

Organizational Citizenship Behavior: The Role of Job Fit, Job satisfaction, and Transformational leadership

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Abstract

This study investigates the influence of person-job fit, job satisfaction, and transformational leadership on organizational citizenship behavior (OCB) among employees of the Cultural Service of the Yogyakarta Special Region. OCB represents discretionary employee behavior that enhances organizational functioning but is not explicitly required in formal job descriptions. A quantitative research design was employed, using a census method to collect data from 100 employees through structured questionnaires. The research instruments were adapted from validated scales, and the data were analyzed using multiple linear regression with SPSS version 23. The findings reveal that person-job fit exerts a significant positive effect on OCB, indicating that alignment between employees' competencies and job demands encourages greater voluntary contributions. Job satisfaction also demonstrates a significant influence, suggesting that satisfied employees are more likely to engage in behaviors that support organizational effectiveness. Moreover, transformational leadership is found to have a strong positive effect on OCB, underscoring the role of inspirational and visionary leadership in motivating employees to perform beyond formal requirements. Collectively, the three predictors explain 94.5% of the variance in OCB, reflecting their substantial contribution to discretionary work behaviors. These results highlight the importance of enhancing job-person alignment, fostering job satisfaction, and strengthening transformational leadership to cultivate OCB in public sector organizations. The study contributes to the literature on organizational behavior and offers practical implications for improving employee performance through human resource management strategies.

1. Introduction

Basically, the role of human resource management (HRM) in a company is an important factor. Because this HRM practice is the main factor in determining the development of a company or organization, namely as a driver in achieving the goals of a company or organization. The company must be able to manage effective human resources and the company must be able to manage and empower its employees well (Putri *et al.* 2022). The quality of service of an institution is a benchmark for the success of organizational management in an institutional institution, both private and government. Good service to the community shows that the performance of the employees or employees has good quality. However, the estuary of the entire service rests on a well-organized and controlled organizational culture through human

resource management that has quality and quality organizational governance (Maharani, 2019).

Employee commitment in the workplace has been shown to play an important role in influencing their behavior, including consistency in attendance. Organizational citizenship behavior (OCB), or organizational citizenship behavior, is not solely based on formal obligations. Employees who choose not to do OCB will not be sanctioned, because this behavior is not directly regulated or rewarded in the formal reward system that applies in the organization. OCB as a whole improves the functioning of the organization efficiently and effectively. Overall, what is meant is the sum of a person's behavior over time and the sum of each person's behavior in a group, section or organization (Hendrawan *et al.* 2020). Employee OCB

behavior is not just an extra role to achieve the success of goals in their organization, but what is very important about OCB behavior is that employees or members of the organization must feel that they are treated fairly, in procedures and results (Hidayah & Baharun, 2023). Unfortunately, developing OCB in an organization is not easy because employees do not realize its importance (Romaiha *et al.* 2019).

At the Yogyakarta Special Region Cultural Office when the author interviewed several employees during internship activities and observed within one to one and a half months, OCB behavior or voluntary behavior carried out by individuals to support the organization or coworkers tended not to be prominent without direct encouragement from other parties. Examples include helping coworkers, providing emotional support, or disseminating useful information. Factors that influence OCB include person-job fit, job satisfaction, and transformational leadership. Therefore, OCB behavior tends not to be seen, it can be caused by problems with the suitability of a person's job, job satisfaction and transformational leadership that occur in the work environment of the Yogyakarta Special Region Cultural Office.

The conditions described above indicate that employees of the Yogyakarta Special Region Cultural Service who work during active working hours do not implement OCB. With this, it has been explained by Kwahk *et al.* (2020) that employee involvement in organizational operations, especially doing work that is considered less important than employee mandatory tasks, can improve the image of the organization from customer satisfaction. Therefore, researchers in this study hope to provide considerations for formulating or evaluating policies needed by the organization. In this case, this study is expected to be able to bring up and improve OCB behavior as a step towards organizational success in serving customers.

