

## The Influence of Person-Job Fit in Building Organizational Citizenship Behavior through Strengthening Employee Engagement at the West Nusa Tenggara Provincial Education and Culture Office

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### ABSTRACT

The purpose of this study was to analyze how employee engagement and organizational civic behavior (OCB) of the staff of the West Nusa Tenggara Provincial Education and Culture Office were influenced by the suitability between individuals and jobs. With 104 respondents selected through purposive sampling and analyzed using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) application, quantitative techniques were used. Research shows that employee engagement has a major impact on OCB, and individual-job suitability has a significant positive impact on both. This study strengthens the connection between Person-Job Fit, Employee Engagement, and Organizational Citizenship Behavior (OCB) in public organizations, highlighting Employee Engagement as a key mediator linking job fit to extra-role behaviors. Practically, it suggests that public agencies like the Education and Culture Office of West Nusa Tenggara can improve performance through competency-based recruitment, career development, and fostering a supportive work culture to boost engagement and OCB.

## INTRODUCTION

The quality of human resources (HR) plays a crucial role in the success of modern organizations. In the midst of globalization and an increasingly dynamic work environment, companies must create a collaborative and adaptive work environment, in addition to increasing efficiency. One important idea in human resource management is organisational citizenship behaviour (OCB), which is defined as voluntary employee acts that go above and beyond their assigned duties and improve the efficiency of the business (Nguyen et al., 2022). [U1] Organizations must manage their human resources well in the midst of increasing globalization and international competition to increase their competitiveness (Verma, 2020). OCB is increasingly becoming a global concern because it is proven to support organizational performance, create a healthy work culture, and increase competitiveness (Nguyen et al., 2022). Although there is some research on. Human resources are the most significant advantage for companies, yet retaining good talented employees consistently becomes one of the main challenges. It has been observed that high levels of employee entry and exit intentionally hinder the company's main objectives and become an extreme loss for their management. Because motivated and dedicated workers would feel more fitted to their position and more eager to contribute to the firm, employee engagement levels in this context strengthen the association between person-job fit and good organisational behaviour (OCB). (KIM et al., 2020).

Public organizations in Indonesia face increasingly complex national problems, especially in an effort to improve the standards of services provided to the community. In addition to carrying out administrative tasks, employees must also be proactive, support colleagues, and maintain a positive work atmosphere. The West Nusa Tenggara Provincial (NTB) Office of Education and Culture, which is strategically involved in regional cultural preservation and educational implementation, is another example of this. Agency performance data in 2022–2023 shows an increase in target achievements, such as the gross participation rate of SMA/SMK/MA which exceeds 100% and an increase in the development of cultural promotion objects. However, the sustainability of such positive performance requires support from extra employee role behavior through strengthening OCB. Organisational Citizenship Behaviour (OCB), which is defined as employee behaviour that goes above and beyond his or her tasks and responsibilities and substantially helps to the attainment of the organization's overall objectives, is one of the important aspects that greatly influences this success. OCB not only boosts output but also fosters a welcoming and cooperative work environment (Ramos & Ellitan, 2023).

The fit between the individual and the job, or how well the individual's characteristics fit their job needs, is one of the key factors that affect OCB. Meaningless work and lack of opportunities to demonstrate personal skills are two common causes of low employee engagement, according to a study of 1,142 workers in India (Kim et al., 2020). Feeling connected and committed to their work is a psychological condition known as employee engagement, and this ultimately drives OCB behavior. Engagement motivates staff members to adopt organizational values and goals and align their personal expectations and goals

with the company's goals (Galis & Puspitadewi, 2023). Previous research has shown that the degree of fit between people and their employment has a major impact on employee engagement and good organisational behaviour (OCB). Workers are more likely to be dedicated, enthusiastic, and eager to go above and beyond when they feel that their job aligns with their views, interests, and abilities (Kim et al., 2020). According to (Shah & Ayub, 2021), Organizational commitment is the extent to which employees are engaged and want to stay in their organization, including loyalty and willingness to give their best efforts for the company. Employees who are highly committed to the organization will be very creative and enthusiastic in their work, not easily bored or tired, have stable emotions, and have minimal absenteeism.

