



Antecedents Of Organizational Citizenship Behavior (OCB) Among Public Organization Employees In Tulungagung, Indonesia

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abstract

The focus of this research is to analyze the antecedents of organizational citizenship behavior, including person-job fit and job crafting, which are assessed through the role of work engagement as a mediator. The population in this study consisted of 9985 employees, with a sample of 384 respondents. Data collection was conducted using a survey distributed through questionnaires in 19 public organizations in Tulungagung. The data analysis technique employed path analysis with SmartPLS 3.0 to test the research hypotheses. The research results indicate that person-job fit has a positive and significant influence on organizational citizenship behavior in the employees of the Tulungagung Regional Public Organization. Job crafting also has a positive and significant influence on organizational citizenship behavior. Work engagement has a positive and significant impact on organizational citizenship behavior. Person-job fit has a positive and significant influence on work engagement. Job crafting has a positive and significant influence on employee work engagement. Person-job fit does not have a significant effect on organizational citizenship behavior mediated by employee work engagement. Job crafting has a positive and significant influence on organizational citizenship behavior through work engagement in the employees of the Tulungagung Regional Public Organization.

Keywords: Person Job Fit, Job Crafting, Organizational Citizenship Behavior, Work Engagement.





1. INTRODUCTION

Human resources (HR) is one of the crucial factors that are essential to an organization, whether it's an institution or a company. Essentially, HR refers to the individuals employed within an organization who act as the driving force, thinkers, and planners to achieve the organization's goals (Mathis et al., 2017). Public Sector human resources management aims to optimize the work of employees in the public sector through management functions such as planning, implementation, organization, and control or supervision (Rodiyah & Agustina, 2020). Human resources that demonstrate measurable performance and have targets aligned with the company's standards will undoubtedly become valuable assets (Hamid et al., 2019). Furthermore, such attitudes must be cultivated and maintained to ensure the optimal performance of each individual. One of these attitudes recognized within organizations is Organizational Citizenship Behavior (OCB) (Organ, 2018). This behavior arises when employees are capable of contributing more to achieve the company's vision and mission.

Organizational citizenship behavior adalah perilaku atas kehendak sendiri yang bukan menjadi bagian dari tuntutan kerja formal, tetapi mendorong efektifitas fungsi organisasi (Robbins & Coulter, 2010). A good fit in work, or in other words, person-job fit, has a significant impact on organizational citizenship behavior. When an individual's job aligns with their personal characteristics, it creates or elicits certain organizational behaviors. For example, voluntarily going beyond the assigned tasks or assisting fellow employees who are facing difficulties in their work (Bretz & Judge, 1994; Lestari & Ghaby, 2018).

Human resources play a crucial role in determining the success and achievement of an organization. Therefore, it is important for organizations to establish regulations as rules that all members must follow. One of the regulations that employees must adhere to is person-job fit, which describes the compatibility between an employee's abilities and the job tasks assigned by the company, as well as what the job can provide for the employee (Yulianti et al., 2020). As a central factor in an organization or company, human resources need to be effectively managed. The goal is to optimize productivity and achieve the company's objectives. One way to do this is by applying the theory of person-job fit. Person-job fit refers to the compatibility between an employee's abilities and the job tasks assigned by the company, as well as what the job can provide for the employee. Therefore, when there is a fit between the job and the individual within the company, it enhances the employees' engagement towards the organization (Rajper et al., 2020). This is consistent with research indicating that person-job fit contributes to performance (Haryati, 2022). However, there is





also research by Pudjiarti & Hutomo (2020) stating that person-job fit does not have a significant influence on Organizational Citizenship Behavior (OCB). Person-job fit involves the relationship between individual characteristics and specific job characteristics. From these arguments, it can be concluded that person-job fit refers to the compatibility between individual characteristics (including abilities and needs or desires) and specific job characteristics, as well as the people in the job or tasks performed in the workplace (Ermis et al., 2021).

Besides the importance of Person Job Fit, Job crafting is also an important factor that determines the life of an organization. Job crafting itself refers to the skills of employees to redesign their own jobs, with or without management involvement, to balance job demands and resources with their personal abilities or needs (French, 2010). Job crafting encompasses highly complex changes in the job, ranging from systems and work methods to ultimately affecting job outcomes (Berg et al., 2013). Job crafting can be aligned with high-level innovation and creativity, where individuals are internally driven to pursue new things even in the absence of support from the environment or management. Job crafting truly emerges from within, regardless of the existing systems, but with the intention of eliminating boredom by creating something new (Demerouti, 2014). Employee job crafting in mobilizing and enhancing job resources, reducing hindering job demands, and increasing challenging job aspects leads to work engagement (Tims et al., 2016). With job crafting, employees voluntarily behave by exceeding the standard tasks typically assigned to them, and such employees are usually an asset to an organization. This aligns with the research by Ding et al., (2020) which states a significant influence of job crafting on organizational citizenship behavior (OCB). However, there are also studies that indicate a negative influence of job crafting on organizational citizenship behavior (OCB) (Afsar et al., 2019; Park et al., 2020).

