

## EXAMINING PERSON- JOB FIT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: AN APPLICATION OF WORK INVOLVEMENT AS A MODERATOR

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**Abstract:** *The purpose of this research is to see whether employee's Organizational Citizenship Behavior (OCB) is influenced by their person-job fit at among public servants at Ministry of Home Affairs. Therefore, this research paper examined the relationship between person-job (P-J) fit, work involvement and organizational citizenship behaviour (OCB). This study's sample size is equal to 1114 staffs. A simple random sample approach was used. The questionnaire was distributed to 285 respondents from a total of 1114 employees for this study. 267 questionnaires were collected, with a response rate of 93.68%. The SPSS version 27 was used for analysis. The first objective was to investigate the influence of person-job (P-J) fit on OCB among public servants. The study found that person-job fit is not significant in predicting OCB. The second objective was to investigate the moderating role of work involvement in influencing the link between person- job (P-J) fit and OCB among public servants. Work involvement has moderation effect on the relationship between person-job fit and OCB. It can be concluded; work involvement is a moderator for the link between person-job fit and OCB as the dependent variable. This study's findings revealed a significant F change in model three of the four-step hierarchical regression analysis, indicating that work involvement should be viewed as a predictor of job success rather than a moderator. As a result, future research should*

*investigate the idea of including work involvement as an independent variable. Even though various studies have been undertaken to evaluate the linkages between person-job fit and OCB, this study has successfully addressed the wide gap by including work involvement as a crucial moderating component. More interestingly, even though several restrictions, this research has empirically clarified every one of the research questions.*

**Keywords:** *Person-Job Fit, Organizational Citizenship Behavior, Work Involvement*

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## **Introduction**

Given that the public service is at the greatest level available to the general public, they are constantly evaluated for their overall performance and obligations. They play an important role in delivering localised public goods and commodities. However, with rising public attention and a desire for greater openness, in addition to accountability and public engagement, public service is faced with challenges in attempting to meet the requirements of the public. The public sector is under enormous pressure to practise excellent management due to the country's rising urbanisation, population education levels, and industrialisation (Martono et al., 2021). The significance of government services to the community has led to a number of criticisms of their general performance as well as a deluge of inquiries and complaints via printed and electronic media, emphasising the efficacy and efficiency of government oversight. Governments have repeatedly been chastised for their poor offerings, which have been described as bureaucratic, inefficient, wasteful, unresponsive, and unfriendly to citizens (Kim & Gatling, 2019). Allegations of bribery and abuse of authority are frequently levelled against municipal leaders (Udin, 2020). According to Suwanti and Udin (2020), corruption is more prevalent at lower levels of administration, particularly if the recipient of a permit or licence is viewed to profit monetarily.

The public sector exposes its leaders and employees to a plethora of temptations on a daily basis (Abdullah Thani & Othman, 2018). According to a research conducted by Ibrahim et al. (2020), public service performance has thus far failed to widen a robust package deal of widespread satisfaction to satisfy the aspirations of the communities. He identified the ultimate reason of government failure to produce high service quality as a lack of collaboration from both the outside (the community) and the inside (people and management). Internally, the main issues are divided into three categories: poor employee behaviour and mindset, inefficient management, and a lack of competence to fill critical and necessary positions to ensure the government's smooth functioning.

## **Problem Statement**

As Shah and Ayub (2021) note, person-job fit research in public service is limited in breadth. Several previous research, including Abdalla et al. (2018), Lam et al. (2018), and Fitrio et al. (2019), investigated person-job fit and OCB as a mediating variable. Thus, this study is designed specifically to examine whether person-job fit may affect the OCB of the employees in government training agency. The component of work involvement was also included in this study, which served as a moderator in analysing the impact of person-job fit on OCB among public servants. Martono et al. (2021) asserted that moderating variable are required in identifying antecedents of OCB, in order to explain in a larger picture the influence the predictor had on the criterion variable chosen. Because this construct examines employees' general attitude toward their employment, which is expected to significantly impact their conduct at

work, it takes precedence over other attitudinal antecedents in predicting various workplace behavioural outcomes.

Due to a lack of focus in this field and contradicting results presented, Abdullah Thani and Othman (2018) stated that studies on the antecedents and effects of work involvement are still open to questions. Furthermore, Rizvi and Sikand (2020) stated that the majority of studies on work involvement had been conducted in Western countries. However, there is limited applicability in Asian countries because diverse cultures may evoke different outcomes in Asian studies. As a result, the concerns addressed by a diverse group of scholars create an empirical research gap in the literature connected to work engagement studies. Most importantly, Lambert et al. (2020) stated that research on work involvement should progress by including other situational variables as predictors, and the construct should also be examined in a broader organisational context in order to elicit a more in-depth understanding of the function of work involvement in predicting various organisational outcomes.

