

**THE INFLUENCE OF PERSON ORGANIZATIONAL FIT (PO FIT) AND
COMPENSATION ON OCB (ORGANIZATION CITIZENSHIP BEHAVIOR) WITH
MODERATION OF ORGANIZATIONAL CULTURE**

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Abstract: The purpose of this study was to analyze the effect of person organizational fit and compensation on organizational citizenship behavior with moderating organizational culture. The population in this study were civil servants in the Bendan regional public hospital, Pekalongan City, totaling 155 employees. The sampling method used was the purposive sampling method. The data analysis technique used moderation regression analysis using SPSS software. The results showed that Person Organization Fit and compensation have a significant positive effect on Organizational Citizenship Behavior. Organizational culture moderates the effect of Person Organization Fit and compensation on Organizational Citizenship Behavior.

Keywords: *Person organization fit, compensation, organizational culture, organizational citizenship behavior*

1. Introduction

Apparatus Human Resources is a factor that plays a very important role in an organization or government in providing services to the public (Baedhowi, 2007). Coaching and developing the professionalism of Human Resources (HR) is one of the right efforts to face changes in an organization. In an effort to be able to provide professional and quality public services, Law Number 5 of 2014 concerning the State Civil Apparatus (ASN) has stipulated several changes in the management of Civil Servants (PNS). The change has the consequence that every government organization, both central and regional, must have quality Human Resources so that they can carry out their duties and functions professionally.

Ulrich (1998) said that the key to the success of a change is in human resources, namely as initiators and agents of continuous change, which jointly improve the ability of organizational change. The existing human resources in an organization will form an employee's commitment to the organization and will subsequently be able to grow Organizational Citizenship Behavior (OCB). Organizational Citizenship Behavior (OCB) is defined as behavior that is free to choose, is not regulated directly or explicitly by the formal reward system, and multilevel promotes organizational functioning (Luthans, 2006).

One of the factors that affect Organizational Citizenship Behaviour is Person Organizational Fit (Febriani, 2019). Research conducted by Reni Awaliah Febriani (2019) on Employees of the Directorate General of PGTK PAUD and Dikmas of the Ministry of Education and Culture resulted in that Person Organizational Fit (PO Fit) has a positive effect on Organizational Citizenship Behavior (OCB). However, on the one hand, research conducted by Olliani Vebiola Bangun (2017) on Trisaka Reksa Waluyo Nusa Dua Employees resulted in that

Person Organizational Fit (PO Fit) did not have a significant effect on Organizational Citizenship Behavior (OCB).

Another factor that can influence Organizational Citizenship Behaviour is compensation (Garry, 2006). Providing compensation can improve employee extra-role behavior. This is proven in a study conducted by Angelina and Subudi (2013), it was found that financial compensation has a positive and significant effect on the *Organizational Citizenship Behavior* (OCB) of employees. The results of Galih Miftakhurrohman's research (2018) prove that compensation has a positive and significant influence on OCB, meaning that the better the compensation received by employees, the better the employee's OCB. Furthermore, the research of Elly Yuniar Nitawati (2007) proves that compensation is a variable that has a dominant influence on OCB.

However, on the one hand, the research conducted by Dodik Kurniawan (2021) Compensation has no effect either directly or indirectly on Organizational Citizenship Behavior (OCB). This shows that for employees things like salaries, benefits, and awards are rights they deserve as working employees. So that this does not affect them to contribute more to employees.

Thus there is a difference in research results (research gap) in previous research. With these differences, it is necessary to conduct a re-research to emphasize the influence of Person Organizational Fit (PO Fit) and compensation for Organizational Citizenship Behavior (OCB) with the moderation of Organizational Culture. It is possible that the existence of Organizational Culture can strengthen or weaken this influence.

Rini et al (2013) stated that there is a significant relationship between Organizational Culture and Organizational Citizenship Behavior (OCB), the higher the employee's understanding of organizational culture, the easier it is for Organizational Citizenship Behavior (OCB) to be formed. Based on the description above, the researcher took the title "The Influence of Person Organizational Fit (PO Fit) and Compensation on Organizational Citizenship Behavior (OCB) with Organizational Culture moderation.

