

## The Influence of Person-Job Fit and Job Crafting on Organizational Citizenship Behavior Through Work Engagement at The One-Stop Integrated Investment and Services Office of Medan City

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### ABSTRACT

The aim of this study is to determine and analyze the direct influence of person-job fit, job crafting, and work engagement on organizational citizenship behavior, to identify and analyze the direct influence of person-job fit and job crafting on work engagement, and to ascertain and analyze the indirect influence of person-job fit and job crafting on organizational citizenship behavior through work engagement. This study employs an associative research design with a sample of 61 respondents who are employees of the One-Stop Integrated Investment and Services Office of Medan City. Data collection techniques involve using statement lists such as questionnaires, and data analysis techniques utilize Partial Least Squares (SmartPLS). The results indicate a positive influence of person-job fit, job crafting, and work engagement on organizational citizenship behavior. There is a significant positive influence of perceived person-job fit and job crafting on work engagement. Moreover, there is a significant positive influence of person-job fit and job crafting on organizational citizenship behavior through work engagement.

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

## **INTRODUCTION**

Human resources are one of the most valuable assets owned by an organization, because humans are the only resource that can move other resources. Therefore, efforts to maintain quality human resources are the main steps of the organization (Sedarmayanti, 2017). In government institutions, human resources are a determining factor in the success or failure of a good service.

Increasing the effectiveness and success of a government institution is very dependent on good human resource management, because government institutions must be able to have human resources who are disciplined, professional, responsible, and have high integrity to their organization (Prameswari & Suwandana, 2017). Organizations can increase their productivity by implementing organizational citizenship behavior or extra-role behavior. Employees who not only do their main tasks but are willing to do additional tasks such as working together, helping coworkers, and using their work time effectively without any reward will make the organization succeed in achieving its goals, which is called OCB (Nugraha & Adnyani, 2018).

Organizational citizenship behavior is the positive behavior of members of the organization. Positive behavior is reflected in the form of willingness to work, and contribute to the organization (Jufrizen et al., 2020). This OCB phenomenon also often causes anxiety for employees, when employees do OCB, they may face role conflict between their main tasks and OCB tasks. This can cause tension between the work to be done and volunteer activities, and interfere with the priorities and effectiveness of the actual work.

OCB behavior in employees is influenced by several factors including Person-job fit, job crafting, and work engagement (Susilo et al., 2023). A match in work or in other words the suitability of the job with the individual (person-job fit) greatly influences organizational citizenship behavior where if a person's job suits him, it will create or give rise to voluntary behavior to do work that exceeds the standard tasks given to him or help other employees who have difficulty in working. This is in accordance with research conducted by (Sabrin et al., 2023) which states that person-job fit influences organizational citizenship behavior (OCB). Person-job fit concerns the relationship between individual characteristics and certain job characteristics. From this opinion, it can be concluded that person-job fit is the match between individual characteristics (including abilities and needs or desires) to the characteristics of a particular job and the people from the job or tasks carried out in the workplace (Robbins & Coulter, 2010). In addition to the importance of person-job fit, job crafting is also an important factor that determines the life of an organization. Job crafting itself is defined as a process in which individuals actively change elements of their jobs, including tasks, relationships, and perceptions, to create a more meaningful and satisfying work experience. This includes activities such as adding or reducing certain types of tasks, improving the quality of interactions with coworkers, and finding deeper meaning in their work (Wizesniewski et al., 2013).

Job crafting carried out by employees in mobilizing and increasing job resources, reducing inhibiting job demands, and increasing challenging aspects of their work will lead to their work engagement (Tims & Bakker, 2012). So with job crafting, employees can also behave voluntarily to do work that exceeds the standard tasks usually given to them, employees like this are usually assets to an organization. This is in accordance with research conducted by (Riyanto & Helmy, 2020b) which states that job crafting has an effect on organizational citizenship behavior. The factors that can influence job crafting according to (Tims & Bakker, 2012) are person-job fit, autonomy, task independence, individual differences, and proactive personality. When person-job fit and job crafting are combined, this can have a strong positive impact on work engagement. Individuals who feel that their work matches their skills and interests, and who also have the opportunity to actively change their work according to their personal preferences,

tend to be more involved in the work. They may feel more motivated, excited, and emotionally involved in their work (Wizesniewski et al., 2013). Engagement is a sense of attachment, involvement, commitment, desire to contribute, sense of belonging, loyalty, and pride in one's work and company (Macey & Schneider, 2015).

