

The Influence of Person-Job Fit Toward Job Satisfaction, Organizational Commitment, and Organizational Citizenship Behavior

Rizky Fauzan

Management Study Program, Faculty of Economic & Business, University of Tanjungpura, West Borneo, Pontianak, Indonesia

Corresponding Author: rizky.fauzan@ekonomi.untan.ac.id

Article history

Received : 2022-11-30

Accepted : 2022-12-27

Published : 2023-01-14

Keywords:

Person-Job Fit, Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior

Abstract: An organization will have human resource management as the central factor which is can be useful to do, manage, and reach the vision and mission that already set by the organization. The quality of the employee is one of the key that can determine improvement of an organization. The success of development program that implemented by the government is depend on the quality and quantity of the human resources that the government have and the management of the human resource ih the company can be review from the organizational behavior that happen in the organization. The purpose of this study is to analyze the impact of Person-Job Fit toward Job Satisfaction, Organizational Commitment, and Organizational Citizenship Behavior in Marine & Fisheries Agency and Provincial Inspectorate Agency in West Borneo. The number of population in this research are 180 people, and the sampling technique that used in this research is using the 10 times formative indicator, there are 15 formative indicators so there are 150 samples. The data collection technique that used in this research is by using questionnaire, and the data obtained by distributing the questionnaire to both of the Agencies and the data is evaluated by Structural Equation Model (SEM) and to analyze the data it is use SmartPLS 3.0 software application. The result of this research are: (1) Person-Job Fit is have significant impact on Job Satisfaction, (2) Person-Job Fit is have significant impact on Organizational Commitment, (3) Job Satisfaction is have significant impact on Organizational Commitment, (4) Person-Job Fit is not have significant impact toward Organizational Citizenship Behavior, (5) Job Satisfaction is have significant impact toward Organizational Citizenship Behavior, and (6) Organizational Commitment is not have significant impact toward Organizational Citizenship Behavior.

Abstrak: Suatu organisasi akan memiliki manajemen sumber daya manusia sebagai faktor sentral yang dapat berguna untuk melakukan, mengelola, dan mencapai visi dan misi yang telah ditetapkan oleh organisasi. Kualitas karyawan merupakan salah satu kunci yang dapat menentukan perbaikan suatu organisasi. Keberhasilan program pembangunan yang dilaksanakan oleh pemerintah tergantung pada kualitas dan kuantitas sumber daya manusia yang dimiliki pemerintah dan pengelolaan sumber daya manusia tersebut ih, perusahaan dapat ditinjau dari perilaku organisasi yang terjadi dalam organisasi. Tujuan penelitian ini adalah untuk menganalisis pengaruh Person-Job Fit terhadap Kepuasan Kerja, Komitmen Organisasi, dan Perilaku Kewarganegaraan Organisasi pada Dinas Kelautan & Perikanan dan Inspektorat Provinsi di Kalimantan Barat. Jumlah populasi dalam penelitian ini sebanyak 180 orang, dan teknik pengambilan sampel yang digunakan dalam penelitian ini adalah menggunakan indikator formatif 10 kali, terdapat 15 indikator formatif sehingga terdapat 150 sampel. Teknik pengumpulan data yang digunakan dalam penelitian ini adalah dengan menggunakan kuesioner, dan data



Available online at
<http://jurnal.unsyiah.ac.id/riwayat/>

diperoleh dengan mendistribusikan kuesioner kepada kedua Instansi dan data tersebut dievaluasi dengan Structural Equation Model (SEM) dan untuk menganalisa data tersebut menggunakan aplikasi software Smart PLS 3.0. Hasil penelitian ini adalah: (1) Person-Job Fit berpengaruh signifikan terhadap Kepuasan Kerja, (2) Person-Job Fit berpengaruh signifikan terhadap Komitmen Organisasi, (3) Job Satisfaction berpengaruh signifikan terhadap Komitmen Organisasi, (4) Person-Job Fit tidak berpengaruh signifikan terhadap Perilaku Kewarganegaraan Organisasi, (5) Kepuasan Kerja berpengaruh signifikan terhadap Perilaku Kewarganegaraan Organisasi, dan (6) Komitmen Organisasi tidak memiliki dampak yang signifikan terhadap Perilaku Kewarganegaraan Organisasi.