According to data from the performance review, the West Nusa Tenggara Provincial Education and Culture Office consistently meets its yearly objectives and creates work that falls into the exceptional category. This is shown in table 1 below:

Table 1. Performance Target Achievement Data for 2022-2023

No	Strategic Goals	Performance Indicators	Target	2022 Achievements	2023 Achievements	Category
1	Increasing Accessibility of Secondary and Special Education Services	Gross Participation Rate (APK) SMA/SMK/MA /Package C	100%	102,70	106,63	Excellent
2	Improving the Quality of Education	Percentage of Secondary Education Accreditation Score Minimum B	76,25	67,16	69,4	Excellent
3	Increasing Development of Cultural Advancement Objects (OPK)	Development Percentage (OPK) of Cultural Advancement Object	90,15	62,14	83,33	Excellent

Source: Performance assessment data at the West Nusa Tenggara Provincial Education and Culture Office for 2022-2023

The NTB Provincial Education and Culture Office has been able to sustain and enhance the performance of its organisation, as shown by the improved attainment of performance objectives. Research on how changing workplace characteristics affect the relationship between OCB, employee engagement, and

suitability between individuals and jobs is still very limited, especially in the public sector. In addition, an individual skill fit approach that is more responsive to contemporary demands is still rarely used as a new viewpoint in OCB research (Ramos & Ellitan, 2023). To maintain and improve this performance going forward, efforts must be made to increase employee engagement and compatibility between employees and work in order to maximize employees' voluntary organizational behavior (OCB). In order to better understand how employee fit and work in promoting voluntary organisational behaviour (OCB) affect employee engagement at the West Nusa Tenggara Provincial Education and Culture Office, this research will be conducted.

Using an individual-job fit approach and the mediating function of employee engagement in organizational civic behavior (OCB), this study fills the research gap. Although employee engagement is considered a psychological process that links individual suitability to the formation of an organization's civic behavior, individual-job suitability is considered an important aspect that drives employee engagement. This research is relevant for the NTB Provincial Education and Culture Office to provide a deeper understanding of how OCB can be improved through increased employee engagement and individual-job suitability.

This research proposes an innovative approach in matching staff capabilities to changing work needs by adopting the concept of individual-skill suitability. The definition of citizenship is the behavior of individuals who act on free will, which is implicitly recognized by the reward system and increases the effectiveness and operational efficiency of the organization. To increase effectiveness, team members must act helpfully (Eka P, 2021). We still need to learn more about the mediating role of work engagement, although some studies have shown a link between OCB, individual and work compatibility, and work engagement. This is especially important for HRM strategies that aim to improve OCB by increasing optimal job fit and higher employee engagement (Gong et al., 2024). Therefore, the purpose of this study is to examine how employee engagement and organizational civic behavior (OCB) are influenced by the conformity between individuals and jobs among employees of the Regional Education and Culture Office in West Nusa Tenggara.

## **THEORETICAL REVIEW**

### ***Person-Job Fit***

Firmly rooted in the psychology of interaction, Person-Job Fit (P-J Fit) refers to the extent to which a person feels they fit into the company's norms and values (Ramos & Ellitan, 2023). According to Kristof-Brown and Jansen (2012), PO fit originally referred to "the alignment between organizational norms and values and individual values" and was first used by Chatman (1989). Direct and indirect metrics can be used to measure this construct. (Ashfaq, 2021). Subjective perception or conformity and objective or real conformity are two dimensions. To determine perceived suitability, respondents were asked how well they felt fit in and whether they thought that their norms and beliefs were in line with organizational norms and values. Employees are required to compare and contrast various characteristics of the business and themselves in order to

determine objective or real suitability. Conducted a meta-analysis and highlighted that most previous research focused on the extent to which individual and organizational characteristics fit using subjective suitability. Analysis of the relationship between PO suitability and subjective individual attitudes and behaviors is another objective of this study. These factors should be closely related to the extent to which organizational and individual norms and values align. As a result, recent research places a strong emphasis on subjective conformity (Ashfaq, 2021).

According to (Rajper et al., 2020). Workers spend most of their time working because of pre-set goals. This is a common, inevitable phenomenon, and has received attention in the field of organizations. Person-Job Fit covers the extent to which job expectations and employee requirements match, creating an environment where workers believe that their work is up to their ability over time, as well as how changes in this fit affect changes in employee outcomes (Kim et al., 2020).

