

The Effect of Person Organization Fit, Job Embeddedness, and Organizational Commitments on Organizational Citizenship Behavior at Citilink Indonesia Airlines

Endri Haryati^{1*}, Budiyanto², Suwitho³

Sekolah Tinggi Ilmu Ekonomi Indonesia (STIESIA)

Corresponding Author: Endri Haryati endri@gmail.com

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ABSTRACT

This study aims to analyze the effect of: Person Organization Fit on Job Embeddedness, Person Organization Fit on organizational commitment, Job Embeddedness on Organizational Citizenship Behavior, Organizational commitment on Organizational Citizenship Behavior, etc. The population in this study were flight attendants who worked for Citilink Indonesia Airlines that met the criteria in order to obtain a homogeneous population. The sample of this study came from a representative flight attendant population (representing) as many as 151 flight attendants. The sampling technique in this study was probability sampling. The results of this study are Person Organization Fit has a significant effect on Job Embeddedness, Person Organization Fit has a significant effect on organizational commitment, Job Embeddedness has a significant effect on Organizational Citizenship Behavior, Organizational commitment has a significant effect on Organizational Citizenship.

INTRODUCTION

Flight attendant on the airline is an important aspect to determine the effectiveness of the organization. An airline can develop, one of which depends on its human resources (flight attendant) because human resources are the main driver for every organization to carry out activities or work processes. Therefore, every airline always needs to invest by carrying out the HRM function through recruitment, selection to retaining human resources. The roles and challenges of human resource management continue to grow and increase as an organization grows. The more complex the task, the greater the environmental impact and the greater the uncertainty that must be faced. From the preliminary study, it is known that, in recent years there are still increasing reports of complaints, which shows that cooperation between flight attendants still needs to be improved. Although the flight attendant complaint report is actually not part of the work standards and main duties of the flight attendant, this phenomenon will have an impact on the delay of service to Citilink Indonesia airline passengers.

In this case, it can be said that the extra behavior of the flight attendant role needs to be improved so that it can contribute to the effectiveness of Citilink Indonesia airlines. Some flight attendant behaviors that are classified as OCB are helping fellow flight attendants without coercion voluntarily, supporting and actively participating in every activity held by Citilink Indonesia airlines, working beyond the minimum required standards, helping fellow flight attendants who are in need of assistance without being asked, helping service to passengers swiftly and deftly, not complaining about his duties and responsibilities as a flight attendant, complying with work regulations as a flight attendant on Citilink Indonesia airlines. Based on a review of the results of previous research conducted by researchers, they concluded that the determinants or determinants of OCB are various, including empowerment and commitment (Wibowo and Mochklas, 2019), job satisfaction, commitment, and role perception (Jahangir, et al., 2004), Person Organization Fit (Purjani and Riana, 2016), compensation and organizational commitment (Suhardis and Gunawan, 2019), turn over intention (Liu and Hu, 2010), job embeddedness and organizational trust (Osman, 2013). Employee compliance and participation in the organization or agency can determine the level of OCB in employees (Suhardis and Gunawan, 2019).

This study was not conducted on all variables that affect OCB, but only on some variables based on literature study and flight attendant conditions at Citilink Indonesia. The grand theory used in this study is the psychological contract theory developed by (Rousseau, 1989). Psychological contract theory is related to the variables developed in this study, namely OCB, organizational commitment, person organizational fit and job embeddedness. Psychological contract theory explains the concept of exchange which limits the relationship between flight attendants and Citilink Indonesia airlines related to employment. Based on the results of mapping research using bibliometrics, the effect of the personal organizational fit variable on OCB through job embeddedness was not found, so the effect of the person organizational fit variable on OCB through job embeddedness is one of the novelties of this study. In this study, researchers used

the umbrella of psychological contract theory in examining the determinants or determinants of OCB flight attendant Citilink Indonesia airline.

