

## **Organizational Citizenship Behavior As Intervening Variables of The Influence of Person Job Fit And Person Organization Fit On Employee Performance on Local Water Companies in South Kalimantan Province**

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**Abstract:** *This study is conducted to explore the relationship between Person Job Fit (PJFit) and Person Organization Fit (POFit) with Organization Citizenship Behavior (OCB) and Employee Performance on Local Water Companies in South Kalimantan Province. The study population is 1277 employees of Local Water Companies in the Regencies and Cities of South Kalimantan Province. This study uses Slovin's formula. The questionnaires are distributed to 105 sample respondents. The data are analyzed by using AMOS software version 20.0 and equation of SEM model. The results show that Job Fit Person has no influence on OCB and employee's performance. It will have influences, if the recruitment process is applied properly such as the application of job analysis, job description, job specification, and job assessment. Furthermore, Person Organization Fit significantly influences OCB and employee's performance. OCB has a significant influence on employee's performance.*

**Keywords:** *PJFit, POFit, OCB, and Employee Performance.*

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### **I. INTRODUCTION**

The quality of employees is one of the keys in determining the development of an organization, both institutions and companies. It is the driving force of an organization. To achieve organizational objectives, professional employees are required. Therefore, an organization can experience growth and sustainability depending on the performance of its employees. Employee's Performance is the responsibility of every company. It ranges from recruitment to employee's satisfaction while doing the job. When they feel comfortable with their work without excessive burden, it will give satisfaction. The satisfaction encourages a good performance for the company through their increased performance. So the providing services to consumers will be better. Consequently, it will create a good impact for improving the company's performance. Theoretically, there are some concepts affecting the employee's performance such as; Person Job Fit (Edwards, 1991; O'Reilly, Chatman, & Caldwell, 1991) and Person Organization Fit, (Kristof, 1996; Netemeyer et al., 1999, Valentine et al., 2002; Vancouver et al., 1994). Furthermore, based on empirical studies on The Influence of Organizational Citizenship behavior (OCB) on employee's performance as intervening variables, Dennis Organ (1997), Barnard (in Jahangir, Akbar, Haq, 2004), Podsakoff, et al. (2009) state that employee's selection with values and beliefs appropriate to job and organizational characteristics will strengthen the employee's performance. It is also directly or indirectly assumed that through an intervening variable, the Organizational Citizenship Behavior influences the employee's performance.

#### **Problem Statement**

**Based on the background above, the problems proposed are as follows:**

Does Person Job Fit have significant influence on Organizational Citizenship Behavior (OCB) of Local Water Companies in South Kalimantan Province?

Does Person Organization Fit have significant influence on Organizational Citizenship Behavior (OCB) of Local Water Companies in South Kalimantan Province?

Does Person Job Fit have significant influence on employee's performance of Local Water Companies in South Kalimantan Province?

Does Person Organization Fit have significant influence on employee's performance of Local Water Companies in South Kalimantan Province?

Does Organizational Citizenship Behavior (OCB) have a significant influence on the employee's performance of Local Water Companies in South Kalimantan Province?

## **II. LITERATURE REVIEW**

### **1. Person Job Fit (P-J Fit)**

According to the theory of person job fit, the suitability between job characteristics and the individual's ability to perform the task will strengthen employee's ties to his work. The employees will be more committed to work (Allen and Meyer, 1997 in Ozag and Duguma, 2005). Job Fit here means the understanding of the suitability of labor required by the company. The problems of individual suitability at work within an organization have been the subject of researches in the previous times. Sims & Galen Kroeck (1994: 939) states that: "It is readily accepted that types of jobs, while this concept may appear obvious, the person-situation match in other aspects of the employment situation is perhaps equally important as the type of work performed". It is accepted that different types of individuals are compatible with different types of occupations. Thus it is clear that the suitability between the individual and the type of work in various other aspects of the job situation may be as important as the type of work to be done. So the organization will get employees who really have the desired competence, which is capable to change to follow the work.

It has been stated that a person will choose the work that best suits his personal characteristics. Tom states as quoted by Sims & Galen (1994: 939) "a person's preference for an organization should vary with the degree of similarity between his self-concept and his image of work in the organization." A person's choice of a company will depend on the degree of resemblance between the inner self-concept and the image he or she sees in the work of the enterprise. Bohlander and Snell (2004: 184) state that person job fit is a process of Job specifications. It in particular, helps to identify the individual competencies that employees need for success such as knowledge, skills, abilities, and other factors (KSAOs) that lead to superior performance. This means that person job fit is a work specification process in an effort to help identify individual employee's competencies needed to achieve success. That is why this variable is very important to be noticed by the company. Furthermore, Bowen, et. al. (1997: 37) states that person job fit takes into account the types of individuals required by qualifications: the suitability of knowledge, skills, abilities, social skills, personal needs, values, interests and personality traits. Thus it is important for companies to make person job fit to achieve optimal individual performance. Based on the opinions of Bohlander and Snell (2004) as well as Bowen et al. (1997), it can be concluded that Person Job Fit has 8 indicators, i.e.: Knowledge, Skill, Abilities, Social skills, Personal needs, Values, Interest, Personality traits.

