

## Work Engagement: Determinants and Its Effect On Organizational Citizenship Behavior

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**Abstract:** The purpose of this research is to know and analyze the influence of a *person's job fit* and job crafting on *organizational citizenship behavior* through work engagement. This study uses a causal type of research using a quantitative approach with a sample of 76 respondents who are employees of the Medan Mayor's Office. To investigate the seven hypotheses proposed in this study, data collection techniques such as interviews and questionnaires were employed, as well as data analysis techniques such as Partial Least Square (SmartPLS). The results show that person-job fit has a significant effect on organizational citizenship behavior, job crafting has a significant effect on organizational citizenship behavior, person-job fit has a significant effect on work engagement, job crafting has a significant effect on work engagement, person-job fit has a significant effect on organizational citizenship behavior through work engagement, and job crafting has a significant effect on organizational through work engagement.

**Keywords:** Person Job Fit; Job Crafting; Work Engagement; Organizational Citizenship Behavior.

**Abstrak:** Tujuan penelitian ini adalah untuk mengetahui dan menganalisis pengaruh *person job* dan *job crafting* terhadap *organizational citizenship behavior* melalui *work engagement*. Dalam penelitian ini menggunakan jenis penelitian kausal dengan menggunakan pendekatan kuantitatif dengan sampel sebanyak 76 responden merupakan pegawai Kantor Walikota Medan. Untuk menguji tujuh hipotesis yang diajukan dalam penelitian ini, digunakan teknik pengumpulan data seperti wawancara dan kuesioner, serta teknik analisis data seperti Partial Least Square (SmartPLS). Hasil penelitian menunjukkan bahwa *person job fit* berpengaruh signifikan terhadap *organizational citizenship behavior*, *job crafting* berpengaruh signifikan terhadap *organizational citizenship behavior*, *person job fit* berpengaruh signifikan terhadap *work engagement*, *job crafting* berpengaruh signifikan terhadap *work engagement*, *person job fit* berpengaruh terhadap *organizational citizenship behavior* melalui *work engagement*, dan *job crafting* berpengaruh signifikan terhadap *organizational citizenship behavior* melalui *work engagement*.

**Keywords:** Person Job Fit; Job Crafting; Work Engagement; Organizational Citizenship Behavior.

## INTRODUCTION

Human resources (HR) is a very important factor that cannot even be separated from an organization, both institutions, and companies. In essence, human resources are in the form of humans who are employed in an organization as movers, thinkers, and planners to achieve the goals of the organization. Government HR Management aims to optimize the work of employees in the public sector from the aspect of management functions such as planning, implementation, organizing, controlling, or supervising.

In government institutions, human resources are a determining factor for the success or failure of good service. Therefore, human resources have a role in the utilization of the state apparatus so that it continues to be improved, especially concerning quality, service



efficiency, and protection for the community as well as the professional ability and welfare of the apparatus in supporting the implementation of tasks (Nurdin and Rahmat, 2022).

Human resources whose performance is measurable and has targets that are following company standards will certainly be a high-value asset. Furthermore, this attitude must be built and maintained so that the performance of each individual remains optimal (Bieńkowska et al., 2022). Among these attitudes known in organizations is Organizational citizenship behavior (OCB) or generally referred to as employee citizenship behavior. This behavior is a feeling that arises when employees can contribute more to achieving the company's vision and mission. According to Robbins and Coulter, (2018), Organizational citizenship behavior is voluntary behavior that is not required by formal work but promotes the effectiveness of organizational activities.

Suitability at work or in other words the suitability of work with individuals (person-job fit) is very influential with organizational citizenship behavior which is where if a person's work is following himself, it will create or cause organizational behavior, for example voluntarily doing work that exceeds the standard of the tasks assigned to him. or help other employees who have difficulty at work (Yuwono et al., 2023).

Human resources will determine the success and achievement of the organization, so organizations need to make regulations as rules that must be followed by all members of the organization. One of the things that must be followed by employees is Person Job Fit which is a condition that describes the suitability between the ability of workers and the jobs desk provided by the company, as well as what jobs can be given to the employee (Paais and Pattiruhu, 2020).

As a central factor in an organization or company, human resources must be managed properly. The goal is of course so that productivity runs optimally and company goals can be achieved. One way to do this is to use the theory of person-job fit. Person Job Fit itself is a condition that describes the suitability between the ability of workers and the job desk provided by the company and what jobs can be given to the employee, therefore if the work and individuals in the company are for employees, it will increase employee work involvement behavior towards the company. This is following research from (Bangun, 2018). However, there is also research from (Alfani and Hadini, 2018) which states that a person's job fit has no significant effect on Organizational Citizenship Behavior (OCB).

Person Job Fit concerns the relationship between individual characteristics and certain job characteristics. From this opinion, it can be concluded that a person's job fit is the suitability between individual characteristics (including abilities and needs or desires) against certain job characteristics and those of the work or tasks performed in the workplace (Robbins and Coulter, 2018). In addition to the importance of Person Job Fit, Job crafting is also an important factor that determines the life of an organization. Job crafting itself is the skill of employees who can redesign their work on their initiative, with or without management involvement to balance the demands and resources of the job with their abilities or needs. Job crafting itself includes very complex job changes, starting from the system, and the way of working to finally affecting work results.

Job crafting can be equated with the words innovation and high-level creativity, which with an inner drive gives the strength to do new things even though there is no support from the environment or management. Job crafting comes from within, no matter what the existing system is, but to eliminate boredom, they create something new.



