

Person Organization Fit and Organizational Citizenship Behavior (OCB) in Improving Human Resources Performance

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Abstract. *This study aims to analyze the role of Person-Organization Fit and Organizational Citizenship Behavior (OCB) in human resource performance at the Customs and Excise Supervision and Service Office (KPPBC) Tanjung Emas. The research population consists of 249 civil servants as of December 31, 2023. The study sample includes 100 respondents selected using the Purposive Sampling method, with the criteria of requiring a minimum education level of a diploma (D1) and at least one year of work experience. Data collection was conducted through questionnaires using a semantic scale ranging from 1 to 5. Data analysis employed descriptive statistics and Structural Equation Modeling-Partial Least Squares (SEM-PLS) for validity testing, reliability testing, model evaluation, and hypothesis testing. The study results indicate that: (1) Person-Organization Fit has a positive and significant effect on human resource performance, meaning that the better the fit between individuals and the organization, the higher the performance of human resources; (2) Person-Organization Fit also positively and significantly influences OCB, implying that higher individual-organization fit leads to a higher level of OCB among employees; and (3) OCB has a positive and significant impact on human resource performance, indicating that the higher the level of OCB, the better the employee performance. These findings highlight the importance of individual-organization fit and extra-role behavior in enhancing employee performance at KPPBC Tanjung Emas.*

Keywords: *Human Resource Performance; Organizational Citizenship Behavior; Person-Organization Fit.*

1. Introduction

The current era of globalization has brought about sweeping changes in emerging markets, technological advancements, cultural revolutions and multi-generational workforce compositions worldwide (Glinkowska and Kaczmarek 2015). Organizations, both in the

private and public sectors, are also affected by this globalization. Organizations must use their resources optimally to achieve organizational goals (Glinkowska and Kaczmarek 2015).

Human resources (HR) are one part of an organization's resources that have a very vital role in achieving organizational goals. Unlike other resources, HR is the core resource of every organization. Many organizations have used human resources as their core competency (Barney, Ketchen, and Wright 2021). Organizations can survive and thrive with optimal utilization of human resources (Kaur and Mehta 2017). Other resources in the company will not produce optimal performance if they are not supported by good HR performance (Widodo 2018).

Human resource performance can be said to be work achievements or work results, both in terms of quality and quantity, achieved by an organization's human resources in a certain time period when carrying out their work duties in accordance with the responsibilities given to him (Coutinho et al. 2018). Considering that HR is an important asset for the company, there are many things that need to be considered regarding improving its performance.

Many factors influence the performance of human resources in an organization, one of which is Person Organization Fit (PO Fit) (Fikri, Rahmadani, and Okfrima (2023). PO Fit is generally defined as the compatibility between organizational values and individual values Lestari, Maria, and Heksarini (2023). PO Fit can also be said to be a compatibility felt between employees who work in a company or government agency which is proven by the compatibility of values, goals, fulfillment of employee needs and personality characteristics (Kristof 1996; Kristof-Brown, Schneider, and Su 2023).

Previous research related to Person Organization Fit with HR performance still leaves interesting controversy to be studied. The results of research from Prahara and Ariawan (2023) stated that PO Fit has a positive effect on employee performance. However, this is in contrast to the results of research by Hamstra, Van Vianen, and Koen (2019) which stated that there was no significant relationship between Person Organization Fit and HR performance. So in this study, Organizational Citizenship Behavior (OCB) is proposed as a mediating variable to bridge the gap.

Organizational Citizenship Behavioris also said to influence HR performance (Hermawan, Thamrin, and Susilo 2020; Supriyanto, Ekowati, and Maghfuroh 2020). Then, (D. Organ 1997; Organ 2014) defines Organizational Citizenship Behavior (OCB)as a behavior that refers to the willingness of colleagues to engage in important organizational behaviors that go beyond specified job duties, such as helping coworkers with their work or putting in extra effort to bring positive publicity to the organization. Several studies have measured the effect of OCB on HR performance. According to research (Ridwan, Mulyani, and Ali 2020a) OCB has a positive and significant effect on HR performance. The better the OCB possessed by the organization's human resources, the better the HR performance will be.

