

Person Organization Fit, Perceived Organizational Support, and Organizational Citizenship Behavior: The Moderating Role of Job Embeddedness

Jufrizen¹, Dahniar Sianipar²^{1,2}Department of Management, Universitas Muhammadiyah Sumatera Utara, Medan, Indonesia

ARTICLE INFO

Article history:

Received: July 30, 2023

Revised: July 17, 2023

Accepted: August 28, 2023

Keywords:Person Organization Fit,
Person Organizational Fit,
Job Embeddedness,
Organizational Citizenship
Behavior**Correspondence:**

Jufrizen

jufrizen@umsu.ac.id

ABSTRACT

This research aims to determine and analyze the influence of a Person's Organizational Fit and Perceived Organizational Support on Organizational Citizenship Behavior moderated by Job Embeddedness. The approach used in this research is associative. The population in this study was 30 employees of the Medan City National Land Agency Office. In comparison, the sample in this study was 30 employees of the Medan City National Land Agency Office using a saturated sample. The data collection methods employed in this research encompassed the use of documentation, observation, and questionnaires. The research employs a quantitative approach to data analysis, utilizing statistical techniques such as Outer Model Analysis, Inner Model Analysis, and Hypothesis Testing. The research employs the PLS (Partial Least Square) software program for data processing. This research indicates that a Person's Organizational Fit and Perceived Organizational Support significantly influence Organizational Citizenship Behavior. Job Embeddedness moderates the influence of personal organizational Fit and Perceived Organizational Support on Organizational Citizenship Behavior at the Medan City National Land Agency Office.

This is an open-access article under the CC BY license.



Introduction

An agency's business success must be connected to human resource factors. Human resources (HR) are one of the most valuable assets owned by an agency because humans are the only resource that can mobilize other resources. Human resources have a very important role in facing the changes that will occur in the future. Because HR determines the agency's success, low-quality resources will certainly hurt the agency. Meanwhile, productive agencies require personnel inclined to go above and beyond their prescribed responsibilities, delivering work that surpasses anticipated standards.

Organizational Citizenship Behavior (OCB) positively impacts the organization or its members. Apart from that, Organizational Citizenship Behavior (OCB) is also behavior that enhances values and maintains a social and psychological environment that supports work results. Organizational Citizenship Behavior (OCB) is informal behavior, where an employee does something outside the formal rules by the company's expectations as a form of contribution to the organization's welfare and related matters (Nahrisah & Imelda, 2019). In other words, Organizational Citizenship Behavior (OCB) is an initiative behavior from employees where this behavior is not stated in the rules that have been set in the company.

Companies' primary obstacle is their workforce's acquisition, retention, and growth. A practical approach to this challenge is establishing congruence between the organization's values and its employees. Comprehending Person-Organization Fit (PO fit) can assist companies in choosing employees whose values and beliefs align with the organization and create experiences that can enhance this alignment. The alignment between individuals and organizations has emerged as a subject of interest for researchers and practitioners in Human Resource Management (HRM).

One factor influencing Organizational Citizenship Behavior (OCB), namely, Person-organization fit (PO Fit) in selection criteria, is the conformity between organizational and individual values. Organizations or companies will look for prospective employees whose abilities match job needs and value goals that coincide with the organization's (Nurliawati & Nurtjahjanti, 2020). Ensuring person-organization fit is critical in a competitive business environment and congested labor markets to preserve a flexible and dedicated workforce. Astuti (2010) says that organizations must provide for employee needs, including compensation, a conducive physical work environment, and advancement opportunities. Conversely, organizations rely on employee contributions, encompassing dedication, diligence, cooperation, service, and expertise. So,

individual and organizational values match, and this will increase organizational commitment and job satisfaction.

Apart from that, another factor that influences Organizational Citizenship Behavior (OCB) is perceived organizational support. Organizational support, or what is known as "perceived organizational support," is the organization's treatment of employees; this concerns employee perceptions regarding how much the organization provides employee support and the organization's readiness to provide rewards. According to (Hardianto & Ratna, 2022), perceived organizational support refers to how employees perceive that the organization values their contributions and is concerned about their well-being.

According to (Firnanda & Wijayati, 2021), perceived organizational support refers to employee assessments regarding the extent to which the organization values employee contributions and cares about welfare. Suppose employees perceive that the organizational support they receive is high. Subsequently, employees will develop a more favorable perception and relationship with the organization, regarding it as an extension of their identity. Employees develop a sense of affiliation and accountability towards the organization and strive to deliver their utmost performance when they perceive the organization as an extension of their identity. Additionally, a willingness to provide employees with assurances regarding their performance and challenging circumstances is regarded as perceived organizational support.

According to (Dwitasari et al., 2015), perceived organizational support means appreciating employee contributions, hearing complaints, and feeling proud of employee performance results or achievements. The organizational support makes employees feel more satisfied and committed to their work. Likewise, the lack of organizational support provided can lead to a low assessment of organizational support in employees, which can influence in many ways, as expressed by (Silviana Mursidta, 2017), that low perceived organizational support makes it difficult for employees to achieve optimal work results, the lack of attention and support provided by the organization makes employees feel that their existence and hard work in the organization is not appreciated. Nugroho et al. (2011) state that perceived organizational support is influenced by fairness, supervisor support, and organizational rewards and job conditions.