### **Research Objective**

The following objectives are proposed to meet the study's goal:

- To study the impact of person-job fit on OCB among public servants.
- To study the effect of work involvement in moderating the relationship between person-job fit (P-J) fit and OCB in public servants

### **Literature Review**

#### **Underpinning Theory in the Study**

To better grasp the concept upheld in this study, there is a key theory that can serve as the study's foundation, which is the Social Exchange Theory, or SET. SET is known as the core theory since it can explain the occurrence as a whole, particularly the implications of P-J fit on employee performance. Positive emotions, attitudes, and behaviours are the results of a P-J fit between an individual's traits and their surroundings. Therefore, it is believed that; when fit is present, it will consequently generate work-related positive attitudinal and behavioral outcomes. Basically, this relationship is clearer when it is referred back to the Social Exchange Theory (SET). Relying on SET, it has been claimed by the previous scholars (Bos-Nehles et al., 2018) that; if employee perceives that there is work involvement (input), he will reciprocate in increasing his performance at work (outcome) especially when it comes to the social exchange relationship; the organization in return will benefit from the employee's performance as well. Similarly, in reference to this study, it is assumed that if an employee perceives that there is work involvement through the positive P-J- Fit, he or she will somehow reciprocate in increasing his or her performance. Thus, it is crucial to highlight that, the role of work involvement may somehow have an impact on the relationship between the P-j fit and also the performance of the employees as theorized by the SET theory.

#### **OCB**

OCB was first developed by Bateman and Organ in the early 1980s, and it focused on extra-role behaviour. OCB, in particular, incorporates positive behavioural components that are not even mentioned in the job description and are not enforced in the employment contract. According to Suwanti et al. (2018), OCB has also been referred to as supplementary role behaviours or discretionary behaviours in addition to contextual performance. When it was initially proposed by Bateman and Organ (1983), it was classified into another facet called general compliance, which deals with the acts that workers should perform as well as their compassion, which includes their willingness to help others (Organ, 1988).

OCB is especially important in boosting government performance because it may enhance formal bureaucratic processes that may be severely limited by administrative and financial resources or norms (Ibrahim et al., 2013). As a result, when personnel connect with stakeholders in ways that demonstrate the positive acts associated with OCB, governmental operations may be regulated more efficiently and services supplied with higher quality (Sulaiman et al., 2021). Their efficiency and efficacy in utilising limited resources that are supported through financial allocation will have a significant impact on a district's economic growth.

As a result, it is expected that government employees demonstrate OCB quality by ensuring that they are capable of providing good service delivery and service quality to meet the ever-changing public expectation, as they have the most direct interaction with the community, particularly the stakeholders. Customer support, accountability, environmental functions provided, service quality, and digital reporting are some of the research performed on public service with regard to organisational performance (Osman et al., 2019). They are regularly scrutinised for their total performance and accountability since public service is at the level of presidency that is near to the general people.

### **Person Job Fit**

This research focuses on the person–job (P–J) fit as a result of avocations for use in people selection and its influence on organizational citizenship behaviour (OCB), particularly among Ministry of Home Affairs staffs in Selangor. The compatibility between persons and the job or tasks they undertake at work is referred to as (P–J) fit (Abdullah Thani & Othman, 2018). It is the balance between a person's talents or ambitions and a job's criteria or qualities. Individuals who are picked based on their abilities to accomplish specific duties are more likely to feel comfortable performing those activities and to be active in their organisation (Lam et al., 2018). P–J variables have been shown to have a direct influence on OCB in previous studies. Work involvement as a moderator between P–J fit and OCB was found to be lacking in a review of literature on moderating and extraneous factors. As a result, the current research looks at the influence of P–J fit on organisational citizenship behaviour through work involvement in a government agency.

People, it appears, choose jobs that are significant to them in addition to providing pleasure for their internal and external requirements. In other words, when P-J fit happens, people will be more motivated to perform at a higher level in their jobs because they are eager to give their time and energy to fulfilling the obligations that they are passionate about. Because P-J fit is linked to employees having the proper skills and abilities to meet job expectations, this, on the other hand, is more likely to explain why a person is more driven to perform at a higher level and stay on the job when fit occurs (Sikander & Batool, 2021). As a result, the following hypothesis is proposed for use in the research:

Hypothesis 1: The person-job fit significantly influence OCB.