### **2. Person organization fit**

Person Organization Fit (P-O Fit) is broadly defined as the compatibility between organizational values and individual values, (Kristof, 1996; Netemeyer et al., 1999; Vancouver et al., 1994). It is based on the assumption of individual desire to maintain their conformity with organizational values, (Schneider, Goldstein, & Smith, 1995). It is the appropriateness between individual personality and organizational characteristics (Bowen et al, 1997). It is a multidimensional building consisting of three types: values, personality, and work environment, Handler (2004). The suitability between employees and organizations is strongly emphasized in PO Fit (Barrick, et.al.2005). Robert L. Mathis and John H. Jackson (2004: 191) define Person Organization Fit as the congruence between individuals and organizational factors. It means that Individual suitability with the organization is an adjustment between the individual with the factors of the company's organization. A selection method takes into account the suitability between the individual and the values of the organization. It is a technique that places the selection process as a means to interact between the organization and the individual. Person Job Fit and Person Organization Fit are taken into account and defined simply rather than the traditional selection model. According to Bowen et.al (1997: 48) the selection indicators of Person Organization Fit are as follows: suitability of knowledge of prospective employees with organizational values, conformity of candidate's skills with organizational values, conformity of candidate's capability with organizational values, suitability of candidate needs with environmental values of organization, conformity between personal values of prospective employees and organizational values.

### **Organizational Citizenship Behavior (Ocb)**

Dennis Organ (1997) first proposed the concept of OCB. He defines it as individual behavior that is discretionary or explicitly recognized by the formal reward system. It prompts the effective functioning of the organization. By discretionary, the behavior is not an enforceable requirement of the role or job description. It is the obvious specifiable terms of the person's employment contract with the organization. The behavior is rather a matter of personal choice that its omission is not generally understood as punishable. OCB is an individual voluntary behavior beyond a job description that is explicitly recognized by a formal reward system. It can improve effectiveness of an organization. Barnard (in Jahangir, Akbar, Haq, 2004) stated a similar concept of OCB as the willingness of individuals to contribute cooperative efforts to attain the organizational goals effectively.

Podsakoff, et al. (2009) states OCB affects not only for the organization but also for individuals. employees displaying OCBs will tend to get better performance ratings from their leaders than those who do not feature OCB. The OCBs employees will be preferred and considered more favorable to the organization. The leaders are aware that OCB plays an important role in the success of an organization. As a form of an employee's commitment, it will assess the performance of employees. Furthermore, a better employee performance appraisal is often associated with rewards, promotions, or bonuses. OCB has shown some positive impact on employee performance and ultimately leads to organizational effectiveness. Based on the opinions of Dennis Organ (1997) and Podsakoff, et.al. (2009), it can be stated that Organizational Citizenship Behavior (OCB) has 8 dimensions or indicators as follows: Altruism, Courtesy, Sportsmanship, Civic Virtue, Conscientiousness, Organizational compliance, Organizational loyalty, Self- development.

### **Employee Performance**

Employee performance is work result of employees both in quality and quantity in achieving the job requirements provided. It is based on predetermined work standards (Simamora, 2007: 500). It ,according to Robbins, S.P. (2007: 145), is a measure of effectiveness in achieving the goal. It is the ratio of the effective output and the input required to achieve the goal. So if a person has been accepted and placed in a particular work unit he must be managed to show his good performance. The leader must be responsible for his performance. Meanwhile, according to Irawan, et.al. (1997: 11) it is the result of concrete, observable, and measurable work. Based on three kinds of objectives: the objectives of organization, unit, and employee, there are three kinds of performance: the performances of organization, unit, and employee. Dessler (2006: 87) stated that it is the comparison between the actual achievement and the expected performance of employees. The expected work performance is a standard achievement arranged as a reference in accordance with its position compared with the standards made. In addition it can also show the employee's performance against the other employees.

Mathis and Jackson (2006) state that there are several dimensions of performance, they are: Quantity, Quality, Timeliness, Attendance, Ability to work together. These dimensions, according to Gomes, F.C., et.al. (2001) expand the dimensions of employee's performance based on: work quantity, work quality, Job Knowledge, Creativeness. Meanwhile, according to Bernarddin and Russel (in Ruky, 2006: 15) performance is defined as the record of outcomes produced on a specified job function during the period. Bernarddin and Russell (1995) proposed six primary criteria that can be used to measure performance: Quality, Quantity, Timeliness, Cost effectiveness, Need for supervision, Interpersonal Impact. Soedjono (2005) mentions 6 criteria that can be used to measure the performance of employees: Quality, Quantity, Timeliness, Effectiveness, Self-reliance, and Work commitment.

