

The Effect Of Person Organization Fit And Job Embeddingness On Organizational Citizenship Behavior At PLN

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Abstract

Person–organization fit is commonly understood as the degree to which an organization's values align with those held by individuals. This alignment is shaped not only by shared values, but also by similarities in personality and compatibility with colleagues. On the other hand, job embeddedness represents a comprehensive collection of factors that determine whether an employee remains in a role or decides to leave. Researchers typically evaluate this construct across three interrelated dimensions: fit, link, and sacrifice. Organizational Citizenship Behavior (OCB) belongs to the broader field of organizational behavior, focusing on discretionary actions that are neither explicitly defined nor formally rewarded. One way to view OCB sees it as extra-role performance—activities that fall outside the boundaries of the job description. Alternatively, it can be seen through a political or philosophical lens, framing OCB as akin to citizenship within an organization. In both interpretations, OCB reflects an employee's personal convictions or perceptions of an unwritten psychological contract with the organization, motivating them to contribute beyond their formal duties. In this study, OCB is measured using a multifaceted set of indicators, including helping behavior, organizational compliance, sportsmanship, loyalty, individual initiative, social quality, and self-development. To explore how person–organization fit and job embeddedness influence OCB, we employed PLS (Partial Least Squares) path modeling using SmartPLS 3.0, yielding a comprehensive path diagram of the interrelationships among these variables. Our validity analysis revealed that all indicators for person–organization fit, job embeddedness, and OCB achieved factor loadings above 0.7, confirming their relevance in measuring each respective construct. Additionally, convergent validity was supported by AVE values exceeding 0.5 for all variables. Reliability assessments showed Cronbach's Alpha scores above 0.6 and Composite Reliability values above 0.7, indicating stable and consistent measurement frameworks. Structural model results indicated that person–organization fit and job embeddedness together explained 15.3% of the variance in OCB ($R^2 = 0.153$), suggesting that the majority of variance is accounted for by other factors. Nevertheless, hypothesis testing confirmed that both person–organization fit and job embeddedness significantly influence OCB among PLN employees ($p < 0.05$), underscoring their important—but partial—role in predicting extra-role, citizenship behavior in organizational settings.

Keywords: Person organization Fit, Job embeddedness, Organizational Citizenship Behavior, PLN

INTRODUCTION

Person–Organization Fit refers to the alignment between an individual's personal values and the core values of an organization. Researchers highlight that when these values are in harmony, both parties tend to be drawn toward each other—impacting recruitment decisions and influencing candidates when they choose jobs (Abdurachman & Siswati, 2017; Rumangkit & Haholongan, 2019; Judge & Ferris, 2007).

In the field of employee selection, Judge and Ferris (2007) define this fit as the extent to which a job applicant's traits align with the characteristics and demands of the hiring organization. Essentially, a strong person–organization fit not only enhances recruitment efficiency but also fosters positive attitudes among employees toward the organization.

Job Embeddedness describes the interconnected set of factors that encourage employees to remain with their employer. Introduced by Mitchell et al., this concept combines both work-related and non-work-related elements to explain retention beyond traditional satisfaction and commitment models (Febrianto, 2022).

Job embeddedness captures a network of forces that binds employees to both their workplace and their wider community. One of its core components, known as links, refers to the relationships and connections—both formal and informal—that individuals build over time. These may include rapport with coworkers, participation in project teams, ties to local social groups, or even bonds formed through personal relationships outside of work. Such connections weave employees into a broader social web, strengthening their ties to both the organization and the community.

Secondly, fit reflects the sense of compatibility or “natural comfort” an employee experiences when their own values, career objectives, and skills align well with the organization’s culture and job demands. This dimension also extends to life beyond the office—how well an individual’s lifestyle, family needs, and environmental preferences mesh with the characteristics of the local community, such as amenities, climate, and social norms.

Finally, sacrifice describes everything that might be lost—either materially or psychologically—if an employee decides to leave their job. This includes tangible benefits like stable employment, pension eligibility, and exclusive perks, as well as intangible losses such as close friendships at work, meaningful projects, and convenience factors like commuting ease. The more an individual stands to give up, the stronger the barrier they face to leaving, particularly when community-related factors—such as a comfortable home environment—are at play.