## **LITERATURE REVIEW**

### **Understanding Organizational Citizenship Behavior**

The treatment shown by the organization will affect the employee's love for the organization. The emergence of employee love is shown by showing performance that can advance the company. (Aprianti & Bhaihaki, 2019) explains organizational citizenship behavior as individual behavior that is free (discretionary), which does not directly and explicitly receive expectations from the formal reward system, and which overall drives the effectiveness of organizational functions. Meanwhile, according to (Organ et al., 2006) organizational citizenship behavior (OCB) is a voluntary individual behavior that is not directly related to the reward system, but contributes to the effectiveness of the organization. Organizational Citizenship Behavior as a worker's contribution beyond formal job descriptions and involves several behaviors, including helping others, volunteering for extra tasks, complying with rules and procedures in the workplace (Luthans, 2018). According to (Robbins & Mary, 2010) Organizational citizenship behavior is behavior of one's own will that is not part of formal work demands, but encourages the effectiveness of organizational functions.

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

Person-job fit is defined as the compatibility between an individual and the job or task they do in the workplace. Person-job fit is the compatibility between an employee and the job they get, by looking at the abilities possessed by the employee and the demands of the job imposed (Titisari, 2014). (Alfani & Hadini, 2018) explain person-job fit, namely the compatibility between the characteristics of the task/job and the individual's ability to carry out the task, will strengthen the employee's bond with their job, namely the employee will be more committed to the job. Meanwhile (Farzaneh et al., 2014) person-job fit is a need for compatibility that occurs when the supply offered by the job is compatible with the needs, preferences, and desires of the individual. Furthermore, person-job fit can be defined as the compatibility between a person's abilities and the demands of the job or the needs of the person and the supply of the job (Deniz et al., 2015).

### **Definition of Job Crafting**

Job crafting as a form of initiative behavior and employee ability to organize aspects of their work that aim to improve their working conditions (Petrou et al., 2012). Another definition of job crafting put forward by (Prayogi et al., 2019) is an effort to change the boundaries of work, work relationships and the meaning of work for the benefit or comfort of the employee himself. According to (Tims & Bakker, 2012) Job crafting carried out by employees in mobilizing and increasing work resources, reducing inhibiting work demands, and increasing challenging aspects of work will lead to work relatedness. Furthermore (Amir, 2017) job crafting is an opportunity to optimize self-potential and improve organizational performance.

### **Understanding Work Engagement**

Work engagement is an organizational behavior concept that has gained traction in recent years. It has been defined by one leading research organization as the high emotional connection an employee feels toward his or her organization that influences him or her to exert greater discretionary effort on his or her job (Risher, 2010).

Employee engagement is the employee's active involvement in their work and the full physiological, cognitive, and emotional state that accompanies involvement (Sun & Bunchapattanasakda, 2019). Work engagement is the high emotional and intellectual connection an employee has toward their job, organization, manager, or coworkers that

influences them to exert greater discretionary effort on their job (Zhang et al., 2018).

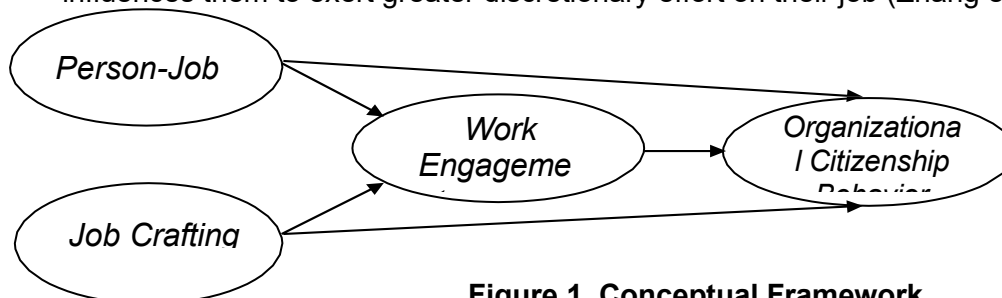


Figure 1. Conceptual Framework

## RESEARCH METHOD

This research is included in the category of causal research using a quantitative approach. According to (Azuar et al., 2015) causal research is research that wants to see whether a variable that acts as an independent variable affects another variable that becomes a dependent variable. According to (Azuar et al., 2015) quantitative research is research whose problems are not determined at the beginning, but the problems are found after the researcher goes into the field and if the researcher finds a new problem, the problem is re-examined until all the problems have been answered. Operational definition is an instruction on how a variable is measured, to determine the good or bad measurement of a study. According to (Sugiyono, 2018) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. The population in this study were 154 employees of the Medan City Investment and One-Stop Integrated Service Office (DPMPTSP). According to (Sugiyono, 2018) a sample is part of the number and characteristics of the population. The sample in this study was taken based on a random sampling method using a simple random sampling technique. Before data collection is carried out, a writer must first determine what data collection method will be used. The data collection tools used must be in accordance with validity and reliability or consistency.