Not all performance measurement criteria are used to appraise I in an employee's performance. It should be adjusted to the type of work assessed. The opinions of experts as an indicator of employee's performance in this research (Mathis and Jackson (2006), Gomes, FC, et.al. (2001), Bernarddin and Russel (1995), and Soedjono (2005) are synergized. The indicators of employee's performance appraisal in the research are: work quantity, work quality, timeliness, attendance, ability to cooperation, job knowledge, creativeness, cost effectiveness, need supervision, interpersonal impact, outonomous, work commitment, and trust.

## **III. RESEARCH METHOD**

### **1. Research Design**

According to Mohammad Nazir (2002: 99) research design is all the necessary processes in planning and implementation research. In this design an image or diagram is needed to provide early clues to the clarity of further research and to facilitate further data analysis. This research is used to explore the influence of latent variables: Person Job Fit, and Person Organization Fit on Organizational Citizenship Behavior and employee's Performance of Local Water Companies in South Kalimantan Province. This study identifies the causal relationship between variables with explanatory survey method. The definition of this survey method is limited to the definition of the survey, where information is collected from some populations as Burhan Bungin (2009: 112). It states that generally the definition of the survey is limited to the definition of the sample, in which information is collected from some populations. The purposes of the survey are explaining and studying the phenomenon with the relationship of research variables.

### **2. Population and Sampling**

Population according to Sugiarto (2001: 27) is the whole unit or individual within the scope studied. The population of this study is 1277 employees of Local Water Companies (PDAM) in South Kalimantan Province. According to Slovin in Arikunto (2003: 108), to determine the size of the sample the formula used is as follows:

$$n = \frac{N}{1 + Ne^2}$$

Note:

N = number of employee population

n = sample size of respondent.

e = maximum deviant data rate set 9.35%

Based on the Slovin's formula, the size of the respondent's sample in this study is as follows:

$$n = \frac{N}{1 + Ne^2} = \frac{1277}{1 + (1277)(9,35\%)^2} = \frac{104,98}{1} = 105$$

Based on Slovin's formula calculations, the size of the sample is at least 105 respondents. Furthermore, according to Ferdinand (2006) to conduct analysis by using Structural Equation Model (SEM), the respondent sample used must meet the requirement from 100 to 200 respondents. Thus the number of samples of 105 respondents has met the SEM criteria.

#### IV. METHODS OF DATA COLLECTION

The data used in this research are valid and reliable. The type of data used is quantitative data that measures the influence of job fit personnel, and person organization fit on OCB, and employee's performance. Based on the size scale, the type of data used is ordinal, interval, and ratio. Besides they contain the elements of naming and sequence, they also have significant and comparable interval properties. Data sources in this research are primary data and secondary data. Primary data are obtained directly from the respondents through the questionnaire. Meanwhile the secondary data are obtained from other parties who have collected and published the data first. This study aims to explore and analyze the causal relationship between exogenous and endogenous variables both intervening and dependent endogen. It also aims to check the validity and reliability of the research instrument as a whole. Therefore, Structural Equation-Model (SEM) analysis technique using AMOS program package (Analysis of Moment Structure) version 22.0 is used.

##### Method Of Data Analysis

###### 4.1. Validity test

Ghozali (2011) states that validity means the accuracy of a measuring instrument in performing its function. It has high validity if it performs its measuring function well, or gives a measured result. According to the purpose of the measurement, a valid measuring instrument is not only able to disclose data accurately but also provide a careful picture of the data. Being careful means that the measurement is able to provide a picture of the smallest differences of each subject. Loading factor that has fulfilled the convergent validity is when  $\geq 0,5$  (Ghozali, 2011).

###### 4.2. Realibility Test

Besides validity, a measuring instrument must also be reliable. It is reliable if it gives consistent results. It can give relatively no different results when the same subject is re-measured. Reliability refers to the internal consistency and stability of the value of a particular measurement scale. It concentrates on the problem of measurement accuracy and results (Sarwono, 2002). The approach used to assess the magnitude of composite reliability and variance - extracted from each construct is the formulation as follows:

$$Construct - reliability = \frac{(\sum Std Loading)^2}{(\sum Std Loading)^2 + \sum \epsilon_j}$$

Source: Ferdinand, 2006

From the above formula, the Standard Loading is obtained directly from standardized loading for indicator (from AMOS calculation).  $\epsilon_j$  is the measurement error of each indicator. The score of this extracted variance is recommended at a level of at least 0.50 (Ferdinand, 2006). The limit score used to assess an acceptable level of reliability is 0.60 (Nunully in Arikunto, 2003). If the research is exploratory then the score below 0.60 is still acceptable along with the empirical reasons seen in the exploration process.