Organizational civic behavior (OCB) is positively and significantly influenced by Person-Job Fit because workers who feel they fit into their role are more likely to act in the best interests of the company (Shimizu, 2023).

According to the hypothesis of individual suitability for work, individuals who have traits and personalities that match the emotions needed in their work tend to feel emotional harmony rather than emotional distress. It is thought that because nurses' jobs typically involve a high level of emotional engagement, nurses who are more emotionally engaged can provide more quality care (Chu, 2021). Because nursing activities require empathy for patients, nurses may be better able to perform nursing duties when they feel fit for their job, and empathy fatigue may be reduced when nurses have greater empathy capacity (Chu, 2021). The following theories are proposed in accordance with the theoretical foundations and empirical evidence that have been presented:

H1: P-O suitability is positively related to job satisfaction. H2: P-J match is positively correlated with job satisfaction.

### ***Organizational Citizenship Behavior (OCB)***

Individual behavior that is discretionary, not explicitly or implicitly recognized by formal incentive systems, and that collectively enhances an organization's ability to operate efficiently is referred to as OCB.

According to (Astuti & Amir, 2023), Employees engage in positive voluntary behavior for the benefit of colleagues, the company, clients, or the work group as a whole. According to (Kaur & Kang, 2021), OCB is a type of helpful behavior, including more time spent helping other people, groups, and organizations, as well as more spontaneous and dedicated help. Employers often use OCB to encourage a healthy work culture, conserve organizational resources, assist colleagues in employment-related or non-employment issues, and solicit their active and responsive involvement within the company (Kaur & Kang, 2021). As a result, OCB increases organizational effectiveness as it efficiently addresses dependencies among group members, which increases the efficiency

of the collective product produced (Sutoro et al., 2024). Employee engagement and person-job fit both significantly increase OCB, according to recent research.

It's easier to solve work-related problems when people whose values align with the company's values can predict the company's goals and expectations more accurately. This increases the likelihood of engagement and job satisfaction by resulting in better performance and an overall positive experience in the workplace and the company. Similarly, the work-people fit theory (P-J fit) highlights that when there is a strong work-person fit and the work environment supports the efficient use of their talents and abilities, people will contribute more (Kaur & Kang, 2021). The likelihood that their performance will be recognized and rewarded with work facilities that increase job satisfaction increases as a result of such consistent contributions (Kaur & Kang, 2021).

### ***Employee Engagement***

According to (Mishra & Biswal, 2024), Employee engagement is a psychological condition that motivates workers to give more to the company by making them feel engaged, passionate, and loyal to their work. In the relationship between organizational civic behavior (OCB) and person-job fit, work involvement serves as a mediator or reinforcer. Research shows that employee engagement not only plays a mediator in the influence of conformity between individuals and work on OCB, but also has a significant positive impact on OCB (Jiang et al., 2020).

First, we responded to the call to pay attention to the main drivers of work attachment and work outcomes of the meaning of work in public organizations by studying the influence of the meaning of work on employee attachment (Khusanova et al., 2021). Colleagues who exhibit excellent eco-friendly practices, such as carpooling, cutting down on paper, and suggesting or taking part in community green projects, should be recognised by their peers and given a set amount of points. This makes them a means of upholding the company's culture and goals without putting undue strain on workers (Rusin & Szandała, 2025).

Employees and their environment are often mismatched, which can lead to negatively impacting behavioral, physiological, and psychological stress (such as anxiety and dissatisfaction). Commitment is a key factor in understanding the relationship between perceived organizational support and OCB (Organizational Citizenship Behavior) as well as value alignment and OCB. Therefore, it is crucial to use more relevant concepts – such as employee commitment – to evaluate the effectiveness of services.

H3 is a commitment. Through employee commitment, the three dimensions of three P fit – PJ, PO, and PT fit – will have an indirect positive impact on the three dimensions of service-oriented OCB – loyalty, service delivery, and participation.

### ***Influence between Variables***

According to research by Zoucheng Gong (2024), organizational citizenship (OCB) behavior is positively and significantly influenced by the fit between individuals and jobs. The study, which involved 338 workers,

emphasized how employee job suitability drives voluntary behavior that increases organizational success (Gong et al., 2024).

Junshu Jiang's (2020) study of hospital healthcare workers supports this finding, showing that employees are more likely to exhibit OCB behaviors if their abilities match the demands of the job and their needs are met by the organization (suitability and suitability of needs-provision (Jiang et al., 2020).