Together, these three dimensions—links, fit, and sacrifice—form a comprehensive “web” or network. This web often plays a stronger role in keeping employees from leaving than traditional influencers like job satisfaction or organizational commitment, because it incorporates deeper, far-reaching aspects of people’s work and personal lives. Thus, job embeddedness captures a “web” of connections that binds employees to their job and the community, effectively decreasing their likelihood of leaving.

Organizational Citizenship Behavior, commonly referred to as OCB, occupies a unique place within organizational behavior studies, focusing on work behaviors that typically go unnoticed and unmeasured. One way to conceptualize OCB is as “extra-role” performance—actions that occur beyond the formal duties outlined in a job description (Wahyuni et al., 2023). An alternative perspective roots OCB in a political-principle framework, viewing acts of extra-role performance as akin to civil or citizenship behaviors. Under this lens, OCB emerges from employees’ internal beliefs and their perceptions of psychological contracts within the organization. In essence, when individuals feel satisfied with how those implicit agreements are honored, they are motivated to act beyond what is merely required by their formal roles.

Dennis Organ, who first popularized the term, described OCB as voluntary and discretionary efforts by employees that are not enforced by official reward systems but that nonetheless serve to enhance organizational effectiveness. In later expansions, such as those summarized by Putra et al. (2022), OCB is cast as an individual’s decision to voluntarily exceed basic job expectations, driven by a desire to further organizational goals. These behaviors, even though unofficial, can significantly boost overall performance and foster a more supportive workplace culture.

OCB therefore represents a deeply personal, choice-driven form of organizational contribution—rooted not in formal obligations, but in a genuine commitment to the organization's success. It reflects a belief in the psychological bond between employee and employer, prompting individuals to go the extra mile simply because they want to—not because they are required to.

Electricity in the Future Between Growth and Challenges. The growth of electricity in Bumi Parahiyanagan in the future is expected to show an increasing movement in electricity consumption figures (Hudaya, 2016). There are several indications that are expected to contribute to the growth of electricity consumption in Electricity and based on the Company's Articles of Association, the series of company activities are Running an electricity supply business which

includes Electricity generation, Electricity distribution, Electricity distribution, Planning and construction of electricity supply facilities, Development of electricity supply, Electricity sales. Running an electricity support business that includes electricity consulting, Construction and installation of electricity equipment, Inspection and testing of electricity equipment, Operation and maintenance of electricity equipment, Laboratory for testing electricity equipment and utilization, Certification of electricity equipment and utilization (Ikhsan, 2020). Certification of electrical engineering personnel competency. Other activities include Management and utilization of natural resources and other energy sources for electricity, Operation and regulation services (dispatcher) in the generation, transmission, distribution and retail of electricity, Hardware, software and other industries in the electricity sector, Cooperation with other parties or electricity organizing bodies in the fields of development, operations, telecommunications and information related to electricity, Electricity service business.

Based on the results of the study (Tabrini, 2020) it shows that person organization fit and perception of organizational support have an impact on organizational commitment. This means that if there is a match between organizational values with civil servants and supporting organizations, it will increase organizational commitment. Personal organizational fit and perception of supporting organizations have an impact on employee performance. This means that if there is a match between organizational values with civil servants and supporting organizations.

In the study (Simanjuntak, 2018) showed that Job Embeddedness has a positive and significant influence on organizational commitment to employees of Trunajaya University Bontang. Trunajaya University Bontang is an organization that is able to support the achievement of employees who have job embeddedness and high organizational commitment and good personality so that they are in accordance with the goals of the organization, namely high-performing employees, this has an influence on employee patterns in working, namely the inability of employees to meet their achievement needs seen through employees who are not serious about improving their past performance, employees also find it difficult to accept new challenges and employees' low desire to optimize themselves to complete tasks. Based on the description above, researchers are interested in conducting research on the influence of person organization fit and job embeddedness on organizational citizenship behavior at PLN. Where the State Electricity Company (PLN) as one of the BUMN engaged in the field of electrical energy is the backbone of national energy provision

RESEARCH METHODS

This study utilized a case study design to explore issues grounded in current contexts, aiming for a thorough and nuanced understanding. Guided by a quantitative paradigm, it implemented an inferential analytic approach, relying on survey techniques via structured questionnaires administered over a six-month period—spanning from August 2024 to January 2025.