INTRODUCTION

An organization will have human resource management as the central factor which is can be useful to do, manage, and reach the vision and mission that already set by the organization. The quality of employee is one of the key that can determine the improvement of an organization, whether it is an institution or a company. The important role of human resource is as a pillar in running the organization and demand the organization to run their human resource management wisely and appropriately so it can create a job satisfaction for the employees who work in that organization. The success of development program that implemented by the government is very depend with the quality and the quantity of the human resource that the government have itself. The good quality of the employee in the

government agency will able to reach the organization goal that already set by the agency.

The management of the human resource in the government agency can be review from the organizational behavior that happen in that company. In the reform era, every government agency should be able to do a change in order to have clean and good governance. Indonesia is known as the maritime country which means that In-donesia itself is have a large water and sea territory, consist of many islands, and geographically surrounded by sea and water territorial. As the consequence of maritime country, Indonesia should be able to develop their activities in their water sector. This is because it is one of the sector that can support the Indonesin economic are the marine and fishery sector. This is due to Indonesia is in the strategic geographic location which is located on the Equator line, flanked by two oceans which are Pacific Ocean and Indian Ocean, also flanked by two continents which are Asia and Australia so Indonesia has the natural wealth of sea and great potential in watery field.

The marine sector of Indonesia have many diversities of marine and fisheries resources whether in type or even in the potential. The potential of resources itself are consist of renewable resources such like fisheries resources whether its capture fisheries, marine and coastal culture, non conventional energy, and nonrenewable sources such like many kinds of mineral, oil and natural gas resources. The Department of Marine & Fisheries is the Indonesia government

agency who handle or taking charge in Indonesia's Maritime and Fisheries area. The Department of Marine & Fisheries in West Borneo is one of the regional work units within the government of West Borneo which is have an important role in the development of West Borneo Province and in order to support the sucess of the develop-ment in that area, the agency who work in the related field should have a good human resource.

Provincial Inspectorate Agency is a regional work unit which is the assistant element of the governor in doing the administration of the regional government that consist of the regional secretariat, the secretariat of the board, the regional repre-sentatives, regional offices, and regional technical institution within the government of West Borneo province. The example of common Organizational Citizenship Beha-vior in the 2 agencies above are cooperative, helping each other, giving advice, active participation in the institution, and use the working time effectively. In this era of bureaucratic reform, it is still can be found the phenomena of Organizational Charac-teristic Behavior (OCB) that have not line with the expectations. Some of the general overview of the employee behavior that shows the phenomena of low OCB of the employees in Department of Marine & Fisheries and Provincial Inspectorate Agency which are the level of compliance with work discipline are low, the employees attendance on daily ceremony are low, not willing to help the work of friends or fellow colleagues who are aunable to attend the work due to illness or absence, and not willing to do the additional work.

A pre-survey was conducted in order to find out the phenomena that occur in those two agencies which are Marine & Fisheries Agency and Provincial Inspectorat Agency that related with the variables in the study. The survey was given to 15 random civil servants from those two agencies. From the result of survey itself, it is found that there are issues that found which are: (1) There are no similarities between the employee's expectations and what the job offers; (2) Employee's personal value not match with the agency; (3) Promotion rarely happen in the agency; (4) The employee not feel loss if they leave the agency; (5) The employee not willing to to help collague's job without rece-ive the overtime work wage; (6) Employee not willing to replace the collagues who absen from work.

METHODS

The approach of this research is explanatory research, which is the research that explain the causal relationship between variables that influence the hypothesis (Sugiyono, 2014) Another approach that will be use in this research is associative research, which means the research that aim to determine the effect or also the relation-ship between two or more variables (Sugiyono, 2014). This research is also a survey research, according to Sugiyono (2014) survey research is the research that conduct on small or large population., but the data that studied are the sample data that taken from the population. The data can be obtained by using the questionnaire as the tool to collect the primary data in order to get the empirical evidenceabout the influ-

ence of Person Job Fit toward Job Satisfaction, Organizational Commitment, and Organizational Citizenship Behavior (OCB).