###### 4.3. Hypothesis Testing

The research is about the Influence of Person job fit, and Person organization fit on OCB, and employee's Performance of Local Water Companies (PDAM) in South Kalimantan Province. In conducting hypothesis testing, the data obtained are then processed in accordance with the needs of the analysis. For the purposes of discussion, data processed and presented are based on the principles of descriptive statistics. Meanwhile for the purposes of hypothesis analysis and testing it uses inferential statistics. To test the hypothesis it uses multivariate analysis with Structural Equation Model (SEM) by using program of AMOS version 22.0. Test is done to identify whether the proposed hypothesis can be accepted by comparing probability score (p) with significant level of  $\alpha$  which is determined equal to 0,05. If the probability scores (P) is smaller than  $\alpha$  (0.05), then the hypothesis is acceptable. Vice versa, if the probability score (p) is greater than the score of  $\alpha$  (0.05), then the hypothesis is not accepted. However, prior to hypothesis testing, confirmatory factor analysis is firstly done to see the dimensions that can be used to form factors or constructs.

#### 4.4. SEM Model Analysis

Statistical analysis of inferential data using the Structural Equation Model (SEM) technique allows a researcher to examine several dependent variables with some independent variables (Ferdinand, 2006). Thus the indexes that can be used to test the feasibility of a model can be summarized in the following table.

**Tabel 1.** Index Goodness of Fit

No.	Goodness of fit index	Cut-off value
1.	X <sup>2</sup> (chi-square)	Diharapkan kecil
2.	Significance probability	≥ 0.05
3.	X <sup>2</sup> /df(CMIN/DF)	≤ 2.00
4.	GF1	≥ 0.90
5.	AGF1	≥ 0.90
6.	TLI	≥ 0.95
7.	CF1	≥ 0.95
8.	RMSEA	≤ 0.08

Source: Ferdinand (2006)

Hypothesis testing is conducted by testing the significance of regression based on F test at  $\alpha = 0.05$  on each coefficient equation, either directly or partially. After testing the basic assumptions of SEM and the test of conformity and statistical tests, the next step is to modify the model that does not meet the requirements of the tests done. After the model is estimated, the residual must be small or close to zero. The frequency distribution of the residual covariance must be symmetric (Tabachnick and Fidell, 2007). Hair et al. (1998) provides a guide to consider whether modifications should be made to a model or not by looking at a number of residuals produced by the model. If the residual amount is greater than 5% of all residual covariance, then modification needs to be considered. If the residual score is too large ( $> 2.58$ ), then another way of modifying is to consider adding a new path to the estimated model.

## V. RESULTS AND DISCUSSION

### 1. Validity Test Instrument

Validity test instrument aims at discovering the level of validity or degree of accuracy of the instrument used in data collection. An instrument is valid if it is able to measure what is desired, and can reveal the data of the variables studied appropriately. The high degree of validity indicates the extent to which the data collected does not deviate from the description of the variable in question. The validity of an item / instrument indicator can be determined by comparing the Pearson Product Moment correlation index on a significance level of 95% degree of confidence with a critical value r-table at the significance level of  $\alpha = 5\%$  on its degrees of freedom =  $n - (k + 1) = 105 - (4 + 1) = 100$  is 0.196.

#### The Test Results Of Validity And Reliability Of The Instruments Can Be Explained Below:

The result of the product moment correlation test on Job Person Fit variable (X1) shows a significant correlation with table score indicated by the Pearson Product Moment correlation whose index value which is greater than r-table so that the instrument to all indicators forming Person Job Fit (X1) variable is valid to test the hypothesis.

### 1.2. Validity of Person Organization Fit (X<sub>2</sub>)

The result of Product Moment Correlation test on Organization Person variable Fit (X2) shows a significant correlation indicated by the score table of Pearson Product Moment correlation index value which is great-

er than r-table so that instrument to all indicators forming variable Person Organization Fit (X<sub>2</sub>) is valid to test the hypothesis.

**1.3. Validity of Organizational Citizenship Behaviour (Z)**

The result of Product Moment Correlation Test on Organizational Citizenship Behavior (Z) variable correlated significantly with the score table indicated by the Pearson Product Moment correlation index value, which is greater than the r-table so that the instrument against all the indicators forming the Organizational Citizenship Behavior (Z) variable is valid to test the hypothesis.

**1.4. The Validity of the Employees' Performance (Y)**

The result of the test of the product moment correlation on employees' performance variable (Y) shows a significant correlation. This is indicated by the Pearson Product Moment score table correlation index value that is greater than the r-table so that the instrument of all indicators forming Employee Performance (Y) is valid and can be used to test the hypothesis.

**2. Reliability Test Instrument**

The aim of reliability test is to discover the consistency of measuring instruments used. The questionnaire as a measuring tool is consistent when it gives the consistent results for repeatedly measuring. Nunully in Arikunto (2003) states that an indicator is considered reliable if the Cronbach alpha value is > 0.60. The result of instrument reliability can be seen as follows:

**Table 2**The Result of Questionnaire Reliability

Variable	Reliability	Description
<i>Person Job Fit (X<sub>1</sub>)</i>	0,888	Reliable
<i>Person Organization Fit (X<sub>2</sub>)</i>	0,912	Reliable
<i>Organizational Citizenship Behaviour (Z)</i>	0,930	Reliable
<i>Kinerja Pegawai (Y)</i>	0,959	Reliable

Table 2 shows that all variables tested are reliable because each variable has the value that is greater than 0.6. The conclusion is that the reliability value is categorized very high because it is in the range above 0.80.