2. Literature Review

Organizational Citizenship Behavior (OCB)

A behavior carried out by an individual or employee voluntarily at will that is not an obligation to work job description and without asking for anything in return to increase efficiency and effectiveness in the organization. (Organ in The Shanker 2014). Organizational Citizenship Behavior reflects actions performed by employees that exceed the minimum provisions expected by the role of the organization and promote the well-being of colleagues, workgroups, and the company. Organizational Citizenship Behavior (OCB) is a positive behavior in helping the work of other individuals demonstrated by someone in an organization or company. The contribution shown in Organizational Citizenship Behavior (OCB) behavior is in the form of work beyond the responsibility that must be done. Such contributions can improve the performance of the organization or company.

Person Organization Fit (PO Fit)

Person Organization Fit (PO Fit) is the conformity between organizational values and individual values. Kristof (1996). Some researchers argue that individuals and organizations are attracted to each other when there is compatibility with each other, this greatly affects the

organization in recruiting employees and also the attitude of employees to choose the job. Some empirical bukti support this statement (Chatman, 1989; O'Reilly, Chatman, and Caldwell, 1991). Based on the definition of Person Organization Fit (PO Fit), the researchers use the conformity of values is fundamental and maintains characteristics and individuals and organizations (Chatman, 1991).

Compensation

Compensation is everything that employees receive in return for their work Monday, 2003. The compensation system also has the potential to be one of the most important means of shaping behavior and influencing performance. However, many organizations ignore the potential with the perception that "compensation is nothing more than a cost that must be minimized". Compensation is all income in the form of money, direct or indirect goods received by employees in exchange for services provided to the company (Hasibuan, 2003). According to Mutiara Pangabean in Subekhi (2012) compensation is any form of appreciation given by employees in return for the contributions they make to the organization. According to Garry Dessler in Subekhi (2012) employee compensation is any form of payment or reward is given to an employee and arising from the employee's agreement.

Organizational Culture

The use of the term organizational culture refers to the prevailing culture in the company because in general, the company is a form of organization, that is, cooperation between several people who form a separate group or work unit. Organizational culture is often defined as values, and symbols that understand and are adhered to together, that an organization so that members of the organization feel like one family and create a condition that is different from other organizations. Organizational culture is a system of shared meanings organized by members that distinguish the organization from other organizations. Robbin and Judge (2013). organizational culture is a set of beliefs, values, norms, habits, attitudes, and behaviors of members in an organization that is created or developed by a group of people who become a common guide in carrying out organizational interactions to solve internal and external problems and become a differentiator between one organization and another.

Hypothesis Development

Relationship between PO Fit and OCB

Person Organization Fit (PO Fit) can also be interpreted as conformity between organizational values and individual values (Guntur, 2012). Through Person Organization Fit (PO fit) can help organizations to select individual human resources with values and beliefs that are appropriate to the organization and form experiences that can strengthen this suitability (Astuti, 2010). Research conducted by Reni Awaliah Febriani (2019) on Employees of the Directorate General of PGTK PAUD and Dikmas of the Ministry of Education and Culture resulted in that PO Fit has a positive effect on Organizational Citizenship Behavior (OCB). Based on the description above, the researcher formulated the hypothesis as follows:

H1: PO Fit affects OCB.

Compensation and OCB Relationship

Providing compensation can improve employee extra-role behavior. This is proven in research conducted by Angelina and Subudi (2013), it was found that financial compensation has

a positive and significant effect on the Organizational Citizenship Behavior (OCB) of employees. In line with other research conducted by Garry (2006) also resulted in that compensation policies that act as rewards will give rise to extra-role behavior in employees.

The results of Galih Miftakhurrohman's research (2018) prove that compensation has a positive and significant influence on OCB, meaning that the better the compensation received by employees, the better the employee's OCB. Furthermore, the research of Elly Yuniar Nitawati (2007) proves that compensation is a variable that has a dominant influence on OCB. Based on the description above, the researcher formulated the hypothesis as follows:

H2: Compensation affects OCB.

