculated F value of 108.304. This implies that the variables PO FIT and PJ FIT simultaneously affect OCB.

2. In equation II, the Sig value is  $0.00 < 0.05$  with a calculated F value of 62.766. This means that the variables of PO FIT, PJ FIT, and OCB simultaneously affect employee performance.

### **Hypothesis Test (t-Test)**

The t-test reveals the extent of the influence of each independent variable individually in explaining variations in the dependent variable (Ghozali, 2018). Based on the t-test results, the following results are obtained:

1. In testing the regression of PO FIT on OCB, it was found that the positive Beta Coefficient was 0.897, and Sig.  $0,000 < 0,05$ . This figure means that PO FIT has a positive and significant effect on OCB. This means that the better the Person's organizational fit is, the more OCB will also increase. Based on these results, it can be stated that Hypothesis 1 is accepted.
2. In testing the regression of PJ FIT on OCB, it was found that the positive Beta Coefficient was 0.469 and Sig.  $0,000 < 0,05$ . This figure means that a PJ FIT has a positive and significant effect on OCB. This means that the better the PJ FIT is, the more OCB will also increase. Based on these results, it can be stated that Hypothesis 2 is accepted.
3. In testing the regression of PO FIT on employee performance, it was found that the positive Beta Coefficient was 0.155 and Sig.  $0,092 > 0,05$ . This figure means that PO FIT has an insignificant effect on employee performance. This means that PO FIT does not affect employee performance, the better the PO FIT is, the employee performance will not increase. Based on these results, it can be stated that Hypothesis 3 is rejected.
4. In testing the regression of PJ FIT on employee performance, it was found that the positive Beta Coefficient was 0.221 and Sig.  $0,015 < 0,05$ . This figure means that PJ FIT has a positive and significant effect on employee performance. This means that the better the PJ FIT is, the more Employee Performance will also increase. Based on these results, it can be stated that Hypothesis 4 is accepted.

- In testing the regression of OCB on employee performance, it was found that the positive Beta Coefficient was 0.529 and Sig. 0,000 < 0,05. This figure means that OCB has a positive and significant effect on employee performance. This means that the better the OCB is owned, the more Employee Performance will also increase. Based on these results, it can be stated that Hypothesis 5 is accepted.

**Mediation Test (Sobel Test)**

A mediation test is a test to determine whether or not a variable mediates the relationship with other independent variables on the dependent variable (Ghozali, 2018). The mediation of this research is Organizational Citizenship Behavior.

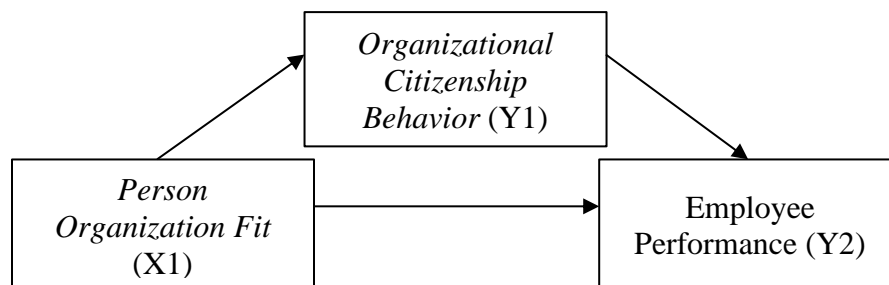
**Table 2.**  
**Mediation Test**

Variable	Mediating Variable	Z-Value	Sig
<b>Person Organization Fit on Employee Performance</b>	Organizational Citizenship Behavior	6,10	0,0000
<b>Person Job Fit to Employee Performance</b>		5,88	0,0000

Source: Primary Data Processed in 2024

**Effect of PO FIT on Employee Performance with Mediation of OCB**

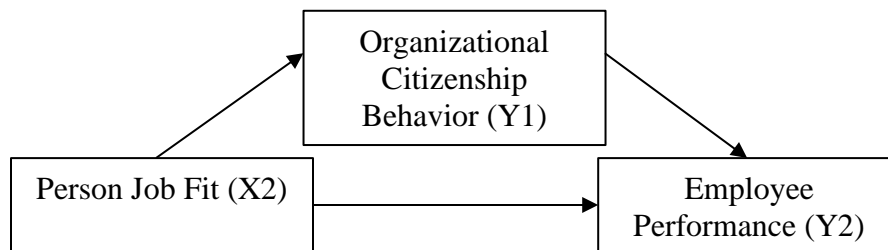
Testing the effect of PO FIT through OCB on Employee Performance is testing the indirect effect using the Sobel test.



