

INFLUENCE OF PERSON ORGANIZATIONAL FIT (PO-FIT) AND EMPLOYEE ENGAGEMENT IN IMPROVING EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) AS INTERVENING VARIABLES (IN SEMARANG'S POLICE ACADEMY)

Johanis Souisa¹

Faculty of Economics, Semarang University

ABSTRACT

The purpose of this research is to test and to describe the influence of the person organizational fit and Employee Engagement against employee performance with Organizational Citizenship Behavior as an intervening variable in MANAGE Akpol Semarang. Target research activities are devoted to the modeling of the impact person organizational fit, Employee Engagement against performance employee with Organizational citizenship behavior as intervening variable. The research population is all the government employees in the MANAGE part of the Semarang as many as 100 with sample 100 employees, whereas sample technique used is saturated sample method, the technique of data analysis is done by using double linear regression. Based on an analysis conducted by the researchers concluded that person organizational fit proved to have a positive effect on organizational citizenship behavior, person organizational fit proved to have a positive effect on employee performance. Employee engagement has a positive effect on organizational citizenship behavior, employee engagement has a positive effect on employee performance, person organizational fit is more effective indirectly influencing or through organizational citizenship behavior intervening, Employee engagement is more effective than indirect through intervening organizational citizenship behavior.

Keywords: *Person Organizational Fit (PO-Fit), Performance, Employee Engagement, Organizational Citizenship Behavior (OCB)*

INTRODUCTION

One strategy in the form of vision and mission is made to achieve organizational goals. Likewise with the Semarang Department of Police Academy is the part that works to manage and manage food and basic needs of cadets and students at the Police Academy (AKPOL) Semarang.

Apparatus resources are agents of change in a government organization which is the most important aspect in achieving organizational goals. Human Resources in an organization will shape employee commitment to the organization and will then be able to grow Organizational Citizenship Behavior or commonly called OCB. Organizational Citizenship Behavior (OCB) is

¹ Johanissouisa@gmail.com

defined as behavior that is free to choose, not regulated directly or explicitly by the formal reward system and in stages promotes organizational functions (Luthan: 2004).

Organizations will succeed if employees do not only do work by their basic tasks but are willing to carry out additional tasks such as willing to work together, help each other, provide more services to service users, and are willing to use effective work time. This is by the statement of Robbins (2009), a successful organization is an organization that requires employees who can act beyond their public work duties, or provide performance that exceeds estimates and facts show that organizations that have employees who have Organizational Citizenship Behavior (OCB) goodwill have good performance from other organizations.

Organizational Citizenship Behavior (OCB) refers to the construction of "extra-role behavior". For that, organizations need to be able to create a "good sense" that can increase Organizational Citizenship Behavior (OCB) within the organization.

The era of globalization as it is now employees who have high Organizational Citizenship Behavior (OCB) has decreased, the low quality of human resource management in government institutions can be seen from the performance of Civil Apparatus as stated by Azhari Kasim (2007) that in reality the competence and productivity of the apparatus civilians are still low, behavior that only acts when there is an assignment from a superior, paternalistic and unprofessional.

The MANAGE section is the part that works in the planning and management of cadets and students at the Police Academy (AKPOL) Semarang. Pre-survey observations carried out by the authors in the AKPOL Semarang MANAGE are still seen in disciplinary actions by a small number of employees, including employees who are late in working hours as seen in Table 1.

Table 1. Indisciplinary Data for Employees of AKPOL MANAGE in December 2017

MONTH	NUMBER OF EMPLOYEES	WORK WITHOUT ABSENCE	COME LATE	GO HOME AHEAD
January	103	25,24%	25%	61,1%
February	103	20,15%	26%	54%
March	103	18,09%	176%	43%
April	103	15,11%	22%	47%
May	103	12,08%	21%	55%
June	103	22,32%	19%	65%
July	103	11,22%	21%	42%
August	103	22,00%	28%	35%
September	103	25,80%	20%	37%
October	103	19,09%	21%	53%
November	103	23,00%	22%	60%
December	103	25,21%	28%	64%

Source: Semarang's Police Academy, 2017

Based on the data in Table 1, the authors find there is still an undisciplined and cooperative attitude of employees towards organizational regulations, where discipline and cooperative attitudes are indicative of the creation of OCB.

