

The effect of person-organization fit, person-job fit, and organizational commitment on organizational citizenship behavior: Evidence from employees in the Indonesia public sector

Yeni Fitri Astuti¹ and Diah Astrini Amir²

¹Sekolah Tinggi Ilmu Manajemen YKPN Yogyakarta, Indonesia

²Department of Business Administration, National Chengchi University, Taiwan

Abstract

This research aims to analyze the effect of person-organization fit, person-job fit, and organizational commitment toward organizational citizenship behavior. The samples in this research were 105 employees in the Indonesian public sector with a minimum period of working in the organization for one year. This study used a quantitative approach. Data was collected via online form. The data analysis used to test the hypothesis is multiple regression analysis with IBM SPSS Statistics 25 software. The results of this study indicated that person-organization fit, person-job fit, and organizational commitment had a positive and significant effect on organizational citizenship behavior.

Keywords

person-organization fit; person-job fit; organizational commitment; organizational citizenship behavior; public sector; Indonesia

INTRODUCTION

Organizational citizenship behavior (OCB) is essential in encouraging employees to go beyond formally defined role requirements. Lee & Allen (2002) say that OCB is employee behavior that, although not essential for a task or job, is useful for smoothing organizational functions. Examples of these behaviors are helping co-workers, showing concern for the company's image, volunteering for extra tasks, etc. Employees who demonstrate OCB behavior are believed to be an important asset in improving organizational performance, so managers believe this behavior is very beneficial and important (Yen & Niehoff, 2004).

The literature shows that several variables, namely organizational commitment, public service motivation, job satisfaction, affective commitment, person-organization fit, and person-job fit, are antecedents of OCB (de Geus et al., 2020a). Furthermore, the researcher conducted a literature review on several antecedents to OCB and found three variables that had inconsistent findings: organizational commitment, person-organization (P-O) fit, and person-job fit. Person-organization fit is an important factor that can improve OCB

behavior in organizations (Alfani & Hadini, 2018; Bangun et al., 2017; Farzaneh et al., 2014; Saraswati & Hakim, 2019; Solichin, 2018). P-O Fit is defined as a match between individuals and organizations that confirms the extent to which both have the same characteristics and complement each other's needs (Kristof, 1996). P-O Fit concerns the extant individuals sharing the same personal and organizational values (Lauver & Kristof-Brown, 2001). According to Resick et al. (2013), employees who feel they fit into the organization tend to behave as good organizational citizens. Thus, an employee's strong value match to the organization will show more tolerance and empathy and extra voluntary assistance to the people around them (Wei, 2013). In addition, Susanto (2019) and Alfani & Hadini (2018) show that P-O positively and significantly affects OCB. However, Santoso & Irwanto (2014) found different results, revealing that P-O Fit has a negative and insignificant effect on OCB.

Another factor believed to influence OCB is person-job (P-J) fit, defined as a match between a person's high-level needs and job specificity or between skills, personality, and job demands of employees (Lauver & Kristof-Brown, 2001). Individuals will be satisfied with their work when the policies or

organizational systems have been met by their preferences (Sekiguchi & Huber, 2011). In addition, Bangun et al. (2017) found that P-J Fit had a positive and significant effect on OCB. However, Alfani and Hadini (2018) have different research results which reveal that P-J Fit does not affect OCB.

This argument is supported by person-environment theory (Edwards et al., 1998). The essence of the person-environment theory is that stress arises not from a separate person or environment but from compatibility or suitability between one another. Both the person and the environment have a fundamental interest in how they fit together. In the context of work, for example, organizations have an interest in getting people who are best suited to the demands of work. On the other hand, employees want to find an organization that can take advantage of their specific abilities and meets their specific needs (Caplan, 1987)—a high match between person-environment results in better performance than at a low level.

Organizational commitment is a driving factor for the realization of OCB in the organization (Sucahya & Suana, 2016). Meyer and Allen (1991) suggested that commitment is a frame of mind that makes a person consider how far his values and goals can align with the organization. Furthermore, Meyer and Allen (1991) mentioned that there are three dimensions, namely affective commitment, which refers to emotional involvement, identification, and emotional attachment, then continuance commitment, which relates to losses if leaving the organization, and normative commitment, which relates to feelings of obligation to remain in the organization. The importance of growing OCB behavior in the organization cannot be separated from the role of commitment that grows within the employee (Sucahya & Suana, 2016). Saraswati and Hakim's (2019) findings show that organizational commitment significantly affects OCB. However, studies conducted by Darmawati & Hayati (2013) and Solichin (2018) have different research results that reveal organizational commitment has insignificant on OCB.