THEORETICAL REVIEW

Person Organization Fit

Person Organization Fit emphasizes the extent to which a person and organization have the same suitability characteristics in meeting their respective needs (Sekiguchi, 2004). Interest between individuals and organizations occurs when there is a match between one another, this greatly affects the organization in recruiting employees and also the attitude of employees to choose the job, which in turn affects the behavior of employees needed by the company (Kristof, 1996) .

Job Embeddedness

Job embeddedness is a totality of employees who are influenced psychologically, socially, and financially from organizations and communities that influence an individual's choice to stay or leave his job (Mitchell and Lee, 2001).

Organizational Commitment

Organizational Commitment according to Allen and Meyer (1993), Curtis and Wright (2001), and Smeenk, et al., (2006), is a psychological state that characterizes an employee's relationship with the organization or its implications that affect employee attitudes to remain in the organization or no, which is identified in three components, namely affective commitment, continual commitment, and normative commitment.

Organizational Citizenship Behavior (OCB)

Bateman and Organ (1983) define Organizational Citizenship Behavior as individual behavior in the workplace that can launch organizational performance, but is not included in the individual's main task. This behavior can be in the form of helping colleagues in their work, not complaining about small things at work, and maintaining organizational assets.

Hypothesis

Hypothesis 1. Person Organization Fit has a significant effect on Job Embeddedness.

Hypothesis 2. Person Organization Fit has a significant effect on organizational commitment.

Hypothesis 3. Job Embeddedness has a significant effect on Organizational Citizenship Behavior.

Hypothesis 4. Organizational commitment has a significant effect on Organizational Citizenship Behavior.

Hypothesis 5. Person Organization Fit has a significant effect on Organizational Citizenship Behavior.

Hypothesis 6. Job Embeddedness has a significant effect on organizational commitment.

Hypothesis 7. Person Organization Fit has a significant effect on Organizational Citizenship Behavior through Job Embeddedness.

Hypothesis 8. Person Organization Fit has a significant effect on Organizational Citizenship Behavior through organizational commitment.

Hypothesis 9. Person Organizational Fit has a significant effect on Organizational Citizenship Behavior through Job Embeddedness and organizational commitment.

The conceptual framework of the research is presented in Figure 1 below:

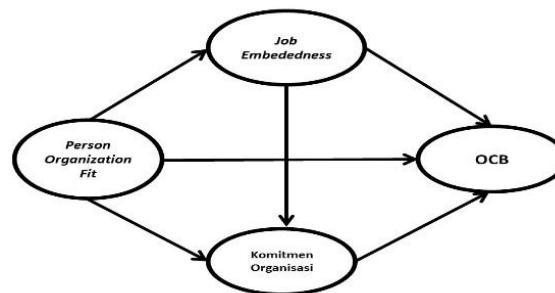


Figure 1. Conceptual Framework

METHODOLOGY

This research is a quantitative research with data collection techniques using a questionnaire that was previously tested for validity and reliability. The population of this study were all flight attendants of Citilink Indonesia as many as 787 people. The population (flight attendant) is heterogeneous so that the researcher will determine the population criteria, namely having worked as a flight attendant for at least 1 (one) year, and a position as a junior flight attendant and obtained 503 homogeneous population. The sample of this study, using the opinion of Arikunto (2013: 95) which is 30% of the population (flight attendant), so the number of samples is $30\% \times 503$ flight attendant = 150.9 flight attendant, rounded to 151 flight attendant Citilink Indonesia. The sampling technique is probability sampling. Research data was collected using google form. Data analysis used Structural Equation Modeling with Partial Least Square Path Modeling (PLS-SEM).

RESULTS

The results of testing the validity of each statement item for each research variable consisting of person organizational fit, organizational commitment, job embeddedness and organizational citizenship behavior, are declared valid, this is evidenced by the product moment correlation analysis of each statement item which produces a significant value < 0.01 . Reliability tests for the variables of person organizational fit, organizational commitment, job embeddedness and organizational citizenship behavior are known to produce Cronbach's Alpha values greater than 0.6; so it can be concluded that the research instrument has been proven reliable or reliable. The research hypothesis testing was carried out using PLS analysis with the SmartPLS 3.0 program. Path diagram aims to describe the path of influence between variables in this study.