Employee job crafting will result in work links through mobilizing and boosting work resources, lowering job demands that hinder, and raising difficult parts of work. So with the existence of job crafting, employees can also behave voluntarily to do work that exceeds the standard tasks that are usually given to them, employees like this are usually an asset to an organization (Rastogi and Chaudhary, 2018). This is following research (Srivastava and Pathak, 2020) which states that there is a significant effect between job crating on organizational citizenship behavior (OCB) but there is also research from (Riyanto and Helmy, 2020) which states a negative influence between job crating on organizational citizenship behavior (OCB). In addition to job crafting, factors influence an organization to form a quality employee who has work engagement (work involvement). According to (Yudiani, 2017), work Engagement is a condition of employees who feel connected, satisfied, and enthusiastic about their work. Employees who have high engagement will feel passionate and very connected to their work. Research from (Arokiasamy, 2021) and (Uddin et al., 2019) state that there is an effect of work engagement on organizational Citizenship Behavior and there is also research from (Riyanto and Helmy, 2020) states that there is no influence between work engagement on organizational Citizenship Behavior.

The subject of this study is the Medan Mayor's Office, which also demands a dependable staff with a strong dedication to the firm to deliver progress and readily reach company goals. The Medan Mayor's Office has a mission to improve the quality of reliable apparatus and improve services that are faster and more precise. However, based on the initial observations that the author made at the Medan Mayor's Office, there are several problems regarding the human resources working in the office.

Organizational Citizenship Behavior (OCB) can be seen in how a worker tries to empathize with other conditions and helps each other towards other employees, or it can also be interpreted as a behavior in the workplace that is following personal assessments that exceed one's basic work. It can also be defined as conduct that surpasses job expectations, and employees or employees should be able to voluntarily accomplish work that exceeds the level of the tasks allocated to them, as well as assist other employees who are having difficulty carrying out their obligations. However, based on the survey that the author conducted, there are still many employees who do not help each other, it seems that there is no tolerance given if they get into trouble at work. Other employees only care about their interests.

Seeing the phenomenon, it can be seen that indirect organizational citizenship behavior or organizational citizenship behavior from employees at the Medan Mayor's Office still needs to be improved. It is not that easy to grow organizational citizenship behavior in employees. In addition, there is still a discrepancy between the individual and his job (person-job fit) which can be seen in an employee who does not understand the task given by the supervisor because it is not following the employee's expertise with his job desk. A candidate's fit for the role they pick has a significant impact on both themselves and the firm. When an employee or employees are certain that the work they do is appropriate for them and their skills, their desire to advance professionally grows. This can also boost company productivity.

The author also sees the lack of provision of facilities for employees or superiors who should be able to hear the ideas of each employee. As a boss, you need the company or the mayor's office to realize the employee's ideas, because this support is very helpful



so that employees feel valued for their ideas. When a firm does not treat its people well, it risks losing talented employees. The Medan Mayor's Office views work engagement to be crucial for the organization, as seen by employees who continue to procrastinate on talking about many things outside of work, a lack of attachment to work, and a lack of passion (work engagement) in completing work.

## THEORETICAL REVIEW

**Organizational citizenship behavior.** Organizational citizenship behavior (OCB) is a relatively new management concept that has piqued the interest of many academics. The majority of this research suggests that OCB has a significant impact on organizational, productivity, organizational competence, and organizational effectiveness in accomplishing objectives and enhancing employee morale (Demirel et al., 2018). Organizational Citizenship Behavior (OCB) is a branch of organizational behavior science. OCB is a type of work behavior that is rarely observed or considered. According to the job description, OCB is an extra-role performance that is distinct from in-role performance (Gong et al., 2018). The second approach is to consider OCB from the standpoint of a political theory or philosophy (Ningrum et al., 2020).

Organizational citizenship behavior (OCB) is an extra-individual behavior, which cannot be directly or explicitly recognized in a formal work system, and in aggregate can increase the effectiveness of organizational functions (Munir, 2020). Furthermore, according to (Robbins and Coulter, 2018), organizational citizenship behavior is defined as "behavioral behavior of its own volition that is not part of the demands of formal work but promotes the effectiveness of organizational functions," implying that OCB is "behavioral behavior of organizational members that exceeds what the organization requires.". Mohamed, (2016) defines OCB is defined as a sort of individual behavior that drives employees to go above and beyond what the organization and job description require of them; this helps both the organization and the personnel.

According to (Wulandari and Prayitno, 2017), indicators in various OCB dimensions include the instinct to help/help behavior, civic character, and sportsmanship. And indicators of organizational citizenship behavior according to (Titisari, 2014) are Altruism, Conscientiousness, Sportsmanship, courtesy, and Civic Virtue.

**Person Job Fit.** Person Job Fit, the existence of a match between the task/job characteristics and the individual's ability to carry out the task, will increase the employee's commitment to his work, specifically, the employee will be more committed to the job (Alfani and Hadini, 2018). Furthermore, (Fazriati and Budiono, 2017), a person's job fit is the suitability or match between individual characteristics and characteristics of the work performed to meet the needs in the work environment. (Mathis and Jackson, 2016) define a person's organizational fit as an agreement between individual and organizational factors. According to (Asmike and Setiono, 2020), the factors that affect a Person's job fit include (1) Technical knowledge, special skills, and personal abilities (2) Social skills (3) Personnel needs (4) Personal nature. And the indicators of a person's job fit according to (Alfani and Hadini, 2018) are (1) Understanding and mastering the task (2) Conformity with goals (3) being able to interact (4) Conformity with characteristics (5) Suitability of work.