The data in this study will be analyzed using a quantitative descriptive approach because it uses numbers, starting from data collection, interpretation of the data, and the appearance of the results and described deductively based on general theories, then with observations to test the validity of the theory, conclusions are drawn. Then described descriptively, because the results will be used to describe the data obtained and to answer the formulation. The data analysis technique for this study uses statistical analysis, namely the structural equation model-partial least square (SEM-PLS) which aims to conduct path analysis with latent variables. This analysis is often referred to as the second generation of multivariate analysis (Ghozali, 2013). Structural equation analysis (SEM) is based on variants that can simultaneously test measurement models as well as test structural models. PLS is a powerful analysis method because it is not based on many assumptions and data does not have to be distributed normally multivariate (indicators with categorical, ordinal, interval to ratio scales can be used in the same model). Testing of the structural model in PLS is carried out with the help of Smart PLS ver. 3 for Windows software.

## RESULT

### Measurement Model Analysis (Outer Model)

Measurement model analysis (outer model) uses 4 tests, including:

#### Convergent Validity

The individual reflexive measure is said to be high if it correlates > 0.70 with the measured construct. However, according to (Ghozali, 2013) for early stage research on

the development of a measurement scale, a loading value of 0.5-0.6 is considered sufficient.

**Table 1. Outer Loading**

	Job Crafting	OCB	Person-Job Fit	Work Engagement
JC1	0,798			
JC2	0,734			
JC3	0,831			
JC4	0,795			
JC5	0,749			
JC6	0,703			
JC7	0,760			
JC8	0,788			
OCB1		0,704		
OCB10		0,753		
OCB2		0,793		
OCB3		0,726		
OCB4		0,700		
OCB5		0,756		
OCB6		0,715		
OCB7		0,733		
OCB8		0,764		
OCB9		0,737		
PJF1			0,736	
PJF10			0,733	
PJF2			0,795	
PJF3			0,773	
PJF4			0,709	
PJF5			0,754	
PJF6			0,797	
PJF7			0,704	
PJF8			0,717	
PJF9			0,763	
WE1				0,712
WE2				0,708
WE3				0,767
WE4				0,794
WE5				0,761
WE6				0,737

### Discriminant Validity

It is a measurement model with reflective indicators assessed based on cross-loading of measurements with constructs. This measurement can be used to measure the reliability of the component score of latent variables and the results are more conservative than composite reliability. It is recommended that the AVE value should be greater than 0.50.

**Table 2. Average Variance Extracted (AVE)**

	Average Variance Extracted (AVE)
Job Crafting	0,543
OCB	0,582
Person-Job Fit	0,537
Work Engagement	0,547

Based on the table above, it shows that the AVE (Average Variance Extracted) value for all constructs has a value > 0.50. Therefore, there is no discriminant validity problem in the model being tested.

### Cronbach Alpha

*Cronbach alpha must be > 0.70 for confirmatory research, and > 0.53 is still acceptable for exploratory research (Hair Jr et al., 2017).*



**Tabel 3. Cronbach Alpha**

	Cronbach's Alpha
Job Crafting	0,817
OCB	0,892
Person-Job Fit	0,823
Work Engagement	0,817

By looking at the Cronbach alpha value of the indicator block that measures the construct, it can be concluded from the table above that all constructs have reliability that is in accordance with the minimum value limit required.

### Composite Reliability

*Composite reliability must be > 0.70 for confirmatory research, 0.53-0.70 is still acceptable for exploratory research* (Hair et al., 2014).

**Tabel 4. Composite Reliability**

	Composite Reliability
Job Crafting	0,861
OCB	0,841
Person-Job Fit	0,840
Work Engagement	0,755

The table above shows the composite reliability value for all constructs is above 0.70. Thus it can be concluded that all constructs have good reliability.