To ensure consistency within the sample, the research focused on a heterogeneous population defined by criteria such as educational background, tenure, and job level. By applying these parameters, the study established a more homogeneous group. The investigation centered around distinct exogenous and endogenous variables, each operationalized as latent constructs with clear definitions to facilitate precise measurement.

Data collection was conducted exclusively using closed-ended questionnaires aimed at employees of PLN, executed from November to December 2024. Respondents submitted their answers via Google Forms, allowing the collection of primary data such as respondents' identities

and their questionnaire responses. Secondary data were also gathered through the examination of PLN's internal documentation.

Once collected, the data were processed through descriptive analysis to outline the characteristics of the dataset. Inferential statistics, specifically Partial Least Squares Structural Equation Modeling (PLS-SEM) using SmartPLS 3.0, were employed to explore relationships between variables. Model evaluation included assessment of indicator validity—each loading factor exceeded 0.7—and convergent validity, confirmed by Average Variance Extracted (AVE) values surpassing 0.5. Additionally, reliability was established, with Cronbach's Alpha scores above 0.6 and Composite Reliability exceeding 0.7 for all variables.

The structural analysis revealed that person–organization fit and job embeddedness together explained 15.3% of the variance in Organizational Citizenship Behavior (OCB), as indicated by an R^2 of 0.153. Hypothesis testing further confirmed that both predictor variables had a statistically significant effect on OCB ($p < 0.05$), identifying person–organization fit and job embeddedness as meaningful influences on citizenship behavior among PLN employees. Throughout the research process, great care was taken to ensure that all data sources were accurate, current, and verified. Observations were conducted, and reference materials were cross-checked rigorously to maintain the study's integrity.

RESULT AND DISCUSSION

Construction of the Path Diagram

The study tested its hypotheses through Partial Least Squares analysis using the SmartPLS 3.0 software. Constructing the Path Diagram enabled visualization of the directional effects among the study's variables.

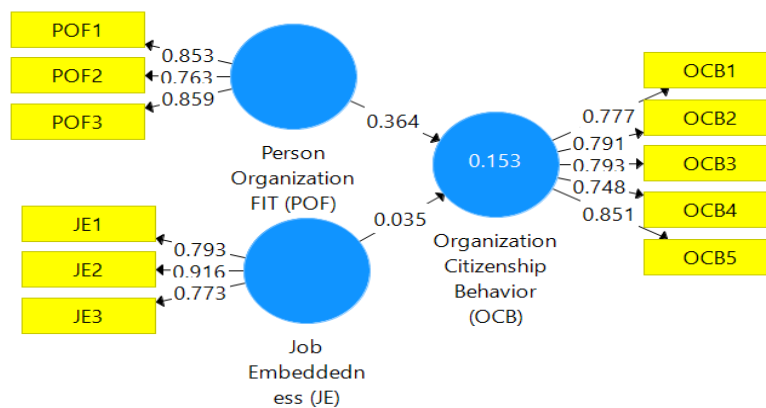


Figure 1. The Path Diagram

Validity Test

Indicator measurement within the model involves several stages, one of which is the assessment of convergent validity. Essentially, this process examines whether each indicator accurately reflects the underlying construct. A key part of this evaluation is the loading factor—when an indicator exhibits a loading greater than 0.7, it demonstrates strong convergence, indicating that it captures at least half of its variance from the intended latent variable.