In addition to job crafting, there are factors that influence an organization in shaping a quality employee who has work engagement. According to Yudiani, (2017) work engagement is a condition where employees feel connected, satisfied, and enthusiastic about their work. Employees with high engagement levels will feel passionate and deeply connected to their work. Wulandari (2021) states the influence of work engagement on organizational citizenship behavior, while other studies suggest no significant influence of work engagement on organizational citizenship behavior.

The research object of this study is the entire public government organization of Tulungagung District, which undoubtedly requires competent workforce and high commitment towards the organization in order to facilitate progress and easily achieve





company goals. The Tulungagung District Government has a mission to enhance the quality of competent civil servants and improve fast and accurate service delivery. However, based on initial observations conducted by the author in several public organizations, there are several issues regarding the human resources working in those offices. Organizational Citizenship Behavior (OCB) can be seen as how an employee strives to empathize with others and assist fellow employees, or it can be defined as behavior in the workplace that goes beyond the individual's basic job requirements. It can also be described as behavior that exceeds task demands, and employees should voluntarily perform tasks that go beyond the standard job duties and help other employees when they face difficulties in carrying out their tasks. However, based on the survey conducted by the author, many employees still do not cooperate with their fellow employees, indicating a lack of tolerance when facing work-related issues. Other employees seem to prioritize their own interests instead.

Another phenomenon is evident in the mismatch between individuals and their jobs (person-job fit), which can be seen when an employee lacks understanding of the tasks assigned by their superiors because they do not align with the employee's skills and job description. The alignment between a candidate and the chosen position has a significant impact, both for the individuals themselves and the company. When an employee believes that their job is a good fit for them and their skills, their initiative to develop themselves professionally also increases. This can have a positive impact on the company's productivity. Another issue within the public organizations in Tulungagung relates to work engagement, as observed from employees who tend to procrastinate, engage in non-work-related conversations, lack commitment to their work, and show a lack of enthusiasm in completing tasks.

There are many factors that influence organizational citizenship behavior, including job satisfaction, organizational commitment, motivation, personality, and employee morality. However, in this study, the author focuses on three specific factors: person-job fit, job crafting, and work engagement, as the intervening variable, for a more in-depth analysis. The objective of this research is to analyze the impact of person-job fit and job crafting on organizational citizenship behavior, mediated by work engagement, among employees in public organizations in Tulungagung District.





2. LITERATURE REVIEW

2.1. The Theory Of Job Crafting

Job crafting offers an important contribution in the field of organizational behavior as employees are not seen as passive recipients of job characteristics but as active participants in constructing the meaning of their work and themselves (Wrzesniewski et al., 2013). Wrzesniewski and Dutton (2001) introduced the concept of job crafting to capture “the actions employees take to shape, mold, and redefine their jobs.” When individuals feel that their psychological needs are not being met in their jobs, they are motivated to initiate changes in their tasks and job characteristics, and this is referred to as job crafting (Bakker, 2018). According to Tims et al., (2016) when employees engage in job crafting by mobilizing and enhancing job resources, reducing hindering job demands, and increasing challenging job aspects, it leads to work engagement. Supriyanto et al., (2020) state that job crafting is an opportunity to optimize self-potential and improve organizational performance. On the other hand, according to Gordon et al., (2018) job crafting is an adaptive strategy used to make employees more productive and actively involved in work-related matters. Job crafting is viewed as a form of proactive behavior and the ability of employees to modify job aspects with the aim of improving their job conditions (Petrou et al., 2012). Another definition of job crafting proposed by Demerouti (2014) is the effort to change job boundaries, work relationships, and the meaning of work for the employee's own benefit or comfort. Based on the aforementioned opinions, it can be concluded that job crafting is a strategy employed by employees to adjust job characteristics, both physically and cognitively, according to their own preferences, skills, and needs, in order to make the work they do more meaningful.

2.2. The Theory Of Person-Job Fit

Person-Job Fit refers to the alignment between job/task characteristics and an individual's ability to perform those tasks, which strengthens the employee's attachment to their job, leading to greater commitment (Bretz & Judge, 1994). Snell & Bohlander (2012) argue that Person-Job Fit involves the process of job specification as an effort to identify the specific competencies required for individual employees to achieve success, such as knowledge, skills, abilities, and other factors that contribute to superior performance. Therefore, this variable is crucial for organizations to consider. Farzaneh et al., (2014) state that Person-Job Fit represents the need for compatibility when the job's supply aligns with the individual's preferences and desires. Person-Job Fit can be defined as the congruence between an individual's abilities and job demands or the match between a person's needs





and the job's provisions (Deniz et al., 2015). Based on the aforementioned opinions, Person-Job Fit is understood as the alignment between an individual and the job or tasks performed in the workplace. This definition encompasses the suitability based on employee needs and the resources available to meet those needs.