Psychologically, employees will feel more comfortable if they receive social support from the organizational environment. This social support can be in the form of appreciation for their contribution to their work and concern from superiors, co-workers, subordinates, and other parties involved. If employees feel this social support, they will try to maintain or achieve organizational goals as a form of reciprocity for what the employees get. Supervisors have a significant impact on employee engagement. Inadequate support from superiors can heighten the inclination to disassociate oneself from the organization. Job embeddedness is a picture of an employee who feels attached to his or her job, or the employee has high embeddedness, will feel suitable and comfortable with his or her job, and feels that a lot will be sacrificed if the employee leaves his or her job (Lutfi et al., 2020). A more comprehensive relationship between subordinates and superiors, which creates a strength not to leave their jobs, is the meaning of job embeddedness (Deafrihdhinetri, 2020).

Literature Review

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) has a beneficial effect on either the organization itself or its members. In addition, Organizational Citizenship Behavior (OCB) refers to behavior that promotes values and fosters a social and psychological environment conducive to achieving work outcomes. Organizational Citizenship Behavior (OCB) is informal behavior, where an employee does something outside the formal rules by the company's expectations as a form of contribution to the organization's welfare and related matters (Nahrisah & Imelda, 2019). In other words, Organizational Citizenship Behavior (OCB) is an initiative behavior from employees where this behavior is not stated in the rules that have been set in the company. Whereas (Darto, 2019) also defines Organizational Citizenship Behavior (OCB) as behavior that benefits the organization or is intended to benefit the organization because it is carried out voluntarily and exceeds the expectations of existing roles. A not different opinion was also expressed by (Wasposito & Minadaniati, 2012), which states that Organizational Citizenship Behavior (OCB) is extra-role behavior, namely behavior that is not officially required in the organization and practice only depends on the employee's willingness as a consequence in the organizational environment.

According to research conducted by (Purwanto, 2021), the most important thing in Organizational Citizenship Behavior (OCB) is that there is a big influence on profits rather than customer satisfaction. Organizational Citizenship Behavior (OCB) can increase social attractiveness in a work unit. As Organizational Citizenship Behavior (OCB) is generally labeled as a positive behavior, they suggest that Organizational Citizenship Behavior (OCB) may be more likely to make those socially attractive and more likely to be

appreciated as a friend or partner. According to (Haryati et al., 2022), the factors influencing Organizational Citizenship Behavior are Person Organization Fit, Job Embeddedness, and Organizational Commitments.

Person Organization Fit (PO Fit)

Person-organization fit refers to compatibility or suitability between individuals and organizations, contingent upon shared fundamental characteristics or a sincere commitment to fulfilling the other party's needs. A match between an organization and an individual attracts the other, significantly impacting the organization's recruiting efforts and the employee's perception of the position. By this conception, researchers utilize values congruence as an operational component of person-organization fit (PO fit), as values are essential for preserving the attributes of both organizations and individuals (Bangun et al., 2017)

Noviardy & Trisninawati, (2022) states that individuals do not randomly receive a condition but rather see conditions that are interesting to the individual. Individuals chosen to be part of a condition will survive and help their environment. Indriyani & Bellinda, (2021) state that the organization is a condition that is attractive to the individual so that the individual feels part of it, which makes the individual survive if they have a suitable fit with the individual and stop if the individual feels they do not have a match with the organization.

Person-organization fit is the existence of suitability/compatibility between an individual and an organization when there is at least seriousness to meet the needs of the other party, or they have similar basic characteristics. Individuals and organizations are attracted to each other when there is a match, greatly influencing the organization's recruiting and the employee's attitude toward choosing the job.

Research results (Suhardi, 2019); (Jufrizen & Hutasuhut, 2022); and (Nahrisah & Imelda, 2019) concluded that Person-organization fit (PO Fit) had a positive and significant effect on Organizational Citizenship Behavior (OCB)

H1: Person Organization Fit influence on Organizational Citizenship Behavior

Perceived Organizational Support

Organizational support, also called "perceived organizational support (POS)," is a significant concept in organizational behavior. It elucidates the connection between how an organization treats its employees and their attitudes and behavior towards their work and the organization. When received by employees and perceived as stimuli, the organization's treatments are systematically organized and interpreted as indications of organizational support (Alkasim & Prahara, 2019).

The perception of organizational support engenders a specific degree of trust among employees concerning the organization's recognition of their contributions and its concern for their well-being. The degree of employee trust in organizational support is shaped by their assessment of their experiences and observations regarding the organization's treatment of its employees (Dwitasari et al., 2015)

Organizational support, also called "perceived organizational support (POS)," is a significant concept in organizational behavior. It elucidates the connection between how an organization treats its employees and the attitudes and behaviors exhibited by those employees towards their work and the organization as a whole. When received by employees and perceived as stimuli, the organization's treatments are organized and interpreted as indications of organizational support. Research results (Silviana Mursidta, 2017) and (Aswin & Rahyuda, 2017) show that Perceived Organizational Support has a significant influence on Organizational Citizenship Behavior (OCB).

H2 Perceived Organizational Support Influence on Organizational Citizenship Behavior.

Job Embeddedness

Job embeddedness is a picture of an employee who feels attached to his or her job, or the employee has high embeddedness, will feel suitable and comfortable with his or her job, and feels that a lot will be sacrificed if the employee leaves his or her job (Lutfi et al., 2020). A more comprehensive relationship between subordinates and superiors, which creates a strength not to leave their jobs, is the meaning of job embeddedness (Deafriidhininetri, 2020).