Another thing found in this organization was the discovery of several employees who did their jobs as needed by the work ordered by superiors, did not want to help colleagues so that the determined target was not achieved, where the Altruism dimension is not yet reflected in OCB

dimensions. This phenomenon is considered as a sign of low Organizational Citizenship Behavior in AKPOL MANAGE Semarang.

Efforts in increasing the State Civil Apparatus as the driving force of Government organizations are needed by Human Resources which individually and in groups influence the overall role of the organization. The role of the State Civil Apparatus desired by an organization is the behavior of the Apparatus. The behavior that is demanded by organizations today is not only in role behavior but also in extra-role behavior is also referred to as the Organization Citizenship Behavior (OCB).

It cannot be denied that human resources significantly determine the success of an organization. Various surveys and research have shown that organizations that employ good and talented people will be able to work superior.

Employee Engagement and Person Organizational Fit (PO Fit) Effect of Employee Engagement on Organizational Citizenship Behavior (OCB). Getty & Getty (2003). Go to important dimensions: altruism (helping others), sportsmanship, loyalty to the organization, civic virtue, taking initiative (at each level), and focusing on self-development. Altruism voluntarily helps with other problems or solutions. Loyalty towards organizations refers to engaging with organizations and with people even in worse situations. All OCB dimensions are indeed influenced by employee engagement, but the OCB that is most related to employee engagement is an individual initiative. Dicke (2010). Personal Organizational Fit (PO Fit) is also able to influence organizational citizenship behavior (OCB). According to Nuryadi (2009), Person Organization Fit (PO-Fit) or often referred to as P-E Fit is a relationship between individuals (attitudes, behaviors, and others) with an inseparable environment. In particular P-E Fit discusses the relationship between reality and hope. Where if there is a gap between reality and individual attitudes, it will cause dissatisfaction, tension, and undesirable results in the work environment.

One effort to improve employee performance, namely the presence of Organizational Citizenship Behavior, influences organizational effectiveness for several reasons. First OCB can help increase the productivity of coworkers. Secondly, because OCB can help improve managerial productivity. Third because OCB can help streamline the use of organizational resources for productive purposes. Fourth, because OCB can reduce the height of the need for the provision of organizational resources in general for employee maintenance. Fifth because OCB can be used as an effective basis for active activities - coordination activities between working groups. The six OCBs can improve the ability of organizations to obtain and maintain reliable human resources by giving the impression that the organization is a better place to work. Towards OCB can improve organizational performance stability. And the eighth OCB can improve the ability of organizations to adapt to changes in their environment.

One effort to improve the performance of employees in the Manage Akpol section is to conduct regular and periodic performance appraisals. The results of these assessments will be a reference for management for periodic salary determination, promotion, reward, and punishment of employees. The following are job promotion data and transfer/transfer of employees in the Manage Akpol Semarang.

Table 2. AKPOL MANAGE Employee Performance Evaluation Semarang 2014 - 2016

WORK ASSESSMENT RESULTS	YEAR		
	2014	2015	2016
Promotion position	41	55	23
Mutation	40	44	16

Source: Semarang's Police Academy, 2017

Job promotions carried out in 2014 in the management of the Semarang Academy of Sciences are 23, decreasing compared to the previous year, which is 55. The decrease in the number of promotions is possible due to unsatisfactory performance.