### Structural Model Analysis (Inner Model)

Structural model analysis uses 3 tests, including:

#### R-Square

The criteria for R-Square are: (1) if the value (adjusted) = 0.75 → the model is substantial (strong); (2) if the value (adjusted) = 0.50 → the model is moderate; (3) if the value (adjusted) = 0.25 → the model is weak (bad).

**Tabel 5. R-Square**

	R Square	R Square Adjusted
OCB	0,564	0,541
Work Engagement	0,497	0,480

The conclusion of the R-square value test in Table 4.15 is as follows: R-Square Adjusted model path I = 0.541 This means that the ability of variable X, namely person-job fit and job crafting in explaining Y (organizational citizenship behavior) is 54.1%, thus the model is classified as moderate; R-Square Adjusted model path II = 0.480. This means that the ability of variable X, namely person-job fit and job crafting in explaining Z (work engagement) is 48%, thus the model is classified as weak.

#### F-Square

F-Square measurement or effect size is a measure used to assess the relative impact of an influencing variable (exogenous) on the influenced variable (endogenous). Changes in value when a particular exogenous variable is removed from the model can be used to evaluate whether the removed variable has a substantive impact on the endogenous construct. The F-Square criteria according to (Juliandi et al., 2018) are as follows: (1) If the value = 0.02 → Small effect of the exogenous variable on the endogenous; (2) If the value = 0.15 → Medium/moderate effect of the exogenous variable on the endogenous; and (3) If the value = 0.35 → Large effect of the exogenous variable on the endogenous.

**Tabel 6. F-Square**

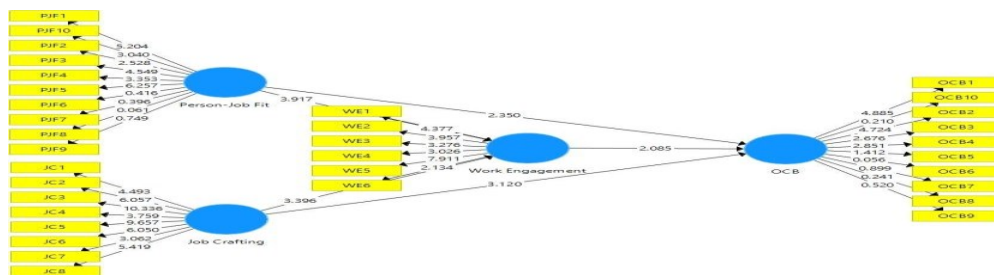
	Job Crafting	OCB	Person-Job Fit	Work Engagement
Job Crafting		0,059		0,292
OCB				
Person-Job Fit		0,209		0,356
Work Engagement		0,130		

### Direct Effects

This test is to determine the path coefficient of the structural model. The goal is to test the significance of all relationships or hypothesis testing. If the P-Values  $< 0.05$ , then it is significant; and If the P-Values  $> 0.05$ , then it is not significant.

**Tabel 7. Direct Effect**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Job Crafting -> OCB	0,394	0,403	0,173	3,120	0,006
Job Crafting -> Work Engagement	0,408	0,409	0,120	3,396	0,001
Person-Job Fit -> OCB	0,375	0,380	0,160	2,350	0,019
Person-Job Fit -> Work Engagement	0,451	0,481	0,115	3,917	0,000
Work Engagement -> OCB	0,336	0,310	0,161	2,085	0,038



**Figure 2. Hasil Uji Bootstrapping (Direct Effect)**

### Indirect Effect

The purpose of indirect effect analysis is to test the hypothesis of the indirect effect of an influencing variable (exogenous) on the influenced variable (endogenous) which is mediated by an intervening variable (mediator variable). The criteria for determining the indirect effect (indirect effect) are:

- 1) If the P-Values  $< 0.05$ , then it is significant, meaning that the mediator variable (Z/work engagement), mediates the influence of the exogenous variables (X1/person-job fit) and (X2/job crafting) on the endogenous variable (Y/OCB).
- 2) If the P-Values  $> 0.05$ , then it is not significant, meaning that the mediator variable Z/work engagement) does not mediate the influence of the exogenous variables (X1/person-job fit) and (X2/job crafting) on the endogenous variable (Y/OCB).

**Tabel 8. Indirect Effect**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Job Crafting -> Work Engagement -> OCB	0,337	0,130	0,184	3,638	0,000
Person-Job Fit -> Work Engagement -> OCB	0,351	0,148	0,186	3,758	0,000

### Total Effect (Pengaruh Total)

Total effect (total efek) merupakan total dari *direct effect* (pengaruh langsung) dan *indirect effect* (pengaruh tidak langsung).