Several previous literatures have found that there are two important variables to improve employee performance, namely Organizational Citizenship Behavior (OCB) (Supriyanto, Ekowati, and Masyhuri 2019; Uddin, Mahmood, and Fan 2019). One of the problems of companies in improving employee performance is the formal atmosphere in the company which tends to be rigid and less relaxed. This problem can be overcome with OCB (Widarko and Anwarodin 2022a). Indirectly, OCB can increase organizational effectiveness, so that OCB is carried out without obstacles by someone (Qalati et al. 2022a). With OCB, the relationship between employees will be more relaxed, so that employee performance and productivity can be improved. Gema, Hidayat, and Tannady (2023) revealed that OCB has many positive impacts on the company, such as creating organizational efficiency, the ability to attract and retain competent employees, and being able to adapt to environmental changes.

Based on the 2023 Performance Report, the Tanjung Emas Customs and Excise Supervision and Service Office (KPPBC Tanjung Emas) obtained an organizational performance score of 112.19 out of a maximum score of 120. Of the 19 targeted Key Performance Indicators (IKU), KPPBC Tanjung Emas has succeeded in exceeding the target of 18 IKUs, but there is 1 IKU that has not met the target, namely the target for the realization of customs and excise revenues.

Customs and excise revenue targets are very important because they play a crucial role in maintaining economic stability and supporting state financing. Revenue from this sector serves as one of the significant sources of state revenue, helping to fund development programs, public services, and infrastructure investment. In addition, customs and excise also function as a trade control tool, ensuring that imported goods comply with applicable standards and policies, and protecting domestic industries from unfair competition. If the revenue target is not achieved, this can have an impact on the state budget and hinder the implementation of planned government programs. Therefore, the achievement of customs and excise revenue targets is a very important performance indicator in supporting the national economy. The less than optimal performance of the organization can be caused by the less than optimal performance of employees working at KPPBC Tanjung Emas.

2. Research Methods

This research is explanatory research. According to Sugiyono (2022), explanatory research is a research method that aims to explain the position of the variables studied and the influence between one variable and another. In this study, the variables include: person-organization fit, organizational citizenship behavior and human resource performance.

3. Results and Discussion

3.1. Respondent Description

This study used 100 civil servants as respondents who worked at the Tanjung Emas Customs Service and Supervision Office. The respondents selected were civil servants with a minimum education of D1 and a minimum of 1 year of work experience. The description of the characteristics of the research respondents is displayed with statistical data obtained through the distribution of questionnaires. In the implementation in the field, all respondents were willing to fill out the questionnaire, so that the results of the study obtained 100 research questionnaires that were completely filled out and could be used in the analysis of this research data.

The description of the respondents of this study can be explained in four characteristics, namely based on gender, age, last education and length of service, which are explained below:

1. Gender

The characteristics of the respondents in this study can be explained based on gender as follows:

Respondent Description Based on Gender		
Gender	Frequency	Percentage
Man	65	65.0
Woman	35	35.0
Total	100	100.0

Source: Data processing results, 2025.

The differences between male and female employees can be seen in various aspects, such as work responsibilities, perceptions of leadership, and the level of involvement in decision-making. Shows that there are 65 male respondents (65.0%) and 35 female respondents (35.0%). The data shows that the number of men is greater than that of women. Male employees are generally considered to be more involved in jobs that require technical or physical skills.

2. Age

The characteristics of the respondents in this study can be explained based on age level as follows:

Respondent Description Based on Age		
Age	Frequency	Percentage
18 - 30 years	33	33.0
31 - 40 years	49	49.0
41 - 50 years	15	15.0
> 50 years	3	3.0
Total	100	100.0

Source: Data processing results, 2025.

From the data presentation, it can be seen that the largest number of respondents are in the age range of 31-40 years (49%). At this age, generally a person has had a lot of work experience that can help them develop their skills, knowledge, and expertise.

3. Last education

The characteristics of employees who were respondents in this study can be explained based on their last education as follows:

Respondent Description Based on Last Education		
Education	Frequency	Percentage
High School/Vocational School	4	4.0
Diploma	39	39.0
S1	49	49.0
S2	7	7.0
S3	1	1.0
Total	100	100.0

Source: Results of data processing, 2024.

Based on, it can be seen that most respondents have a bachelor's degree, namely 49 respondents (49.0%). For respondents with a high school degree, there are 4 respondents (4.0%), Diploma as many as 39 respondents (39.0%), Master's degree as many as 7 respondents (7.0%), and there is 1 respondent (1.0%) who has a doctoral degree. These results indicate that most respondents have a bachelor's degree background. Employees with higher education have competence and knowledge according to their fields, so they can support their work.