**3. The Test Of Validity And Reliability Constructs (Variable) In SE Analysis**

This section presents the results of preliminary analysis before testing the full model of structural equations (SEM). The latent variables in the research model will be examined by discussing the level of reliability in building the variables through the Confirmatory Factor Analysis (CFA) model. Confirmatory Factor Analysis (CFA) Test and Convergent Validity Test are conducted to confirm every indicator that has been made based on previous research and existing theories is valid to explain the construct of research variables consisting of Person Job Fit and Person Organization Fit, Organizational Citizenship Behavior, and Employee Performance. Confirmatory Factor Analysis (CFA) test results meet criteria if Critical Ratio (CR) is > 1.96 with its Probability is <0.05 and Convergent Validity Test meet the criteria if the Loading Factor or Standardized Loading Estimate is > 0.5.

**3.1. The Validity Test of Person Job Fit Construct (X<sub>1</sub>)**

The validity test of each loading value aims at examining the significance of each indicator to construct the individual person job fit (X<sub>1</sub>) and the result can be seen as follows.

**Table 3** CFA Person Job Fit (X<sub>1</sub>) Test

Indicator	SLE	CR	P	Description
Knowledge (X <sub>1.1</sub> )	0,586	fix	fix	Valid
Skill (X <sub>1.2</sub> )	0,537	2,896	0,004	Valid
Abilities (X <sub>1.3</sub> )	0,575	1,959	0,050	Valid
Social Skill (X <sub>1.4</sub> )	0,554	2,446	0,014	Valid
Personal Needs (X <sub>1.5</sub> )	0,799	2,649	0,008	Valid
Value (X <sub>1.6</sub> )	0,752	2,670	0,008	Valid
Interest (X <sub>1.7</sub> )	0,700	2,617	0,009	Valid
Personality Traits (X <sub>1.8</sub> )	0,619	2,600	0,009	Valid

Table 3 shows that the value factor of loading knowledge (X1.1.) is 0.586 greater than 0.5 which means the indicator is valid and it can be used to measure the construction of person job fit. Similarly, the value factor of the loading skill (X1.2.) is 0.537, the value factor of loading abilities (X1.3) is 0.575, the value factor of loading social skill (X1.4.) is 0.554, the value factor of loading personal needs (X1.5.) is 0.799, the value factor of loading value (X1. 6.) is 0.752, the value factor of loading interest (X1.7.) is 0.700, and the value factor of loading personality traits (X1.8.) is 0.619 which all indicators have loading factor values that are greater than 0.5. This means that all the former indicators of the person job fit variable are valid and can be used to measure the person job fit construct.

**3.2. The Validity Test of Person Organization Fit (X<sub>2</sub>) Construct**

The following is the result of the validity test of the significance of each loading value of the former indicator of Person Organization Fit (X<sub>2</sub>) construct.

**Table 4** CFA Person Organization Fit (X<sub>2</sub>) Test

Indicator	SLE	CR	P	Description
Knowledge (X <sub>2.1</sub> )	0,721	fix	fix	Valid
Skill (X <sub>2.2</sub> )	0,703	8,258	***	Valid
Abilities (X <sub>2.3</sub> )	0,711	8,518	***	Valid
Personal Needs (X <sub>2.4</sub> )	0,642	7,758	***	Valid
Personal Value (X <sub>2.5</sub> )	0,690	8,235	***	Valid

Table 4 above shows that the loading value factor of Knowledge (X2.1.) is 0.721 greater than 0.5 meaning that the valid indicator can be applied to measure the person organization fit construct. Similarly, the loading value factor of skill (X2.2.) is 0.703, the loading value factor of abilities (X2.3) is 0.711, loading value factor of Personal Needs (X2.4.) is 0.642, and the loading value factor of personal value (X2.5.) is 0.690. It is shown that all indicators have the value loading factor greater than 0.5 which means they are valid and can be applied to measure the constructs of the person organization fit.

**3.3. Validity Test of Organizational Citizenship Behaviour Construct (Z)**

This is the result of the validity test of the significance of each loading value of each former indicator of Organizational Citizenship Behaviour Construct (Z).