Person job fit is defined as the compatibility between individuals and the jobs or tasks they undertake at work. This definition comprises compatibility (capacity) based on the employee's needs and the work equipment available to satisfy those needs, as well as job demands and the employee's ability to achieve those demands. According to research (Suwanti and Udin, 2020) concluded that a person's job fit has a direct or positive and significant impact on organizational citizenship behavior (OCB).

The suitability of existing jobs in employees with compatibility between individuals with the desired skills and jobs leads to civic behavior among existing employees. Person job fit can be measured and seen by the alignment of the personality possessed by the employee with the work and responsibilities that must be carried out by him. With the creation of a person's job fit, it will create employee bonds with their work, where employees will be more loyal and committed to the work in the company. Companies must pay attention to the person's job fit of each individual to create employee bonds and loyalty to the organization because if there is a match between individuals and their work, they will be able to create job satisfaction that creates work engagement and employee loyalty to the company. The results of research by (Sulistiowati et al., 2017); and (Cai et al., 2018) show that a person's job fit has a significant positive effect on work engagement

**H1:** Person Job Fit affects Organizational Citizenship Behavior.

**H2:** Person Job Fit affects work engagement.

**Job Crafting.** Job crafting, which refers to employee-initiated design/redesign of work characteristics, could be an effective approach to improve both job and personal resources (Bakker and Demerouti, 2017). Furthermore, (Amir, 2017), job Crafting is an opportunity to optimize self-potential, and improve organizational performance. Meanwhile, according to (Rudolph et al., 2017), Job Crafting is an adaptive strategy used to make workers more productive and actively involved in work-related matters. According to (Bakker et al., 2020), the factors that influence job crafting are (1) the need for personal control and (2) a positive self-image. And the job crafting indicators according to (Bakker et al., 2020) are: (1) Increasing structural job resources (increasing resources) (2) Decreasing hindering demands (reducing job demands) (3) Increasing Challenging Job Demands (Increasing ability in challenging things) (4) Increasing social job resources (Improving social relations).

*Job crafting* is how individuals change aspects and perceptions of the job to suit the characteristics of the job and the needs of the employee. Job crafting affects organizational citizenship behavior because it is an effort to increase challenges related to working carried out in the workplace, for example proactively volunteering when there is an interesting job or regularly doing additional jobs even though they are not paid. This again relates to the definition of organizational citizenship behavior itself, voluntary behavior, and there is no coercion in prioritizing the interests of the organization and is not directly related to the formal reward system.

So it can be seen that job crafting plays a role in the level of organizational citizenship behavior owned by employees. Employees who have high job crafting will also have high organizational citizenship behavior (OCB) towards the company. This is supported by the results of research conducted by (Srivastava and Pathak, 2020); (Riyanto



and Helmy, 2020); which concludes that job crafting has a significant positive effect on organizational citizenship behavior. If job crafting is done well, it will have a positive, effective, and efficient impact on completing a job so that work can create a sense of work engagement. Judging from previous research, it can be said that job crafting affects work engagement positively and significantly. This is supported by research conducted by (Riyanto and Helmy, 2020; Aldrin and Merdiaty, 2019).

**H2:** *Crafting Jobs affects Organizational Citizenship Behavior.*

**H4:** *Crafting Jobs affects work engagement.*

**Work engagement.** (Robbins and Judge, 2019) mention that work engagement refers to an employee's interest in, contentment with, and excitement for his or her job. (Joo et al., 2016) define Work engagement as a good, satisfying, and work-related state of mind characterized by enthusiasm, dedication, and absorption. According to (Hermanto and Srimulyani, 2020), the totality of work (work engagement) is a psychological component, not a physical.

This means that employees who are still working in a position do not necessarily have an interest in work. There are many understandings related to employee engagement, of which according to (Wang and Chen, 2020) employee engagement is defined as a work passion that includes positive thoughts about your work as well as the willingness to go the additional mile to ensure you perform it to the best of your ability. Employee engagement is also defined by other academics as a psychological condition in which employees have a positive attitude toward the organization and its principles and perform at a level that exceeds job requirements (Di Stefano and Gaudiino, 2019). Psychological security from trusting relationships (especially with superiors), clear roles and confidence in self-disclosure, and guilt are more applicable to learning to compete (Heslin and Keating, 2017).

Meanwhile, (Yudiani, 2017) states that Work Engagement is a condition of employees who feel connected, satisfied, and enthusiastic about their work. Employees who have high engagement will feel passionate and very connected to their work. According to (Imperatori, 2017), Work Engagement consists of 4 indicators, namely: (1) Vigor (2) Dedication (3) Absorption.

*Person job fit* or the suitability of a person's work can be measured and seen by the alignment of the personality possessed by the employee with the work and responsibilities that must be carried out by him. With the creation of a person's job fit, it will create employee bonds with their work, where employees will be more loyal and committed to the work in the company.

Further understanding by (Schaufeli and Bakker, 2014), the company must pay attention to some suitability or compatibility that employees must-have for the benefit of the company, including the suitability of an employee with his job, the type of work, the work climate in the company. Based on some of the opinions above, it can be concluded that the company must pay attention to the person-job fit of each individual to create employee bonds and loyalty to the organization because if there is a match between the individual and his job, it will create job satisfaction that creates work engagement and employee loyalty to the company. So it can be concluded that the person-job fit variable



has a significant positive effect on work engagement. This is in line with research conducted by (Sulistiowati et al., 2017; and Cai et al., 2018).