A strong relationship between employees and the company makes employees think again if employees leave the company according to the meaning of job embeddedness (Candra, 2019). Job embeddedness is an employee's attachment to a company where the employee wants to stay in the same job due to various factors.

Job embeddedness is a picture of an employee who feels attached to his work or has high embeddedness, will feel suitable and comfortable with his work, and feels that a lot will be sacrificed if the employee leaves his job. Research result (Jufrizen & Hutasuhut, 2022), (Hardianto & Ratna, 2022), (Suraya &

Nurtjahjanti, 2019) and (Rohmatillah, 2020) shows that Person-organization fit (PO Fit) moderated by Job Embeddedness has a positive effect on Organizational Citizenship Behavior (OCB).

H3: Person Organization FitThe effect on Organizational Citizenship Behavior is moderated by the Job Embeddedness

H4: Perceived Organizational Support effect on Organizational Citizenship Behavior is moderated by the Job Embeddedness

From the description of the conceptual framework, the author created a conceptual framework image as follows.

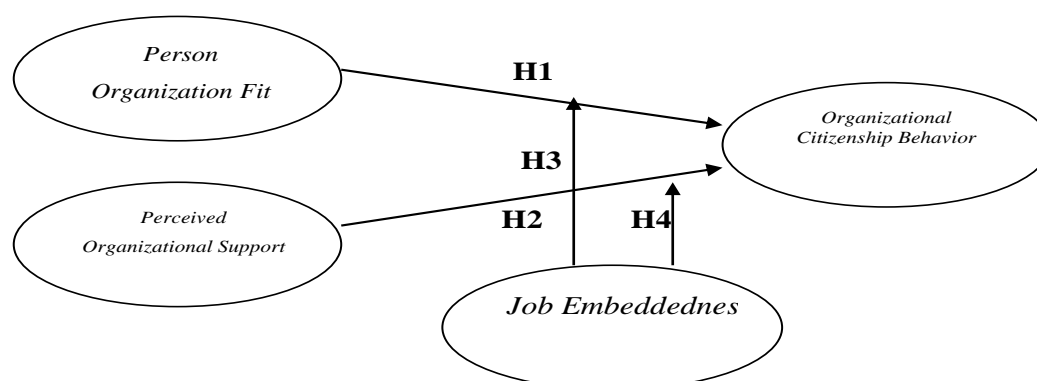


Figure 1. Research Paradigm

Method

The research method used is quantitative, associative, using quantitative data. The informants are determined and assigned based on the number required but rather on considerations of the function and role of the information according to the focus of the research problem. So, the samples in the research were 30 employees of the Medan City National Land Agency Office. This study employed SEM-PLS (Structural Equation Modeling—Part Least Square) analysis techniques to address the limitations of the regression model. The study established a correlation or causation between the variables under investigation by utilizing theoretical mathematical models capable of analyzing and explaining phenomena. The software employed is SmartPLS 4. Data for this study was collected using a questionnaire, where respondents were required to complete questions or statements using a Likert scale ranging from 1 to 5. The data was collected via face-to-face focus group discussions and online questionnaires.

Results

Outer Model Analysis

Validity test

Convergent validity pertains to the idea that the measures of a construct (observable variables) should exhibit strong correlations. Convergent validity is evaluated by examining loading factors and the Average Variance Extracted (AVE) value. In the convergent validity test, it is generally accepted that a loading factor value greater than 0.5 and an average variance extracted (AVE) value greater than 0.5 indicate good convergent validity (Ghozali & Latan, 2015).

Table 1. AVE (Average Variant Extracted)

Average Variance Extracted (AVE)	
Job Embeddedness	0.634
Organizational Citizenship Behavior	0.698
Perceived Organizational Support	0.632
Person Organization Fit	0.660

Source: Processed Data, (2023)

According to the provided table, it is evident that the AVE value for each variable exceeds 0.5. The variables or constructs utilized are valid.

Discriminant validity pertains to the concept that measures (observable variables) of distinct constructs should not exhibit strong correlations; discriminant validity is evaluated by examining cross-

loadings. The established criterion in the discriminant validity test is a cross-loading value greater than 0.7. Suppose the correlation between a construct and its measurement items exceeds the correlations between other constructs and their respective measurement items. In that case, it indicates that the construct's block size is superior to the block sizes of the other constructs (Ghozali & Latan, 2015).