2.3. Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) refers to individual behavior that is extra-role, not directly or explicitly recognized within a formal work system, and, in aggregate, enhances the effectiveness of organizational functions (Lepine et al., 2002). Organizational Citizenship Behavior is a voluntary behavior that is not part of formal job requirements but contributes to the effectiveness of organizational functions. In other words, OCB is a behavior exhibited by organizational members that goes beyond what is expected of them (Robbins & Coulter, 2010). Kasemsap (2017) defines OCB as discretionary individual behavior that is not directly and explicitly rewarded by the formal reward system but, as a whole, enhances the efficiency and effectiveness of organizational functions. Organizational Citizenship Behavior (OCB) involves individual contributions that go beyond role expectations in the workplace (Hoffman et al., 2007). OCB includes behaviors such as helping others, volunteering for extra tasks, and complying with rules and procedures in the workplace (Motowidlo et al., 2014). Organizational citizenship behavior studies the impact of individuals, groups, and teams on the emergence of various behaviors within the organization with the goal of enhancing organizational effectiveness (Zhao et al., 2022). In essence, individual behavior is based on a basic consensus. Behavior does not occur randomly but can be predicted and modified based on individual differences and uniqueness. The framework of organizational behavior, as proposed by Robbins (2015) is as follow:



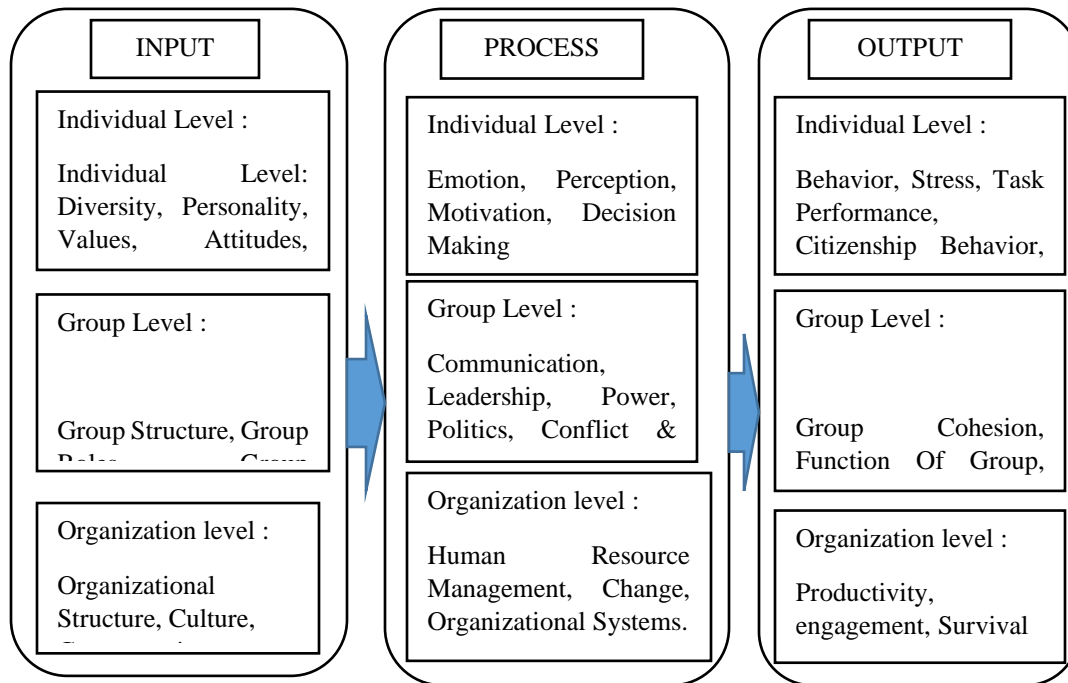


Figure 1. The framework of the Organization Citizenship Behavior theory

Figure 1 illustrates that this theory has three important components of organizational citizenship behavior: input, process, and output. Input represents the initial arrangement of the situation and location where the processes will take place. The process component involves the actions and decisions made by individuals, groups, and organizations involved, resulting from the input and leading to specific outcomes. Output represents the predicted end results, influenced by various other variables.

2.4. Work Engagement

Zeijen et al., (2018) explain that work engagement is a psychological component rather than a physical one. This means that employees who are still in a position may not necessarily have a genuine interest in their work. Yudiani (2017) states that work engagement is a condition where employees feel connected, satisfied, and enthusiastic about their work. Employees with high engagement will feel passionate and deeply connected to their work. Mäkikangas & Schaufeli (2021) state that work engagement is when engaged



employees can help an organization achieve its mission, execute its strategies, and generate significant business outcomes. Work engagement is a state where an individual has a positive mindset and is able to express themselves physically, cognitively, and emotionally in their work (Knight et al., 2021).

2.5. Hypothesis

The following hypotheses can be proposed:

Hypothesis 1: Person-Job Fit has a significant effect on Organizational Citizenship Behavior.