**Table 5**The Validity Test of Organizational Citizenship Behaviour (Z)

Indicator	SLE	CR	P	Description
Altruism (Z <sub>1</sub> )	0,629	7,071	***	Valid
Courtesy (Z <sub>2</sub> )	0,639	7,213	***	Valid
Sportmanship (Z <sub>3</sub> )	0,641	7,206	***	Valid
Civic Virtue (Z <sub>4</sub> )	0,661	7,285	***	Valid
Conscientiousness (Z <sub>5</sub> )	0,720	7,844	***	Valid
Organizational Compliance (Z <sub>6</sub> )	0,701	7,711	***	Valid
Organizational Loyalty (Z <sub>7</sub> )	0,667	7,395	***	Valid
Self Development (Z <sub>8</sub> )	0,656	fix	fix	Valid

Table 5 above shows that the loading factor value of Altruism (Z1) is 0.629 greater than 0.5 which means that the valid indicator can be used to measure the construct of Organizational Citizenship Behavior. The value of loading factor of Courtesy (Z2.) is 0.629, the loading factor value of Sportmanship (Z3) is 0.639, the loading factor value of Civic Virtue (Z4) is 0.661, the loading factor value of Conscientiousness (Z5) is 0.720, the loading factor value of Organizational Compliance (Z6) is 0.701, the loading factor value of Organizational Loyalty (Z7) is 0.667 , and the loading factor value of Self Development (Z8) is 0.656. All indicators have the loading factor values which are greater than 0.5. This means that all the indicators are valid and can be applied to measure the construct of Organizational Citizenship Behavior.

**3.4. The Validity Test of Employees' Performance (Y)**

Below is the result of the validity test of the significance of each loading value of each former indicator of the employees' performance (Y).

**Table 6** Validity Test of Employees' Performance (Y)

Indicator	SLE	CR	P	Description
Quantity of Work (Y <sub>1</sub> )	0,598	fix	fix	Valid
Quality of Work (Y <sub>2</sub> )	0,614	8,565	***	Valid
Time Lines (Y <sub>3</sub> )	0,763	6,307	***	Valid
Attendance (Y <sub>4</sub> )	0,671	5,758	***	Valid

Ability to Cooperation (Y <sub>5</sub> )	0,745	6,188	***	Valid
Job Knowledge (Y <sub>6</sub> )	0,747	6,171	***	Valid
Creativeness (Y <sub>7</sub> )	0,693	5,864	***	Valid
Cost Effectiveness (Y <sub>8</sub> )	0,680	5,799	***	Valid
Need Supervision (Y <sub>9</sub> )	0,623	5,390	***	Valid
Interpersonal Impact (Y <sub>10</sub> )	0,767	6,232	***	Valid
Outonomus (Y <sub>11</sub> )	0,795	6,410	***	Valid
Work Commitment (Y <sub>12</sub> )	0,698	5,870	***	Valid
Trust (Y <sub>13</sub> )	0,747	6,121	***	Valid

Based on Table 6 above it can be explained that the loading factor factor Quantity of Work (Y1.) is 0.598 greater than 0.5, which means that the indicator is valid, can be used to measure construct Employee Performance. Thus the value of loading factor Quality of Work (Y2) is 0.614, Time Lines (Y3.) Is 0.763, Attendance (Y4) is 0.671, Ability to Cooperation (Y5.) is 0.745, Job Knowledge (Y6) is 0.747, Creativeness (Y7) is 0.693, Cost Effectiveness (Y8) is 0.680, Need Supervision (Y9) is 0.623, Interpersonal Impact (Y10) is 0.767, Outonomus (Y11) is 0.795, Work Commitment (Y12) is 0.698 and Trust (Y13) is 0.747 which all indicators have a loading factor value greater than 0.5. This means that all indicators forming employee performance variable is valid and can be used to measure the employee performance construct.

**3.5. The Reliability Test of Person Job Fit Construct (X<sub>1</sub>)**

The following table displays the reliability test of each loading value of its significance for each construct former indicator of the Person Job Fit (X1) resulted from the loading standard value and error measurement.

Table 7 Reliability Test of the Person Job Fit Construct (X<sub>1</sub>)

Indicator	Standard loading (λ)	(λ <sup>2</sup> )	measurement error (1-λ <sup>2</sup> )
Knowledge (X <sub>1,1</sub> )	0,586	0,343	0,657
Skill (X <sub>1,2</sub> )	0,537	0,288	0,712
Abilities (X <sub>1,3</sub> )	0,575	0,331	0,669
Social Skill (X <sub>1,4</sub> )	0,554	0,307	0,693
Personal Needs (X <sub>1,5</sub> )	0,799	0,638	0,362
Value (X <sub>1,6</sub> )	0,752	0,566	0,434
Interest (X <sub>1,7</sub> )	0,700	0,490	0,510
Personality Traits (X <sub>1,8</sub> )	0,619	0,383	0,617
Total	5,122	3,346	4,654

Based on Table 7, the value of the reliability of person job fit construct is computed as follows.

$$\frac{(5,122)^2}{(5,122)^2 + 4,654} = 0,84933$$

Based on the calculation in Table 6, the reliability value of Person Job Fit construct is 0.84933 meaning that the eight indicators mentioned above are reliable forming Person Job Fit constructs of 84.933%. It is above the Nunully's (in Arikunto, 2003) Cronbach Alpha standard which is 0.60 or 60%. Using the same formula, it is obtained the reliability value of the construction of Person Organization Fit of 0.81151, which means that the five indicators above are reliable form the Person Organization Fit structure of 81.151%. It is above the Nunully's (in Arikunto, 2003) Cronbach Alpha standard which is 0.60 or 60%. The reliability value of the Organizational Citizenship Behavior construct is 0.86352, meaning that the eight indicators mentioned above are reliable to construct Organizational Citizenship Behavior which is 86.352%. It is above the Nunully's (in Arikunto, 2003) Cronbach Alpha standard which is 0.60 or 60%.