The Management Section of the Semarang Police Academy applies several company values in this case agencies and individuals including solid teams to achieve company goals by empowering the potential of their HR to improve performance in all areas of the organization; good attitude, meaning that the management of the company is reflected in the attitude or personality of its HR, a high level of service to the company towards its duties and responsibilities; caring and feeling of belonging with a high level of understanding and responsiveness to environmental conditions family attitude towards colleagues and superiors by upholding the ethics of togetherness.

Performance optimization is difficult to realize because there are so many factors that influence the success of the performance, in this case, the authors of Dicopa examine the factors that can affect the performance of an employee. This study only directed at Person Organizational Fit factors, Employee Engagement, and Organizational Citizenship Behavior (OCB)

Research conducted by Sani (2012), states that when someone has organizational commitment will have an impact on improving performance. The purpose of an organization will be achieved if all members involved in the organization are committed to achieving the expected goals. For employee involvement in an organization, it is considered important because the organization will become a weak social system and leave when employees in their performance do not mean it and the totality devotes itself to the organization in which they work.

The results of research conducted by Sasongko (2014) state that Po-Fit has a positive and significant effect on OCB. While other studies conducted by Santoso and Isnu (2014) show that Po-Fit has a negative effect that is not significant on OCB.

Based on the background of the problem, the authors are interested in researching with the title "Effect of Person Organizational Fit (Po-Fit) and Employee Engagement in Improving Employee Performance with Organizational Citizenship Behavior (OCB) as Intervening Variables at Semarang Police Academy".

LITERATURE REVIEW

Person Organizational Fit (PO Fit)

According to Nuryadi (2009), Person Organization Fit (PO-Fit) or often referred to as P-E Fit is a relationship between individuals (attitudes, behaviors, and others) with an inseparable environment. In particular P-E Fit discusses the relationship between reality and hope. Where

if there is a gap between reality and individual attitudes, it will cause dissatisfaction, tension, and undesirable results in the work environment.

Employee Engagement

Employee Engagement is empowering organizational members for their work role, in attachment, people use and show themselves physically, cognitive and emotional during the acting performance (Kular *et al.*, 2008). According to Maheswara (2008), Employee Engagement is a form of a statement of loyalty to someone or something in their organization, related to how hard they work, and how long they stay in the organization as a result of their commitment. The Employee Engineer is characterized as a sense of commitment, having great desire and enthusiasm that aims at higher levels of business, continues to work hard with every difficulty of tasks, exceeds what is expected, and has initiative. The results of the Employee Engineering are very large. From low levels of labor turnover to high levels of productivity, the Engagement of employees is a valuable business asset (Dickson, 2008).

Organizational Citizenship Behavior (OCB)

In 1977 the Organ first introduced the term Organizational Citizenship Behavior (OCB). Specifically, it is illustrated that Organizational Citizenship Behavior (OCB) is a free individual behavior, not directly related to the reward system, and can also increase the effectiveness of an organization (Organ in Murphy *et al.*, 2002).

Organizational Citizenship Behavior (OCB) is individual behavior that is free, not directly or explicitly recognized by the formal reward system, and in aggregate promotes the function of efficiency and effectiveness of the organization. Free referred to above is the behavior is not a requirement that must be carried out in a certain role or description of a particular work or behavior that is a personal choice (Podsakoff *et al.*, 2000).

Performance

Gibson (2004), defines performance as a result of work that is tied to organizational goals, such as quality, efficiency, and other work effectiveness criteria. While the notion of performance according to Minner (1998), is part of the actions of each individual's needs, as hope for the work done, Minner gives two variables that determine one's work performance, are as follows:

- a. Variables resulting from organizational behavior include behavior and attitudes of individuals, involvement in work, and work participation.
- b. variable results that have been achieved for a performance, which includes four work dimensions consisting of quality of work, the quantity of work, timeliness, and collaboration with colleagues.