Hypothesis 2: Job Crafting has a significant effect on Organizational Citizenship Behavior.

Hypothesis 3: Person-Job Fit has a significant effect on Work Engagement.

Hypothesis 4: Job Crafting has a significant effect on Work Engagement.

Hypothesis 5: Work Engagement has a significant effect on Organizational Citizenship Behavior.

Hypothesis 6: Person-Job Fit has a significant effect on Organizational Citizenship Behavior through Work Engagement.

Hypothesis 7: Job Crafting has a significant effect on Organizational Citizenship Behavior through Work Engagement.

3. RESEARCH METHOD

This research is a survey study as it samples from a single population. It falls under the category of causal research and adopts a quantitative approach (Creswell, 2014). Causal research aims to examine whether a variable acting as an independent variable influences another variable that serves as the dependent variable (Juliandi, 2018). The population for this study consists of employees in the local government agencies (OPD) in Tulungagung, with a total of 9,985 respondents. The sample size is determined using the Slovin's formula, resulting in a sample of 384 respondents. Data collection is conducted through a questionnaire (survey) using a 5-point Likert scale. The data analysis technique employed in this research is partial least squares-structural equation modeling (PLS-SEM), which aims to perform path analysis with latent variables (Hair et al., 2014).

4. RESULT

4.1. Respondent Demographics

This research was conducted on employees in Public Organization Offices in Tulungagung Regency. The researcher collected data through a questionnaire consisting of





10 statements for the Person-Job Fit variable (X1), 8 statements for the Job Crafting variable (X2), 9 statements for the Organizational Citizenship Behavior variable (Y), and 10 statements for the Work Engagement variable (Z). The questionnaire was distributed to 384 respondents as the research sample, and a Likert scale was used. The respondents' identities are presented in Table 1.

Table 1. Respondent Identity Data

Respondent		Frequency	Percent
Gender	Male	173	45,1%
	Female	211	54,9%
	Total	384	
Age	20-30	56	14,6%
	31-40	118	30,7%
	41-50	134	34,9%
	>51	76	19,8%
	Total	384	
Years Of Work	> 5 years	80	20,8%
	<6 - 10 years	111	28,9%
	> 10 years	193	50,3%
	Total	384	

Source : The Author, 2022

Table 1 shows the distribution of respondent characteristics based on gender, dominated by female employees with a total of 211 respondents (54.9%). The age of the respondents in this study is predominantly between 41-50 years old, with 134 individuals (34.9%). The majority of the respondents' employment tenure in this study is dominated by employees with more than 10 years of work experience, totaling 193 individuals (50.3%).

4.2. Discriminant Validity Test

Discriminant validity is conducted to ensure that each concept of each latent model is distinct from other variables (Juliandi, 2018). The table below displays the results of the Average Variance Extracted (AVE). Please provide the table, and I will be happy to assist you further with the translation or analysis of the information.





Table 2. Discriminant Validity Test

Variable/Construct	AVE (Average Variant Extracted)	Test Result
Person Job Fit (X1)	0.505	Valid
Job Crafting (X2)	0.514	Valid
Work Engagement (Z)	0.521	Valid
Organizational Citizenship Behavior (Y)	0.501	Valid

Source : Author based on estimation results in SMART-PLS

Based on the provided Table 2, it can be described that the Average Variance Extracted (AVE) values for each variable are greater than 0.5. Therefore, it can be concluded that the variables or constructs used are valid.

4.3. Realibility Test

Reliability testing in PLS can be done using two methods: Cronbach's alpha and composite reliability. Cronbach's alpha is used to measure the lower bound of reliability for a construct, while composite reliability is used to measure the true value of reliability for a construct. The rule of thumb for composite reliability is > 0.6, and for Cronbach's alpha, it is also > 0.6. If both values are met, it can be considered that the construct has high reliability. The results of reliability testing using both methods can be seen in the following table. Please provide the table, and I will assist you with the translation or analysis of the information

Table 3. Validity Test Result

Variable	Cronbach's Alpha	Composite Reliability	Result Test
Person Job Fit (X1)	0.944	0.918	Reliabel
Job Crafting (X2)	0.912	0.911	Reliabel
Work Engagement (Z)	0.933	0.917	Reliabel
Organizational Citizenship Behavior	0.943	0.919	Reliabel

Source : Author based on estimation results in SMART-PLS





Table 3 presents the study's findings, indicating that each research variable has Cronbach's alpha and composite reliability values > 0.60. Based on these results, it can be stated that the variables used in the study are considered reliable.

4.4. F Square Test

F-Square is a measure used to assess the relative impact of an exogenous variable on an endogenous variable. The criteria for drawing conclusions are as follows: if F^2 is 0.02, there is a small (weak) effect of the exogenous variable on the endogenous variable; if F^2 is 0.15, there is a moderate (medium) effect of the exogenous variable on the endogenous variable; if F^2 is 0.35, there is a large (strong) effect of the exogenous variable on the endogenous variable. Based on the data processing conducted using SmartPLS 3.0, the F-Square values obtained can be seen in Table 4.