Organizational Culture moderates PO Fit against and OCB

According to Kinicki and Fugate (2013), organizational culture is a shared set, taken to give implicit assumptions that the group holds and determines how to view, how think, and react to different environments. Individual individuals who have a fascination with the organization will be willing to take on extra roles in the organization, for example, helping colleagues, arriving early, obeying the rules, and not wasting time working. The results of research conducted by Giarti Slamet (2010) explained that OCB is an individual contribution that deeply exceeds the demands of roles in the workplace and is rewarded by performance acquisition. This OCB involves several behaviors of helping others, volunteering for extra tasks, and complying with rules and procedures in the workplace. These behaviors describe the "added value of employees" and are one of the forms of proportional behavior, that is, positive, constructive, and helpful social behaviors. Based on the description above, the researcher formulated the hypothesis as follows:

H3: Organizational Culture moderates the influence of PO Fit on OCB

Organizational Culture moderates compensation to and OCB

The degree of suitability of an individual with the organization largely depends on how the organization can meet the needs of employees (Cable & Judge; Turban & Keon, 1993). Research conducted by Puji Sugiarti (2020) states that compensation has a positive and significant effect on Organizational Citizenship Behavior (OCB). Getting satisfactory compensation, will encourage a person to have extra-role behavior, not be rewarded or punished by the organization, and increase benefits for the organization through increasing organizational efficiency and effectiveness (Schnake & Damler, 2003). Based on the description above, the researcher formulated the hypothesis as follows:

H4: Organizational Culture moderates the effect of compensation on OCB

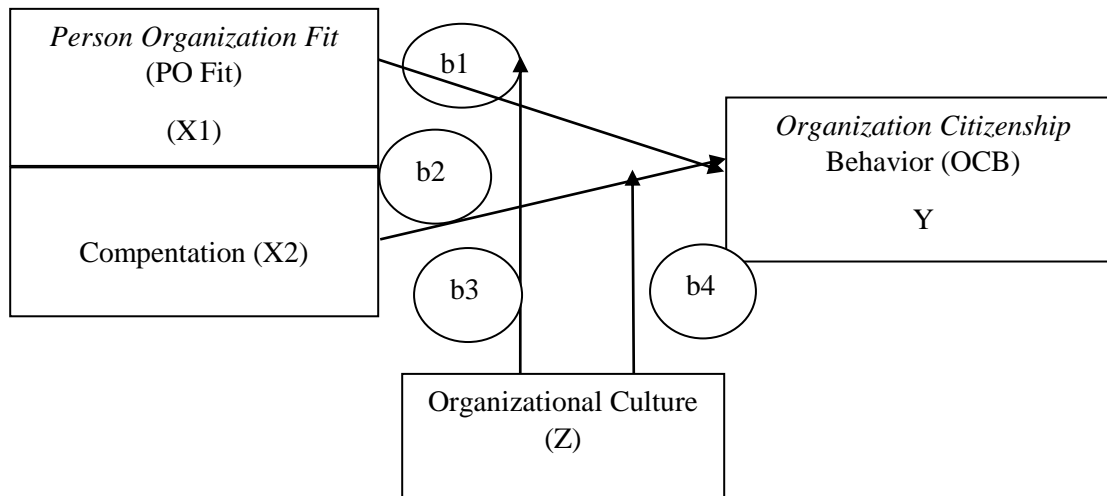


Figure 1. Theoretical Thinking Framework

3. Methods

The population of this study was all civil servants in the Bendan Regional Hospital, Pekalongan City. The data collection technique is to use the sampling technique through a questionnaire. The sampling model used was purposive sampling with a total sample of 112 respondents. The data analysis method uses multiple linear regression analysis. PO Fit was measured using 8 indicators (Kristof (1996)), Compensation using 9 indicators (Mondy, 2003), Organizational culture using 21 indicators (Robbin and Judge (2013), and OCB using 17 indicators ((Organ in Shanker's Meeting 2014)

4. Result And Discussion

Validity and Reliability Test

Validity Test

Validity test of all four research variables, there is a kmo and Bartlett's test value (>0.50) with a significance value (< 0.05) then the sample is declared to meet feasibility, namely so that further data analysis can be carried out. The Person Organizational Fit (PO Fit) variable (X1) with 8 indicators resulted in a KMO value of 0.846 with a significance of 0.000. The Compensation Variable (X2) with 9 indicators produces a KMO value of 0.874 with a significance of 0.000. The Organizational Culture Variable (Z) with 21 indicators resulted in a KMO value of 0.894 with a significance of 0.000. The OCB variable (Y) with 17 indicators produces a KMO value of 0.842 with a significance of 0.000.