Table 2. Cross Loading

	Job Embeddedness	Organizational Citizenship Behavior	Perceived Organizational Support	Person Organization Fit
POF.1	0.653	0.790	0.742	0.791
POF.2	0.670	0.814	0.757	0.785
POF.3	0.644	0.746	0.722	0.862
POF.4	0.614	0.712	0.701	0.842
POF.5	0.638	0.779	0.805	0.862
POF.6	0.736	0.726	0.782	0.830
POF.7	0.685	0.716	0.761	0.796
POF.8	0.611	0.674	0.652	0.722
POS.1	0.712	0.716	0.777	0.664
POS.2	0.789	0.775	0.754	0.729
POS.3	0.735	0.715	0.761	0.675
POS.4	0.696	0.794	0.823	0.737
POS.5	0.705	0.773	0.835	0.780
POS.6	0.654	0.696	0.813	0.718
POS.7	0.666	0.759	0.836	0.764
POS.8	0.548	0.680	0.730	0.713
POS.9	0.609	0.701	0.816	0.748
OCB.1	0.702	0.839	0.769	0.714
OCB.10	0.709	0.819	0.732	0.741
OCB.2	0.771	0.882	0.811	0.832
OCB.3	0.714	0.854	0.798	0.723
OCB.4	0.773	0.871	0.784	0.801
OCB.5	0.742	0.868	0.794	0.802
OCB.6	0.774	0.837	0.778	0.781
OCB.7	0.718	0.835	0.832	0.785
OCB.8	0.630	0.738	0.703	0.741
OCB.9	0.667	0.805	0.731	0.763
JE.1	0.857	0.717	0.728	0.734
JE.2	0.708	0.635	0.665	0.652
JE.3	0.750	0.707	0.653	0.665
JE.4	0.775	0.706	0.709	0.591
JE.5	0.822	0.658	0.670	0.587
JE.6	0.805	0.693	0.674	0.618
JE.7	0.822	0.716	0.704	0.653
JE.8	0.765	0.607	0.621	0.524
JE.9	0.853	0.729	0.712	0.752

Source: Processed Data, (2023)

The data presented in Table 2 shows that each indicator in the research variable exhibits a more excellent cross-loading value on the variable it represents than the cross-loading value on the other variables. The results indicate that the indicators utilized in this research exhibit strong discriminant validity in measuring their respective variables. Another measurement criterion is the Heretroit-Monotrait Ratio (HTMT) value. If the HTMT value is <0.90, a construct has good discriminant validity (Juliandi, 2018).

Table 3. Heretroit-Monotoroit Ratio (HTMT)

	Job Embeddedness	Organizational Citizenship Behavior	Perceived Organizational Support
Job Embeddedness			
Organizational Citizenship Behavior	0.817		
Perceived Organizational Support	0.823	0.784	
Person Organization Fit	0.871	0.778	0.785

Source: Processed Data, (2023)

Table 3 above shows that each variable's discriminant validity value or Heretroit-Monotrait Ratio(HTMT) has a correlation smaller than 0.90. Likewise, with the indicators for each variable. This shows that the placement of indicators on each variable is correct

Table 4. Fornell-Larcker criteria

	Job Embeddedness	Organizational Citizenship Behavior	Perceived Organizational Support	Person Organization Fit
Job Embeddedness	0.797			
Organizational Citizenship Behavior	0.863	0.836		
Perceived Organizational Support	0.858	0.926	0.795	
Person Organization Fit	0.809	0.920	0.914	0.812

Source: Processed Data, (2023)

Table 4 above shows that the discriminant validity value or Fornell-Larcker criteria for each variable has a higher correlation with the variable compared to other variables. Likewise, with the indicators for each variable. This shows that the placement of indicators on each variable is correct.

Reliability Test

Reliability test to measure the internal consistency of measuring instruments. Reliability shows a measuring instrument's accuracy, consistency, and precision in making measurements. Reliability testing in PLS can use two methods, namely Cronbach's alpha and composite reliability. Cronbach's alpha quantifies the minimum level of reliability for a construct, whereas composite reliability quantifies the actual level of reliability for a construct. Composite reliability values are typically required to be above 0.6, while Cronbach's alpha values should also exceed 0.6. If the obtained value is more significant than 0.60, it can be concluded that the construct exhibits high reliability based on this measurement. The results of the reliability tests for both methods can be seen in the following table.

Table 5. Reliability Test Results

	Cronbach's Alpha	Composite Reliability
Job Embeddedness	0.927	0.940
Organizational Citizenship Behavior	0.952	0.959
Perceived Organizational Support	0.927	0.939
Person Organization Fit	0.926	0.939

Source: Processed Data, (2023)

Based on the data presented in Table 5 above, it can be seen that each research variable has a Cronbach's alpha and composite reliability value of > 0.60. Based on the results obtained, the variables used in the research are declared reliable.

Test the Inner Model

Model Goodness Test (Goodness Of Fit)

Goodness of Fit (GoF) validates the overall structural model. The GoF index is a single measure to validate the combined performance of the measurement and structural models. This GoF value is obtained from the square root of the average value of the average communalities index (AVE) multiplied by the R2 value of the model. The GoF value ranges between 0 to 1 with interpretations of the values: 0.1 (small GoF), 0.25 (moderate GoF), and 0.36 (large GoF) (Hair, Hult, Ringle, & Sarstedt, 2014). The higher the GoF value, the better the model is or fits the data. The following are the results of the goodness of fit model calculation:

Table 6. Average Communalities Index

Variable	AVE	R Square
Job Embeddedness	0.634	0.915
Organizational Citizenship Behavior	0.698	
Perceived Organizational Support	0.632	
Person Organization Fit	0.660	
Average	0.656	0.915
GOF	0.775	

Source: Processed Data, (2023)

Based on Table 6 above, the average communalities result is 0.604. This value is then multiplied by R2 and rooted. The calculation results show that the GoF value of 0.761 is more than 0.36, so it is categorized as a large GoF, meaning that the model is very good (has high ability) in explaining empirical data.