Another study by Tae-Yeol Kim (2020) using SEM-PLS analysis on 38 respondents showed that OCB is strongly driven by the fit between individuals and occupations. To encourage work engagement and activities outside of roles, the study emphasizes that employers should consider how workers and their jobs are connected (Kim et al., 2020).

H4: Individual-occupational suitability theory proposed.

In addition, Sheeraz Shah's (2021) research on bank workers in Indonesia shows that work engagement and individual-job suitability have a positive relationship, with meaningful work helping to improve both.

Based on the findings of a quantitative study using SEM-PLS in 38 participants, OCB can increase when a person's personal competence, interests, and values are aligned with his or her work. It can also increase work engagement (Shah & Ayub, 2021). Overall, the study shows that alignment with work not only increases work engagement but also encourages voluntary actions that support organizational success.

H5: It is estimated that work engagement is significantly enhanced by individual-job suitability.

In addition, Rushana Khusanova's (2021) research on the Kendal hotel sector shows that OCB is significantly increased by work engagement. This conclusion is in line with studies that found that workers are more likely to act outside of their official responsibilities, the higher their involvement in the workplace. This shows that the conformity between individuals and work has an impact on OCB for employees of the Medan Mayor's Office, both directly and indirectly through work involvement (Khusanova et al., 2021). This shows how work engagement is significantly affected by the fit between individuals and work, and how work engagement in turn mediates the impact of fit between individuals and work on OCB.

### Conceptual Framework and Hypothesis

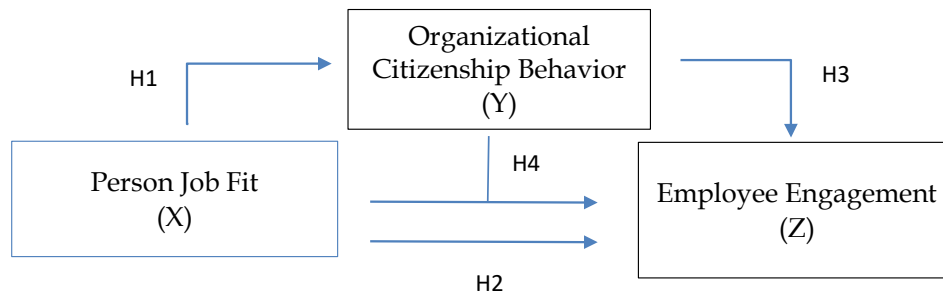


Figure. 1 Conceptual framework

### METHODOLOGY

#### Research Types and Design

With an explanatory survey design, this study uses a quantitative methodology. This design was chosen to analyze the causal relationship between organizational civic behavior (OCB), employee engagement, and individual-job suitability among employees of the West Nusa Tenggara Provincial Education and Culture Office.

This research is a quantitative research. This study uses primary information collected from surveys shared by researchers. Links to Google Forms are used to distribute surveys online. In addition, researchers used a Likert scale with values ranging from 1 to 5 to measure respondents' responses. The sample used by the researcher was saturation (census). In this study, 104 employees of the West Nusa Tenggara Provincial Education and Culture Office became a population. The data analysis method used is SEM-PLS (Structural Evaluation Model-Partial Least Squares) using SmartPLS software.

I argue that workers assess whether they receive fair treatment from the individuals they help by comparing the help and recognition they receive with those received by other workers, and that workers will reduce their assistance activities in response to unfair treatment. Three employees – workers, assistants, and assessors – exist in the environment I researched. Only the assistant gets recognition for his help, even if both the worker and the assistant support the assessor (Wang, 2023)

#### Population and Sample

A total of 156 employees of the West Nusa Tenggara Provincial Education and Culture Office became the study population. Purposive sampling was used to select the sample, and respondents who met the following requirements were selected: (1) had the status of permanent employees, (2) had worked for at least one year, and (3) were willing to participate in the study. The number of samples obtained was 104 respondents, in accordance with the minimum criteria for SEM analysis and the proportion of the population.