1. Relationship of Person Organization Fit (PO FIT) with Organizational Citizenship Behavior (OCB)

Donald and Sanjay (2007) state that Person Organizational Fit (PO-Fit) is the suitability or compatibility between individuals and organizations, thirdly there is at least seriousness to meet the needs of others, or b) they have similar basic characteristics. positive and significant towards Organizational Citizenship Behavior (OCB) According to Sasongko (2014) that PO-Fit

has a positive and significant effect on Organizational Citizenship Behavior (OCB). This is in line with the research conducted by Hartono (2014) that PO-Fit has an effect

H1: There is a positive and significant influence between Person Organization Fit (PO FIT) on Organizational Citizenship Behavior (OCB)

2. Employee Relationship with Organizational Citizenship Behavior (OCB)

Employee Engagements lead to Organizational Citizenship Behavior (OCB) because it focuses on employee engagement. Getty and Getty (2003). states a positive relationship between Employee Engagement and Organizational Citizenship Behavior (OCB). As discussed earlier Organizational Citizenship Behavior (OCB) has several dimensions proposed by different researchers. Go to important dimensions: altruism (helping others), sportsmanship, loyalty to the organization, civic virtue, taking the initiative (at each level), and focusing on self-development. Altruism voluntarily helps with other problems or solutions, loyalty to organizations refers to being involved with organizations and with people who are even in worse situations. All dimensions of the OCB dimension are indeed influential with Employee Engagement as an individual initiative. Dicke (2010). According to Purnomo (2014), states a positive relationship between Employee Engagement and Organizational Citizenship Behavior (OCB). This is in line with the research conducted by Prastyani (2013) that Employee Engagement is influential

H2: There is a positive and significant influence on the Employee Engagement on Organizational Citizenship Behavior (OCB)

3. Po-Fit relationship with performance

Kristof (1996) state that Person OrganizationalFit (PO-Fit) can be defined in four concepts, one of which is value congruence, namely the harmony between the intrinsic value of individuals and organizations. Arifin (2014), argues that individuals who have the same values as the organization will improve performance. Whereas according to Kristof (1996), Jugam also presented empirical results that support that there is a positive influence in Po-Fit with job satisfaction, organizational commitment, extra-role behavior, performance, and reduce stress and turnover, therefore when employees have individual values same with the organization it will improve its performance. This is also stated by Astuti (2010), and Kristof (1996) that Po-Fit has a positive and significant effect on performance.

H3: There is a positive and significant influence on PO-Fit on Performance Organization

4. Employee Relationship with Performance

Mathis and Jackson (2006, p. 378) in Ramadhan & Sembiring (2014) outline some of the factors used in measuring employee performance, namely: quantity of work, time, attendance, and ability to work together. Several studies show that an important way to improve employee performance is to focus on developing Employee Engines. Research Christian *et al.*, (2011), Fleming and Asplund (2007), Kaya *et al.* (201), Richma (2006), Macey and Schneider (2008), Holbeche and Springett (2003), Leiter and Bakker (2010) also showed that there was a high level of influence on Employee Engagement on work performance, task performance, and OCB.

The benefits of Employee Engineering were expressed by Siddantha and Roy (2010 p. 171) which stated that Employee Engineering can create success for the company through matters relating to employee performance, productivity, work safety, attendance and retention, customer satisfaction, customer loyalty so that the profitability of employee performance is one of the things that is a result of the creation of a high Employee Engineering. This is consistent with research according to Robinson *et al.* (quoted by Little, 2006 p.113) and Handoyo and Setiawan (2017) that Employee Engineering has a positive and significant influence on performance.

H4: there is a positive and significant influence between the Employee Engagement) on Performance.

5. Relationship between Organizational Citizenship Behavior (OCB) and Performance

The behavior of employees expected by the organization and the demands of the organization is not only in role behavior but also in extra-role behavior called Organizational Citizenship Behavior (OCB). Improving employee performance in an organization is preceded by increased job satisfaction and behavior. The organization will continue to exist if it is supported by loyal and highly committed employees to the organization, which is shown in the attitude and OCB of employees in the workplace. OCB has a positive impact on employees and members of organizations able to support individual performance and organizational performance for better organizational development.