R-Square

The R-square is a statistical measure that quantifies the proportion of variation in endogenous values that can be accounted for by the exogenous variables. This is valuable for forecasting the quality of the model. The R-square value of 0.75 for the endogenous latent variable indicates a substantial (good) model fit. In contrast, a value of 0.50 suggests a moderate (medium) fit and a value of 0.25 indicates a weak (bad) fit (Juliandi, 2018).

Table 7. R-Square Test

	R Square	R Square Adjusted
Organizational Citizenship Behavior	0.915	0.911

Source: PLS 3.00

From Table 7 above, it is known that the influence of Person Organization Fit and Perceived Organizational Support on Organizational Citizenship Behavior with an r-square value of 0.915 indicates that variations in Organizational Citizenship Behavior values can be explained by variations in Person Organization Fit and Perceived Organizational Support values of 91.5% or in other words, the model is substantial (good), and other variables influence 8.5%.

Size Effect / F-Square

The F-Square is a metric employed to evaluate the relative influence of an exogenous variable on an endogenous variable. The criteria for concluding are as follows: If the F^2 value is 0.02, it indicates a small (weak) effect of the exogenous variable on the endogenous variable. If the F^2 value is 0.15, it suggests a moderate (medium) effect. An F^2 value of 0.35 indicates the exogenous variable's large (strong) effect on the endogenous variable (Juliandi, 2018).

Table 8. F-Square

	Organizational Citizenship Behavior
Moderating Effect 1	0.137
Moderating Effect 2	0.106
Organizational Citizenship Behavior	
Perceived Organizational Support	0.282
Person Organization Fit	0.122

Source: Processed Data, (2023)

Based on Table 8 above, it is known that:

1. The influence of Person Organization Fit on Organizational Citizenship Behavior has an F^2 value of 0.122, indicating a small (weak) effect.
2. The influence of Perceived Organizational Support on Organizational Citizenship Behavior has an F^2 value of 0.282, indicating a moderate effect.
3. The influence of Person Organization Fit on Organizational Citizenship Behavior is moderated by Job Embeddedness, which has an F^2 value of 0.137, indicating a small (weak) effect.
4. Job Embeddedness moderates the influence of Perceived Organizational Support on Organizational Citizenship Behavior and has an F^2 value of 0.106, indicating a small (weak) effect.

Predictive Relevance Test (Q^2)

The researchers assessed the predictive significance of the model (Q^2) by calculating the effect size value (f^2) to quantify the model's predictive capability. Hair Jr et al., (2016) argue that Q^2 assesses the model's parameter estimates and intrinsic values. The researcher computed Q^2 using the blindfolding technique of

Partial Least Squares (PLS), which yielded the estimated results of the variable scores. Furthermore, the researchers obtained diverse scores from cross-validated redundancy scores. The extracted cross-validation results determine the predictive ability of endogenous constructs, which also indicates the model's quality. Hair Jr et al. (2016) findings show that a Q^2 value greater than 0 for reflective endogenous variables signifies the model's predictive relevance. In contrast, a Q^2 value less than 0 indicates a lack of predictive power.

Table 9. Predictive Relevance (Q^2)

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Job Embeddedness	864,000	864,000	
Moderating Effect 1	96,000	96,000	
Moderating Effect 2	96,000	96,000	
Organizational Citizenship Behavior	960,000	359,932	0.625
Perceived Organizational Support	864,000	864,000	
Person Organization Fit	768,000	768,000	

Note: SSO-Sum of squares of Observations; SSE – Sum of Squares of Prediction Errors; while Q^2 value = $1 - SSE/SSO$

As shown in Table 9, it can be seen that the model has a predictive relevance of 0.625 for Organizational Citizenship Behavior. Based on these results, the Q^2 value of both endogenous constructs is far above zero. Therefore, the model has good predictive relevance.

Hypothesis test

This test aims to ascertain the path coefficients of the structural model. The objective is to assess the statistical significance of all relationships or evaluate hypotheses. The hypothesis testing in this research is categorized into two types: direct influence and indirect influence. The path coefficient image displaying the results of the direct and indirect influence hypothesis test can be observed based on the data processing conducted using the smart PLS 4.0 program.

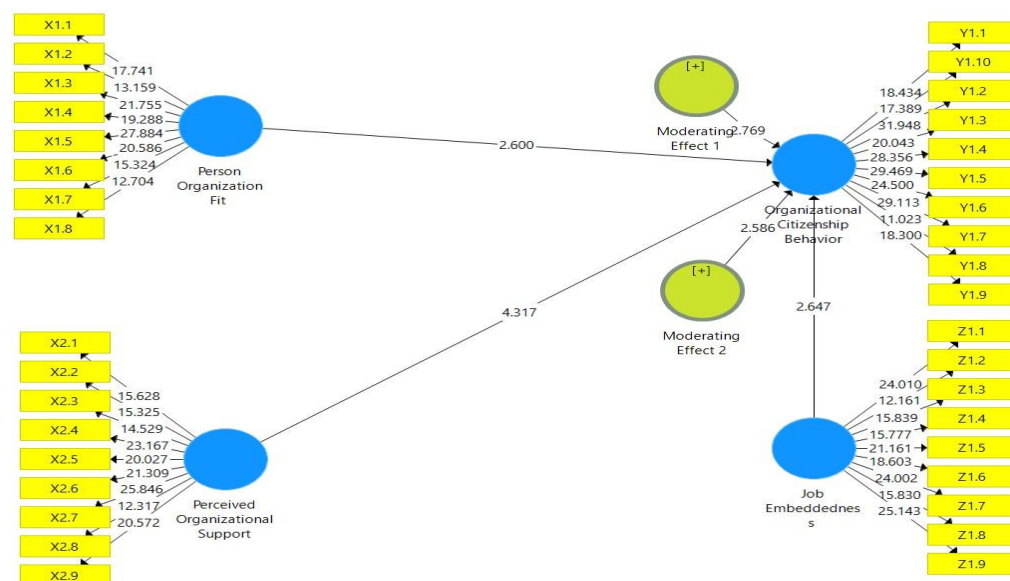


Figure 2. Path Coefficient

The results of the direct influence hypothesis test can be seen in the following path coefficient table:

Table 10. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Moderating Effect 1 -> Organizational Citizenship Behavior	0.212	-0.203	0.077	2,769	0.006
Moderating Effect 2 -> Organizational Citizenship Behavior	0.196	0.184	0.076	2,586	0.010
Perceived Organizational Support -> Organizational Citizenship Behavior	0.463	0.453	0.107	4,317	0,000

Person Organization Fit -> Organizational Citizenship Behavior	0.285	0.286	0.110	2,600	0.010
--	-------	-------	-------	-------	-------

Source: Processed Data, (2023)

Based on Table 10, it can be stated that hypothesis testing is as follows:

1. The influence of Person Organization Fit on Organizational Citizenship Behavior has a path coefficient of 0.285. This influence has a probability value (p-value) of $0.010 < 0.05$, meaning that Person Organization Fit significantly affects Organizational Citizenship Behavior at the Medan City National Land Agency.
2. The influence of Perceived Organizational Support on Organizational Citizenship Behavior has a path coefficient of 0.463. This influence has a probability value (p-value) of $0.000 < 0.05$, meaning that Perceived Organizational Support significantly affects Organizational Citizenship Behavior at the Medan City National Land Agency.
3. The influence of Person Organization Fit on Organizational Citizenship Behavior is moderated by Job Embeddedness, which has a path coefficient of 0.212. This influence has a probability value (p-value) of $0.006 < 0.05$, meaning that Person Organization Fit significantly affects Organizational Citizenship Behavior, moderated by Job Embeddedness at the Medan City National Land Agency.
4. The influence of Perceived Organizational Support on Organizational Citizenship Behavior is moderated by Job Embeddedness, which has a path coefficient of 0.196. This influence has a probability value (p-value) of $0.010 < 0.05$, meaning that Perceived Organizational Support significantly affects Organizational Citizenship Behavior, moderated by Job Embeddedness at the Medan City National Land Agency.

Discussion

The Influence of Person Organization Fit on Organizational Citizenship Behavior

From the hypothesis testing analysis results, it can be concluded that Person Organization Fit significantly affects Organizational Citizenship Behavior at the Medan City National Land Agency. This shows that Person-Organization Fit can increase OCB at the Medan City National Land Agency. By conforming the values held by employees with those that apply in the agency, employees will be more serious in carrying out their work; thus, employee OCB behavior will increase.

Person-organization fit is the existence of suitability/compatibility between an individual and an organization when there is at least seriousness to meet the needs of the other party, or they have similar basic characteristics. Individuals and organizations are attracted to each other when there is a match, greatly influencing the organization's recruiting and the employee's attitude toward choosing the job.

Person-Organization Fit (PO Fit) is the suitability of values as operational of PO Fit because values are fundamental and maintain the characteristics of individuals and organizations. Person-organization fit is the existence of suitability between an individual and an organization. Individuals and organizations are attracted to each other when there is a match between one another. This greatly influences the organization's recruiting and the employee's attitude toward choosing the job (Astuti, 2010).

Research results (Suhardi, 2019), (Jufrizen & Hutasuhut, 2022), and (Nahrisah & Imelda, 2019) concluded that Person-organization fit (PO Fit) had a positive and significant effect on Organizational Citizenship Behavior (OCB).

The Influence of Perceived Organizational Support on Organizational Citizenship Behavior

From the hypothesis testing analysis results, it can be concluded that Perceived Organizational Support significantly affects Organizational Citizenship Behavior at the Medan City National Land Agency. This shows that the perception of organizational support can increase Organizational Citizenship Behavior at the Medan City National Land Agency. The better the support provided by the Medan City National Land Agency to employees, the employees will try to work better so that the employee's OCB behavior will be better.

The organization's attention to employees is an important reason for employees to remain and contribute to the organization. Organizational support will make employees have a strong desire to contribute to the organization if the employee feels that the support provided will enable the employee to leave the organization. Because employees will contribute more when they feel they are supported by their organization, and in the absence of organizational support, employees will do their best to transfer to another organization. They will show effort and be less productive for their organization (Song & Yang, 2020). Research results (Silviana Mursidta, 2017) and (Aswin & Rahyuda, 2017) show that Perceived Organizational Support has a significant influence on Organizational Citizenship Behavior (OCB).

The Influence of Person Organization Fit on Organizational Citizenship Behavior Moderated by Job Embeddedness

From the hypothesis testing analysis results, it can be concluded that Person Organization Fit significantly affects Organizational Citizenship Behavior, moderated by Job Embeddedness at the Medan City National Land Agency. This shows that Person-Organization Fit can increase OCB, which Job Embeddedness strengthens at the National Land Agency of Medan City, whereby matching the values held by employees with the values that apply in the agency, employees will be happier in the agency environment. supported by employees who feel they have ownership of the agency so that these employees will work harder so that employee OCB behavior will increase.