## *Research Instruments*

### *Person-Job Fit*

Employee and Job Fit refers to the extent to which an employee's knowledge, skills, and talents match the job requirements, as well as the extent to which their needs fit into the available resources. Two key factors that make up Employee and Work Fit have been proven to improve team performance, encourage collaboration, and create a positive work environment (Amalia & Setyaningrum, 2024):

1. **Demand-Abilities Fit:** The similarity of job dependents to employee capabilities.
2. **Needs-Supplies Fit:** The similarity of the employee's needs to what the job provides.

#### **Indicator:**

1. Suitability to job demands
2. Skill fit to task
3. Compatibility of personal values with work
4. Suitability of interest to job
5. Compatibility of individual needs with work
6. Work experience fit
7. Personality fit with work
8. Compatibility of career goals with work
9. Matching the award with the effort
10. Compatibility of the work environment with personal preferences

### *Employee Engagement*

Schaufeli & Bakker defines employee engagement as a good psychological condition characterized by passion, commitment, and full interest in one's work (Dwicahyani & Gorda, 2023).

#### **Indicator:**

1. Vigor (energy and endurance at work)
2. Dedication (dedication and pride in work)
3. Absorption
4. Work motivation
5. Emotional engagement
6. Enthusiasm
7. Focus on work
8. Commitment to duty
9. Job satisfaction
10. Desire to make the best contribution

### *Organizational Citizenship Behavior (OCB)*

OCB is a deliberate character that employees carry out outside of their formal duties that helps the smooth and effective of the organization (Dwicahyani & Gorda, 2023).

#### **Indicator:**

1. Altruism (helping co-workers)

2. Conscientiousness (seriousness and discipline)
3. Sportsmanship (tolerance of difficult situations)
4. Courtesy (polite and appreciative attitude)
5. Civic Virtue (concern for the organization)
6. Initiatives
7. Social care
8. Loyalty
9. Collaborate
10. Support for organizational change

### ***Data Collection Techniques***

Primary data were collected through a closed-ended questionnaire on a Likert scale of 1-5 (1 = strongly disagree, 5 = strongly agree). The questionnaire consists of three main parts, namely:

1. Person-Job Fit: 10 adapted question items, covering the dimensions of demand-abilities fit and needs-supplies fit.
2. Employee Engagement: 10 adapted question items, covering the dimensions of vigor, dedication, and absorption.
3. Organizational Citizenship Behavior (OCB): 10 adapted question items, covering the dimensions of altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

30 respondents who were not included in the main sample participated in the initial trial to ensure the validity and reliability of the measuring instrument before use. Based on the results of the reliability and validity tests, the measuring tool is considered feasible because all items have a correlation value of more than 0.30 and a Cronbach's Alpha value for all variables greater than 0.70.

### ***Data Analysis Techniques***

The following phases in the data analysis have been carried out:

1. Validity and reliability testing involves using Cronbach's Alpha analysis and customized item-total correlation to ensure the tool is fit for use.
2. Traditional Assumption Testing: Includes multicollinearity and normality testing to ensure the data is eligible for further analysis.
3. Structural Equation Model (SEM) Analysis: Partially Least Squares (PLS)-based SEM is used with SmartPLS software to test the relationship model between variables. SEM-PLS was chosen because it does not require normal distributed data and can test complex models with relatively small sample sizes.
4. Mediation Test: Using bootstrapping in SEM-PLS, the mediating function of employee involvement in the relationship between OCB and person-job suitability was tested.

## **RESULTS**

### ***Respondent Overview***

In this survey, 104 employees of the West Nusa Tenggara Provincial Education and Culture Office participated. The questionnaire distribution was

used to select the sample, with the following criteria: (1) permanent employment status; (2) at least one year of service; and (3) willingness to fill out research questionnaires. The study's findings accurately describe the working conditions of the workers, as respondents came from different ages, education levels, and length of service.

Employee engagement in the workplace has a huge impact on the company's growth. Workers' attitudes and actions when they fully express themselves in the workplace are referred to as work engagement. Developing motivated employees is a smart strategy for company growth. Any business that wants to thrive in the midst of increasingly fierce competition needs employees who are proactive and highly dedicated to their work.

The ever-evolving condition of passion and mental state (absorption) is called work involvement. As a result, work engagement can accurately predict work performance. According to (Alweni et al., 2025), Highly engaged workers will be committed, passionate, and passionate about their profession.