Ingrams (2020) revealed that OCB research in the public sector tends to be limited compared to the private sector, suggesting the urgency to investigate OCB in the public sector. In addition, the results of

his research suggest that OCB tends to have a higher level in the public sector than in the private sector. Although on the other hand, Jaya (2017) also suggested that the public sector in Indonesia tends to get negative sentiment regarding the performance of public services. Darto (2014), through his literature study, pointed out that OCB has an important role, so it needs to be encouraged in government organizations (public sector) and the need for further studies regarding the factors that can encourage OCB in organizations. OCB has particular importance in public organizations because of its relevance in the government-citizens relationship and the goal of public administration reform to achieve more excellent organizational responsiveness to citizens (Ingrams, 2020).

It is also supported by de Geus et al. (2020b), which suggested that OCB is an essential context for extra-role behavior that can directly impact employees as parties interacting with the public and as the front line in delivering public services. In addition, although OCB behavior is not included in employee job descriptions, previous researchers said that OCB has a significant role in OCB output, both at the individual and organizational levels (Triyanto, 2009).

Based on these arguments, this study is interested in re-examining the effect of person-organization fit, person-job fit, and organizational commitment on OCB. Previous studies found inconsistencies in the influence of these antecedents on OCB in specific organizational contexts, especially in the Indonesian context. Bangun et al. (2017) study it was shown that P-O Fit had no significant effect on OCB in one of the private companies in Indonesia. P-J Fit was also found to have no significant effect on OCB at one of the universities in Indonesia, which was conducted by Alfani & Hadini (2018). Furthermore, organizational commitment also has no effect on OCB from the results of Solichi's (2018) research on one of the private sectors in Indonesia. Therefore, we are interested in re-investigate several of the antecedent factors of OCB in a general context to generalize the findings. The public sector context is the focus of this study by considering the results and recommendations from previous studies (Ingrams, 2020).

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

The relationship between P-O fit and OCB

According to Resick et al. (2013), employees who perceive a fit with their organization will tend to behave as good citizens of the organization. Therefore, employees with a strong shared value to their organization will easily show tolerance and empathy as well as extra voluntary assistance to the people around them, including their co-workers (Wei, 2013). Based on these arguments, P-O Fit will influence employees to perform OCB.

This logic is also supported by the person-environment theory proposed by Edwards et al. (1998). In the context of the relationship between a person and an organizational environment, there is an interest in how the two are compatible. Organizations tend to choose people who have similar values to organizational values. On the other hand, prospective employees also choose organizations with the same values.

Apart from supporting the logic of the theory that is built, it is also strengthened by the results of previous research from Susanto (2019) and Alfani & Hadini (2018), which shows that P-O Fit has a positive and significant effect on OCB. That is, if the perception of P-O Fit is implemented well by employees, then the employee's OCB will also be better or fit.

H1: P-O Fit has a positive and significant effect on OCB.

The relationship between P-J fit and OCB

Bangun et al. (2017) said that the P-J Fit owned by employees will help them improve their OCB behavior, such as participating in voluntary organizational activities that aim to help increase organizational success. Based on these arguments, it can be said that P-J Fit will affect employee OCB.

This logic is also supported by the person-environment theory proposed by Edwards et al. (1998). In the context of the relationship between a person and his/her work, there is an interest in how both factors fit together. Organizations tend to place

people with the skills needed to handle the job. On the other hand, employees feel convenient when they get jobs that match their abilities and specific needs. Apart from logic and theory, it is also supported by previous findings. Bangun et al. (2017) indicated that P-J Fit influences OCB.

H2: P-J Fit has a positive and significant effect on OCB.

The relationship between organizational commitment and OCB

The importance of growing OCB behavior in the organization cannot be separated from the role of commitment that grows within the employee (Sucahya & Suana, 2016). Employees who perform tasks without coercion and are committed to tasks outside of their formal responsibilities indicate that they have demonstrated OCB behavior (Nida & Simarmata, 2014). Saraswati & Hakim (2019) also said that the organization can achieve its goals with a high organizational commitment to each employee. Furthermore, with the employee's commitment to the organization, OCB can be reflected and support the organization to achieve its goals. Several previous findings support this argument. Bangun et al. (2017) and (Dyah & Saraswati, 2019) found that organizational commitment has a positive and significant effect on OCB.