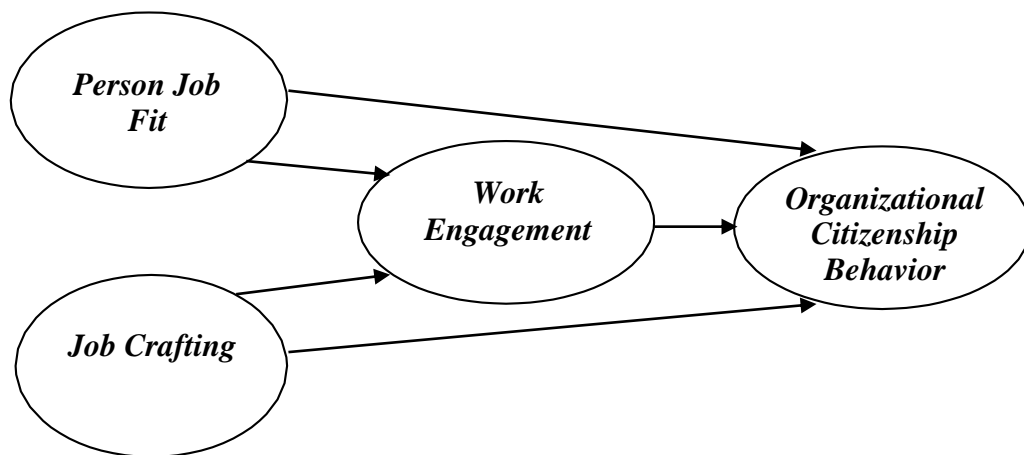
*Organizational citizenship behavior* (OCB) can be regarded as behaviors that contribute to maintenance and improvement, both social and psychological. This can happen if employees have an active involvement in their work. This is in line with the results of research from (Mohsin, 2018); and (Wulandari, 2021); which explains that work engagement and the effect of positive components of organizational citizenship behavior have a positive and significant relationship, because the more active employees are intensely involved with their work, the higher the possibility for them to show organizational citizenship behavior.

**H5:** Work Engagement affects on Organizational Citizenship Behavior.

**H6:** Person Job Fit affects on Organizational Citizenship Behavior through Work Engagement.

**H7:** Job Crafting affects Organizational Citizenship Behavior through Work Engagement.

The above explanation by adjusting to previous studies can be described the influence between person-job fit and job crafting on organizational citizenship behavior through work engagement as follows:



**Figure 1.** Conceptual Model of Organizational Citizenship Behavior

## METHODS

This is survey research since it draws a sample from a single population. This study employs an explanatory research approach, which seeks to explain the causal relationship between research variables and testing hypotheses. This study falls under the genre of quantitative causal research. According to (Sugiyono, 2018), Causal research seeks to determine whether a variable acting as an independent variable influences other factors acting as the dependent variable. According to (Sugiyono, 2018), quantitative research is

a study in which the problem is not determined at the outset but is discovered when the researcher enters the field, and if the researcher encounters a new problem, the problem is re-examined until all problems have been answered.

Researchers took the population of Medan Mayor's Office employees in the General Section of the Medan City Secretariat which amounted to 76 people. the sample is part of the number and characteristics of the population. If a large population of researchers is not possible to study everything in the population, for example, due to limited funds, manpower, and time, the researcher can use samples taken from that population. As for determining the number/size of the sample in this study with the saturated sample method where all members of the population were sampled as many as 76 people.

The data in this study will be analyzed using a quantitative descriptive approach because it uses numbers, beginning with data collection, interpretation of the data, as well as the appearance of the results and described by deduction that departs from general theories, then with observations to test the validity of the theory drawn. conclusion. Then it is stated descriptively because the outcomes will be used to characterize the data received and to respond to the formulation. The data analysis technique used in this study is statistical analysis, specifically, the partial least square-structural equation model (PLSSEM), which tries to do route analysis with latent variables.





## RESULTS

Discriminant validity is carried out to ensure that each concept of each latent model is different from other variables (Juliandi, 2018). The table below shows the results of the AVE (Average Variant Extracted).

**Table 1.** AVE (*Average Variant Extracted*)

Variable/Construct	AVE ( <i>Average Variant Extracted</i> )
Person Job Fit	0.565
Job Crafting	0.594
Work Engagement	0.564
Organizational Citizenship Behavior	0.533

**Table 1** shows, it is known that the AVE (Average Variant Extracted) value of each variable is greater than 0.500 (Hartono, 2011, Haryono and Wardoyo, 2012). So it can be concluded that the variables or constructs used are valid.