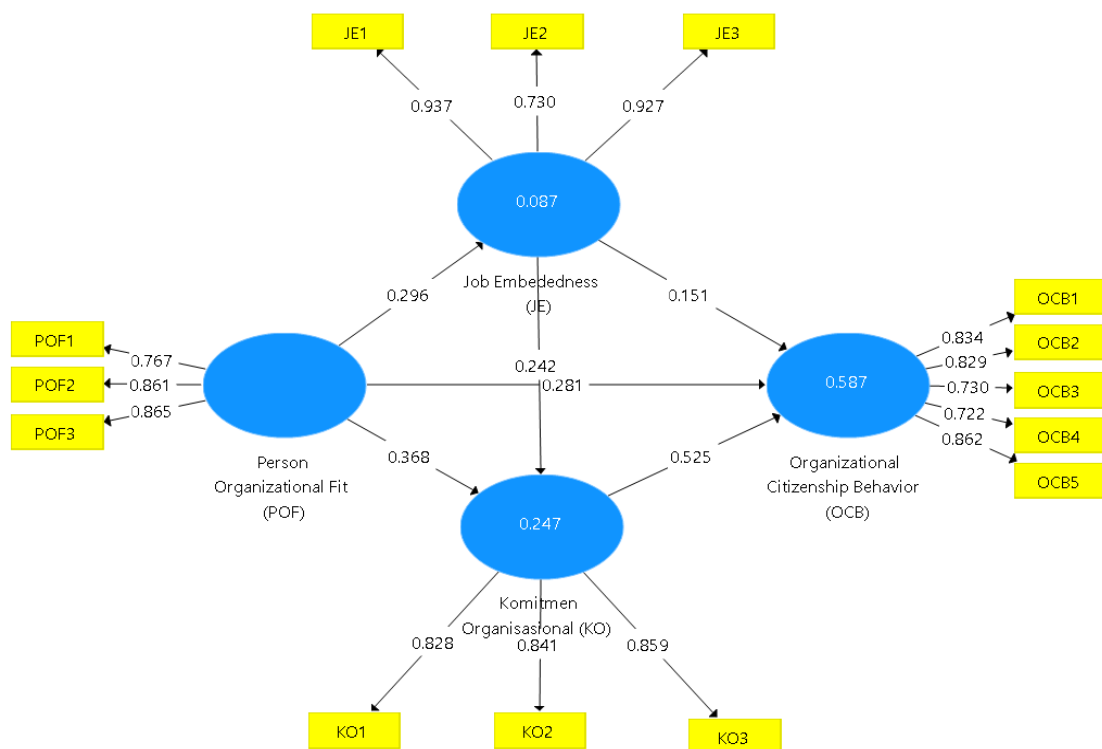


Figure 2. Path Diagram of the Effect of Person Organization Fit, Organizational Commitment, and Job Embeddedness on Organizational Citizenship Behavior

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

Table 1. Hypothesis Testing

	Hypothesis	Coefficient	P-values	Description
1	Person organizational fit → Job Embeddedness	0,296	0,000	Significant
2	Person organizational fit → Organizational Commitment	0,368	0,000	Significant
3	Job Embeddedness → Organizational citizenship behavior	0,151	0,009	Significant
4	Organizational Commitment → Organizational citizenship behavior	0,525	0,000	Significant
5	Person organizational fit → Organizational citizenship behavior	0,281	0,000	Significant
6	Job Embeddedness → Organizational Commitment	0,242	0,013	Significant
7	Person organizational fit → Job Embeddedness → Organizational citizenship behavior	0,045	0,036	Significant
8	Person organizational fit → Organizational Commitment → Organizational citizenship behavior	0,193	0,000	Significant
9	Person organizational fit → Job Embeddedness → Organizational Commitment → Organizational citizenship behavior	0,038	0,091	Not Significant

DISCUSSIONS

Person Organizational Fit Significantly Affects Job Embeddedness

The results of testing the first hypothesis of the study, namely the effect of person organizational fit on job embeddedness, showed that person organizational fit had a significant effect on job embeddedness on flight attendants at Citilink Indonesia. The resulting coefficient is positive which indicates that the higher the suitability between organizational values and individual values, the stronger the individual's attachment to the organization will be.