The questionnaire that will be use in this research is a closed questionnaire that contain a set of questions based on the dimension on each variables. Every question /statement graded with Likert scale (1-5) to measure attitudes, opinions, and perception of a person or group of people on a social scale, where each of the question/ statement have categories from most negative to most positive. This research will be conducted at West Borneo Marine and Fisheries Agency and Provincial Inspectorate Agency in Pontianak with the object of research is the civil servant employees who work in that agencies. The sampling technique in this research will be using the 10 times the formative indicators (Solimun, 2010).

The formative indicators are from Job Satisfaction, Organizational Commitment, and Organizational Citizenship Behavior. For Job Satisfaction there are 5 indicators, for Organizational Commitment there are 3 indicators and for Organizational Citizenship Behavior there are 7 indicators. So in total of formative indicators are 15 indicators. So, the sample size in this research are 150 sample because 10 times 15 which is

15 are the number of the formative indicators. Data that already obtain through the questionnaire and the other primary data will be analyze by using Structural Equation Model or known as SEM. According to (Sugiyono, 2014) SEM is can be describe as an analysis that combine the factor analysis approach, structural model and path analysis. Therefore, in Structural Equation Model analysis can be done with 3 (three) activities at the same time which are validity test and reliability test (related with to confirmatory factor analysis) , testing the model of relationship between variables (related to path analysis factors) , and activities to obtain a model that is suitable for prediction (related to regression analysis or structural model analysis). Partial Least Square or known as PLS is the multivariate statistical technique that do the comparison between the multiple dependent variables and multiple independent variables (Abdillah & Hartono, 2015). SmartPLS is the software application that will be use in to measure and process the data in this research.

RESULT AND DISCUSSION

Convergent Validity

In this part of test, the validity score of each indicator can be seen as below:

Table 1. Outer Loading Test Result

	Person-Job Fit (X1)	Job Satisfaction (X2)	Organizational Commitment (X3)	Organizational Citizenship Behavior (Y1)
X1.1	0,865			
X1.2	0,920			

X2.1	0,833		
X2.2	0,823		
X2.3	0,718		
X2.4	0,721		
X2.5	0,786		
X3.1		0,928	
X3.2		0,791	
X3.3		0,830	
Y1.1			0,858
Y1.2			0,869
Y1.3			0,839
Y1.4			0,765
Y1.5			0,625
Y1.6			0,602
Y1.7			0,718

The table above is showing the validity that the variables has, the data could be said as valid if the value is more than 0,50 and from the table above is show the result and it can be seen that all of the values are above 0,50 which is passed the requi-rements.

The second part is discriminant validity, which is where the indicators can fulfill the discriminant validity if the cross loading value of the construct is bigger than the other construct value. The cross loading test result can be seen in table below:

Discriminant Validity

Table 2. Cross Loading Test Result

	Person-Job Fit (X1)	Job Satisfaction (X2)	Organizational Commitment (X3)	Organizational Citizenship Behavior (Y1)
X1.1	0,865	0,536	0,552	0,465
X1.2	0,920	0,708	0,678	0,602
X2.1	0,629	0,833	0,630	0,653
X2.2	0,635	0,823	0,668	0,583
X2.3	0,484	0,718	0,565	0,594
X2.4	0,473	0,721	0,608	0,564
X2.5	0,471	0,786	0,704	0,612
X3.1	0,723	0,763	0,928	0,622
X3.2	0,467	0,616	0,791	0,612
X3.3	0,495	0,677	0,830	0,613
Y1.1	0,477	0,658	0,623	0,858
Y1.2	0,550	0,678	0,580	0,869
Y1.3	0,550	0,633	0,608	0,839
Y1.4	0,397	0,588	0,560	0,765

Y1.5	0,355	0,481	0,447	0,625
Y1.6	0,265	0,470	0,441	0,602
Y1.7	0,332	0,547	0,553	0,718

According to the table above, it is shows the cross loading value of the indicators. In the other side, there is another method to measure the discriminant validity which is Average Variance Extracted (AVE). It is already mention that the reccomend value is above 0,5 . The result of AVE can be seen below:

Average Variance Extracted Test Result

Average Variance Extracted (AVE)	
Person-Job Fit (X1)	0,797

Reliability Test

After the validity test is done, the next is about the reliability of the indicators. The reliability can be measured by using the cronbach alpha and composite reliability. The cronbach alpha is used to measure the lower limit value of the construct, while the composite reliability is used to measure the actual value of the construct reliability (Abdillah & Hartono, 2015). The expected value for the reliability is > 0,7 . The result of the cronbach alpha and composite reliability can be seen in the table below:

Table 3. Reliability Test Result

	Cronbach's Alpha	Composite Reliability
--	------------------	-----------------------

Person-Job Fit (X1)	Fit	0,749	0,887
---------------------	-----	-------	-------

From the table above, it is shows that the result of the both measurement for each of the variable is higher than 0,7 . So, it is can be concluedeed that reliability test result can meet the requirement of the reliability test.

R - Square

The function of R-square is to clarify the ability of the independent variable in explaining the dependent variable. The higher of the value of R-square, the greater ability of the independent variable can explain the dependent variables (Dafler, 2013) . The rule for the R2 to be acceptable is 0,75, 0,50, and 0,25 are described as substansial, moderated, and weak (Henseler, Ringle, & Sinkovics, 2009).

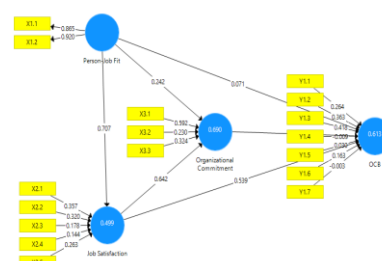


Figure 1. R-square Test Result

Chin (1998) stated that the R2 value is 0,67 , it shows that the model can be categorized as good. In the other side, if the R2 value is 0,33 shows that the model can be categorized as moderate, and lastly if the R2 value is less than 0,33

, it means that the model is categorized as weak. So, R-square is have a range between zero (0) and one (1).

The lower the value of the R-square, it means that the ability of the independent variable in explaining the the dependent's variation is limited. If the value is closer to one (1), it means that the independent variable have a great contribution in providing the infor-mation that needed to predict the dependent variable (Ghozali,2006). As it can be seen from the result of the R-square above, the value of Job Satisfaction is 0,499 which is

moderate, for the R-value of Organizational commitment is 0,690 which is also moderate, and lastly for the R-value of Organizational Citizenship Behavior is 0,613 which is also moderate, in conclusion all of the R-value are moderate..

T-Statistic

After the r-square is done, the next step is the testing of the research hypothesis. The summary of the hypothesis testing is presented in the following table:

Table 4. T-statistic Test Result

	Coefficient (Original Sample)	Sample Mean	Standard Deviation	T Statistic	P Values	Conclusion
Person-Job Fit (X1) -> Job Satisfaction (X2)	0,707	0,716	0,056	12,719	0,000	Supported
Person-Job Fit (X1) -> Organizational Commitment (X3)	0,242	0,232	0,095	2,555	0,011	Supported
Job Satisfaction (X2) -> Organizational Commitment (X3)	0,642	0,653	0,089	7,233	0,000	Supported
Person-Job Fit (X1) -> Organizational Citizenship Behavior (Y1)	0,071	0,072	0,128	0,552	0,581	Not Supported
Job Satisfaction (X2) ->	0,539	0,551	0,184	2,929	0,004	Supported

Organizational Citizenship Behavior (Y1)							
Organizational Commitment (X3) ->	0,220	0,227	0,225	0,982	0,327	Not Supported	
Organizational Citizenship Behavior (Y1)							

The table above is showing about the result of the T-statistic result. Ghazali (2006) stated that the value of T-statistic must be greater than T-table which is 1,96 (with significance level = 5%) or the p-value must be lower than 0,05 to be consider as significant. There are 6 hypotheses that are tested in this research. From all of the hypothesis there are only 4 hypothesis that significant due to the t-statistic value is higher than 1,96 . While the rest of the 2 hypotheses are not significant due to the t-statistic value is higher than 1,96.

Mediation Effect Analysis

Mediation effect analysis is done to identify,

explain, and get an understanding about the mechanism or the process that underlie the observed relationship between independent variable and dependent variable through the involvement of the third variable which is known as mediating variable. There are two types of mediation that involved in the analysis, which are full mediation and partial mediation. The full mediation happen when the independent variable is no longer significant when the mediator is controlled. In the other side, the partial mediation is happen when the mediator only mediate some of the effect of the intervension's effect on the outcome.