According to Organ (2005), Organizational Citizenship Behavior (OCB) is free individual behavior, not directly or explicitly recognized in the reward system in promoting the effective function of Smith's organization (1993), defines OCB as the behavior of employees who are above their duties and exceed their duties. which is done without coercion and is not explicitly recognized in the existing rewards system, but contributes to the effectiveness of the organization. Thus it is expected that the higher value of OCB in an organization will improve employee performance. This is by the research of Oka (2015) that Organizational Citizenship Behavior (OCB) has a positive and significant influence on performance.

H5: There is a positive and significant influence between Organizational Citizenship Behavior (OCB) on Performance.

METHOD, DATA AND ANALYSIS

The research carried out is Explanatory Research which proves the influence of Psychological Capital, PO - Fit and Employee Management on Performance with Organic Citizenship Behavior (OCB) as an intervening variable. The sampling technique used to take this research is "saturated sampling". According to Sugiyono (2014: 68), the "saturated sampling technique is a sample research technique if all members of the population are used as samples." This is because the population used in this study is relatively small. In this study, primary data collection was obtained directly from respondents in the field through a questionnaire. Respondents in this study were all employees managing AKPOL Semarang, amounting to 100 people. The research data was collected from the answer scores in the questionnaire obtained from respondents in the form of primary data. The technical implementation is done by

distributing questionnaires directly to the respondents. Furthermore, respondents were asked to fill out a list of questions contained in the questionnaire.

The respondents' description statistics are used by researchers to obtain characteristic information and the identity of the respondents is presented in summary data in table form. The population in this study was 103 employees in the Manage AKPOL Semarang environment. The sample collection technique uses the survey method, which is taking samples based on certain objectives using criteria from the respondents grouped statistically based on 1) Gender, 2) Last education, 3) Age, 4) Group; and 5) Working period. Based on this variable description, a description of the trends of the respondents' answers to an indicator questionnaire question will be obtained and this study can be seen from the average value (min), and the maximum value (max).

RESULTS AND DISCUSSION

Based on the results of this study, it can prove that the testing of hypothesis 1 proved that Person Organizational Fit has a positive effect on Organizational Citizenship Behavior. This is consistent with the research carried out by Sasongko (2014) and Hartono (2014) which states that Person Organizational Fit has a positive and significant effect on Organizational Citizenship Behavior. This means that as good as the value of Person Organizational Fit, it will increase Organizational Citizenship Behavior in the Rembang Regency Marine and Fisheries Service.

In testing hypothesis 2 it is known that Employee Engagement has a positive effect on Organizational Citizenship Behavior, meaning that the better the Employee Engagement will increase Organizational Citizenship Behavior in the environment of the Semarang Police Academy. This is in line with the research conducted by Prastyani (2013) and Rasyid (2013) which states that there is a positive and significant influence between Employee Engagement on Organizational Citizenship Behavior. From the results of this study, the dimensions of Employee Engagement on Employees managed the Semarang Police Academy, the most dominant being work restructuring. Most employees are enthusiastic about programs that are related to the development of employee skills and abilities. Giving a fair opportunity to each employee to attend education and training or further study will lead to Organizational Citizenship Behavior in each employee and will affect the improvement of employee performance.

In testing hypothesis 3 it is known that the Person Organizational Fit has a positive effect on employee performance, meaning that the better the value of Person Organizational Fit in Managing Political Academy Semarang will improve employee performance. This is supported by a study from Arifin (2014) which concluded that there is a positive and significant influence between Person Organizational Fit on employee performance.

In this case, the strongest dimension of Person Organizational Fit is the suitability of the goal. The accuracy of organizing organizational goals in harmony with the values of individuals within the organization will facilitate the organization to realize its work program. Of course,

this must also be supported by the suitability of organizational values, organizational vision, the fulfillment of employee needs, and cultural characteristics.