	Job Embeddedness (JE)	Organization Citizenship Behavior (OCB)	Person Organization FIT (POF)
JE1	0.793		
JE2	0.916		
JE3	0.773		
OCB1		0.777	
OCB2		0.791	
OCB3		0.793	
OCB4		0.748	
OCB5		0.851	
POF1			0.853
POF2			0.763
POF3			0.859

Table 1. Validity Test Result

Reviewing Table 1 reveals that all indicators examined have factor loadings exceeding 0.7, affirming their validity in measuring constructs such as person–organization fit, job embeddedness, and Organizational Citizenship Behavior (OCB). Additionally, convergent validity was confirmed through the Average Variance Extracted (AVE) criterion: with AVE values surpassing 0.5 for each construct, we can confidently assert that the indicators meaningfully capture their intended latent variables.

	Average Variance Extracted (AVE)
Job Embeddedness (JE)	0.689
Organization Citizenship Behavior (OCB)	0.629
Person Organization FIT (POF)	0.683

Table 2. Average Variance Extracted (AVE)

Based on table 2 above, it can be seen that the AVE produced in each research variable has a value above 0.5. These results indicate that the indicators used in this study are appropriate in measuring person organizational fit, job embeddedness and organizational citizenship behavior.

Reliability Test

Indicator reliability within the measurement framework is evaluated through both Cronbach’s alpha and composite reliability metrics. A construct is deemed reliably measured when its Cronbach’s alpha exceeds 0.6—indicating acceptable internal consistency—and its composite reliability surpasses 0.7, reflecting strong overall measurement quality.

	Cronbach’s Alpha	Composite Reliability
Job Embeddedness (JE)	0.778	0.869
Organization Citizenship Behavior (OCB)	0.855	0.894
Person Organization FIT (POF)	0.768	0.866

Table 3. Reability Test Result

All indicators listed in Table 3 demonstrate Cronbach’s Alpha values exceeding 0.6, alongside Composite Reliability scores above 0.7. These outcomes suggest that the measurement items consistently and dependably assess constructs such as person–organization fit, job embeddedness, and Organizational Citizenship Behavior.

Structural Model Evaluation

Structural model evaluation begins with assessing the proportion of variance explained—specifically by examining the R-square value for each dependent (endogenous) construct. In SmartPLS, this metric reflects the extent to which the model accounts for changes in those variables and serves as a key indicator of predictive relevance.

Using SmartPLS, the analysis produced R-square values for the key endogenous variables: organizational commitment, job embeddedness, and organizational citizenship

behavior. These values quantify how much of the variation in these constructs can be attributed to the model's predictors—providing insight into both explanatory power and the adequacy of the parameter estimates.

	R Square
Organization Citizenship Behavior (OCB)	0.153

Table 4. R Square

The structural model's evaluation began by examining the explained variance of each dependent construct, which is determined by its R-square value. In this research, SmartPLS generated R-square values for three key endogenous variables: organizational commitment, job embeddedness, and Organizational Citizenship Behavior (OCB). Notably, the R-square for OCB was 0.153, indicating that 15.3% of its variance can be attributed to the combined influence of person–organization fit and job embeddedness. The remaining 84.7% of variance suggests the presence of other contributing factors beyond those included in the model.

Hypothesis Testing

The research hypothesis testing is done by looking at the p-value. A relationship of influence between variables can be said to be significant if the resulting p-value is less than 0.05 ($\alpha = 5\%$).

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.972	2	.486	21.876	.000 ^b
	Residual	11.137	43	.259		
	Total	12.109	45			

a. Dependent Variable: OCB

b. Predictors: (Constant), JE, POF

Table 5. Hypothesis Testing

The results summarized in the table reveal that both person–organization fit and job embeddedness exert a statistically significant influence on Organizational Citizenship Behavior (OCB), with the p-value computed at 0.000—well below the 0.05 threshold—underscoring the strong effect of these predictors among PLN employees.

Person–organization fit, often defined as the degree of alignment between an individual's values and those of the organization, encompasses congruence not only in values but also in personality and shared characteristics with colleagues. Suwartini (2020) notes that when such alignment exists, both parties are naturally drawn to one another, shaping recruitment processes and influencing employee job preferences. Recruitment practices that rely solely on matching candidates to tasks—Person–Job Fit—fall short, as Indriyati (2019) points out, because organizational success also depends on broader employee behaviors.