Table 5. Indirect Effect Result

Indirect Effect	Value	Sig. Value
Person-Job Fit -> Job Satisfaction - > Organizational Citizenship Behavior	0,381	0,006
Job Satisfaction -> Organizational Commitment -> Organizational Citizenship Behavior	0,141	0,366
Person-Job Fit -> Job Satisfaction -> Organizational Commitment -> Organizational Citizenship Behavior	0,100	0,371

Person-Job Fit -> Organizational Commitment -> Organizational Citizenship Behavior	0,053	0,328
Person-Job Fit -> Job Satisfaction -> Organizational Commitment	0,454	0,000

The table above is showing the value of the indirect effect. The significant value on the table above that also denoted as alpha or α which is the probability of reject the H_0 . H_0 is accepted if significance $> \alpha$ (0,05), while H_0 is rejected if significance $\leq 0,05$. As it can be seen from the table above, the significance value of Person-Job Fit (X1) to Job Satisfaction (X2) to Organizational Citizenship Behavior (Y1) is 0.006 ($< 0,05$) means accepted. Job Satisfaction (X2) to Organizational Commitment (X3) to Organizational Citizenship Behavior (Y1) with significant value 0,366 ($> 0,05$) which means rejected. Person-Job Fit (X1) to Job Satisfaction (X2) to Organizational

Commitment (X3) to Organizational Citizenship Behavior (Y1) with significant value 0,371 ($> 0,05$) means rejected. Person-Job Fit (X1) to Organizational Commitment (X3) to Organizational Citizenship Behavior (Y1) with significant value 0,328 ($> 0,05$) means rejected. Lastly, Person-Job Fit (X1) to Job Satisfaction (X2) to Organizational Commitment (X3) with significant value 0,000 ($< 0,05$) means accepted.

Path Coefficient

Path Coefficient are used in order to examine the possible causal linkage between the statistical variables in the structural equation modelling approach. The result of the path coefficient test can be seen below:

Table 6. Path Coefficient Test Result

	Person-Job Fit (X1)	Job Satisfaction (X2)	Organizational Commitment (X3)	Organizational Citizenship Behavior (Y1)
Person-Job Fit (X1)		0,707	0,242	0,071
Job Satisfaction (X2)			0,539	0,642
Organizational Commitment (X3)				0,220
Organizational Citizenship Behavior (Y1)				

Based on the result of the table above, the variable that has the influence toward Organizational Citizenship Behavior is Organizational Commitment (0,220). In the other side, the other variable which are followed by Person Job Fit through Job Satisfaction (0,707), Person-Job Fit through Organizational Commitment (0,242), Person Job Fit through Organizational Citizenship Behavior (0,071), Job satisfaction through Organizational Commitment (0,539), and lastly Job Satisfaction through Organizational Citizenship Behavior (0,642).

DISCUSSION

The relationship between Person-Job Fit and Job Satisfaction is supported. This result is also supported by the finding of the previous research from Chhabra (2015) stated that there is a positive relationship between Person-Job Fit toward Job Satisfaction. In the research it is also mentioned that the employee who have the personality that match with the characteristic of the job will lead to more satisfaction with the job. The relationship between Person-Job Fit and Organizational Commitment is supported. This result is inline with the previous research from Chhabra (2015) mentioned that has a positive relationship with Organizational Commitment. In that research it is mentioned that the employees who have the personality that do not match with the job characteristic will tend to look for another job. The relationship between Job Satisfaction and Organizational Commitment is supported. This result is strengthen by the previous research from Suryani (2019) stated that there is

positive and significant effect of Organizational Commitment on Job Satisfaction with the dominant variable influential is an Organizational Commitment (Affective Commitment). The relationship between Person-Job Fit and Organizational Citizenship Behavior is not supported. This result is inline with the previous research from Alfani & Handini (2018) stated that Person-Job Fit has no effect toward Organizational Citizenship Behavior. In this research it is also mentioned that it is not significant because the low value of the path coefficient and the probability value is bigger than the alpha. The relationship between Job Satisfaction and Organizational Citizenship Behavior supported. This result is strengthened by the previous research from Tabatabaei (2015). According to the research, it is mentioned that the relationship between Job Satisfaction and Organizational Citizenship Behavior is significant and has a positive effect. In the research is also stated that paying the appropriate wage and give benefit to the employee will give effectiveness on Organizational Citizenship Behavior, giving promotion to the employee will give effectiveness on Organizational Citizenship Behavior, supervision is effective on Organizational Citizenship Behavior, appropriate relation with colleagues is also effective on Organizational Citizenship Behavior, and the job nature also effective on Organizational Citizenship Behavior.