Person-Organization Fit (PO Fit) is the suitability of values as operational of PO Fit because values are fundamental and maintain the characteristics of individuals and organizations. Individuals do not randomly receive a condition but rather see conditions that are interesting to the individual. Individuals chosen to be part of a condition will survive and help their environment.

The Influence of Perceived Organizational Support on Organizational Citizenship Behavior Moderated by Job Embeddedness

From the hypothesis testing analysis results, it can be concluded that Perceived Organizational Support significantly affects Organizational Citizenship Behavior, moderated by Job Embeddedness at the Medan City National Land Agency. This shows that with a better perception of organizational support provided by the Medan City National Land Agency for employees and supported by the employee's work engagement, employee OCB behavior will increase. Increasing employee work engagement factors results in employees being more active in carrying out their work so that employee performance will be better. Perceived organizational support is important in managing the work environment, especially in a state-owned enterprise.

Employees who feel the organization's support will be able to work well because the company's facilities and contributions make employees feel comfortable and safe, increasing employee morale and making employees stay with the company for a long time. This shows that the higher the organizational support that occurs in the company, the higher the job satisfaction of employees so that employees will continue to be active in doing their work, and ultimately the employee's performance will increase.

Conclusion

Based on the data analysis and discussion results, it can be concluded that Person Organization Fit influences Organizational Citizenship Behavior at the Medan City National Land Agency. Perceived Organizational Support influences Organizational Citizenship Behavior at the Medan City National Land Agency. Job Embeddedness moderates the influence of Person Organization Fit on Organizational Citizenship Behavior at the Medan City National Land Agency. Job Embeddedness moderates Perceived Organizational Support's influence on Organizational Citizenship Behavior at the Medan City National Land Agency.

From the results above, the advice from researchers is: In the future, the Medan City National Land Agency office leader is expected to keep trying to maintain P-O Fit in employees to remain high and avoid things that can reduce employee P-O Fit. This can be done with recreational activities such as outbound or family gatherings, which, in addition to improving employee welfare, will also improve cooperation between employees so that employees will always feel happy and show optimal performance. In the future, the leader of the Medan City National Land Agency office is expected to continue to provide support to each employee by paying attention to the welfare of employees, providing training, giving awards for those who have good performance, providing higher education opportunities, promotions and providing opportunities for career development. In improving employees' Job Embeddedness, the National Land Agency of Medan City leader should provide training and workshops in the future. Through these actions, there is expected to be more confidence and increased employee commitment. In addition, efforts to increase organizational commitment can be made with compensation systems and other benefits, pension programs, training, career planning, and opportunities to continue their education to strengthen their sense of belonging to the organization. In doing the work of the National Land Agency of Medan City employees to establish cooperation between employees further. For further researchers to increase the number of variables that affect Organisation Citizenship Behaviour and the number of samples.

References

Alkasim, M. A., & Prahara, S. A. (2019). Perceived Organizational Support dengan Employee Engagement pada