**Tabel 9. Total Effect**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Job Crafting -> OCB	0,331	0,332	0,160	2,067	0,039
Job Crafting -> Work Engagement	0,408	0,409	0,120	3,396	0,001
Person-Job Fit -> OCB	0,526	0,529	0,144	3,643	0,000
Person-Job Fit -> Work Engagement	0,451	0,481	0,115	3,917	0,000
Work Engagement -> OCB	0,336	0,310	0,161	2,085	0,038

## Discussion

### **The Influence of Person-Job Fit on Organizational Citizenship Behavior**

Based on the results of testing the effect of person-job fit on organizational citizenship behavior, the Tstatistics value ( $|O/STDEV|$ ) = 2.350 and P- Values 0.019 with a significance level of  $0.019 < 0.05$  from these results it can be concluded that there is a significant effect between person-job fit and organizational citizenship behavior.

Person-job fit is defined as the compatibility between individuals and the work or tasks they do in the workplace. This definition includes compatibility (ability) based on employee needs and the job equipment available to meet those needs, as well as job demands and employee abilities to meet those demands.

According to research (Susilo et al., 2023) and ((Sabrin et al., 2023) concluded that person-job fit has a direct or positive and significant effect on organizational citizenship behavior. The suitability of the existing job for employees with the suitability between individuals with the skills and the desired job gives rise to citizenship behavior in fellow employees.

### **The Influence of Job Crafting on Organizational Citizenship Behavior**

Based on the results of testing the effect of job crafting on organizational citizenship behavior, the Tstatistics value ( $|O/STDEV|$ ) = 3.120 and P- Values 0.006 with a significance level of  $0.006 < 0.05$  from these results it can be concluded that there is a significant influence between job crafting and organizational citizenship behavior. Job crafting is a way for individuals to change aspects and perceptions of work to adjust the characteristics of the work and the needs of the employees themselves. Job crafting has an effect on organizational citizenship behavior because of efforts to increase challenges related to work carried out in the workplace, for example proactively offering themselves when there is interesting work or regularly doing additional work even though they are not paid. This is again related to the definition of organizational citizenship behavior itself, namely voluntary behavior, and there is no coercion in prioritizing the interests of the organization and is not directly related to the formal reward system. So it can be seen that job crafting plays a role in the level of organizational citizenship behavior possessed by employees. Employees who have high job crafting will also have high organizational citizenship behavior towards the company. This is supported by the results of research conducted by (Riyanto & Helmy, 2020a) and (Shusha, 2014) which concluded that job crafting has a significant positive effect on organizational citizenship behavior.

### **The Influence of Person-Job Fit on Work Engagement**

Based on the results of testing the influence of person-job fit on work engagement, the Tstatistics value ( $|O/STDEV|$ ) = 3.917 and P- Values 0.000 with a significance level of  $0.000 < 0.05$  from these results it can be concluded that there is a significant influence between person-job fit and work engagement.

Person-job fit or a person's job suitability can be measured and seen by the alignment of the personality possessed by the employee with the work and responsibilities that must be carried out by him. With the creation of this person-job fit, it will create an employee bond with his work, where employees will be more loyal and committed to the work in the company. Furthermore, the understanding by (Schaufeli, 2012) companies must pay attention to several suits or suits that employees must have for the benefit of the company, including the suitability of an employee with his job, type of work, to the work climate in the company.

It can be concluded that companies must pay attention to the person-job fit of each individual in order to create bonds and employee loyalty to the organization, because if there is a person-job fit, it will create job satisfaction that creates employee interest/involvement (work engagement) and loyalty to the company. So it can be concluded that person-job fit has a significant positive effect on work engagement. This is in line with research conducted by ((Rahmadani & Sebayang, 2017) and (Sulistiowati et al., 2018).



### **The Influence of Job Crafting on Work Engagement**

Based on the results of testing the effect of job crafting on work engagement, the Tstatistics ( $|O/STDEV|$ ) value = 3.396 and P-Values 0.001 with a significance level of  $0.001 < 0.05$  from these results it can be concluded that there is a significant effect between job crafting and work engagement. Job crafting is proactive job crafting where employees shape their assigned work by changing the tasks of a job they do without reducing the burden and responsibility to create a match for their own personality (Meijerink et al., 2020). To manage competitive and competent human resources, there needs to be a sense of work engagement by employees, it can be seen that work engagement refers to personal attachment to their responsibilities and roles actively in carrying out their work in a way that they can express themselves emotionally, cognitively, and physically. If job crafting is done well, it will later have a positive, effective, and efficient impact in completing a job so that work can create a sense of work engagement. Judging from previous research, it can be said that Job crafting affects work engagement positively and significantly.