### **Work Environment**

A moderator is typically a qualitative or quantitative variable that influences the nature and/or magnitude of the relationship between an independent or predictor variable and a dependent or criterion variable (Hayes, 2013). Previous study conducted by Culibrik et al. (2018) demonstrated that work involvement may act as a moderator in the relationship person-job fit and OCB. Again, Culibrik et al. (2018) in their study also discovered that the person-job fit increases when work involvement does. From the study, it has been concluded that the

employees who involve more in the organization tend to have more customer oriented OCBs than those with less work involvement. Employees will feel appreciated and respected if they believe the organisation encourages their involvement in addition to providing support. As a result, this will eventually stimulate a stronger commitment as well as the development of superior performance, negatively influencing their turnover intentions (Johari & Yahya, 2019). Indeed, many prior researchers have indicated that there is a need for organizations to pay attention to employee work involvement as one of the critical areas to produce strong organisational results, which also covers the issue of job performance. Besides, Ramaditya (2020) suggested that future research should highlight work involvement as moderating role on the relationship that is observed between P-J fit and OCB. Therefore, this study identifies the need for supporting the proposed moderator by examining the relationships between work involvement and the independent variable mentioned earlier in the study as well as the relationships between work involvement and the dependent variable.

### **The Relationship Between Person-Job Fit and Work Involvement**

Employees will feel valued and respected if they get the impression that the company is promoting their engagement while also providing assistance. As a result, this will eventually inspire a greater commitment as well as improved performance, which will have a negative impact on their turnover intentions. In fact, many prior experts have argued that one of the most important aspects of achieving effective organisational results is for businesses to pay attention to employee work involvement, which includes the issue of job performance. Work involvement may have a substantial moderating effect between person-job fit, person-organization fit, and OCB (AlMazrouei, 2021). According to the findings of the study, employees who are more involved in the business have more customer-oriented OCBs than those who are less involved. Furthermore, Sujono et al. (2020) indicated that future study should focus on work involvement as a moderating factor in the observed association between P-J fit and OCB. As a result, this study discovered that work involvement is required to be examined as a moderator. The purpose of this research is to look at the role of work involvement as a moderator in the link between independent and dependent variables.

Therefore, this study proposed the following hypothesis:

Hypothesis 2: Work involvement moderates the relationship person-job fit and OCB.

### **Methodology**

Essentially, this is a quantitative study that was undertaken as a correlational study to explain the relationship between the dependent variable, moderator variable, and independent factors. In order to investigate the relationship between the variables, the methodologies include descriptive analysis, correlation analysis, and regression analysis.

This study focuses on the public servants from Ministry of Home Affairs which is located in Selangor as the population of the study. The focus on the selected department in Selangor is because of the highest number of complaints received by Public Complaint Bureau from 2016-2021 (Public Complaint Bureau, 2022). The population size of this study is equal to 1114 public servants. Simple random sampling technique was utilized in this study. Simple random sampling is a fundamental sampling method and can easily be a component of a more complex sampling method. For this study, it was decided to distribute the survey questionnaire to 285 respondents from 1114 staff.

Krejcie and Morgan (1970) greatly simplified sample size decision by providing a table that ensures a good decisions model in sample size. This table provides generalized scientific

guideline for sample size decisions. Based on Krejcie and Morgan's table (1970) the recommended sample size for population of 1114 is 285.

SPSS Statistics Version 27.0 was used to enter the data, and descriptive analysis was utilised to analyse it. The Multiple Linear Regression will then be used to examine the link between the variable of P-J fit and employee's job performance.

The questionnaire survey was used to acquire the data required for this investigation. In relation to the study's aims and hypotheses, the questionnaire is seen as an appropriate instrument in the endeavour to elicit responses from samples.

## Findings

### Survey Return Rate

The researcher managed to collect 267 sets of the questionnaire distributed to the respondents, yielding a response rate of 93.75% as shown in Table 1.

**Table 1: Number of Respondents Involved (n=80)**

Number of questionnaires distributed	Number of questionnaires returned	Percentage returned (%)	Number of valid questionnaires	Percentage valid (%)
285	267	93.68	267	100.0

**Table 2: Normality Analyses**

	Mean	Std Dev	Min	Max	Skewness	Kurtosis
<b>Independent Variable</b>						
Person-Job Fit	3.5938	1.24737	1.14	4.86	-.826	-1.094
<b>Moderating Variable</b>						
Work Involvement	4.4588	.48934	3.80	5.00	.148	-1.945
<b>Dependent Variables</b>						
Organization						
Citizenship Behavior (OCB)	3.8042	.19627	3.52	4.20	.295	-1.189

The ordinariness of the information has been proposed by Hair et al. (2019) to be checked as a basic advance, before the relapse examination. The normality was surveyed. The estimations of Skewness and Kurtosis for all factors as appeared in Table 2.