**Figure 1.**  
**First Mediation Effect Chart**

The mediation test that has been carried out results in a Z value of 6.10, which is much higher than the critical value of 1.96 at a significance level of less than 0.05, so this mediation effect is statistically significant. The Sobel test results show that the mediating effect of the OCB (Y1) variable on the relationship between the independent variable PO FIT (X1) and the dependent variable Employee Performance (Y2) is significant ( $Z = 6.10, p < 0.05$ ). This shows that Hypothesis 6 is accepted.

### **Effect of PJ FIT on Employee Performance with Mediation of OCB**



**Figure 2.**  
**First Mediation Effect Chart**

The Z value of 5.88 far exceeds the critical value of 1.96 for a significance level of 0.05, so this mediation effect is statistically significant. Sobel test results show that the mediating effect of the OCB (Y1) variable on the relationship between the independent variable PJ FIT (X2) and the dependent variable Employee Performance (Y2) is significant ( $Z = 5.88, p < 0.05$ ). This indicates Hypothesis 7 is accepted.

### **Person Organization Fit has a Positive and Significant Effect on Organizational Citizenship Behavior**

The results of hypothesis testing show that PO FIT has a positive and significant effect on OCB, as evidenced by the Beta Coefficient of 0.897 and a Significance value of  $0.000 < 0.05$ . This means that if the fit between the individual and the organization is getting better, then OCB will increase. Person-Organization Fit is generally defined as the compatibility between the values held by individuals and organizations. Kristof argues that organizational effectiveness is not only supported by the success of employee job duties but also needs to pay attention to employee behavior at large. OCB refers to individual behaviors

that are not directly or explicitly recognized in formal work systems, but in aggregate can improve the effectiveness of organizational functions.

The results of this study are in line with previous research by (Alfani & Hadini, 2018), (Rifqi & Ningsih, 2022), and (Christian et al., 2023) explaining that Person Organization Fit has a positive and significant effect on Organizational Citizenship Behavior.

### **Person Job Fit Has a Positive and Significant Effect on Organizational Citizenship Behavior**

Based on the results of hypothesis testing, it can be concluded that PJ FIT has a positive and significant effect on OCB as evidenced by the positive Beta Coefficient of 0.469 and Sig.  $0,000 < 0,05$ . Thus, the better the PJ FIT, the higher the OCB shown. PJ FIT is defined as an individual's ability to adjust to the demands of the job. In general, Person-Job Fit is the fit between individuals and the jobs or tasks they perform in the work environment. In carrying out a job, an employee will adjust his work to the conditions of the organization because it has a relationship.

The results of this study are in line with previous research by (Nur Kusaeni, 2023), (Soeprijadi & Sudibjo, 2021), and (Sunaryono et al., 2022) explaining that PJ FIT has a positive and significant effect on OCB.

### **Person Organization Fit Has a Positive But Insignificant Effect on Employee Performance**

Based on the results of hypothesis testing, it can be concluded that PO FIT has a positive and insignificant effect on OCB as evidenced by the positive Beta Coefficient of 0.155 and Sig.  $0,092 > 0,05$ . This means that this shows that the better the Person's organizational fit is, the employee performance will not increase. PO FIT is generally defined as the compatibility between organizational values and individual values. An employee will experience changes in his concept and work system which will affect his performance as an employee. Mangkunegara states that performance is the result of work in terms of quality and quantity that a person achieves when carrying out his duties in accordance with the responsibilities given.

The results of this study are in line with the research (Sunaryono et al., 2022) explaining that Person Organization Fit has no significant effect on employee performance.