**4. Evaluation on the criteria of the Model Reliability\**

The following equation structure model is conducted to discover the various assumptions required in this study. It is also conducted to find out if there is the need of modification of the Full Model. Based on Table 12, it is known that the seven parameters of goodness of fit index looks good, so the Model Structure Equation modification can be seen in figure 1 below.

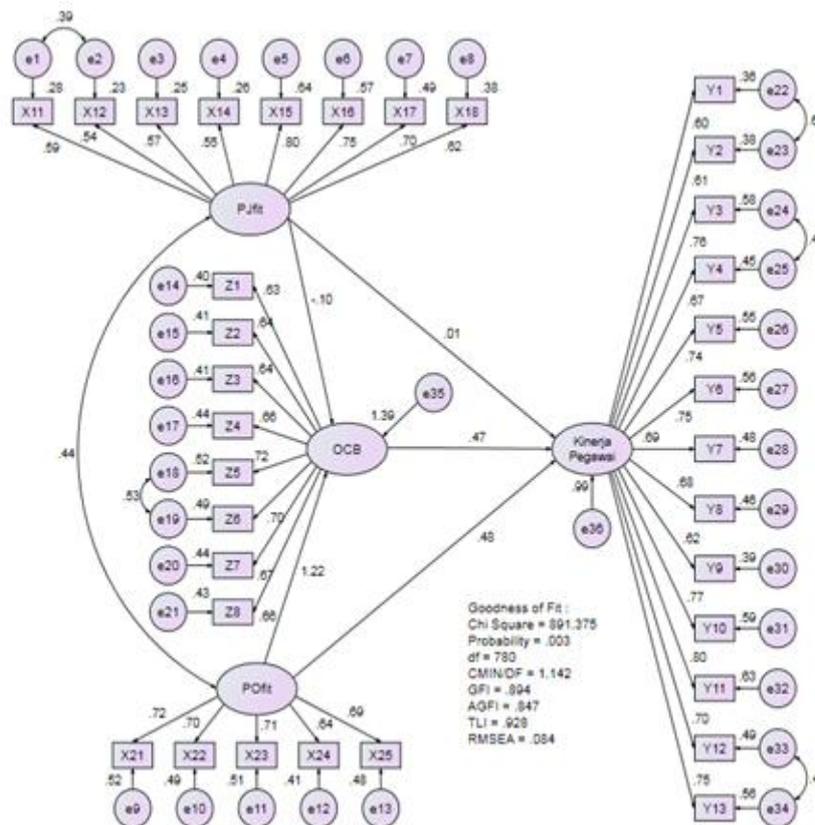


Figure 1 Structural Equation Model : Person Job fit and Person Organization fit toward the Organizational Citizenship Behaviour and Employees’ Performance

Table 8 below shows the result of confirmatory factor analysis on the value of goodness of fit index.

Table 8 Goodness of Fit Indeks

Goodness of Fit index	Cut off value	Result Analysis	Evaluation Model
Chi Square	$< \chi^2$ tabel	891,375	$\chi^2$ table is 892,8985 $\chi^2$ counting $< \chi^2$ table = good
RMSEA	$\leq 0,08$	0,084	good
GFI	$\geq 0,90$	0,894	marginal
AGFI	$\geq 0,90$	0,847	marginal
CMIN/DF	$\leq 2,00$	1,142	good
TLI	$\geq 0,95$	0,928	good
CFI	$\geq 0,95$	0,942	good

Source: Appendix 4, Calculated data

Based on Table 8 it is known that the five parameters of the Goodness of Fit index are good, and two parameters are marginal and therefore the result of the Equation Structure Model can be used as a basis for Assumption Testing in Structural Equation Model (SEM).

### 5.5. Hypothesis Test of Struktural Equation Model

The following table is the result of the analysis of hypothesis testing on the structural equation model of Person Job Fit and Person Organization Fit on Organizational Citizenship Behavior and Employee Performance.