Table 4. F Square Data Result

Variable	F-Square
<i>Person Job Fit -> Organizational Citizenship Behavior</i>	0.130
<i>Job Crafting -> Organizational Citizenship Behavior</i>	0.119
<i>Work Engagement -> Organizational Citizenship Behavior</i>	0.436
<i>Person Job Fit -> Work Engagement</i>	0.121
<i>Job Crafting -> Work Engagement</i>	0.333
<i>Person Job Fit -> Organizational Citizenship Behavior dimediasi oleh Work Engagement</i>	0.214
<i>Job Crafting -> Organizational Citizenship Behavior dimediasi oleh Work Engagement</i>	0.171

Source : Author based on estimation results in SMART-PLS

Based on Table 4, the F-Square results can be explained in detail as follows :

1. The influence of Person Job Fit (X1) on Organizational Citizenship Behavior (Y) has an F^2 of 0.130, indicating a small effect.
2. The influence of Job Crafting (X2) on Organizational Citizenship Behavior (Y) has an F^2 of 0.119, indicating a moderate effect.
3. The influence of Work Engagement (Z) on Organizational Citizenship Behavior (Y) has an F^2 of 0.436, indicating a large effect.





4. The influence of Person Job Fit (X1) on Work Engagement (Z) has an F^2 of 0.121, indicating a small effect.
5. The influence of Job Crafting (X2) on Work Engagement (Z) has an F^2 of 0.333, indicating a moderate effect.
6. The mediating effect of Work Engagement (Z) on the relationship between Person Job Fit (X1) and Organizational Citizenship Behavior (Y) has an F^2 of 0.214, indicating a moderate effect.
7. The mediating effect of Work Engagement (Z) on the relationship between Job Crafting (X2) and Organizational Citizenship Behavior (Y) has an F^2 of 0.171, indicating a moderate effect.

4.5. R Square Test

R-Square represents the proportion of the variation in the endogenous variable that can be explained by the influencing (exogenous) variables. It is useful in determining the goodness of fit of a model. The criteria for interpreting R-Square values are as follows: (1) an R-Square value of 0.75 indicates a substantial (good) model; (2) a value of 0.50 indicates a moderate (medium) model; (3) a value of 0.25 indicates a weak (poor) model. Based on the data processing conducted using SmartPLS 3.0, the obtained R-Square values can be seen in the following table 5.

Table 5. R Square Test Result

	R Square	R Square Adjusted
<i>Organizational Citizenship Behavior (Y)</i>	0.947	0.871
<i>Work Engagement (Z)</i>	0.785	0.777

Source : Author based on estimation results in SMART-PLS

Table 5 tersebut dapat dideksripsikan bahwa the R-Square adjusted for Path 1 is 0.947. This means that the ability of the exogenous variables, namely Person Job Fit and Job Crafting, to explain the endogenous variable Y (Organizational Citizenship Behavior) is 94.7%. Therefore, the model is considered substantial (strong). The R-Square for Path 2 is 0.785. This indicates that the ability of the exogenous variables, namely Person Job Fit and Job Crafting, to explain the endogenous variable Z (Work Engagement) is 78.5%. Therefore, the model is considered moderate (medium). These findings suggest that the exogenous



variables have a high level of explanatory power for the respective endogenous variables, with the model being strong for Y and moderate for Z.

4.6. Hypothesis Test Research

Hypothesis testing in this study is divided into direct effects and indirect effects. The purpose of analyzing direct effects is to test the hypothesis of the direct influence of an exogenous variable on an endogenous variable. The criteria for testing direct effects are as follows : 1) *Path coefficient* : (a) If the path coefficient value is positive, it indicates a positive relationship between variables. If one variable increases, the other variable also increases, and (b) If the path coefficient value is negative, it indicates a negative relationship between variables. If one variable increases, the other variable decreases (Hair et al., 2014). 2) The value of significant probability (P-Value) criteria : (1) If the P-Value is < 0.05, it is considered significant (2) If the P-Value is > 0.05, it is considered not significant (Juliandi, 2018). The results of hypothesis testing for direct effects can be seen in the following path coefficient table 6.