H3: Organizational commitment has a positive and significant effect on OCB.

METHODS

Population and sample

This study uses a quantitative approach. The data collection method used an online questionnaire that the respondents themselves filled out. The number of samples we used refers to Hair et al. (2014), who suggested the rule of thumb in determining the recommended sample of 15:1 of the research variables. A total of 105 respondents' data can be processed in this study. The specified number of respondents has met the requirements.

This study uses a non-probability sampling method, a sampling technique with a purposive sampling technique carried out by determining specific criteria according to

research needs (Wiyono, 2011). The criteria set out in this study are respondents working in Indonesia's public sector. The status of public sector institutions participating in this study are central/regional government institutions 28 percent, state/regional owned enterprises 21 percent, police/military institutions 19 percent, educational institutions 16 percent, health institutions 10 percent, community organizations 3 percent, and others. The minimum working period for respondents is one year, aiming to ensure that respondents are familiar with their work environment, including the values that exist in the organization, the tasks or work carried out in the organization, and their organizational commitment. Thus, one year is considered a sufficient period.

Measurements

We measure P-O Fit using instruments from Lauver & Kristof-Brown (2001) consisting of six question items. One example of the items is, "My values match or match the values of this organization."

P-J Fit is measured using an instrument developed by Lauver & Kristof-Brown (2001), which consists of two indicators: 1) job match in terms of skills; 2) personality/temperament compatibility. The two indicators were chosen because they have been established and are the strongest in describing P-J Fit (O'Reilly III, 1977). The measurement consists of five question items, and one example is "My ability is in accordance with the demands of this job."

Organizational commitment is measured using the instrument of Meyer, J.P., and Allen (1991), which consists of three dimensions, namely: 1) affective commitment, 2) continuance commitment, and 3) normative commitment. This measure consists of 24 statement items, and one of the examples is "I would love to spend the rest of my career with the organization."

OCB is measured using an instrument developed and validated by Lee and Allen (2002b). This instrument is designed to test OCB on individuals (co-workers) and organizations. This measurement consists of 16 statement items, one example of the item "Helping other people who are absent (absent)" and "Attending activities that are not required but can help the image of the organization." All items were measured on a

five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

RESULTS AND DISCUSSION

This study tests the validity of using the Pearson correlation method by correlating the score of each item with the total score of the item. Determination of whether an item is valid is done by means of a coefficient significance test with a significance level of 0.05, which means that the item will be considered valid if it correlates significantly to the total item. As for the two-sided test details, the number of respondents (n) = 105 respondents, r table 30 with $df = n-2$ or $df = 105-2 = 103$, is 0.1918 with a significance level of 0.05.

The results of the validity test contained 51 statement items from the three variables, namely Organizational Citizenship Behavior (Y), Person-Organization Fit (X1), Person-Job Fit (X2), and organizational commitment. Sugiyono (2013) suggested that the instrument is valid if the r value is greater than the r table. The test results show that all measurement items fulfill the validity test requirements.

The reliability test in this study was carried out using Cronbach's Alpha method with a minimum value of 0.60 (Kuncoro, 2009). Cronbach's Alpha value from the reliability test results showed P-O Fit (0.699), P-J Fit (0.920), organizational commitment (0.926), and OCB (0.863). These results indicate that the four variables meet the reliability requirements.

The normality test in this study was carried out using Liliefors Kolmogorov-Smirnov with a significance value > 0.05 . The data is considered normally distributed if the significance value > 0.05 , and if the significance value 0.05, then the data is not normally distributed. The test results show that the acquisition of a significance value (Asymp.sig) is 0.200 so it can be concluded that the residual data is normally distributed.

The multicollinearity test results obtained the Tolerance P-O Fit (0.475), P-J Fit (0.605), and organizational commitment (0.426), so it can be said that there is no multicollinearity problem because the value is more significant than 0.1, and the VIF value is less than 10.

Heteroscedasticity test results obtained absolute tolerance values of P-O Fit (0.293), P-J Fit (0.962), and organizational

Table 1.
Hypotheses testing results

Variables	Coefficients
POF	.785***
PJF	.529**
KO	.143**
R Value: .708	
R Square: .501	
Adjusted R Square: .486	
*** p<0.001; ** p<0.05	

commitment (0.112) so that it can be interpreted that there is no heteroscedasticity problem.