Job satisfaction is an individual's general attitude toward his/her job. Work

involves interaction with coworkers and superiors, compliance with organizational rules and policies, meeting performance standards, and adapting to often less than ideal working conditions, including various other similar aspects. Job satisfaction is not how hard or how well someone works, but rather how much someone likes a particular job. Job satisfaction is related to a person's feelings or attitudes about the job itself, salary, promotion or education opportunities, supervision, coworkers, workload, and others (Nabawi, 2023). Job satisfaction is the main thing that individuals must have at work. Each individual worker has different characteristics, so the level of job satisfaction is also different, high and low job satisfaction can have different impacts (Saputra, 2021).

2. Literature Review

2.1 Person-Job Fit and OCB

Person-job fit is the extent to which individual competencies, including knowledge, skills, and expertise, align with job requirements (Alfani & Hadini, 2018). A good fit between employees and their jobs can foster superior performance and enhance extra-role behaviors such as organizational citizenship behavior (OCB). Previous studies, such as those conducted by Riyanto & Helmy (2020), Ananda *et al.* (2022), Ramdani & Rahardjo (2021), and Dewi *et al.* (2024), consistently show that person-job fit has a positive and significant effect on OCB. However, contradictory findings exist, where Alfani & Hadini (2018) found no significant relationship between person-job fit and OCB. These inconsistencies suggest that contextual factors or mediating variables may influence the relationship. Ensuring person-job alignment remains essential for organizations seeking to increase employees' discretionary contributions.

H1: Person-job fit has a positive and significant effect on OCB.

2.2 Job Satisfaction and OCB

Job satisfaction reflects employees' emotional responses to their work, including feelings of

happiness, pleasure, or relief when their expectations are met (Chairunisa & Aziz, 2020). Satisfied employees are more likely to engage in positive behaviors, speak well of the organization, and assist colleagues. Empirical evidence from Setiani & Hidayat (2020), Suci et al. (2021), and Rahman et al. (2023) confirms that job satisfaction positively influences OCB. Conversely, Sudarmo & Wibowo (2018) found that job satisfaction had no significant impact on OCB, highlighting possible mediating roles, such as organizational commitment, in the relationship. Improving job satisfaction through supportive environments and recognition systems is therefore critical for promoting OCB.

H2: Job satisfaction has a positive and significant effect on OCB.

2.3 Transformational Leadership and OCB

Transformational leadership emphasizes inspiration, role modeling, and attention to individual development (Tjahjono et al., 2018). Leaders who demonstrate transformational qualities can influence employees' behaviors beyond formal job requirements, enhancing loyalty and dedication that manifest as OCB (Nugraha, 2021). Studies by Puspita & Dewi (2020), Halim et al. (2022), and Naimah et al. (2022) provide strong evidence that transformational leadership significantly fosters OCB. However, other research, such as Purwanto et al. (2021), reported insignificant results, indicating potential variability across contexts. Effective transformational leadership creates an organizational climate that inspires employees to contribute voluntarily, thereby strengthening organizational productivity and sustainability.

H3: Transformational leadership has a positive and significant effect on OCB.

3. Research Methods

This study was conducted at the Yogyakarta Special Region Cultural Service with a population of 100 employees. The sample size used in this study was the entire

population, namely 100 people taken by census. Data collection using a questionnaire distributed to 100 respondents through the information section of the Yogyakarta Special Region Cultural Service online. The existing data was then processed and analyzed using quantitative methods using SPSS software. SPSS software is used for instrument testing (validity and reliability), classical assumption testing, model testing, and hypothesis testing (multiple linear regression analysis). Researchers used a Likert scale instrument 1-5 from strongly disagree (g 1) to strongly agree (5). In this study, there are four variables, with the first variable being person-job fit which has one of the questions, namely "There is a very good match between the demands of the job as an employee and my personal skills" " (Kaur & Kang, 2021). The second variable is Job satisfaction, with one of the questions "Overall, I am satisfied with my job" (Crow *et al.* 2012). The third variable is transformational leadership with one of the questions "I have complete confidence in my supervisor" (Dubinsky *et al.* 1995). The last variable is OCB, with one of the questions "I help orient new people even though it is not required" " (Ikonne, 2013). The complete instrument can be seen in the appendix.

4. Results and Discussion

4.1 Research Results

Table 1
Respondent Characteristics

Category		Jumlah	Persentase
Gender	Male	58	58
	Female	42	42
Employment status	Fixed	51	51
	Not Fixed	49	49
Marital status	Single	33	33
	Married	36	36
Age	20-30	36	36
	31-40	40	40
Last education	High school	9	9
	D3	25	25
	S1	40	40
	S2	3	3
years of service	2 years	21	21
	3 years	16	16
	4 years	26	26
	5 years	19	19

Source: Primary data processed 2024.