Reliability Test

the reliability test results of this study meet the reliability requirements because the four research variables produce the value of *Cronbach's alpha* (> 0.70). Cronbach's alpha value in the Person

Organizational Fit (PO Fit) variable was 0.886, the Compensation variable was 0.916, the Organizational Citizenship Behavior (OCB) variable was 0.895, and the Organizational Culture variable was 0.931. Thus the action of data analysis can be continued.

Coefficient of Determination Test Result (R Test²)

In the *summary* model, the magnitude of the coefficient of determination can be seen in R² which shows the number 0.603 while *adjusted R²* shows the number, 0.588. This means *Person Organizational Fit (PO Fit)*, Compensation, and organizational culture (Z) in influencing *Organizational Citizenship Behavior (OCB)* at, 58.8%, while the remaining 41.2% is explained by other variables outside the model.

Test F

The results of the organizational culture style regression test moderate the influence of Person Organizational Fit (PO Fit), and Compensation to Organizational Citizenship Behavior (OCB) are as follows. Based on the results of the F (Goodness of Fit) Test test, shows that the F value is 40.670 and the significance level is 0.000. This means that the model meets the requirements of Goodness of Fit (Sig < 0.05). This means that all free variables Person Organizational Fit (PO Fit), Compensation, and organizational culture affect the bound variable, namely Organizational Citizenship Behavior (OCB), so the regression model can be used to meet the requirements of the goodness of fit (Sig < 0.05).

Hypothesis Test

Table 1 Hypothesis Test				
The Effect between Free Variables on Bound Variables	β	<i>t</i>	P Value	Ket
<i>PO Fit --> OCB</i>	0.548	4,607	0,000***	H1 accepted
<i>Compensation □ OCB</i>	0.322	2,421	0.017*	H2 accepted
<i>PO Fit*BO □ OCB</i>	0.162's	1,997	0.048*	H3 accepted
<i>Compensation*BO □ OCB</i>	0.237	2,325	0.022*	H4 accepted

: significant at the level of 0.001

** : significant at the level of 0.01

* : significant at the level of 0.05

Hypothesis 1 (H1)

Based on the results of the analysis in table 4.13, Hypothesis Test 1 (H1) states that Person Organization Fit (PO Fit) affects Organizational Citizenship Behavior (OCB). This is indicated by the value of the Person Organization Fit (PO Fit) regression coefficient of 4.607 and the significance value of 0.000 (<0.05) to Organizational Citizenship Behavior (OCB), so that hypothesis 1 is accepted

Hypothesis 2 (H2)

The results of the Hypothesis Test 2 (H2) analysis stated that compensation *affects Organizational Citizenship Behavior* (OCB). This is indicated by the value of the compensation regression coefficient which shows a positive influence of ($\text{sig} = 0.017$; $\beta = 0.322$) on *Organizational Citizenship Behavior* (OCB) so that hypothesis 2 **is accepted**.

Hypothesis 3 (H3)

The results of the Hypothesis Test 3 (H3) analysis stated that organizational culture moderated to strengthen the influence of *Person Organization Fit* (PO Fit) on *Organizational Citizenship Behavior* (OCB). with a positive parameter of 0.162 and a significance value of 0.048 (< 0.05), so that hypothesis 3 **was accepted**

Hypothesis 4 (H4)

The results of the Hypothesis Test 4 (H4) analysis stated that school culture moderated positively or strengthened the effect of compensation on *Organizational Citizenship Behavior* (OCB). This is indicated by the value of the regression coefficient of (0.237) and the significance of 0.022 (< 0.05), so hypothesis 4 **is accepted**

Discussion

***Person Organization Fit* (PO Fit) affects Organizational Citizenship Behavior (OCB)**

Based on hypothesis tests, it shows that person-organization fit (PO Fit) has a positive effect on organizational citizenship behavior ($\beta = ,0.548$; $\text{sig} = 0.000 < \alpha = 0.05$). The findings of this study show that the higher *the person-organization fit*, the more it *increases organizational citizenship behavior*. With a high *Person Organization Fit*, a civil servant employee at the Bendan Hospital in Pekalongan City will be more compatible with organizational values with individual values and be able to apply in personal life about the suitability of values, suitability of goals, fulfillment of employee needs, cultural and personal suitability in carrying out daily work.