Hypothesis testing

Hypothesis 1 predicts that P-O Fit has a positive effect on OCB. Table 1 shows that the P-O Fit variable has a significant positive effect on employees' OCB ($\beta=0.785$; $p<0.001$), so it can be concluded that H1 is supported. The higher the P-O Fit, the higher the OCB. Conversely, if the P-O Fit is lower, the employee's OCB behavior will also be lower. These results emphasize that the suitability of the values possessed by employees will encourage them to behave in an extra role. This logic aligns with the theory of conformity, which says conformity will be achieved when a person assesses two objects with the same intensity. In this case, if the employee gives the same assessment regarding the values that exist in the organization as the personal values that are owned, then compatibility will be achieved. The existence of this suitability will encourage them to behave outside their duties, one of which is to help colleagues without being asked so that they can become good organizational citizens in their organizations. Organizations that have good citizens tend to easily tolerate when policy changes occur because they are able to adapt.

In addition to theoretical support, this study also aligns with Alfani & Hadini (2018), who reported that P-O Fit had a positive and significant effect on OCB. However, Bangun et al. (2017) suggested that P-O Fit had a positive and insignificant effect on OCB. This shows the importance of employees having P-O Fit so that it will foster OCB behavior. In this case, when the P-O Fit is strong, employees show that their values fit with their work environment. Suppose individuals feel that the organizational culture fits with

their values. In that case, it will cause an emotional reaction that makes them think they are important people in their workplace. Therefore, when good interpersonal relationships between individuals and organizations have been successfully established, it will make it easier for them to develop extra-role activities that can benefit the organization. Employees are more willing to help co-workers who may not be part of the responsibilities of their previous job because they already have a strong P-O Fit, so they trust their organization as well as their co-workers.

Hypothesis 2 predicts that P-J Fit has a positive effect on OCB. Table 1. shows that the P-J fit variable has a significant positive effect on OCB ($\beta=0.529$; $p<0.05$), so it can be concluded that H2 is supported. These results reinforce that the job suitability of employees will encourage them to behave in extra roles. This logic is in line with the theory of conformity, which holds that conformity will be fulfilled if one gives the same assessment of two objects with the same intensity. If an employee gives the same assessment between the personal values, a match will be created. Creating a fit will encourage them to act in extra roles, such as helping co-workers without being asked. Apart from theoretical support, this research is also in line with the results of Bangun et al. (2017), and Farzaneh et al. (2014), who reported P-J Fit had a positive and significant effect on OCB. However, Alfani & Hadini (2018) show that P-J Fit does not affect OCB. This shows that P-J Fit is important in encouraging employees to behave OCB. In this case, employees who do work according to their field or skills will make them more enthusiastic and concerned about their work environment. When they have a positive view of their work environment, it will make them behave positively too. That way, they will be encouraged to behave OCB.

Hypothesis 3 states that organizational commitment positively affects OCB. Table 1. shows that organizational commitment positively affects OCB ($\beta=0.143$; $p<0.05$). Thus, it can be concluded that H3 is supported. These results reinforce that employees with a high organizational commitment to their organization will encourage them to behave outside their duties, such as helping colleagues without being asked. This is also in line with the

theory of organizational commitment that individuals who have a strong attachment to their organization can encourage them to behave in extra roles. Employees who carry out tasks without coercion and can commit to tasks beyond their formal responsibilities indicate that employee has demonstrated OCB behavior.

This finding is also in line with the findings of Bangun et al. (2017) and Saraswati & Hakim (2019), who reported that organizational commitment had a positive and significant effect on OCB. However, in his findings, Solichin (2018) reports that organizational commitment has an insignificant effect on OCB. This shows the important role of commitment in encouraging OCB behavior. Employees who have a consistent interest in the goals and values of their organization are those who have high commitment. Employees who have a high commitment will show a sense of identification (belief in organizational values), loyalty (the desire to remain part of the organization), and participation (willing and trying their best for the benefit of the organization). Therefore, when these three have been fulfilled, it will support them to behave OCB in their organization, both with colleagues and for the organization.

CONCLUSION

The results of this study confirm the researchers' assumption that P-O fit, P-J fit, and organizational commitment have a positive and significant effect on employee extra-role behavior in the public sector context. P-O fit positively influences a person's behavior, especially employees in the Indonesian public sector. These findings indicate that the congruence of a person's values with his organization can encourage employees to behave OCB. This is because employees with a strong value congruence with their organization can easily show empathy to their co-workers and the organization voluntarily.