**Validity and Reality Test**

Table 2. Validity and Feasibility Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
EMPLOYEE ENGAGEMENT	0.801	0.818	0.848	0.767
OCB	0.773	0.786	0.829	0.733
PERSON JOB FIT	0.758	0.772	0.822	0.722

**Person Job Fit**

Table 3. Person Job Fit

	No.	Missing	Mean	Median	Min	Max	Standard Deviation	Excess Kurtosis	Skewness
Y1	1	0.000	4.231	4.000	1.000	5.000	0.835	1.623	-1.165
Y2	2	0.000	4.154	4.000	2.000	5.000	0.794	0.225	-0.753
Y3	3	0.000	4.019	4.000	2.000	5.000	0.855	-0.001	-0.694
Y4	4	0.000	3.971	4.000	2.000	5.000	0.985	-0.550	-0.676
Y5	5	0.000	3.740	4.000	2.000	5.000	1.038	-0.987	-0.401
Y6	6	0.000	3.788	4.000	1.000	5.000	1.025	-0.179	-0.702
Y7	7	0.000	3.904	4.000	2.000	5.000	0.925	-0.366	-0.619

Y8	8	0.000	3.990	4.000	1.00 0	5.00 0	0.976	0.778	-1.052
Y9	9	0.000	3.913	4.000	1.00 0	5.00 0	0.911	0.447	-0.834
Y10	10	0.000	4.000	4.000	1.00 0	5.00 0	0.877	0.732	-0.868

Based on the results of data processing in Table 3, the average value of the Person-Job Fit indicator ranges from 3.74 to 4.23. The statement "I have the necessary skills for my job" had the highest score (average = 4.23), while the statement "This job meets my personal needs" had the lowest score (average = 3.74).

While there is certainly still room for improvement in terms of the organization meeting individual needs, it shows that in general, workers believe that their competencies and abilities are in line with the demands of their job.

### *Employee Engagement*

Table 4. Employee Engagement

	No	Missing	Mean	Median	Min	Max	Standard Deviation	Excess Kurtosis	Skewness
X1	1	0.000	4.058	4.000	1.00 0	5.00 0	0.875	0.777	-0.900
X2	2	0.000	3.913	4.000	1.00 0	5.00 0	0.921	0.178	-0.725
X3	3	0.000	4.240	4.000	1.00 0	5.00 0	0.803	1.438	-1.033
X4	4	0.000	4.135	4.000	1.00 0	5.00 0	0.920	1.114	-1.174
X5	5	0.000	4.019	4.000	1.00 0	5.00 0	0.866	0.982	-0.940
X6	6	0.000	3.875	4.000	1.00 0	5.00 0	0.874	0.775	-0.893
X7	7	0.000	3.856	4.000	1.00 0	5.00 0	1.023	-0.161	-0.689
X8	8	0.000	3.846	4.000	1.00 0	5.00 0	0.948	-0.199	-0.577
X9	9	0.000	4.048	4.000	1.00 0	5.00 0	0.924	0.668	-0.988
X10	10	0.000	4.067	4.000	1.00 0	5.00 0	0.923	0.958	-1.104

Based on Table 4, the average Employee Engagement indicator is in the range of 3.84 - 4.24. The highest score was indicated by the statement "I feel

enthusiastic about my work" (mean = 4.24), while the lowest was found in "I find it difficult to get away from my job" (mean = 3.84). Overall, these results reflect that employees have had a fairly good level of engagement. These results indicate that the majority of employees have high enthusiasm, dedication, and enthusiasm for work, although the rate of absorption can still be increased.