Table 6. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T/Statistic (O/STDEV)	P Values
Person Job Fit (X1)->OCB (Y)	0.264	0.261	0.099	2.609	0.007
Person Job Fit (X1) -> Work Engagement (Z)	0.345	0.355	0.097	3.555	0.000
Job Carfting (X2) -> OCB (Y)	0.260	0.235	0.117	2.221	0.006
Job Carfting (X2) -> Work Engagement (Z)	0.524	0.516	0.097	5.412	0.000
Work Engagement (Z) -> OCB (Y)	0.465	0.492	0.150	3.102	0.001

Source : Author based on estimation results in SMART-PLS

Based on the above Table 6, the results of the hypothesis testing are as follows : 1) The direct effect of Person Job Fit on Organizational Citizenship Behavior has a path



coefficient of 0.264. The P-Value is 0.007, which is less than 0.05. This indicates that Person Job Fit has a positive and significant influence on Organizational Citizenship Behavior among public employees in the Tulungagung Regional Organization. 2) The direct effect of Person Job Fit on Work Engagement has a path coefficient of 0.345. The P-Value is 0.000, which is less than 0.05. This indicates that Person Job Fit has a positive and significant influence on Work Engagement among public employees in the Tulungagung Regional Organization 3) The direct effect of Job Crafting on Organizational Citizenship Behavior has a path coefficient of 0.260. The P-Value is 0.006, which is less than 0.05. This indicates that Job Crafting has a positive and significant influence on Organizational Citizenship Behavior among public employees in the Tulungagung Regional Organization. 4) The direct effect of Job Crafting on Work Engagement has a path coefficient of 0.524. The P-Value is 0.000, which is less than 0.05. This indicates that Job Crafting has a positive and significant influence on Work Engagement among public employees in the Tulungagung Regional Organization. 5) The direct effect of Work Engagement on Organizational Citizenship Behavior has a path coefficient of 0.465. The P-Value is 0.001, which is less than 0.05. This indicates that Work Engagement has a positive and significant influence on Organizational Citizenship Behavior among public employees in the Tulungagung Regional Organization.

The criteria for determining indirect effects are as follows : (1) If the P-Value is < 0.05, it is considered significant. This means that the mediator variable (Z) mediates the influence of the exogenous variables (X1 and X2) on the endogenous variable (Y). (2) If the P-Value is > 0.05, it is considered not significant. This means that the mediator variable (Z) does not mediate the influence of the exogenous variables (X1 and X2) on the endogenous variable (Y).

Table 7 Specific Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T/Statistic (O/STDEV)	P Values
<i>PO Fit (X1) -> WE (Z) -> OCB (Y)</i>	0.161	0.176	0.076	1.100	0.066
<i>JC (X2) -> WE (Z) -> OCB (Y)</i>	0.224	0.255	0.096	2.527	0.002

Source : Author based on estimation results in SMART-PLS

Table 7 explains the direct influence between the research variables as follows : 1) The direct effect of person job fit on organizational citizenship behavior through mediated work





engagement, has a path coefficient of 0.161. The P-Value is $0.066 > 0.05$. Therefore, it can be concluded that person job fit does not have a significant influence on organizational citizenship behavior when mediated by work engagement among public employees in the Tulungagung Regional Organization. 2) The direct effect of Job Crafting on Organizational Citizenship Behavior, mediated by Work Engagement, has a path coefficient of 0.224. The P-Value is $0.012 < 0.05$. Therefore, it can be concluded that Job Crafting has a positive and significant influence on Organizational Citizenship Behavior when mediated by Work Engagement among public employees in the Tulungagung Regional Organization.

5. DISCUSSION

The results of the hypothesis testing analysis show that Person Job Fit has a positive and significant influence on Organizational Citizenship Behavior, with a path coefficient of 0.264. The obtained probability value is 0.007, which is less than 0.05. The T-Statistics ($|O/STDEV|$) or t-value is 2.609, and the critical t-value is 1.96. Since the calculated t-value is greater than the critical t-value ($2.609 > 1.96$), the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_a) is accepted. The relationship between Person Job Fit and Organizational Citizenship Behavior is that employees who perceive a fit or alignment between themselves and their job will exhibit certain behaviors related to Organizational Citizenship Behavior. This means that when employees feel a sense of fit with their job, they are more likely to voluntarily engage in behaviors that go beyond their assigned tasks, in order to contribute to the organization's goals and objectives. Mäkikangas & Schaufeli (2021) dan Rifqi & Ningsih (2022) which concluded that the person-job fit variable has a positive and significant influence on organizational citizenship behavior, meaning that the higher the person-job fit of employees, the higher their organizational citizenship behavior will be. Conversely, the lower the person-job fit of employees, the lower their organizational citizenship behavior will be (Alfani & Hadini, 2018). The results of this study indicate that the person-job fit or job crafting has a positive and significant influence on organizational citizenship behavior among employees of the Tulungagung Regional Public Organization. This helps to enhance organizational citizenship behavior where employees voluntarily engage in organizational activities aimed at improving organizational success.

H1 : Person Job Fit Has A Positive And Significant Influence On Organizational Citizenship Behavior Among Employees Of The Tulungagung District's Public Organization.