The relationship between Organizational Commitment and Organizational Citizenship Behavior is not supported. This result is also inline with the

previous research from Khaleh (2016). From the research, the study shows that there is a positive and significant relationship between Organizational Commitment components and Organizational Citizenship Behavior. In that research, it is mentioned that there is no significant relationship between affective commitment and normative commitment toward Organizational Citizenship Behavior, yet the employee should be collected from committed and responsible people in order to reach the organization's goals and to get the organizational effectiveness.

CONCLUSION

Based on the result, the conclusion of the research can be seen as follows: (a) The average total score of each variables are as follows: Person-Job Fit has 4,61, Job Satisfaction has 4,56, Organizational Commitment has 4,43, Organizational Citizenship Behavior has 4,52; (b) Person-Job Fit (X1) has a significant impact on Job Satisfaction (X2). Person-Job Fit (X1) is also have significant impact on Organizational Commitment (X3). But in the other side, Person-Job Fit (X1) not has a significant impact toward Organizational Citizenship Behavior (Y1). So, H1 and H2 are accepted but H4 is rejected; (c) Job Satisfaction (X2) are have significant impact on both Organizational Commitment (X3) and Organizational Citizenship Behavior (Y1). So, H3 and H5 are accepted; (d) Organizational Commitment (X3) not has a significant impact toward Organizational Citizenship Behavior (Y1). So, H6 is rejected.

SUGGESTION

There are also some suggestions from the author which are: (a) For the future research, the author suggest to do a further study related with the variable(s) in this research; (b) It is also recommended for the researcher that the variables of the model should be expanded or try to do another research with other variables from this research as there are many variables that could influence the Organizational Citizenship Behavior; (c) The author also suggests to the future can do a research with the same variables but in the organizations with different sectors; (d) As for the Agencies itself hopefully able to maintain and the Person-Job Fit of the employees, so that the employees can feel more satisfy to work in the agencies and more commit toward the agencies. Also the agencies hopefully able to maintain the satisfaction of their employees in the workplace in order to maintain a good Organizational Citizenship Behavior.

REFERENCES

- A.K.M. Tafzal HAQUE, M. A. (2019). Job Satisfaction and Citizenship Behavior: A Mediating Effect of Organizational Commitment. *Organizacija Research Papers Volume 52*.
- Abdillah, W., & Hartono, J. (2015). *Partial Least Square (PLS): Alternatif Structural Equation Modelling (SEM) dalam Penelitian Bisnis*. Yogyakarta: Penerbit Andi.
- Allen N. J, M. J. (1997). *Commitment in the Workplace*. London: Sage Publication.