Discriminant validity is related to the principle that the manifest variables of different constructs should not be highly correlated, discriminant validity is assessed based on the cross-loading value. The rule of thumb used in the discriminant validity test is the cross-loading value greater than 0.700 (Ghozali and Latan, 2015). If the construct's correlation with the measurement item is greater than the size of the other constructs, it indicates that their block size is better than the other blocks. The results of the discriminant validity test are presented in **Table 2**:

**Table 2.** *Cross Loading*

No	Statement Items	Person Job Fit	Job Crafting	Work Engagement	Organizational Citizenship Behavior
<b>Person Job Fit</b>					
1	PJF1	0.725	0.624	0.600	0.643
2	PJF.2	0.766	0.552	0.513	0.617
3	PJ.F3	0.721	0.607	0.525	0.554
4	PJF.4	0.777	0.612	0.684	0.727
5	PJF.5	0.753	0.684	0.660	0.662
6	PJF.6	0.817	0.540	0.592	0.595
7	PJF.7	0.713	0.546	0.493	0.533
8	PJF.8	0.755	0.617	0.536	0.594
9	PJF.9	0.761	0.658	0.563	0.628
10	PJF.10	0.721	0.614	0.513	0.651
<b>Job Crafting</b>					
1	JC.1	0.691	0.808	0.632	0.703
2	JC.2	0.552	0.726	0.567	0.620
3	JC.3	0.723	0.793	0.620	0.675
4	JC.4	0.614	0.791	0.637	0.626
5	JC.5	0.633	0.772	0.590	0.678



6	JC.6	0.508	0.727	0.588	0.613
7	JC.7	0.661	0.815	0.646	0.659
8	JC.8	0.582	0.727	0.662	0.639
<b>Work Engagement</b>					
1	WE.1	0.556	0.666	0.751	0.642
2	WE.2	0.617	0.643	0.821	0.712
3	WE.3	0.593	0.664	0.851	0.695
4	WE.4	0.600	0.596	0.782	0.662
5	WE.5	0.563	0.573	0.741	0.693
6	WE.6	0.562	0.548	0.707	0.641
7	WE.7	0.605	0.596	0.777	0.661
8	WE.8	0.566	0.631	0.722	0.699
9	WE.9	0.625	0.590	0.711	0.674
10	WE.10	0.462	0.496	0.623	0.464
<b>Organizational Citizenship Behavior</b>					
1	OCB.1	0.589	0.670	0.664	0.726
2	OCB.2	0.652	0.623	0.626	0.770
3	OCB.3	0.603	0.703	0.739	0.763
4	OCB.4	0.603	0.614	0.517	0.713
5	OCB.5	0.578	0.575	0.665	0.703
6	OCB.6	0.624	0.578	0.664	0.746
7	OCB.7	0.648	0.625	0.765	0.727
8	OCB.8	0.604	0.615	0.662	0.735
9	OCB.9	0.623	0.571	0.565	0.707
10	OCB.10	0.535	0.592	0.517	0.705

**Table 2** shows, each indicator in the research variable has a larger cross-loading value on the variables it creates than the cross-loading value on other variables. Based on the findings, the indicators utilized in this study show good discriminating validity in collecting their respective factors.

Analysis of the measurement model serves to ascertain whether the indicators used in measuring the latent variables are reliable and valid. The following model path coefficients have been processed using the SmartPLS 3.0 software.

**Table 3.** Reliability

Variable/Construct	Cronbach's Alpha	Composite Reliability
Person Job Fit	0.914	0.928
Job Crafting	0.902	0.921
Work Engagement	0.913	0.928
Organizational Citizenship Behavior	0.903	0.919

Based on the data presented above, it can be seen that each research variable has Cronbach's alpha and composite reliability values of more than 0.600 (Hair et al., 2011). Based on the results obtained, it can be stated that the variables used in the study are declared reliable.

Table 4. R-Square

	R Square	R Square Adjusted
Organizational Citizenship Behavior	0.847	0.841
Work Engagement	0.685	0.676

The conclusion from testing the R-Square value above is as follows: R-Square Adjusted model path 1 is equal to 0.847. it means that the ability of the variable person-job fit and job crafting in explaining Organizational Citizenship Behavior is 84.700 per cent thus the model is classified as substance (strong); and (2) R-Square path II = 0.685 meaning that the ability of the variable person-job fit and Job crafting in explaining Work engagement is 68.500 per cent, thus the model is classified as moderate.

*Inner Model Test or Structural Model Test.* This test is used to assess the study's hypothesized link between latent components. The following figure is obtained from the PLS output:

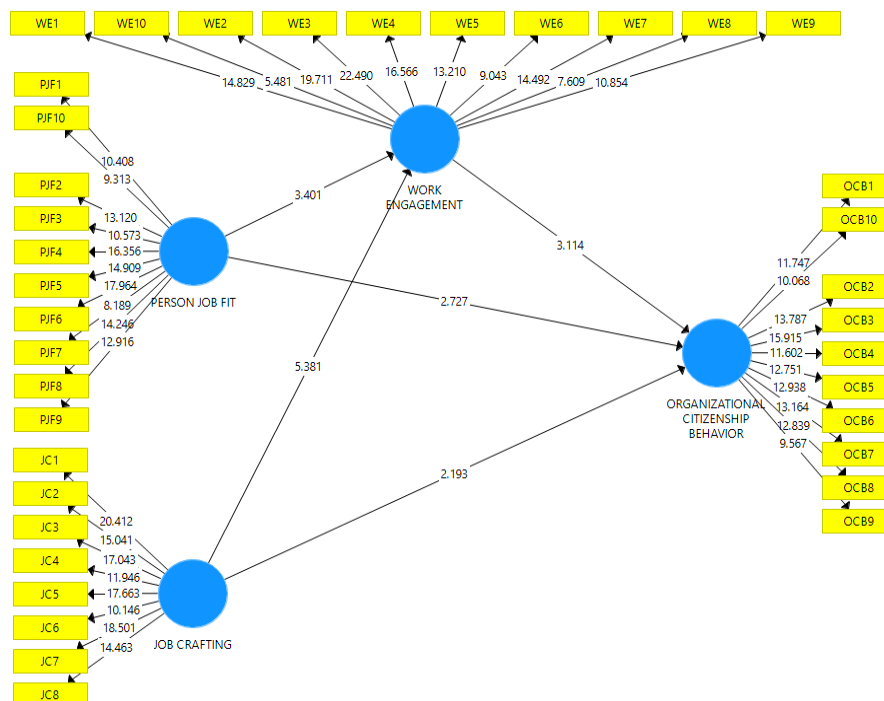


Figure 2. PLS Output

Figure 2 shows, it can be explained that the most significant path coefficient value is shown by the effect of Job Crafting on Work Engagement of 5.310. Then the second most significant effect is the effect of Person Job Fit on Work Engagement of 3.401, and the smallest effect is shown by the effect of Job Crafting on Organizational Citizenship Behavior of 2.193. According to the results, all of the variables in this model have a path coefficient with a positive value. This demonstrates that the stronger the influence of one independent variable on the dependent variable, the bigger the path coefficient value of the independent variable on the dependent variable. The outcomes of the bootstrapping data

that has been done can be used to answer the hypothesis in this study. In this study, hypothesis testing was done using T-Statistics and P-Values. If the P-Values are less than 0.05, the study hypothesis is considered acceptable.

**Figure 2** explains that Path Coefficients (Mean, STDEV, t-Value) can be arranged as in the table below.

**Table 5.** Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T/Statistic ( O/STDEV)	P Values
<i>Person Job Fit → Organizational Citizenship Behavior</i>	0.264	0.251	0.097	2.727	0.007
<i>Person Job Fit → Work Engagement</i>	0.345	0.351	0.101	3.401	0.001
<i>Job Crafting → Organizational Citizenship Behavior</i>	0.260	0.240	0.119	2.193	0.029
<i>Job Crafting → Work Engagement</i>	0.524	0.524	0.097	5.381	0.000
<i>Work Engagement → Organizational Citizenship Behavior</i>	0.465	0.499	0.149	3.114	0.002

**Figure 2** and **Table 5** shows, it can be stated that the hypothesis testing is as follows: The effect of person-job fit on organizational citizenship behavior has a path coefficient of 0.264. This influence has a probability value (P-Values) of 0.007 less than 0.050, meaning that a person's job fit has a positive and significant effect on organizational citizenship behavior in the Medan Mayor's Office employees. The effect of a person's job fit on work engagement has a path coefficient of 0.345. This influence has a probability value (P-Values) of 0.001 less than 0.050, meaning that a person's job fit has a positive and significant effect on work engagement at the Medan Mayor's Office employees. The effect of job crafting on organizational citizenship behavior has a path coefficient of 0.260. This effect has a probability value (P-Values) of 0.029 less than 0.050, meaning that job crafting has a positive and significant effect on organizational citizenship in the Medan Mayor's Office employees. The effect of job crafting on work engagement has a path coefficient of 0.524. This effect has a probability value (P-Values) of 0.000 less than 0.050. This means that job crafting has a positive and significant effect on work engagement for employees of the Medan Mayor's Office, and the effect of work engagement on organizational citizenship behavior has a path coefficient of 0.465. This effect has a probability value (P-Values) of 0.002 less than 0.050. This means that work engagement has a positive and significant effect on organizational citizenship behavior in the employees of the Medan Mayor's Office.

The indirect effect between the independent variables and the variables used in this study can be stated as follows:



**Table 6. Specific Indirect Effect**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T/Statistic ( O /STDEV)	P Values
<i>Person Job Fit → Work Engagement → Organizational Citizenship Behavior</i>	0.161	0.176	0.076	2.100	0.036
<i>Job Crafting → Work Engagement → Organizational Citizenship Behavior</i>	0.224	0.255	0.096	2.527	0.012

**Table 6** shows, it can be stated that testing the hypothesis that the effect of person-job fit on Organizational Citizenship Behavior mediated by work engagement has a path coefficient of 0.161. This influence has a probability value (p-values) of 0.036 more than 0.05, meaning that it can be concluded that a person's job fit has a significant effect on Organizational Citizenship Behavior mediated by work engagement on the employees of the Medan Mayor's Office. And the effect of job crafting on Organizational Citizenship Behavior mediated by work engagement has a path coefficient of 0.224. This influence has a probability value (p-values) of 0.012 less than 0.050, meaning that it can be concluded that job crafting has a positive and significant effect on Organizational Citizenship Behavior mediated by work engagement on the employees of the Medan Mayor's Office.

## DISCUSSION

**The Effect of Person Job Fit on Organizational Citizenship Behavior.** From the results of the analysis of hypothesis testing, it is known that Person's Job Fit has a positive and significant effect on Organizational Citizenship Behavior. This means that Person's Job Fit has a positive and significant effect on the Organizational Citizenship Behavior of employees of the Medan Mayor's Office. The relationship between Person's Job Fit and Organizational Citizenship Behavior is that employees who are in an organization will have some impact on Organizational Citizenship Behavior if there is a match between employees and their work, namely if an employee feels fit or appropriate to do his job will create and cause behavior employees who voluntarily do work that exceeds the standard of tasks that have been assigned to them, to help the continuity of the organization. The results of this study indicate that the person's job fit or job match that is owned by the Medan Mayor's Office helps to improve organizational citizenship behavior where employees voluntarily participate in organizational activities aimed at helping improve organizational success. The findings of this study confirm that a person's job fit affects OCB. Employees with a high OCB are likely to participate willingly in numerous organizational activities to help boost organizational success (Purjani and Riana, 2018).