P-J Fit positively influences OCB for employees in the public sector in Indonesia. The fit of individuals' expertise or skills with their work is important for employees because they can foster OCB behavior. This is because the suitability between work and individual characteristics will make employees feel comfortable when working so that they can improve their performance

behavior outside of their roles. Organizational commitment positively influences employees' OCB in the Indonesian public sector. These results indicate that OCB behavior in organizations in the Indonesian public sector is also inseparable from how employees have a strong commitment to their organization. With a strong commitment in employees, it encourages employees to implement OCB behavior which can then support the organization in achieving its goals.

The results of this study contribute to academics and practitioners. From the academic side, it is expected to provide additional empirical evidence regarding the influence of P-O Fit, P-J Fit, and organizational commitment on OCB behavior, especially in the Indonesian public context. In addition, it can be a reference for practitioners in increasing positive behavior at work and stemming negative behavior to increase organizational effectiveness.

This study has limitations that are useful for the development of further research. First, current research focuses only on the antecedents that shape OCB behavior. This is considered less exploring the value of OCB in the public sector. Therefore, further research can focus on the consequences of OCB because there are still not many studies that focus on the consequences of OCB, especially negative consequences such as turnover intention and job stress. Second, the measurement of all variables is only based on the employee's perspective (self-report), thus triggering a common method bias because all answers are assessed by the same respondent (de Geus et al., 2020b). It is suggested that further research can take data based on reports from employees' colleagues and organizational records to obtain more accurate results. Third, further research is suggested to take a different research design using a cross-sector to broaden the understanding of the differences in OCB between public and private sector organizations.

REFERENCES

- Alfani, M., & Hadini, M. (2018). Pengaruh person job fit dan person organization fit terhadap organizational citizenship behavior dan kinerja karyawan Universitas Islam Kalimantan Muhammad Arsyad Al Banjari

- Banjarmasin. *Jurnal Riset Inspirasi Manajemen Dan Kewirausahaan*, 2(2), 73–85.
- Bangun, O. V., Supartha, I. W. G., & Subudi, M. (2017). Pengaruh person-job fit dan person-organization fit terhadap komitmen organisasional dan organizational citizenship behavior (OCB). *E-Jurnal Ekonomi Dan Bisnis Universitas Udayana*, 6(5), 2071–2102.
- Caplan, R. D. (1987). Person-environment fit theory and organizations: Commensurate dimensions, time perspectives, and mechanisms. *Journal of Vocational Behavior*, 31(3), 248–267.
- Darmawati, A., & Hayati, L. N. (2013). Pengaruh kepuasan kerja dan komitmen organisasi terhadap organizational citizenship behavior. *Jurnal Economia*, 9(1), 10–17.
- Darto, M. (2014). Peran Organizational Citizenship Behavior (Ocb) Dalam Peningkatan Kinerja Individu Di Sektor Publik: Sebuah Analisis Teoritis Dan Empiris (the Role of Organizational Citizenship Behavior (Ocb) in the Individual Performance Improvement in the Public Sector. *Jurnal Borneo Administrator*, 10(1).
- de Geus, C. J. C., Ingrams, A., Tummers, L., & Pandey, S. K. (2020a). Organizational citizenship behavior in the public sector: A systematic literature review and future research agenda. *Public Administration Review*, 80(2), 259–270.
- de Geus, C. J. C., Ingrams, A., Tummers, L., & Pandey, S. K. (2020b). Organizational citizenship behavior in the public sector: A systematic literature review and future research agenda. *Public Administration Review*, 80(2), 259–270.
- Dyah, K., & Saraswati, A. (2019). Pengaruh Komitmen Organisasi terhadap Organizational Citizenship Behavior pada Dinas Pendidikan Kabupaten Malang. *Jurnal Sains Psikologi*, 8, 238–247.
- Edwards, J. R., Caplan, R. D., & Van Harrison, R. (1998). Person-environment fit theory. *Theories of Organizational Stress*, 28(1), 67–94.
- Farzaneh, J., Farashah, A. D., & Kazemi, M. (2014). The impact of person-job fit and person-organization fit on OCB: The mediating and moderating effects of organizational commitment and psychological empowerment. *Personnel Review*.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate data analysis: Pearson new international edition*. Essex: Pearson Education Limited, 1(2).
- Ingrams, A. (2020). Organizational citizenship behavior in the public and private sectors: A multilevel test of public service motivation and traditional antecedents. *Review of Public Personnel Administration*, 40(2), 222–244.
- Jaya, R. (2017). Pengaruh Komitmen Organisasi terhadap Organizational citizenship behavior (OCB) pegawai pada BPTPM kota Pekanbaru. *Jurnal El-Riyasah*, 8(1), 10–19.
- Kristof, A. L. (1996). Person-organization fit: An integrative review of its conceptualizations, measurement, and implications. *Personnel Psychology*, 49(1), 1–49.
- Kuncoro, M. (2009). Metode Riset untuk Bisnis & Ekonomi. Bagaimana Meneliti & Menulis Tesis? In SUMIHARTI (Ed.), *Jakarta: Erlangga. Kakabadse: Vol. edisi 3*. ERLANGGA.
- Lauver, K. J., & Kristof-Brown, A. (2001). Distinguishing between employees' perceptions of person–job and person–organization fit. *Journal of Vocational Behavior*, 59(3), 454–470.
- Lee, K., & Allen, N. J. (2002a). Organizational citizenship behavior and workplace deviance: the role of affect and cognitions. *Journal of Applied Psychology*, 87(1), 131–142. <https://doi.org/10.1037//0021-9010.87.1.131>
- Lee, K., & Allen, N. J. (2002b). Organizational citizenship behavior and workplace deviance: the role of affect and cognitions. *Journal of Applied Psychology*, 87(1), 131.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89.
- Meyer, J.P., and Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89.
- Nida, D. A. D. T. P. P., & Simarmata, N. (2014). Hubungan antara komitmen organisasi dan perilaku kewargaan organisasi pada fungsionaris Partai Golkar di Bali. *Jurnal Psikologi Udayana*, 1(2), 279–290.