Table 2
Descriptive Variables

Variabel	Mean
<i>Person-job fit</i>	24.19
<i>Job satisfaction</i>	24.06
<i>Transformational leadership</i>	47.36
<i>OCB</i>	57.07

Source: Primary data processed 2024.

Table 3
Asumsi Klasik test

Ind.	Dep.	Multicollinearity		Spearman's Rho Test	Kolmogorov Smirnov Test
		Tol	VIF	Sig	Asymp.sig
<i>Person-job fit</i>		0.784	1.275	0.462	0.076
<i>Job satisfaction</i>	<i>OCB</i>	0.726	1.378	0.104	
<i>Transformational leadership</i>		0.719	1.390	0.261	

Source: Primary data processed 2024.

The results of the classical assumption test (Table 3) indicate the occurrence of heteroscedasticity (Spearman's Rho test,

$p > 0.05$), and normality is also met (Kolmogorov-Smirnov test, Asymp. Sig. > 0.05). Multicollinearity does not occur in the

regression model with tolerance > 0.10 and VIF < 10.

Table 4
Linear Regression Results

<i>Ind</i>	<i>Dep</i>	<i>Unst. Coef.</i>		<i>T</i>	<i>Sig.</i>	<i>Adj. R2</i>
		<i>B</i>	<i>Std. Err.</i>			
<i>Person-job fit</i>	<i>OCB</i>	0.779	0.117	6.641	0.000	0.945
<i>Job satisfaction</i>		0.848	0.123	6.897	0.000	
<i>Transformational leadership</i>		0.207	0.45	4.590	0.000	

Source: Primary data processed 2024.

4.2 Research Discussion

a. Validity and Reliability Test

Validity measurement is tested by comparing the calculated *r* with the *r*-table value. Validity measurement is tested by comparing the calculated *r* with the *r*-table value. In the data obtained, 0.1654 is obtained as the *r*-table. The instrument is valid when the calculated *r* is greater than the *r*-table. The test produces *r*-calculated person-job fit (0.399-0.649), Job satisfaction (0.621-0.777), transformational leadership (0.475-0.897), and OCB (0.464-0.797) meaning that all items are declared valid because > 0.1654. The reliability test is seen through the Cronbach's Alpha results which are greater than 0.60. The Cronbach's Alpha values obtained for person-job fit (0.828), job satisfaction (0.893), transformational leadership (0.945), and OCB (0.922) > 0.60 or the instrument is declared reliable.

b. Respondent Characteristics

The characteristics of respondents are shown in Table 1 with a total of 100 respondents consisting of 58 (58%) male and 42 (42%) female. Respondents based on employment status are dominated by permanent employees as many as 51 people (51%), based on marital status are dominated by married as many as 33 people (33%). The majority of employees are aged 31-40 years with a total of 40 people (40%), this age range shows that many young employees who have healthier skills and strengths than older people are the basis for increasing productivity by helping coworkers who have heavy

responsibilities according to the OCB variable. Based on the last education category, as many as 40 people (40%) with a bachelor's degree dominate. The majority of employees have a work period of 4 years (26%), meaning that employees with longer work periods can experience more satisfaction and organizational support than new employees.

c. Description of Research Variables

The description of the variables in the descriptive statistics of this study includes the average value of each independent variable (person-job fit, Job satisfaction and transformational leadership) and the dependent variable (organizational citizenship behavior) presented in Table 2. Table 2 shows that the responses of 100 respondents to the person-job fit variable have an average of 24.19, meaning that the person-job fit or job suitability felt by respondents when working is in the good category. The Job satisfaction variable has an average of 24.06 indicating that respondents feel satisfied with their respective jobs well. The transformational leadership variable is felt well with an average value obtained of 47.36. The organizational citizenship behavior variable has an average value of 57.07, meaning that respondents assess the citizenship behavior (OCB) carried out between coworkers well.

d. Hypothesis Testing

The results of the regression analysis show that Person-job fit, Job satisfaction, and transformational leadership have a positive influence on Organizational Citizenship Behavior (OCB). The regression coefficient of

each variable shows a significant value with $p < 0.05$, confirming that the higher the individual's fit with his/her job, job satisfaction, and transformational leadership style, the greater the individual's tendency to show OCB. The Adjusted R-Square value of 0.945 indicates that the three variables together are able to explain 94.5% of the variance in OCB, while the rest is influenced by other factors outside the model. These results underline the importance of the role of internal factors and leadership in increasing OCB behavior in the work environment.