The fit that an employee perceives between his/her demands and capabilities and the rewards that the job/or organization offer motivates the worker to join the organization and accomplish the necessary activities. The subjective contact between the individual and the organization is a commercial transaction. The degree to which an employee sees organizational support and fairness leads to increased organizational commitment and relational/social interchange. At this point, it is feasible that employees will act rashly and



become involved in activities with an ambiguous future return for which the organization's commitment to reciprocate is unclear. Employees commit to the organization and demonstrate higher levels of OCB when their perceived fit is high. The strength of these associations corresponds to prior research on Person Job Fit (Farzaneh et al., 2014).

This is in line with research conducted by (Bangun et al., 2017); (Suwanti and Udin, 2020) who concluded that the person-job fit variable has a positive and significant influence on organizational citizenship behavior, which means that the higher the employee's person job fit, the higher the organizational citizenship behavior will be. Conversely, the lower the employee's person-job fit, the lower the employee's organizational citizenship behavior. (Alfani and Hadini, 2018) concluded that a person's job fit is not significant effect on organizational citizenship behavior.

**The Effect of Job Crafting on Organizational Citizenship Behavior.** From the results of the analysis of hypothesis testing, it is known that job crafting has a positive and significant effect on organizational citizenship behavior. This means that job crafting has a positive and significant effect on the organizational citizenship behavior of employees of the Medan Mayor's Office. This shows that the existence of job crafting or in another sense a form of change made by employees on their initiative that is useful for balancing demands and human resources, with an organization will further improve organizational citizenship behavior among employees of the Medan Mayor's Office.

When employees actively structure tasks to improve their working conditions at a physical, relational, or cognitive level, they want to make their work life better. These results indicate that employees who experience higher levels of job completion are more likely to exhibit higher levels of OCB. Employees who customize their work to suit them personally can use the best of their abilities to complete their job as a whole. This enables employees to produce better results for the organizations they work for. Employees who have high job crafting are usually described with high enthusiasm, energy, and loyalty as well as strong pride in the organization. Employees who have job crafting, work passionately in making changes, this will encourage the emergence of organizational citizenship behavior in employees. Medan Mayor's Office employees show high job crafting behavior, this can be seen in employees who work with enthusiasm and have high dedication and loyalty to the company. This is in line with previous research by (Srivastava and Pathak, 2020); (Riyanto and Helmy, 2020) conclude that a person's job fit has a positive and significant effect on organizational citizenship behavior.

**The Effect of Work Engagement on Organizational Citizenship Behavior.** From the results of the analysis of hypothesis testing, it is known that work engagement has a positive and significant effect on organizational citizenship behavior. This means that work engagement has a positive and significant effect on the organizational citizenship behavior of employees of the Medan Mayor's Office.

This shows that the perception of work engagement can improve organizational behavior in the employees of the Medan Mayor's Office. The better work involvement that occurs between employees, can lead to organizational behavior among employees who voluntarily do additional work and help employees who experience problems at work. Work involvement or work engagement that has occurred at the Medan Mayor's Office is good, this can be seen from the employees who are very enthusiastic about working. Employees who have involvement, will work with enthusiasm and feel a close relationship with other employees, this encourages the emergence of organizational citizenship



behavior or behavior to help others voluntarily among employees. With a sense of engagement and awareness of employees towards their role in the organization, employees will work happily and can even drag on in their work. Because work that is fun for employees will tend to enjoy the work they do and can complete their work more effectively and efficiently. The existence of a sense of fun makes employees able to give an extra role in their performance in the work environment because the work of colleagues can also be felt fun to do. With this behavior, employees with employee engagement will provide more performance to their organization because awareness of their role in the company and a sense of joy at work makes employees want to return to their jobs where employees can offer to help their co-workers and create extra-role or OCB behavior. This is in line with previous research by (Wulandari, 2021); (Farid et al., 2019); (Paredes et al., 2021); (Hariq and Mulyani, 2021), (Sofiah et al., 2022) concludes that there is a positive and significant relationship between work engagement and organizational citizenship behavior. Meanwhile, the results of the research (Affandi et al., 2019) show that work engagement has no significant effect on organizational citizenship behavior

**The Effect of Person Job Fit on Work Engagement.** From the analysis of hypothesis testing, it is known that a person's job fit has a positive and significant effect on work engagement. This means that person-job fit has a positive and significant effect on work engagement for employees of the Medan Mayor's Office. This shows that the better the quality of compatibility between work and employees, the greater the engagement with an organization. A person's job fit is a job that matches the employee by looking at the abilities possessed by the employee and the demands of the work that have been charged. When the person's job fit is following the employee's abilities, the employee will have a sense of involvement in work. The suitability to work with individuals has a synergistic impact on employee performance.

Person-job fit is very important for work engagement. The existence of a person's job fit will encourage employees to be comfortable in carrying out their work because the tasks and work carried out are following their competence. Even though employees are given excess time and trust from the leadership without the duties and characteristics of employees, work engagement is difficult to materialize. Person job fit that is appropriate can increase employee work engagement at the Medan Mayor's Office. Employees who have high engagement and involvement with their work indicate that these employees have quite good personal innovation compared to other employees. With this person-job fit, it is hoped that employees will experience mutually beneficial interactions with the organization due to the interchangeable suitability of the need-supplies and demand-abilities to increase employee engagement in the organization (Agustian and Rachmawati, 2021). This is in line with previous research by (Lee and Kim, 2020), and (Guo and Hou, 2022) conclude that there is a positive and significant relationship between a person's job fit and work engagement.