- Angelo Kinicki, R. K. (2010). *Organizational Behavior: Key Concepts, Skills & Best Practices* (3rd ed.). New York: McGraw-Hill Ryerson.
- Azman Ismail, M. A. (2016). Effect of Job Satisfaction on Organizational Commitment. *Management&Marketing Journal*, 25.
- Chhabra, B. (2015). Person-Job Fit: Mediating Role of Job Satisfaction & Organizational Commitment. *The Indian Journal of Industrial Relations*, Vol. 50, No. 4.
- Cohen. (2003). *Applied Multiple Regression/Correlation Analysis in the Behavioral Sciences* (3rd ed.). Erlbaum.
- Dafler, F. (2013, April 23). *Memahami dan Mempelajari SmartPLS*. Dipetik October 17, 2020, dari [feroniadafler.blogspot.co.id: http://feroniadafler.blogspot.co.id/2013/04/mempelajari-dan-memahami-smartpls.html](http://feroniadafler.blogspot.co.id/2013/04/mempelajari-dan-memahami-smartpls.html)
- David A. Kenny, R. M. (1986). The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. *Journal of Personality and Social Psychology*, 51.
- Dianti, I. L., & Rosaline, N. (2022). *The Influence of Individual Characteristics, Work Placement and Work Environment on Employee Performance at CV. Enam Jaya*. 5(2), 434–442.
- Douglas A Lind, W. G. (2002). *Basic Statistics for Business & Economics* (4th ed.). (M. Hill, Penyunt.)
- Dr. Garima Mathur, M. S. (2015). Organizational Commitment and Job Satisfaction: A Study of Manufacturing Sector. *Tirpude's National Journal of Business and Research*.
- Fatma Nur Iplik, K. C. (2011). The Simultaneous Effects of Person-Organization and Person-Job Fit on Turkish Hotel Managers. *International Journal of Contemporary Hospitality Management*, 1.
- Ghozali, P. D. (2006). *Structural Equation Modeling Metode Alternatif Dengan PLS*. Badan Penerbit Universitas Diponegoro.
- Goh Ee Leng, M. L. (2016). Person-Job Fit, Personality, Organizational Commitment, and Intention to Stay Among Employees in Marketing Department. *Jurnal Psikologi Malaysia*.
- GUNAY, D. G. (2018). Relationship Between Job Satisfaction, Organizational Citizenship Behavior, and Employee Performance: Sample of Edirne Financial Office Employees in Turkey. *American International Journal of Contemporary Research*.
- Hadini, M. A. (2018). The Influence of Person Job Fit and Person Organization Fit toward Organizational Citizenship Behavior and Employee Performance of Universitas Islam Kalimantan Muhammad Arsyad Al Banjari Banjarmasin. *Journal of Research and Management Vol.2 No.2*.
- Helisia Margahana, S. H. (2018). The Effect of Job Motivation and Job

- satisfaction Toward OCB and Its Impact on Job Performance of Paramedical Country Health Centers in the City of Bandar Lampung. *Journal of Resource Development and Management*.
- Ikonne, C. N. (2015). Job Satisfaction and Organizational Citizenship Behavior of Library Personnel in Selected Nigerian Universities. *International Journal of Science and Research*.
- Ilyas, S. (2013). Combined effects of person job fit and organization commitment on attitudinal outcomes such as job satisfaction and intention to quit. *The 2013 WEI International Academic Conference Proceedings*.
- Iqbal, M. T. (2012). The Impact of Person-Job Fit and its Subsequent Impact on Employees Performance. *Mediterranean Journal of Social Sciences*.
- Jacob Cohen, P. C. (2003). *Applied Multiple Regression/Correlation Analysis in the Behavioral Sciences* (3rd ed.). Erlbaum.
- James L. Gibson, J. M. (2013). *Organization: Behavior, Structure, Process* (8th ed.). California: McGraw-Hill Education.
- Jason A. Colquitt, J. A. (2015). *Organizational Behavior: Improving Performance and Commitment in the Workplace* (4th ed.). New York: McGraw Hill Education.
- John R. Schermerhorn Jr., R. N.-B. (2012). *Organizational Behavior* (12th ed.). United State: John Wiley & Sons Inc.
- Kabir, Z. F. (2018). Effect of Job Satisfaction and Organizational Commitment on OCB: Study on Private Banks in Bangladesh. *World Journal of Social Sciences Vol.8 No.2*.
- Khaleh, L. A. (2016). The relationship between organizational commitment components and organizational citizenship behavior in nursing staff. *International Journal of Medical Research & Health Science*.
- KILIC, E. (2013). The Relationship Among Organizational Commitment and Organizational Citizenship Behavior –A Research Study On Call Center Employees. *"IS, GUC" Industrial Relations And Human Resources Journal*.
- Kristof, A. L. (2013). *Person Organization Fit: An Integrative Review of its Conceptualization, Measurement and Implication* (1st ed.). Wiley Blackwell.
- Kuncoro, M. (2009). *Metode Riset untuk Bisnis & Ekonomi* (3rd ed.). Penerbit Erlangga.
- Lind, D. A. (2002). *Basic Statistics for Business & Economics* (4th ed.). (M. Hill, Penyunt.)
- Luthans, F. (2005). *Organizational Behavior* (10th ed.). Indonesia: Penerbit Andi.
- Luthans, F. (2011). *Organizational Behavior: An Evidence-Based Approach* (12th ed.). North America: McGraw Hill.
- Margahana, H. (2018). The Effect of Job Motivation and Job Satisfaction Toward Organizational Citizenship Behavior (OCB) and Its Impact on Job Performance of