### **Person Job Fit Has a Positive and Significant Effect on Employee Performance.**

Based on the results of hypothesis testing, it can be concluded that PJ FIT has a positive and significant effect on Employee Performance as evidenced by the positive Beta Coefficient of 0.221 and Sig. 0,015 < 0,05. In other words, the better the PJ FIT, the higher the employee performance. PJ FIT is assessed based on job analysis conducted by authorities in the organization to ensure that workers' skills, knowledge, and abilities are aligned with the demands of the job. Work that matches organizational conditions has the potential to improve performance. Performance is defined as activities and results that can be achieved or maintained by individuals or groups in carrying out job duties, to achieve or even exceed predetermined work standards within a certain period.

The results of this study are in line with the research (Rifqi & Ningsih, 2022) that a Person's Job Fit has a positive effect on employee performance.

### **Effect of Organizational Citizenship Behavior on Employee Performance**

Based on the results of hypothesis testing, it can be concluded that OCB has a positive and significant effect on Employee Performance as evidenced by the positive Beta Coefficient of 0.529 and Sig. 0,000 < 0,05. This implies that employee performance will rise in tandem with the degree to which organizational citizenship behavior is embraced. Organizations typically think that to attain excellence, they need to aim for the greatest levels of individual performance since, in essence, these levels of performance impact the team

or work group's performance, which in turn impacts the organization's overall performance. In general, the performance of individuals or the organization as a whole can be impacted by OCB. Performance is defined by the behavioral approach to management as the volume or caliber of work or services supplied by an employee. Work performance refers to the comparison of completed tasks with predetermined benchmarks.

The results of this study are in line with the research (Nur Kusaeni, 2023) which states that Organizational Citizenship Behavior has a positive influence on employee performance.

### **Organizational Citizenship Behavior Mediates the Effect of Person Organization Fit on Employee Performance**

Based on the results of hypothesis testing, it can be concluded that the results of testing the effect of PO FIT on employee performance with the mediation of Organizational Citizenship Behavior with the Sobel test found results of a Z value of 6.10 far exceeding the critical value of 1.96 for the Sig level.  $0.000 < 0.05$  so this mediation effect is statistically significant. These results indicate that Organizational Citizenship Behavior can mediate the effect of PO FIT on employee performance.

The results of this study are in line with the research (Christian et al., 2023) and (Gorostiaga et al., 2022) explaining that OCB mediates PO FIT on employee performance.

### **Organizational Citizenship Behaviour Mediates the Effect of Person Job Fit on Employee Performance**

The effect of Person Job Fit on employee performance with the mediation of Organizational Citizenship Behavior using the Sobel test yielded results with a Z value of 5.88, significantly exceeding the critical value of 1.96 for the Sig level, according to the hypothesis testing results.  $0.000 < 0.05$ , indicating statistical significance for this mediation effect.

These results indicate that Organizational Citizenship Behavior can mediate the effect of a Person's Job Fit on employee performance. The results of this study are in line with the research (Alfani & Hadini, 2018) which explains that Organizational Citizenship Behavior can mediate the relationship between a Person's Job Fit on employee performance.

## CONCLUSION

Based on the results and discussion, it is found that a Person's organizational fit has a significant effect on OCB, which can be said that a higher Person's organizational fit can significantly influence the increase in OCB. Person Job Fit has a significant effect on Organizational Citizenship Behavior, it can be said that the higher the Person Job Fit can significantly affect the increase in Organizational Citizenship Behavior. Person Organization Fit does not have a significant effect on employee performance, so the higher the Person Organization Fit is the more able to influence the improvement of employee performance. Person Job Fit has an effect on employee performance, which can be said that the higher the Person Job Fit, the higher the employee performance. Organizational Citizenship Behavior has a significant effect on employee performance, it can be said that the higher the Organizational Citizenship Behavior can significantly affect the improvement of employee performance. Organizational Citizenship Behavior can mediate the influence between Person Organization Fit on employee performance. Organizational Citizenship Behavior can mediate the influence of a Person's Job Fit on employee performance.

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