**The Effect of Job Crafting on Work Engagement.** From the results of the analysis of hypothesis testing, it is known that job crafting has a positive and significant effect on work engagement. This means that job crafting has a positive and significant effect on work engagement for employees of the Medan Mayor's Office. This shows that the perception of changes made by employees on their initiative can increase the involvement of Medan Mayor's Office employees, where the better job crafting that employees do, the more work engagement will be.



The research results show that both variables have a positive relationship. This is supported by experimental research conducted by (Sakuraya et al., 2016). The research was conducted on managerial-level employees in Japan. In this study, it was found that by giving several sessions regularly regarding job crafting, there was an increase in job crafting on the subject. Likewise, the level of work engagement on the subject also increased gradually.

Work engagement will occur if there is a sense of initiative from employees to make changes in their work. When employees have a sense of initiative, employees will show behaviors that can help achieve organizational goals, they are willing to work with extra effort. Job crafting is an employee's strategy to adjust the characteristics of the job, either physically or cognitively according to the preferences, skills, and needs of the employee himself so that the work done becomes more meaningful. This is in line with previous research by (Putri et al., 2021); (Riyanto and Helmy, 2020); (Kooij et al., 2017) concluded that there is a significant positive relationship between job crafting and work engagement. These results are also consistent with research conducted by (Stephani and Kurniawan, 2018) who found that the higher the employee's job crafting, the higher the employee's work engagement. Vice versa, the lower the job crafting, the lower the work engagement.

**The Effect of Person Job Fit on Organizational Citizenship Behavior Mediated by Work Engagement.** From the results of the analysis of hypothesis testing, it is known that a person's job fit has a significant effect on organizational citizenship behavior mediated by work engagement. It can be concluded that there is an influence between a person's job fit on organizational citizenship behavior through work engagement at the Medan Mayor's Office. This means that the mediating variable (work engagement) becomes a mediator between a person's job fit and organizational citizenship behavior.

The suitability of work to individuals (person-job fit) as a whole on organizational behavior has a very good impact, if the work of employees is appropriate, it will create employee behavior voluntarily to do or help other employees in doing work (organizational citizenship behavior).

Then another factor that influences organizational citizenship behavior is work engagement. Where one way to increase work engagement or employee involvement with the organization is to make employees feel that the organization creates exemplary organizational behavior such as helping employees who have problems at work. In this study, researchers found the impact of person-job fit on organizational citizenship behavior through work engagement, which means that the suitability of work with individuals (person-job fit) has an impact on organizational behavior or voluntary behavior in doing work that exceeds the standard of tasks assigned to them or helping other employees. who have difficulty in working (organizational citizenship behavior) by creating a sense of involvement or interest in work (work engagement). So, it can be concluded that work engagement can mediate the effect of a person's job fit on organizational citizenship behavior. The hypothesis is rejected.

The results of this study are in line with (Rahmadani and Sebayang, 2017) person job fit has a significant effect on work engagement. Work engagement can mediate the effect of a person's job fit on organizational citizenship behavior. (Alfani and Hadini, 2018) concluded that a person's job fit is not significant effect on organizational citizenship behavior.





**The Effect of Job Crafting on Organizational Citizenship Behavior Mediated by Work Engagement.** From the results of the analysis of hypothesis testing, it is known that job crafting has a positive and significant effect on organizational citizenship behavior mediated by work engagement. This means that job crafting has a positive and significant effect on organizational citizenship behavior mediated by work engagement on employees of the Medan Mayor's Office.

This shows that job crafting can improve organizational citizenship behavior which is mediated by work engagement among employees of the Medan Mayor's Office. Where with high job crafting, employees can lead to work involvement. This illustrates that the employee is doing his job with his initiative to make changes (job crafting) which can lead to a sense of involvement in working within himself. And with this sense of work engagement, employees will also foster organizational behavior (OCB) towards other employees, for example, when an employee experiences problems in doing his job, other employees will help him. Job crafting contributes as a whole to organizational citizenship behavior in the form of individual behavior that exceeds the demands of the role in the workplace. When employees feel they can create or create a sense of initiative in making changes in their work, then they will try with all their abilities to complete the work optimally. Then another factor that influences organizational citizenship behavior is work engagement. Where one way to increase work engagement or employee involvement with the organization is to make employees feel needed and provide welfare for them.

These results are in line with previous research by (Riyanto and Helmy, 2020) concluding that job crafting has a positive and significant effect on organizational citizenship behavior, job crafting has a positive and significant effect on work engagement, and work engagement mediates the effect of job crafting on work engagement.

## CONCLUSION

Person Job Fit has a positive and significant effect on the Organizational Citizenship Behavior of employees of the Medan Mayor's Office. Job crafting has a positive and significant effect on organizational citizenship behavior in the employees of the Medan Mayor's Office. Work engagement has a positive and significant effect on the organizational citizenship behavior of employees of the Medan Mayor's Office. Person job fit has a positive and significant effect on work engagement at the Medan Mayor's Office employees. Job crafting has a positive and significant effect on work engagement for employees of the Medan Mayor's Office. Person-job fit has a significant effect on organizational citizenship behavior which is mediated by work engagement in Medan Mayor's Office Employees. Job crafting has a positive and significant effect on organizational citizenship behavior through work engagement on employees of the Medan Mayor's Office.

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