In hypothesis 4, it is known that Employee Engagement has a positive effect on employee performance, meaning that the better the Employee Engagement in the Management of Semarang Academy of Sciences will improve the performance of its employees. This is supported by the results of research conducted by Husnawati (2006) and Sulastri (2015) that Employee Engagement has a positive and significant effect on employee performance.

In hypothesis 5, it is known that Organizational Citizenship Behavior has a positive effect on employee performance, meaning that the level of Organizational Citizenship Behavior will affect the performance of employees in the Management Academy of Semarang. This is consistent with research conducted by Organ (2005) which shows that Organizational Citizenship Behavior has a positive effect on performance. It can be concluded that employee performance is influenced by the high and low levels of organizational citizenship behavior.

CONCLUSION

Based on the research conducted, the conclusions obtained are as follows:

1. Person Organizational Fit has been shown to have a positive effect on Organizational Citizenship Behavior, meaning that the higher the Person Organizational Fit will increase the Organizational Citizenship Behavior.
2. Employee Engagement has a positive effect on Organizational Citizenship Behavior, meaning that the better the Employee Engagement will increase Organizational Citizenship Behavior.
3. Person Organizational Fit has a positive effect on employee performance, meaning that the higher the value of Person Organizational Fit will improve employee performance
4. Employee Engagement has a positive effect on employee performance, meaning that the better the Employee Engagement will improve employee performance
5. Organizational Citizenship Behavior has a positive effect on employee performance, meaning that the better the Organizational Citizenship Behavior, the employee's performance will increase
6. More effective Person Organization Fit indirectly affects employee performance through Organizational Citizenship Behavior
7. Quality of work-life is a more effective indirect effect on employee performance through Organizational Citizenship Behavior.

BIBLIOGRAPHY

Ardila Prasinta Devi, 2015. "Pengaruh Perzon Organization Fit dan Kualitas Kehidupan Kerja Terhadap Kinerja dengan OCB sebagai Mediasi, Studi pada Dinas Kelautan dan Perikanan Kab Rembang". *Emprit.Unisbank.ac.id/emprit/3175/*

Astuti, Sih Darmi. 2010. "Modal Person Organizational Fit (Model PO-Fit) terhadap kepuasan kerja komitmen organisasi dan kinerja karyawan". *Jurnal Bisnis dan Ekonomi*, 17 (143).

- Debora dan Seniati, A. N. L., 2004. "Pengaruh Kepribadian dan Komitmen Organisasi terhadap Organization Citizenship Behavior (OCB)", *Makara, Sosial Humaniora*, 8 (3), 105-111.
- James B Avey, Rebecca J. Reichard, Fred Luthans, dan Ketan H. Mihatre. 2011. "Meta-Analysis of the Impact of Positive Psychological Capital on Employee Attitude, Behaviors, and Performance". <https://worldwidescience.org/topicpages/p/positive+psychology+focuses.html>
- Loyd Beal III, Jacqueline M, Stavros, dan Matthew L. Cole. 2013. "Effect Of Psychological Capital and Resistance To Change On Organizational Citizenship Behavior". <https://docplayer.com.br/76299670-Capital-psicologico-positivo.html>
- Luthans, Fred. 1995. *Organizational Behavior*. New York: McGraw Hill. George Holmes Distinguished Professor of Management, University of Nebraska
- Organ dan Murphy. 2002. *Organizational Citizenship Behavior: The Good Soldier Syndrome*, Lexington Books, Lexington, MA.
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. 2000. "On Organizational Citizenship Behavior: A Critical Review of The Theoretical and Empirical Literature and Suggestion for Future Research". *Jurnal of Management*, 26 (3), 513-563.
- Robins, S.P. 2001. *Organization Behavior*, (9th ed.) Prentice-hall, New Jersey.