- Karyawan. *Psikoislamedia Jurnal Psikologi*, 4(1), 185–194.
- Astuti, S. D. (2010). Model Person-Organization Fit (P-O Fit Model) Terhadap Kepuasan Kerja, Komitmen Organisasional Dan Kinerja Karyawan. *Jurnal Bisnis Dan Ekonomi (JBE)*, 17(1), 43–60.
- Aswin, A. E., & Rahyuda, A. G. (2017). Pengaruh Perceived Organizational Support Terhadap Organizational Citizenship Behavior Dengan Variabel Kepuasan Kerja Sebagai Mediasi. *E-Jurnal Manajemen Universitas Udayana*, 6(5), 2729–2755.
- Bangun, O. V., Supartha, I. W. G., & Subudi, M. (2017). Pengaruh person-job fit dan person-organization fit terhadap komitmen organizational dan organizational citizenship behavior (OCB). *E-Jurnal Ekonomi Dan Bisnis Universitas Udayana*, 6(5), 2071–2102.
- Candra, T. (2019). Pengaruh Kompensasi dan Job Embeddedness Terhadap Turnover Intention Yang Dimediasi Oleh Kepuasan Kerja Pada Karyawan Part Time UMKM Chockless Es Coklat Di Cabang Yogyakarta. *Jurnal Manajemen Bisnis*, 8(5), 55–59.
- Darto, M. (2019). Peran Organizational Citizenship Behavior (Ocb) Dalam Peningkatan Kinerja Individu Di Sektor Publik: Sebuah Analisis Teoritis Dan Empiris (the Role of Organizational Citizenship Behavior (Ocb) in the Individual Performance Improvement in the Public Sector. *Jurnal Borneo Administrator*, 10(1), 13–19. <https://doi.org/10.24258/jba.v10i1.167>
- Deafrihinetri. (2020). Pengaruh Job Embeddedness Terhadap Kepuasan Pelanggan. *Jurnal Manajemen Dan Pemasaran Jasa*, 21(1), 1–9.
- Dwitasari, A. I., Ilhamuddin, I., & Widyasari, S. D. (2015). Pengaruh Perceived Organizational Support dan Organizational-Based Self Esteem Terhadap Work Engagement. *Mediapsi*, 01(01), 40–50. <https://doi.org/10.21776/ub.mps.2015.001.01.5>
- Firnanda, D. Y., & Wijayati, D. T. (2021). Pengaruh Perceived Organizational Support, Self Efficacy dan Lingkungan Kerja terhadap Employee Engagement Karyawan PT. Pesona Arnos Beton. *Jurnal Ilmu Manajemen*, 9(3), 1076–1091. <https://doi.org/10.26740/jim.v9n3.p1076-1091>
- Hardianto, Y., & Ratna, D. (2022). Pengaruh Perceived Organizational Support Terhadap Work Engagement Pada Karyawan Panghegar Stone Quarry. *Jurnal Penelitian Pendidikan, Psikologi Dan Kesehatan (J-P3K)*, 3(1), 1–6. <https://doi.org/10.51849/j-p3k.v3i1.130>
- Indriyani, R., & Bellinda, M. (2021). Peranan Person Organization Fit Dan Person Job Fit Dalam Meningkatkan Job Satisfaction Dengan Work Engagement Sebagai Mediasi. *Majalah Ekonomi*, 26(1), 8–28. <https://doi.org/10.36456/majeko.vol26.no1.a3950>
- Jufrizen, J., & Hutasuhut, M. R. (2022). The Role of Mediation Behavior Organizational Citizenship on the Effect of Work Motivation and Job Satisfaction on Employee Performance. *Journal of International Conference Proceedings*, 5(2), 162–183. <https://doi.org/10.32535/jicp.v5i2.1682>
- Juliandi, A. (2018). *Structural equation model based partial least square (SEM-PLS): Menggunakan SmartPLS*. Universitas Batam.
- Lutfi, A. M., Wahyuni, P., & Mardiana, T. (2020). Pengaruh Job Embeddedness Terhadap Job Performance Yang Dimediasi Oleh Organizational Citizenship Behavior. *EKUITAS (Jurnal Ekonomi Dan Keuangan)*, 4(3), 332–352.
- Nahrishah, E., & Imelda, S. (2019). Dimensi Organizational Citizenship Behaviour dalam Kinerja Organisasi. *Ilmiah Kohesi*, 3(3), 40–51.
- Noviardy, A., & Trisninawati, T. (2022). Analisis Person-Organization Fit (P-O Fit) Dan Kinerja Extra Role Terhadap Kepuasan Kerja Karyawan (Studi Pada UMKM Produk Olahan Kuliner di Kota Palembang). *Mbia*, 21(2), 224–235. <https://doi.org/10.33557/mbia.v21i2.1887>
- Nugroho, A., Kartika, E. W., & Kaihatu, T. S. (2011). Komitmen Afektif Dalam Organisasi Yang Dipengaruhi Perceived Organizational Support Dan Kepuasan Kerja. *Jurnal Manajemen Dan Kewirausahaan*, 14(2), 12–16. <https://doi.org/10.9744/jmk.14.2.109-117>
- Nurliawati, I., & Nurtjahjanti, H. (2020). Hubungan Antara Person-Organization Fit (Po Fit) Dengan Subjective Well-Being (SWB) Pada Pegawai Negeri Sipil (PNS) Dinas Bina Marga dan Penataan Ruang Provinsi Jawa Barat. *Jurnal EMPATI*, 7(1), 387–396.
- Purwanto, A. (2021). Effect of Transformational Leadership, Job Satisfaction, and Organizational Commitments on Organizational Citizenship Behavior. *Inovbiz: Jurnal Inovasi Bisnis*, 9(1), 61–70. <https://doi.org/10.35314/inovbiz.v9i1.1801>
- Rohmatillah, Q. (2020). Pengaruh Job Embeddedness dan Job Satisfaction Terhadap Kinerja Karyawan Milenial Dengan Turnover Intention Sebagai Mediasi. *International Journal Of Business and Management Studies*, 8(75), 147–154.
- Silviana Mursidta. (2017). Pengaruh Perceived Organizational Support (Persepsi Dukungan Organisasi) Dan Kepuasan Kerja Terhadap Kinerja Karyawan Pada Pt. Varia Usaha Beton Gresik. *Jurnal Ilmu Manajemen*, 5(1), 1–12.

- Suhardi, S. (2019). Pengaruh Motivasi Kerja, Kompetensi, Lingkungan Kerja dan Kompensasi Terhadap Kinerja Karyawan PT. Asuransi Jiwa di Kota Batam Dengan Organizational Citizenship Behavior Sebagai Variabel Intervening. *Jurnal Benefita*, 4(2), 296–301. <https://doi.org/10.22216/jbe.v4i2.3670>
- Suraya, K. M., & Nurtjahjanti, H. (2019). Hubungan Antara Persepsi Dukungan Organisasi Dengan Job Embeddedness Pada Pegawai Kontrak Rsud Kabupaten Temanggung. *Jurnal EMPATI*, 8(1), 123–129.
- Waspodo, A. A., & Minadaniati, L. (2012). Pengaruh Kepuasan Kerja Dan Iklim Organisasi Terhadap Organizational Citizenship Behavior (Ocb) Karyawan Pada Pt. Trubus Swadaya. *Jurnal Riset Manajemen Sains Indonesia*, 3(1), 1–16.
-