4.3 Discussion of Results

a. H1: Person-Job Fit \rightarrow OCB

The test results in Table 4 show that person-job fit has a t-value of 6.641 with a significance probability of 0.000 (< 0.05). This indicates that person-job fit has a positive and significant effect on OCB, thus supporting H1. These findings are consistent with previous studies by Ananda et al. (2022) and Ariyanti et al. (2022), which confirmed that alignment between individual skills and job requirements fosters greater organizational citizenship behavior. The highest respondent score for person-job fit was on the item "There is a very good match between the demands of work as an employee and my personal skills" (mean = 4.30). Meanwhile, the lowest score was on "My personal abilities and education provide a good match with the demands of work as an employee" (mean = 3.68). This suggests that while employees generally perceive a good fit, there are still aspects related to education and ability alignment that require attention from management.

b. H2: Job Satisfaction \rightarrow OCB

The results of the job satisfaction test show a t-value of 6.827 with a significance probability of 0.000 (< 0.05). This confirms that job satisfaction has a positive and significant effect on OCB, supporting H2. The finding is in line with Hasanah et al. (2023) and Prasetyo (2020), who also reported that satisfied employees are more likely to engage in extra-

role behavior. The highest mean score on the job satisfaction variable was "My job is important in my life" (mean = 4.15), while the lowest score was "I like my job more than other jobs" (mean = 3.68). These results indicate that employees value their work highly, but comparative preference with other job opportunities remains relatively lower, which could influence long-term retention and commitment.

c. H3: Transformational Leadership \rightarrow OCB

The analysis shows that transformational leadership has a t-value of 4.590 with a significance probability of 0.000 (< 0.05). This demonstrates that transformational leadership positively and significantly affects OCB, supporting H3. These findings are consistent with Istiqomah & Riani (2019) and Winarto & Purba (2018), who found that leaders who inspire, motivate, and act as role models can enhance employees' discretionary behaviors. The highest-rated item for transformational leadership was "My supervisor's vision motivates me" (mean = 4.10), while the lowest-rated item was "My supervisor allows me to think about old problems in new ways" (mean = 3.66). This highlights that while leadership vision is strongly appreciated, encouraging innovative thinking still requires improvement.

d. Comparative Influence of Variables

Among the three variables, transformational leadership emerged as the strongest predictor of OCB, followed by person-job fit, and then job satisfaction. This finding reflects the central role of leadership in shaping employee behavior at the Yogyakarta Special Region Cultural Service. For instance, the highest OCB item score was "I always take the time to help others" (mean = 4.30), whereas the lowest was "I take the risk of disagreeing to express my beliefs about what is good for the organization" (mean = 3.68). Overall, all OCB indicators scored above 3.0, reflecting employees' general agreement and positive extra-role performance.

5. Closing

5.1 Conclusion

Research conducted at the Yogyakarta Special Region Cultural Office found that person-job fit, job satisfaction, and transformational leadership have a positive effect on OCB (OCB). The implication of this finding is that in order to encourage employees to implement OCB behavior, organizations need to pay more attention to indicators of person-job fit, job satisfaction, and transformational leadership that are still considered to need to be improved. For example, organizations can provide awards or rewards for employee work results to increase motivation and job satisfaction, while strengthening inspiring leadership relationships within the Yogyakarta Special Region Cultural Office.

5.2 Suggestion

This study theoretically strengthens the positive relationship between person-job fit, job satisfaction, and transformational leadership on OCB (OCB), especially in the context of the public sector. The theoretical implications emphasize the importance of individual fit with their job, job satisfaction, and transformational leadership style in driving OCB behavior. For further research, expanding the context to other sectors and longitudinal studies can be conducted to understand the influence of these variables on OCB in the long term.

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