**OCB**

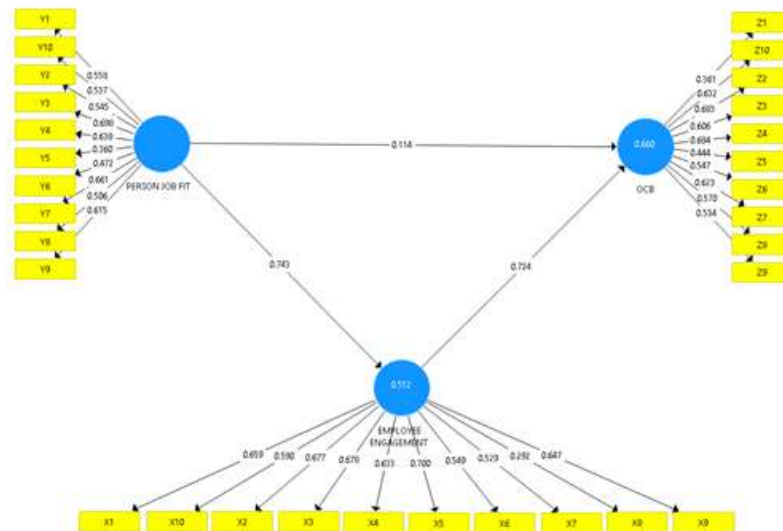
Table 5. OCB

	No.	Missing	Mean	Median	Min	Max	Standard Deviation	Excess Kurtosis	Skewness
Z1	1	0.000	3.933	4.000	1.000	5.000	0.847	0.901	-0.835
Z2	2	0.000	4.096	4.000	2.000	5.000	0.803	0.646	-0.856
Z3	3	0.000	4.154	4.000	1.000	5.000	0.863	1.388	-1.124
Z4	4	0.000	4.106	4.000	2.000	5.000	0.796	0.424	-0.775
Z5	5	0.000	3.769	4.000	1.000	5.000	0.901	0.226	-0.723
Z6	6	0.000	3.962	4.000	2.000	5.000	0.990	-0.497	-0.707
Z7	7	0.000	4.096	4.000	2.000	5.000	0.849	0.610	-0.951
Z8	8	0.000	4.173	4.000	2.000	5.000	0.882	0.508	-1.032
Z9	9	0.000	4.000	4.000	2.000	5.000	0.888	-0.004	-0.753
Z10	10	0.000	4.125	4.000	2.000	5.000	0.828	0.410	-0.857

Based on Table 4, the average value of the OCB indicator ranges from 3.76 - 4.17. The highest indicator was found in the statement "I try to prevent conflicts with colleagues" (mean = 4.17), while the lowest value was in "I don't complain when I face problems at work" (mean = 3.76).

This illustrates that the OCB of employees is relatively high, especially in the aspect of courtesy and civic virtue, although the aspect of sportsmanship still needs to be strengthened.

## Testing with SEM-PLS



**Figure 2. Results of the strength and significance of the relationship between variables**

### Image Description

The image is a path diagram in Partial Least Squares (PLS-SEM) that shows the relationships between latent variables:

1. Latency Variable (blue circle):
  - a) Person Job Fit → measured by the Y1–Y10 indicator.
  - b) Employee Engagement → measured by the X1–X10 indicator.
  - c) Organizational Citizenship Behavior (OCB) → measured by indicators Z1–Z10.
2. Indicator (yellow box):
  - a) Each latent variable has a number of indicators.
  - b) The values next to the arrow (e.g. 0.558, 0.698, 0.661, etc.) are the loading factor, which indicates the strength of the indicator's contribution to its latent variable.
    - a. The higher the value (>0.5 is generally considered valid), the better the indicator reflects the construct.
3. Relationships Between Latent Variables (arrows between blue circles):
  - a) Person Job Fit → Employee Engagement: coefficient of 0.743 → means that Person Job Fit has a strong positive effect on Employee Engagement.
  - b) Employee Engagement → OCB: coefficient of 0.724 → means that Employee Engagement has a strong positive effect on OCB.
  - c) Person Job Fit → OCB: coefficient of 0.114 → means that the direct effect is small/relatively weak.
4. R-Square (values in blue circles):
  - a) Employee Engagement (0.552) → means that 55.2% of Employee Engagement variations can be explained by Person Job Fit.
  - b) OCB (0.660) → means that 66% of OCB variations can be explained by Person Job Fit and Employee Engagement.
5. Interpretation of Results

- a) Person Job Fit has a significant and strong influence on Employee Engagement.
- b) Employee Engagement has a significant and strong influence on OCB.
- c) Person Job Fit only has a weak effect directly on OCB, so the role of Employee Engagement as a mediating variable is very important.
- d) Overall, this model shows that to improve OCB, companies need to first strengthen employee engagement through the compatibility between individuals and their work.

### ***The Effect of Person-Job Fit on Employee Engagement***

The results of the SEM-PLS analysis show that Person-Job Fit has a significant positive effect on Employee Engagement. This means that the higher the compatibility between the employee's abilities/competencies and the demands of the job, the higher the work involvement felt. These results support the H2 hypothesis and are in line with Merdiaty's (2024) research.