Person Organizational Fit Significantly Affects Organizational Commitment

The results of testing the second hypothesis, namely the effect of person organizational fit on organizational commitment, indicate that person organizational fit has a significant effect on organizational commitment to flight attendants at Citilink Indonesia. The resulting coefficient is positive which indicates that the higher the suitability between organizational values and individual values, the higher organizational commitment will be.

Job Embeddedness has a Significant Influence on Organizational Citizenship Behavior

The results of testing the third hypothesis, namely the effect of Job Embeddedness on Organizational Citizenship Behavior, indicate that Job Embeddedness has a significant effect on Organizational Citizenship Behavior on

flight attendants at Citilink Indonesia. The resulting coefficient is positive which indicates that the higher the individual employee's attachment to the organization, the behavior of employees who voluntarily do work that exceeds the standard of tasks assigned to them, in order to help the continuity of the organization in achieving its goals will increase.

Organizational Commitment has Significant Effect on Organizational Citizenship Behavior

The results of testing the fourth hypothesis of research, namely the effect of Organizational Commitment on organizational citizenship behavior, indicate that Organizational Commitment has a significant effect on organizational citizenship behavior on flight attendants at Citilink Indonesia. The resulting coefficient is positive which indicates that the higher the organizational commitment, the behavior of employees who voluntarily do work that exceeds the standard of tasks assigned to them, in order to help the continuity of the organization in achieving its goals will increase.

Person Organizational Fit Significantly Affects Organizational Citizenship Behavior

The results of testing the fifth hypothesis of the study, namely the effect of person organizational fit on organizational citizenship behavior, showed that person organizational fit had a significant effect on organizational citizenship behavior on flight attendants at Citilink Indonesia. The resulting coefficient is positive which indicates that the higher the suitability between organizational values and individual values, the behavior of employees who voluntarily do work that exceeds the standard of tasks assigned to them, in order to help the continuity of the organization in achieving its goals will increase.

Job Embeddedness Significantly Affects Organizational Commitment

The results of testing the six research hypotheses, namely the effect of job embeddedness on organizational commitment, show that job embeddedness has a significant effect on organizational commitment to flight attendants at Citilink Indonesia. The resulting coefficient is positive which indicates that the higher the engagement of a flight attendant, the desire to remain in the organization (organizational commitment) will increase.

Job Embeddedness Mediates the Influence of Person Organization Fit on Organizational Citizenship Behavior

The results of testing the seventh hypothesis, namely the effect of person organizational fit on Organizational Citizenship Behavior through job embeddedness, show that job embeddedness can mediate the effect of person organizational fit on organizational citizenship behavior on flight attendant Citilink Indonesia. The indirect effect of person organizational fit on organizational citizenship behavior through job embeddedness produces a positive coefficient with p-value of $0.036 < 0.05$ ($\alpha=5\%$).

Organizational Commitment Mediates the Influence of Person Organization Fit on Organizational Citizenship Behavior

The results of testing the eighth research hypothesis, namely the effect of person organizational fit on organizational citizenship behavior through organizational commitment, indicate that organizational commitment can mediate the effect of person organizational fit on organizational citizenship behavior on flight attendant Citilink Indonesia. The indirect effect of person organizational fit on organizational citizenship behavior through organizational commitment produces a positive coefficient with a p-value of $0.000 < 0.05$ ($\alpha=5\%$).