4. Years of service

Respondent Description Based on Length of Service		
Years of service	Frequency	Percentage
0 - 10 years	53	53.0
11 - 20 years	32	32.0
21 - 30 years	12	12.0
> 30 years	3	3.0
Total	100	100.0

Source: Primary Data Processing Results, 2025.

It is known that most respondents have a working period of between 0 - 10 years, as many as 53 respondents (53.0%). Respondents with a working period of 32 respondents (32.0%) worked less than 11-20 years, working period 21-30 years as many as 12 respondents (12.0%), and over 30 years as many as 3 respondents (3.0%). These results indicate that most respondents have a fairly long working period. This experience allows them to be more efficient in carrying out their work tasks.

Reliability test is conducted to prove the accuracy, consistency and precision of the instrument in measuring the construct. Reliable shows that the research indicators used are in accordance with the actual conditions of the research object. Measurement of the reliability test of a construct with a reflective indicator can be done by three methods, namely:

- a. Composite Reliability. Indicators of a construct give good results, namely if they are able to provide a composite reliability value of more than 0.70.
- b. Average Variance Extracted (AVE). AVE criteria that are above 0.5 indicate that the indicators that form the research variables are said to be reliable, so they can be used in further analysis in research.
- c. Cronbach's alpha. The Cronbach alpha score criteria of more than 0.70 means that the reliability of the construct being studied is classified as good (Ghozali, 2014).

The composite reliability, Cronbach's alpha, and AVE values for each construct of this study are presented in their entirety in the table below:

The results of the reliability test of each structure are shown in Table 4.14. The findings show that the cronbach alpha value of each construct is more than 0.7, then the composite reliability value of each construct is more than 0.7, and the AVE value of each construct is more than 0.5. Based on the results of the reliability test, it can be concluded that the research instrument has high reliability.

Based on the results of the convergent validity, discriminant validity, and reliability tests of the research variables, the conclusion that can be drawn is that the indicators used in measuring latent variables can all be stated as valid and reliable measurement indicators.

Multicollinearity testing needs to be done before hypothesis testing. Multicollinearity is a condition where there is a high or perfect correlation between independent variables in a regression model. Multicollinearity can causes inaccuracy in parameter estimates regarding the influence of each variable on the outcome variable. Multicollinearity testing can be done by looking at the Collinearity. Statistics (VIF) value on the inner VIF. Values. If the inner VIF < 5 indicates no multicollinearity.

The Goodness of Fit (GoF) Criteria Test is used to evaluate the structural model and measurement model. The GoF test is conducted to test the goodness of fit in the structural model or inner model. The assessment of the inner model means evaluating the relationship between latent constructs through observing the results of the estimated path parameter coefficients and their significance levels (Ghozali, 2011). In this study, the goodness of fit test of the structural model was evaluated by considering R-square (R²) and Q² (predictive relevance model). Q² determines how well the model produces observation values. The coefficient of determination (R²) of all endogenous variables determines Q². The magnitude

of Q2 has a value in the range from 0 to 1 and shows that the closer to the value 1, the better the model formed.

The last analysis in PLS is the structural model analysis or inner model. In the structural model analysis, hypothesis testing can be carried out through the t-statistic test (T Statistics). The test results can be seen from the output of the structural model in the significance of the loading factor that explains the influence of the Person-Organization Fit construct on HR Performance through the mediation of Organizational Citizenship Behavior as an intervening variable.

This section presents the results of the research hypothesis testing conducted in the previous chapter. To find out whether the hypothesis is accepted or not, you can compare the t-count with the t-table, assuming that the t-count is greater than the t-table. The t-table value for a significance level of 5% is 1.96. The following table shows the results of the influence test between variables using Partial Least Square analysis.

3.2. Discussion

The Influence of Person-organization fit on Human Resource Performance

This study proves that there is a positive and significant influence of Person-Organization Fit on HR Performance. This result means that the better the Person-Organization Fit, the HR Performance will tend to increase. Results This is supported by several previous studies conducted to determine the effect of Person-Organization Fit. (Fikri et al., 2023; Haryonor, 2021; Jehanzeb, 2020) stated that PO-Fit has a positive and significant effect on performance human Resources.

The measurement of the Person-Organization Fit variable in this study is a reflection of four indicators. namely the indicators of Value Conformity, Goal Conformity, Fulfillment of Employee Needs, and Suitability of Culture-Personality Characteristics. While HR Performance in this study is measured from the reflection of five indicators, namely the indicators of Work Quality; Quantity; Punctuality; Effectiveness; and Independence.