### **The Influence of Work Engagement on Organizational Citizenship Behavior**

Based on the results of testing the effect of work engagement on organizational citizenship behavior, the Tstatistics value ( $|O/STDEV|$ ) = 2.085 and P- Values 0.038 with a significance level of  $0.038 < 0.05$  from these results it can be concluded that there is a significant effect between work engagement and organizational citizenship behavior. Organizations that have human resources with high work engagement can maintain and improve performance even though the surrounding environmental conditions are less conducive (Arif, 2022). Furthermore, these conditions will have an impact on employee behavior that can increase the effectiveness and efficiency of the organization such as helping other coworkers in handling organizational tasks and personal problems, maintaining each other's behavior to prevent interpersonal problems, exceeding organizational expectations, tolerating circumstances that are not as they should be without any reason, feeling responsible and being involved in all organizational activities so that performance continues to increase (Jufrizen et al., 2023).

### **The Influence of Person-Job Fit on Organizational Citizenship Behavior Through Work Engagement**

Based on the results of testing the effect of person-job fit on organizational citizenship behavior through work engagement, the TStatistics value ( $|O/STDEV|$ ) = 3.758 and P-Values 0.000 with a significance level of  $0.000 < 0.05$  from these results it can be concluded that there is a significant influence between person-job fit on organizational citizenship behavior through work engagement. This means that the mediating variable (work engagement) is a mediator between person-job fit and organizational citizenship behavior. Organizational citizenship behavior is a factor that influences how people as individuals or as members of a group behave in an organization and its influence on the structure of the organizational system. This is supported by (Mohsin, 2018) who said that work engagement will influence individuals in influencing organizational citizenship behavior. According to the results of previous research (Riyanto & Helmy, 2020a) concluded that there is a significant positive relationship between person-job fit and organizational citizenship behavior and there is a significant positive relationship between person-job fit and work engagement.

### **The Influence of Job Crafting on Organizational Citizenship Behavior Through Work Engagement**

Based on the results of testing the effect of job crafting on organizational citizenship behavior through work engagement, the TStatistics value ( $|O/STDEV|$ ) = 3.638 and P-Values 0.000 with a significance level of  $0.000 < 0.05$  from these results it can be concluded that there is an influence between job crafting on organizational citizenship behavior through work engagement. This means that the mediating variable (work engagement) is a mediator between job crafting and organizational citizenship behavior. Work engagement is where an employee is said to have work engagement in

his work if the employee can identify himself psychologically with his work, and considers his performance important to himself, in addition to the organization. For this (Bakker & Leiter, 2010) also said that work engagement or work attachment is employee behavior in working by expressing himself totally both physically, cognitively, affectively and emotionally. This is supported by the results of research conducted by (Jufrizen et al., 2023) which concluded that there is a relationship between job crafting and organizational citizenship behavior through work engagement.

### CONCLUSION

Based on the data obtained in this study from respondents, it is concluded as follows: Person-job fit has a positive and significant effect on organizational citizenship behavior, Job crafting has a positive and significant effect on organizational citizenship behavior, Person-job fit has a positive and significant effect on work engagement, Job crafting has a positive and significant effect on work engagement, Work engagement has a positive and significant effect on organizational citizenship behavior, Person-job fit has a positive and significant effect on organizational citizenship behavior through work engagement, Job crafting has a positive and significant effect on organizational citizenship behavior through work engagement at the Medan City Investment and One-Stop Integrated Service Office.

### LIMITATIONS

Some limitations in this study include: In the factors influencing organizational citizenship behavior only using the person-job fit, job crafting and work engagement factors, the work engagement variable is used as a mediating variable while there are still many factors that influence organizational citizenship behavior, The results of the study only apply to the sample used in the study and cannot be generalized to a wider population, In the data collection process, the information provided by respondents through questionnaires sometimes does not show the respondent's true opinion. This happens because of differences in thinking, assumptions, and understanding that are different for each respondent and other factors such as the honesty factor in filling in the respondent's opinion in the questionnaire.

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### DECLARATION OF CONFLICTING INTERESTS

The author has no conflict of interest in writing this article.

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