- O'Reilly III, C. A. (1977). Personality—job fit: Implications for individual attitudes and performance. *Organizational Behavior and Human Performance*, 18(1), 36–46.
- Resick, C. J., Giberson, T. R., Dickson, M. W., Wynne, K. T., & Bajdo, L. M. (2013). *Person-organization fit, organizational citizenship, and social-cognitive motivational mechanisms*.
- Santoso, D., & Irwantoro, I. (2014). Pengaruh person-organization fit (po fit) terhadap organization citizenship behaviour (OCB) dengan kepuasan kerja dan komitmen organisasi sebagai variabel intervening (Studi pada KPPBC TMP Tanjung Emas Semarang). *Neo-Bis*, 8(1), 32–48.
- Saraswati, K. D. A., & Hakim, G. R. U. (2019). Pengaruh komitmen organisasi terhadap organizational citizenship behavior pada Dinas Pendidikan Kabupaten Malang. *Jurnal Sains Psikologi*, 8(2), 238–247.
- Sekiguchi, T., & Huber, V. L. (2011). The use of person–organization fit and person–job fit information in making selection decisions. *Organizational Behavior and Human Decision Processes*, 116(2), 203–216.
- Solichin, M. R. (2018). Analisis pengaruh employee engagement, emotional intelligence, dan komitmen terhadap organizational citizenship behavior (OCB) pada karyawan PO Efisiensi Cabang Kebumen. *Jurnal Ekonomi Dan Teknik Informatika*, 6(2), 36–47.
- Sucahya, I. W., & Suana, I. W. (2016). Pengaruh Moral Karyawan Dan Komitmen Organisasi Terhadap Organizational Citizenship Behavior. *E-Jurnal Manajemen Unud*, 5(11), 7328–7358.
- Sugiyono, D. (2013). *Metode penelitian pendidikan pendekatan kuantitatif, kualitatif dan R&D*.
- Susanto, A. (2019). Pengaruh Person-organization Fit Dan Organizational Identification Terhadap Organizational Citizenship Behavior Di PT Meka Adipratama (Carfix) Semarang. *Agora*, 7(2).
- Triyanto, A. (2009). Organizational citizenship behavior (OCB) dan pengaruhnya terhadap keinginan keluar dan kepuasan kerja karyawan. *Jurnal Manajemen Maranatha*, 8(2), 52–65.
- Wei, Y.-C. (2013). Person–organization fit and organizational citizenship behavior: Time perspective. *Journal of Management & Organization*, 19(1), 101–114.
- Wiyono, G. (2011). Merancang Penelitian Bisnis dengan Alat Analisis SPSS 17.0 & Smart PLS 2.0. *Yogyakarta: UPP STIM YKPN*, 8.
- Yen, H. R., & Niehoff, B. P. (2004). Organizational citizenship behaviors and organizational effectiveness: Examining relationships in Taiwanese banks. *Journal of Applied Social Psychology*, 34(8), 1617–1637.