Job Embeddedness and Organizational Commitment don't Mediate the Effect of Personal Organizational Fit on Organizational Citizenship Behavior

The results of testing the ninth hypothesis of research, namely the effect of person organizational fit on organizational citizenship behavior through job embeddedness and organizational commitment indicate that job embeddedness and organizational commitment cannot mediate the effect of person organizational fit on organizational citizenship behavior on flight attendant Citilink Indonesia. The indirect effect of person organizational fit on organizational citizenship behavior through job embeddedness and organizational commitment produces a positive coefficient with a p-value of $0.091 > 0.05$ ($\alpha=5\%$).

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

1. Person organizational fit has a direct, positive and significant effect on the job embeddedness of flight attendant Citilink Indonesia.
2. Person organizational fit has a direct, positive and significant effect on the organizational commitment of flight attendant Citilink Indonesia.
3. Job embeddedness has a direct, positive and significant effect on organizational citizenship behavior for flight attendant Citilink Indonesia.
4. Organizational commitment has a direct, positive and significant effect on organizational citizenship behavior (OCB) flight attendant Citilink Indonesia.
5. Person organizational fit has a direct, positive and significant effect on organizational citizenship behavior of flight attendant Citilink Indonesia airline.
6. Job embeddedness has a direct, positive and significant impact on the organizational commitment of Citilink Indonesia's flight attendant airline.
7. Job embeddedness mediates the effect of person organizational fit on organizational citizenship behavior for flight attendant Citilink Indonesia.
8. Organizational commitment mediates the effect of person organization fit on the organizational citizenship behavior of flight attendant Citilink Indonesia.
9. Job embeddedness and organizational commitment do not mediate the effect of person organizational fit on the positive and insignificant effect on organizational citizenship behavior of flight attendant Citilink Indonesia.

Recommendations

Based on the results of research, discussion, and conclusions obtained, suggestions that can be given are as follows.

1. Given the importance of the influence of person organization fit, job embeddedness and flight attendant organizational commitment on Citilink Indonesia airlines in improving flight attendant organizational citizenship behavior at Citilink Indonesia airlines in achieving the organization's vision and mission, a reliable planning with standardized evaluation in flight recruitment is needed. attendant (the cost of recruiting a new flight attendant is quite high) so that a flight attendant who has high quality is obtained in accordance with the values of the Citilink Indonesia airline.
2. For Citilink Indonesia airlines, it is recommended to focus on improving the improvement of SOPs such as accountability for tasks on time, strictly following rules and procedures, etc.
3. To improve organizational citizenship behavior, it is recommended to increase the involvement of flight attendants in various activities at Citilink Indonesia and increase the sense of responsibility of flight attendants by consistently implementing rewards and punishments.
4. Always socialize and instill in flight attendant Citilink Indonesia that having organizational commitment to Citilink Indonesia is important, feeling happy to spend the rest of your career at Citilink Indonesia.
5. Citilink Indonesia airlines always socialize the values adopted by Citilink Indonesia airlines so that flight attendants can adjust and internalize their personal values with the values adopted by Citilink Indonesia airlines, such as aligning the flight attendant personality with the Citilink Indonesia airline management concept.
6. In order to increase the job embeddedness of flight attendants, Citilink Indonesia airline management needs to increase flight attendant participation in various types of activities on Citilink Indonesia airlines.

FURTHER STUDY

1. For the next researcher, to get detailed research results, it is possible to group respondents into more homogeneous groups. This study has not grouped respondents based on certain functional positions and general functional positions because each group of positions will provide a different level of perception of their performance.
2. Further research is expected to examine separately and in greater depth the mediating variables of person organizational fit, job embeddedness, and organizational commitment to organizational citizenship behavior flight attendant.
3. For further researchers who will conduct similar research, they can expand their research on other exogenous variables that are not present in this study because the contribution of exogenous variables in this study to endogenous organizational citizenship behavior variables is only 58.7%.

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