The hypothesis testing analysis results indicate that job crafting has a positive and significant influence on organizational citizenship behavior, as assessed by a path coefficient of 0.260. The obtained probability value is $0.006 < 0.05$, with a calculated t-value of 2.221 and a t-table value of 1.96. Therefore, the calculated t-value is greater than the t-table value ($2.221 > 1.96$), leading to the rejection of the null hypothesis (H_0) and acceptance of the alternative hypothesis (H_a). This indicates that job crafting, or self-initiated changes made by employees to balance demands and resources within an organization, will enhance organizational citizenship behavior among employees of the Tulungagung District's public organization. Employees with high levels of job crafting are typically described as having high levels of enthusiasm, energy, loyalty, and a strong sense of pride in the organization. When employees engage in job crafting, working with enthusiasm to effect changes, it will stimulate the emergence of organizational citizenship behavior among them. The employees of the Tulungagung District's public organization demonstrate high levels of job crafting behavior, as evidenced by their enthusiastic work, dedication, and loyalty to the company. This is consistent with previous research that concluded that person-job fit has a positive and significant influence on organizational citizenship behavior (Ding et al., 2020; Meng et al., 2021; Park et al., 2020; Schachler et al., 2019).

H2 : Person Job Fit Has A Positive And Significant Influence On Organizational Citizenship Behavior Among Employees Of The Tulungagung District's Public Organization.

The hypothesis testing analysis results indicate that work engagement has a positive and significant influence on organizational citizenship behavior, as assessed by a path coefficient of 0.465. The obtained probability value is $0.001 > 0.05$, with a calculated t-value of 3.102 and a t-table value of 1.96. Therefore, the calculated t-value is greater than the t-table value ($3.102 > 1.96$), leading to the rejection of the null hypothesis (H_0) and acceptance of the alternative hypothesis (H_a). This demonstrates that perceptions of work engagement can enhance organizational behavior among employees of the Tulungagung District's public organization. The better the work engagement among employees, the more it can generate organizational behavior where employees voluntarily perform additional tasks and assist colleagues who face challenges at work. The level of work engagement in the Tulungagung District's public organization is already good, as evidenced by highly enthusiastic employees. Employees who are engaged in their work will work with enthusiasm and feel a strong connection with their fellow employees, which fosters the emergence of organizational citizenship behavior or voluntary helping behavior among employees. This is consistent with





previous research that concludes a positive and significant relationship between work engagement and organizational citizenship behavior (Christian et al., 2011; G. V. Wulandari, 2021; Yudiani, 2017).

H3 : Work Engagement Has A Positive And Significant Influence On Organizational Citizenship Behavior Among Employees Of The Tulungagung District's Public Organization.

The hypothesis testing analysis results indicate that person-job fit has a positive and significant influence on work engagement, as assessed by a path coefficient of 0.345. The obtained probability value is $0.000 < 0.05$, with a calculated t-value of 3.555 and a t-table value of 1.96. Therefore, the calculated t-value is greater than the t-table value ($3.555 > 1.96$), leading to the rejection of the null hypothesis (H_0) and acceptance of the alternative hypothesis (H_a). This indicates that the better the fit between job demands and employee capabilities, the higher the level of work engagement within an organization. Person-job fit refers to the match between a job and an employee, taking into account the employee's abilities and the job requirements. When there is a good fit between the job and the individual's capabilities, employees experience a sense of engagement in their work. The alignment between job characteristics and individual attributes has a synergistic effect on employee performance. A suitable person-job fit can enhance work engagement among employees of the Tulungagung District's public organization. Employees who have a high level of commitment and engagement in their work demonstrate that they have a good personal innovation compared to other employees. This is consistent with previous research that concludes a positive and significant relationship between person-job fit and work engagement (Alfani & Hadini, 2018; Bakker, 2018; Nurtjahjono et al., 2020; Riyanto & Helmy, 2020; Tims et al., 2016).

H4 : Person-Job Fit Has A Positive And Significant Influence On Work Engagement Among Employees Of The Tulungagung District's Public Organization.

The hypothesis testing analysis results indicate that job crafting has a positive and significant influence on work engagement, as assessed by a path coefficient of 0.524. The obtained probability value is $0.000 < 0.05$, with a calculated t-value of 5.421 and a t-table value of 1.96. Therefore, the calculated t-value is greater than the t-table value ($5.421 > 1.96$), leading to the rejection of the null hypothesis (H_0) and acceptance of the alternative hypothesis (H_a). This shows that employees' perception of self-initiated changes through job





crafting can enhance work engagement among employees of the Tulungagung District's public organization. The better the job crafting conducted by employees, the higher their work engagement. Work engagement occurs when employees take initiative to make changes in their work. When employees demonstrate initiative, they exhibit behaviors that contribute to achieving organizational goals and are willing to work with extra effort. Job crafting is a strategy used by employees to adjust job characteristics, both physically and cognitively, according to their preferences, skills, and needs, making the work more meaningful. This is consistent with previous research by Le Blanc et al., (2017); Riyanto & Helmy (2020); Rodrigues et al., (2020); Supriyanto et al., (2020) which concluded that there is a significant positive relationship between job crafting and work engagement.