Table 9 Result of Hypothesis Test

No	Variable	Coefficient	C.R.	P Value	Description
1.	Person job fit ( $X_1$ ) $\rightarrow$ OCB (Z)	-0,308	-1,751	0,080	not Significant
2	Person organization fit ( $X_2$ ) $\rightarrow$ OCB (Z)	1,342	8,124	***	very Significant
3	Person job fit ( $X_1$ ) $\rightarrow$ Employees' Performance (Y)	0,020	0,162	0,872	not Significant
4	Person organization fit ( $X_2$ ) $\rightarrow$ Employees' Performance (Y)	0,421	5,799	***	Significant
5	OCB (Z) $\rightarrow$ Employees' Performance (Y)	0,381	5,348	***	Significant

Source : Appendix 4, calculated data

**Based on Table 8, the results hypothesis testing can be explained as follows:**

Hypothesis one (H1) states that the Person Job Fit affects insignificantly to Organizational Citizenship Behavior (OCB). The negative path coefficient is -0,308 with value of C.R. equals to -1,751 to be smaller than 1,96, and that the probability value equals to 0,080  $>$   $\alpha$  equals to 5% meaning that the Person Job Fit has no significant effect to Organizational Citizenship Behavior (OCB). It results in the rejection of hypothesis one (H1) meaning the Person Job Fit does have not any significant influence on the Organizational Citizenship Behavior (OCB). Hypothesis two (H2) states that Person Organization Fit affects significantly to the Organizational Citizenship Behavior (OCB). The path coefficient marked positive 1,342 with value of C.R. 8.124 is greater than 1.96, and that the probability value is \*\*\*  $<$   $\alpha$  equals to 5%, meaning that Person Organization Fit has a very significant effect on Organizational Citizenship Behavior (OCB). The result is that hypothesis two (H2) is accepted, meaning Person Organization Fit has significant effect to Organizational Citizenship Behavior (OCB). Hypothesis three (H3) states that Person Job Fit has an influence on Employee Performance. The positive path coefficient is marked 0,020 with its C.R's value is 0.162 which is smaller than 1.96, and the probability value of 0.872  $>$   $\alpha$  is 5%, meaning Person Job Fit has no significant effect on Employee Performance. Consequently, the hypothesis three (H3) is rejected, meaning Person Job Fit has no significant effect on Organizational Citizenship Behavior (OCB).

Hypothesis four (H4) states that the Person Organization Fit affects the performance of employees. The path coefficient marked positive 0,421 with C.R's value equals to 5,799 which is bigger than 1,96, and the probability value which equals to \*\*\*  $<$   $\alpha$  equals to 5%, meaning that Person Organization Fit has a significant effect to employee performance. Therefore, the hypothesis four (H4) is accepted, meaning that Person Organization Fit has a significant effect on Employee Performance. Hypothesis five (H5) states that Organizational Citizenship Behavior (OCB) affects on Employee Performance. The path coefficient marked positive 0,381 with C.R's value of 5.348 is greater than 1.96, and the probability value which is of \*\*\*  $<$   $\alpha$  is 5%, meaning that the Organizational Citizenship Behavior (OCB) has an effect on Employee Performance. Consequently, hypothesis five (H5) is accepted, meaning Organizational Citizenship Behavior (OCB) influences significantly on Employee Performance.

The research conducted on the subject of PDAM's employees in South Kalimantan Province shows that the job fit person which is the suitability of individual characteristic with the job has no significant effect on Organizational Citizenship Behavior (OCB), and it also has no significant effect on Employee Performance. The findings show that recruitment has not been done in accordance with the procedures on human resource management following the stages of job analysis, the job description, the existence of job specification, the assessment, and job evaluation, and that the filling vacancies is often conducted without considering the job specifications because the recruitment of employees has not conducted by considering the applicant's competence and the required diploma for position.

## VI. CONCLUSION

The perception of job fit person to organizational citizenship behavior of PDAM employee in South Kalimantan Province is very low. As the result, it can be stated that the job fit person is not significant and does

not affect the organizational citizenship behavior on PDAM staff in South Kalimantan Province. The perception of person organization fit has a positively significant effect on the organizational citizenship behavior, as it is shown from the test result. If the perception of person organization fit on the organizational citizenship behavior is well applied to PDAM staff in South Kalimantan Province, then the organizational citizenship behavior will be better or fit. The perception on Person Job Fit toward Employee Performance is not acceptable or rejected, because the test shows it is not valid. This means that the perception of job fit person toward the performance of PDAM employee in South Kalimantan Province has not been verified. Because it is very small and the employees' performance is greatly influenced by other factors.

The perception of person organization fit has a positively significant effect on employee performance, because it has been verified. If the perception of person organization fit on employee performance is applied well to PDAM staff in South Kalimantan Province, then the performance of the employees will be better. The perception of organizational citizenship behavior significantly influences the performance of PDAM staff in South Kalimantan Province, because it has been verified. It means that if the perception of organizational citizenship behavior is applied properly, then the performance of employees will be better.

## VII. SUGGESTIONS

Some suggestions are recommended to the owners and the coach. The coach is either the Mayor or the Regent needs to delegate some of his authorities on the selection of the recruitment and placement of employees below the Board of Directors (such as Director, Operational Director, and Business/Marketing Director). He also needs to delegate to the personnel management to carry out job analysis, job description, job specification, and job evaluation, so that the implementation of job fit person, and the leaders of PDAM in the South Kalimantan Province can optimize person organization fit.

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