### Hypotheses Testing

Hypotheses testing are divided into two parts: first, to test the influence of independent variables on the dependent variable; second, to examine the moderating effects of work involvement on the relationship between Person-Job Fit and employees' job performance.

**Table 3: Moderating Effect of Work Involvement on the Relationship between Person-Job Fit and OCB**

Variables	Dependent Variable OCB	Variables	Dependent Variable OCB	Variables	Dependent Variable OCB
<b>Independent Variables</b>		<b>Independent Variables</b>		<b>Independent Variables</b>	
Person-job fit	-.036	Person-job fit	-.043	Person-job fit	.814**
<b>Moderator</b>					
Work involvement			.394**		3.373**
<b>Interaction terms</b>					
PJF x WI					-.965**
R <sup>2</sup>	.726	R <sup>2</sup>	.746	R <sup>2</sup>	.776
Adjusted R <sup>2</sup>	.719	Adjusted R <sup>2</sup>	.742	Adjusted R <sup>2</sup>	.763
R <sup>2</sup> Change	.719	R <sup>2</sup> Change	.017	R <sup>2</sup> Change	.031
F Change	136.435	F Change	13.805	F Change	7.987
Significance F Change	.000	Significance F Change	.000	Significance F Change	.000

#### The Influence of the Independent Variable on the Dependent Variable

The first part of hypotheses testing is to examine the influence of the independent variable, which consist of person-job fit on the dependent variable. In this section, the hypothesis 1 was being tested.

H1: Person-job fit significantly and positively influences OCB.

To test hypothesis 1, a series regression analyses were conducted. Basically, the analysis is to examine the influence of person-job fit on employees' job performance (OCB). Table below summarizes the results of regression analyses between person-job fit and employees' job performance.

**Table 4: Summary of the Influence of Person-Job Fit on OCB**

Independent variable	Dependent Variable OCB
PJF	-.024
R <sup>2</sup>	.854
Adjusted R <sup>2</sup>	.726
R <sup>2</sup> Change	.729
F Change	246.435
Significance F Change	.000

It can be concluded that, person-job fit is found not significant with OCB and the hypotheses are not supported.

The second part of the analysis deals with testing the moderating impact of work involvement on the relationship between P-J fit and employees' job performance, which involve OCB.

H2: Work involvement moderates the relationship person-job fit and OCB.

According to the table above,  $R^2 = .726$  or 72.6 percent, which means that the independent variable, with work involvement as a moderator and OCB as the dependent variable, explain 77.6 percent of the variance of the regression model. The F change value ( $F = 7.987$ ,  $p = 0.00$ ) is significant.

Work involvement moderates the link between OCB and person-job fit. Work involvement may be inferred to be a moderator for the relationship between person-job fit OCB as the dependent variable, and the hypothesis is validated.

The findings of this study demonstrated the links between work involvement and OCB as moderators of person-job fit. According to the findings, individuals with high OCB must have a low person-job fit but a high level of work participation.

This demonstrates that the higher the level of person-job fit, the greater the level of work participation among staff. Based on the improving P-J fit, government officers would be more interested in their job and would always strive to enhance their OCB. According to Alameri and Alrajawy (2021), the higher the degree of work involvement of the workers in the organisation or firm, the more likely they are to become top achievers in carrying out their responsibilities.

### **Limitations of Study**

This study is cross-sectional in nature. The investigation's cross-sectional character might be a source of worry. This type of research is certain to have a number of downsides. Cross-sectional data, in particular, limits the ability to demonstrate causal links between all variables in the research. A longitudinal research is also recommended as a strategy that may be more valuable in inferring the relationship that exists between all variables of interest in this investigation. Gathering information at a single moment in time may also have an impact on the relationships between variables. In light of the discoveries, this also anticipates causal inductions. Because the current study used a cross-sectional design, it was unable to demonstrate that person-job fit occurs before result components or assess how the results would hold up over time, limiting the generalizability of the findings.

### **Direction Future Research**

The findings of this study revealed a significant F change in model three of the four-step hierarchical regression analysis, indicating that work involvement should be considered a predictor of job success rather than a moderator. As a result, it is advised that future research investigate the feasibility of include work involvement as an independent variable.

### **Conclusion**

Although numerous research has been conducted to investigate the links between person-job fit and OCB, this study has effectively addressed the large gap by incorporating work involvement as a crucial moderating component. Ultimately, this research has clearly provided adequate empirical evidence relating to the relationship among P-J fit, work involvement and OCB.



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