Person–Organization Fit can be understood through four interrelated lenses: “value congruence,” where an individual's core beliefs align with those of the workplace; “goal congruence,” reflecting shared objectives among employees, managers, and peers; “fulfillment of employee needs,” which looks at how well the individual's skills and desires mesh with the organization's structure; and “culture–personality congruence,” referring to how an individual's personality fits within the organization's cultural context .

Together, these elements demonstrate why aligning individual and organizational dimensions not only bolsters recruitment and retention but also fosters meaningful engagement and citizenship behaviors that extend well beyond formal job duties.

Person–organization fit is widely understood as the degree to which an individual's values align with those of their organization. It hinges on two fundamental assumptions: first, that individuals naturally strive to maintain consistency between their personal values and those of their workplace, and second, that this alignment fosters a deep resonance with the organizational culture. Ultimately, person–organization fit represents the extent to which an individual's characteristics and mindset harmonize with an organization, serving to bolster personal commitment and guide behavior within that setting.

Organizational commitment, in turn, speaks to an individual's loyalty and emotional attachment to their organization. Employees who exhibit strong commitment tend to persist in their roles, demonstrate lower absenteeism, and share the organization's values, thereby fueling their motivation to remain within the organization. According to the classic Steers model (1982), commitment unfolds across three key stages. Initially, “organizational entry” captures the mutual decision-making process in which both the individual selects an employer and the employer selects an employee, ensuring a synergistic match. Next is the “commitment stage,” during which employees judge the depth of their alignment with organizational goals and their willingness to dedicate effort toward these objectives. Finally, the “propensity to leave” phase reflects the likelihood of turnover, with those maintaining high commitment tending to stay, while those with diminishing commitment may grow disengaged or frequent absenteeism.

Meanwhile, Organizational Citizenship Behavior (OCB) comprises voluntary, often unseen actions that extend beyond formal job requirements—also known as “extra-role” behaviors. OCB can be framed in two ways: as discretionary actions not formally rewarded by job descriptions, and as expressions of organizational citizenship shaped by internal psychological contracts (Wibowo, 2024). These behaviors stem from an employee's intrinsic motivation and sense of fulfillment when they contribute beyond what is expected—seen in acts like assisting coworkers, showing sportsmanship, or voluntarily engaging in organizational initiatives. Initially introduced by Dennis Organ in 1988, the concept of OCB has since evolved to highlight how such discretionary behaviors enhance organizational efficiency and culture, without direct incentives from formal reward systems.

Together, person–organization fit, organizational commitment, and OCB comprise interwoven constructs. When values are aligned, individuals feel more connected and committed to their organization, which naturally encourages them to surpass the boundaries of formal role expectations. This synthesis drives workplace engagement, enhances performance, and ultimately supports organizational success.

CONCLUSION

Drawing from the analysis and discussion, the research employed Partial Least Squares (PLS) using SmartPLS 3.0 to build a Path Diagram illustrating the relationships among variables. Validity was confirmed as every indicator exhibited a factor loading above 0.7, indicating they effectively measured constructs like person–organization fit, job embeddedness, and organizational citizenship behavior. Furthermore, convergent validity was supported by AVE scores exceeding 0.5 across all variables, confirming that these measurements accurately represent their intended latent constructs.

The internal consistency of the constructs was also established: Cronbach's Alpha values for each variable exceeded 0.6, while composite reliability surpassed 0.7, confirming that the indicators reliably measured their respective constructs.

In evaluating the structural model, the R-square value for organizational citizenship behavior was found to be 0.153, indicating that person–organization fit and job embeddedness together account for 15.3% of its variance. The remaining variation is likely explained by other, unmodeled factors. Finally, hypothesis testing produced a p-value of 0.000 ($p < 0.05$), demonstrating that both person–organization fit and job embeddedness have a statistically significant impact on organizational citizenship behavior among PLN employees.

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