Following the opinion of Kristof (1996) Person Organizational Fit (PO Fit) is conformity between organizational values and individual values. Person Organizational Fit (PO Fit) has the characteristics of conformity of values, suitability of goals, fulfillment of employee needs, and cultural and personal suitability. Researchers who support the results of PO fit research have a positive influence on Organizational Citizenship Behavior (OCB) is Reni Awaliah Febriani (2019) who found that employees of the Directorate General of PGTK PAUD and Dikmas of the Ministry of Education and Culture resulted in that PO Fit has a positive effect on Organizational Citizenship Behavior (OCB).

Compensation affects OCB

Based on hypotheses tests, it was shown that compensation had an effect on OCB ($\beta = 0.322$; $\text{sig} = 0.017 < \alpha = 0.05$). The results of these findings show that the compensation given to civil servants in the Bendan Hospital, Pekalongan City, will increase Organizational Citizenship Behavior (OCB).

The results of this study are supported by research by Galih Miftakhurrohman (2018) proving that compensation has a positive and significant influence on OCB, meaning that the better the

compensation received by employees, the better the employee's OCB. Furthermore, research by Elly Yuniar Nitawati (2007) proves that compensation is a variable that has a dominant influence on Organizational Citizenship Behavior (OCB)

Organizational Culture moderates the influence of PO Fit on OCB

The results of the hypothesis test showed that organizational culture strengthened PO Fit against OCB ($\beta = 0.162$; $\text{sig} = 0.48 < \alpha = 0.05$). These findings prove that the implementation of organizational culture strengthens the influence of PO Fit on OCB.

Organizational culture is a system of shared meaning organized by members that distinguish the organization from other organizations (Robbin and Judge, 2013). Organizational culture through innovation and risk-taking, attention to accuracy, the orientation of people-oriented results, orientation to the team, proactive and stability will increase the influence of PO Fit on OCB. Person Organizational Fit (PO Fit) for civil servants in the Environment of Bendan Hospital Pekalongan City will further increase their influence on Organizational Citizenship Behavior (OCB) with the suitability of cultural values and Person Organizational Fit for civil servant employees in the Bendan Hospital Environment, Pekalongan City.

Organizational Culture moderates the effect of compensation on OCB

The test results showed that organizational culture strengthens the effect of compensation on OCB ($\beta = 0.237$; $\text{sig} = 0.022 > \alpha = 0.05$), meaning that organizational culture affects and supports employees who have compensation for OCB.

Organizational culture is a system of shared meanings organized by members that distinguish the organization from other organizations (Robbin and Judge, 2013). The results of the study are in line with research conducted by Puji Sugiarti (2020) stated that compensation has a positive and significant effect on Organizational Citizenship Behavior (OCB). Getting satisfactory compensation, will encourage a person to have extra-role behavior, not be rewarded or punished by the organization, and increase benefits for the organization through increasing organizational efficiency and effectiveness (Schnake & Damler, 2003).

5. Conclusion

Person Organization Fit (PO Fit) has a positive and significant effect on the Organizational Citizenship Behavior (OCB) of civil servant employees in the Bendan Regional Hospital, Pekalongan City. This means that improving the Organizational Citizenship Behavior (OCB) of civil servant employees in the Bendan Hospital, Pekalongan City, can be done by increasing the Person Organization Fit (PO Fit). Compensation has a positive and significant effect on the Organizational Citizenship Behavior (OCB) of civil servants in the Brendan Regional Hospital, Pekalongan City. This means that improving the Organizational Citizenship Behavior (OCB) of civil servant employees in the Bendan Hospital, Pekalongan City, can be done through the provision of appropriate compensation. Organizational culture moderates the influence of Person Organization Fit (PO Fit) on the Organizational Citizenship Behavior (OCB) of civil servants in the Bendan Regional Hospital, Pekalongan City. This means that organizational culture can increase the influence of PO Fit on the Organizational Citizenship Behavior (OCB) of civil servant employees in the Bendan Regional Hospital, Pekalongan City. School culture moderates the effect of compensation on the Organizational Citizenship Behavior (OCB) of civil servant employees in the Bendan Regional Hospital, Pekalongan City. This

means that organizational culture is able to increase the influence of compensation on the Organizational Citizenship Behavior (OCB) of civil servant employees in the Bendan Regional Hospital, Pekalongan City.

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