The stronger the fit between the characteristics of organizational culture and individual personality, the higher the quality of work produced by human resources. This indicates that

When individuals feel that the values, norms, and work culture in an organization are in line with their personality and beliefs, they tend to be more motivated, committed, and work more optimally.

The Person-Organization Fit variable has an indicator with the lowest outer loading value, namely Value Congruence, while in the HR Performance variable, the indicator with the lowest outer loading value is Punctuality. This finding indicates that increasing Value Congruence in an organization can contribute to increasing Punctuality in HR performance.

The influence of person-organization fit on organizational citizenship behavior

This study proves that there is a positive and significant influence of Person-Organization Fit on Organizational Citizenship Behavior, which means that the better the Person-Organization Fit, the higher the Organizational Citizenship Behavior will tend to be. This is supported by previous studies which state that person-organization fit has a significant positive effect on organizational citizenship behavior (Eromafuru et al., 2023; Fauzan, 2023; Fikri et al., 2023; Jehanzeb, 2020; Lestari et al., 2023; Pelealu, 2022; Sabrina et al., 2023).

The measurement of the Person-Organization Fit variable in this study is a reflection of four indicators, namely the Value Conformity indicator, Goal congruence, Fulfillment of employee needs, and Conformity of culture-personality characteristics, while the Organizational Citizenship Behavior variable in this study is a reflection of five indicators, namely the indicators Helping others, Respecting others, Helping the organization, Taking a role in solving company problems, and Avoiding counterproductive behavior.

The higher the fit between the characteristics of the organizational culture and the individual's personality, the greater the tendency of the individual to demonstrate behavior that supports the organization, such as helping the organization in various operational aspects. This reflects that when someone feels that the values, norms, and work culture in the organization are in line with their personality and beliefs, they will be more motivated to contribute voluntarily outside of their formal duties.

The indicator with the lowest outer loading value in the Person-Organization Fit variable is Value Conformity, while in the Organizational Citizenship Behavior variable, the indicator with the lowest outer loading value is Taking a Role in Solving Company Problems. This finding indicates that the higher the level of individual value congruence with the organization, the greater the tendency of individuals to actively contribute to solving problems faced by the company.

The Influence of Organizational Citizenship Behavior on HR performance This study proves that there is a positive and negative influence.

Significant Organizational Citizenship Behavior on HR Performance, which means that if Organizational Citizenship Behavior is better, HR Performance will tend to increase. As several researchers also stated that the better OCB owned by the organization's human resources will improve HR performance (Jiang et al., 2017; Rizaie et al., 2023; Wu et al., 2023).

Measurement of Organizational Citizenship Behavior variables in this study is a reflection of five indicators, namely the indicators Helping others, Respecting others, Helping the organization, Taking a role in solving company problems, and Avoiding counterproductive behavior. While HR Performance in this study is measured from the reflection of five

indicators, namely the indicators of Work Quality; Quantity; Punctuality; Effectiveness; and Independence.

The indicator with the highest outer loading value in the Organizational Citizenship Behavior (OCB) variable is Helping the organization, while in the HR Performance variable, the indicator with the highest value is Work Quality. This finding indicates that the higher the tendency of HR to actively contribute in helping the organization, the better the quality of work produced. In other words, positive behavior that reflects concern and involvement employees outside of their primary duties can have a significant impact on improving the quality of work.

The indicator with the lowest outer loading value in the Organizational Citizenship Behavior (OCB) variable is the individual's ability to take a role in solving problems in the company. Meanwhile, in the HR Performance variable, the indicator with the lowest outer loading value is Punctuality. This finding indicates that when human resources (HR) are more proactive in contributing to solving problems in the company, then the punctuality in completing tasks will also increase.

4. Conclusion

Based on the research results related to the role of Person-Organization Fit and Organizational Citizenship Behavior on HR performance, it can be concluded that the answer to the research question is: 1. This study proves that there is a positive and significant influence of Person-Organization Fit on HR Performance. This result means that the better the Person-Organization Fit, the HR Performance will tend to increase. 2. This study proves that there is a positive and significant influence of Person-Organization Fit on Organizational Citizenship Behavior, which means that the better the Person-Organization Fit, the higher the Organizational Citizenship Behavior will tend to be. 3. This study proves that there is a positive and significant influence of Organizational Citizenship Behavior on HR Performance, which means that if Organizational Citizenship Behavior improves, HR Performance will tend to increase.

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