- Paramedical Community Health Centers in the City of Bandar Lampung. *Journal of Resources Development and Management*, 46.
- Maria Sayaz-Ortiz, E. R. (2014). Relationship Between Organizational Commitment and Organizational Citizenship Behavior in A Sample Of Private Bank Employees. *International Journal of Sociology and Social Policy*.
- Michael Asiedu, J. O. (2014). Organizational Commitment and Citizenship Behavior: Tools to Improve Employee Performance; An Internal Marketing Approach. *European Scientific Journal*.
- Mudrajad Kuncoro, P. (2009). *Metode Riset untuk Bisnis & Ekonomi* (3rd ed.). Penerbit Erlangga.
- Muh.Akmal Ibrahim, A. A. (2013). Relationship between Organizational Commitment and OCB At Government-Owned Corporation Companies. *Journal of Public Administration and Governance*.
- Noor, J. (2015). *Metodologi Penelitian: Skripsi, Tesis, Disertasi, dan Karya Ilmiah* (5th ed.). Jakarta: Prenadamedia Group.
- Nwibere, B. (2014). Interactive Relationship Between Job Involvement, Job Satisfaction, OCB, and Organizational Commitment in Nigerian Universities. *International Journal of Management and Sustainability*.
- Philip M. Podsakoff, S. B. (2000). Organizational Citizenship Behavior: A Critical Review of the Theoretical and Empirical Literature and Suggestions for Future Research. *Journal of Management* No.26 no.3 , 516-525.
- Riadi, D. E. (2016). *Statistika Penelitian (Analisis Manual dan IBM SPSS)*. Penerbit Andi.
- Robbins, S. P. (2013). *Organizational Behavior* (15th ed.). New Jersey: Pearson.
- S. Suwanti, U. U. (2018). Person-Organization Fit, Person-Job Fit, and Innovative Work Behavior: The Role of Organiozational Citizenship Behavior. *International Journal of Economics and Business Administration*.
- Saputri, N. A., Ramdhani, A., & Zubaidah, S. (2022). *Analysis of Accounting Information System on Cash Receiving Function (Case Study on CV. Abers Jaya Mandiri Tanjung Selor)*. 5(2), 430–434.
- Sekaran. (2013). *Research Method for Business: A Skill Building Approach* (7th ed.). John Wiley & Sons Ltd.
- Sekiguchi, T. (2011). *Organisational Behavior & Human Decision Process* (2nd ed.).
- Solimun. (2010). Analisis Multivariat Pemodelan Struktural. Metode PLS. CV Citra Malang.
- Srivastava, S. (2013). Job Satisfaction and Organisational Commitment Relationship : Effect of Personality Variables. *Vision-The Journal of Business Perspective*.
- Stephen P. Robbins, T. A. (2013). *Organizational Behavior* (15th ed.). New Jersey: Pearson.
- Sucipto, B., Yusuf, M., & Mulyati, Y. (2022). *Performance, Macro*

Economic Factors, and Company Characteristics in Indonesia Consumer Goods Company. 5(2), 421–428.

- Sugiyono, P. D. (2014). *Statistika Untuk Penelitian*. Alfabeta.
- Suryani, R. E. (2019). Job Satisfaction and Citizenship Behavior of Employees of Private Universities in the Central Jakarta Region. *International Review of Management and Marketing*.
- Tabatabaei, D. S. (2015). The Effective of Job Satisfaction on Organizational Citizenship Behavior. *International Journal of Academic Research in Business and Social Sciences*, Vol.5 No.1.
- Uma Sekaran, R. B. (2013). *Research Method for Business: A Skill Building Approach* (7th ed.). John Wiley & Sons Ltd.
- W Abdillah, J. H. (2015). *Partial Least Square (PLS) : Alternatif Structural Equation Modelling (SEM) dalam Penelitian Bisnis*. Yogyakarta: Penerbit Andi.