H5 : Job Crafting Has A Positive And Significant Influence On Work Engagement Among Employees Of The Tulungagung District's Public Organization.

Based on the hypothesis testing analysis, it is found that person-job fit does not have a significant influence on organizational citizenship behavior when mediated by work engagement, as indicated by a path coefficient of 0.161. The obtained probability value is $0.066 > 0.05$, with a calculated t-value of 2.100 and a t-table value of 1.96. Therefore, the calculated t-value is smaller than the t-table value ($2.100 < 1.96$). It can be concluded that there is no significant relationship between person-job fit and organizational citizenship behavior through work engagement among employees of the Tulungagung District's public organization. This means that the mediating variable (work engagement) acts as a mediator between person-job fit and organizational citizenship behavior. The overall fit between job characteristics and individuals (person-job fit) has a significant impact on organizational behavior, where employees voluntarily engage in activities beyond their job requirements, such as assisting colleagues. Another factor influencing organizational citizenship behavior is work engagement. One way to enhance work engagement is to create an organizational environment that encourages behaviors worth emulating, such as assisting colleagues facing difficulties in their work. In this study, the researcher found that person-job fit has an impact on organizational citizenship behavior through work engagement. It means that the alignment between job characteristics and individuals (person-job fit) affects organizational behavior, where employees engage in activities that go beyond their job requirements or assist colleagues facing difficulties in their work (organizational citizenship behavior) by generating a sense of engagement and interest in their work (work engagement). Thus, it can be concluded that work engagement mediates the relationship between person-job fit and





organizational citizenship behavior. However, the hypothesis is rejected in this study. These findings are consistent with Syaraswati & Handini (2022) who concluded that person-job fit does not have a significant influence on organizational citizenship behavior. They differ from the findings of Deniz et al., (2015); Farzaneh et al., (2014) which stated that person-job fit has a significant influence on work engagement, and work engagement does not mediate the relationship between person-job fit and organizational citizenship behavior.

H6 : Person Job Fit Does Not Have A Significant Influence On Organizational Citizenship Behavior Through Work Engagement Among Employees Of The Public Organization In The Tulungagung District.

The results of the hypothesis testing analysis reveal that job crafting has a positive and significant influence on Organizational Citizenship Behavior, mediated by work engagement, among employees of the public organization in the Tulungagung District. The path coefficient obtained is 0.244. The probability value is $0.002 < 0.05$, with a calculated t-value of 2.527 and a t-table value of 1.96. Therefore, the calculated t-value is greater than the t-table value ($2.527 > 1.96$), leading to the rejection of the null hypothesis (H_0) and acceptance of the alternative hypothesis (H_a). This indicates that job crafting has a positive and significant impact on Organizational Citizenship Behavior, mediated by work engagement, among employees of the public organization in the Tulungagung District. These findings demonstrate that job crafting can enhance Organizational Citizenship Behavior through increased work engagement among employees of the public organization in the Tulungagung District. When employees engage in job crafting, taking the initiative to make changes to their work, it fosters a sense of work engagement within them. This work engagement, in turn, leads employees to exhibit organizational citizenship behavior towards their colleagues, such as offering assistance when a coworker faces difficulties in completing their tasks. Job crafting contributes to Organizational Citizenship Behavior as it involves individual behaviors that go beyond the prescribed role expectations in the workplace. When employees feel empowered to initiate changes in their work, they strive to perform their tasks to the best of their abilities. Another factor influencing Organizational Citizenship Behavior is work engagement. One way to enhance work engagement is by making employees feel valued and providing them with a supportive work environment. These results align with previous studies, such as the research by Riyanto & Helmy (2020) which concluded that job crafting has a positive and significant influence on Organizational Citizenship Behavior. Additionally, it found that job crafting has a positive and significant





impact on work engagement, and work engagement mediates the relationship between job crafting and work engagement.

H7 : Job Crafting Has A Positive And Significant Influence On Organizational Citizenship Behavior Through Work Engagement Among Employees Of The Public Organization In The Tulungagung District.

6. CONCLUSION

Referring to the study's analysis and discussion, the conclusions that can be drawn regarding this study are as follows: Person Job Fit has a positive and significant influence on Organizational Citizenship Behavior in employees of the Tulungagung District's public organization. Job crafting has a positive and significant influence on organizational citizenship behavior in employees of the Tulungagung District's public organization. Work engagement has a positive and significant influence on organizational citizenship behavior. Person Job Fit has a positive and significant influence on employee work engagement. Job crafting has a positive and significant influence on employee work engagement. Person Job Fit does not have a significant influence on organizational citizenship behavior mediated by employee work engagement. Job crafting has a positive and significant influence on organizational citizenship behavior through work engagement in employees of the Tulungagung District's public organization. This research is expected to serve as an additional reference source in determining organizational citizenship behavior policies, as it can benefit company progress, including increasing work productivity and saving management resources, where organizational citizenship behavior can enhance employee capabilities.

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