### ***The Effect of Employee Engagement terhadap Organizational Citizenship Behavior (OCB)***

The test results prove that Employee Engagement has a significant positive effect on OCB. Employees who feel proud, enthusiastic, and driven in their work tend to exhibit extra-role behaviors such as helping colleagues and maintaining a conducive work atmosphere. This supports the H3 hypothesis and is consistent with the research of Indah Lestari et al. (2023).

### ***The Effect of Person-Job Fit on Organizational Citizenship Behavior (OCB)***

The results of the analysis showed that Person-Job Fit had a significant positive effect on OCB. This means that when work matches individual interests, skills, and needs, employees are more motivated to engage in voluntary behaviors that support the organization. This supports the H1 hypothesis, in line with the findings of Purbaningrum & Tjahjaningsih (2024).

### ***The Mediating Role of Employee Engagement***

The results of the mediation test with bootstrapping showed that Employee Engagement significantly mediated the relationship between Person-Job Fit and OCB. In other words, Person-Job Fit not only has a direct effect on OCB, but also indirectly through increased work engagement. These results support the H4 hypothesis and reinforce the theory that engagement is an important psychological mechanism that bridges individual suitability to positive behaviors in organizations.

## **DISCUSSION**

The results of this study reinforce the theory and previous research that Person-Job Fit is an important factor in increasing work engagement and OCB. Employees who feel that their work is in accordance with their abilities and needs will be more motivated, enthusiastic, and willing to perform extra-role behaviors.

Practically, these results show that public organizations such as the NTB Education and Culture Office need to pay attention to the suitability of individuals for their work from the recruitment process, training, to career development, in order to increase organizational engagement and civic behavior which ultimately has an impact on agency performance.

The implication is that public organizations need to ensure the suitability of work with individuals so that employees are more engaged and willing to perform extra-role behaviors for the success of the organization.

Based on the results of research and data analysis, the following conclusions were obtained:

1. Person-Job Fit has a significant positive effect on Employee Engagement. The higher the suitability of the job to individual competencies and needs, the higher the employee's work engagement.
2. Employee Engagement has a significant positive effect on Organizational Citizenship Behavior (OCB). Employees who are enthusiastic and proud of their work are more likely to exhibit role-playing extra behavior.
3. Person-Job Fit has a significant positive effect on OCB. Alignment between individuals and work encourages employees to engage in voluntary behaviors that support the organization.
4. Employee Engagement mediates the relationship between Person-Job Fit and OCB. This means that the individual's suitability for work increases engagement, which further encourages the emergence of organizational civic behavior.

## **CONCLUSIONS AND RECOMMENDATIONS**

Scientifically, the study confirms that Person-Job Fit has a significant positive effect on Employee Engagement, which in turn strongly influences Organizational Citizenship Behavior (OCB). Employee Engagement acts as a key psychological mechanism mediating the influence of Person Job Fit on OCB, especially in the public sector, filling gaps where empirical studies were limited. These findings provide valuable insights into how matching individual characteristics with job demands enhances voluntary positive employee behavior that supports organizational success.

### **For Organizations**

1. The NTB Education and Culture Office should improve the competency-based recruitment process to ensure compatibility between individuals and jobs.
2. Providing career development programs and training based on employee needs so that engagement is higher.
3. Creating a conducive work environment to facilitate OCB behavior, for example by building a collaborative and appreciative work culture.

### **For the Next Researcher**

1. Subsequent research can expand on other variables such as job satisfaction, leadership style, or organizational support as additional factors that affect OCB.
2. It is recommended to use a longitudinal approach to be able to see the dynamics of changes in engagement and OCB over time.

### FURTHER STUDY

1. This research still has limitations, including the scope that only focuses on one government agency, namely the West Nusa Tenggara Provincial Education and Culture Office, so that the generalization of research results to other public organizations is still limited. Therefore, further research is expected to:
2. Expanding research objects in the public and private sectors in various regions to obtain more comprehensive results.
3. Using a longitudinal approach to be able to see the dynamics of changes in person-job fit, employee engagement, and organizational citizenship behavior (OCB) in a certain period of time.
4. Add other variables such as job satisfaction, leadership style, job crafting, or organizational support that have the potential to influence work engagement and organizational civic behavior.

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