

THE ROLE OF RELIGIUSITY AND PERSON ORGANIZATION FIT (POF) TO IMPROVE ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)

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Abstract:

This study aims to analyze the role of satisfaction in mediating the correlation of religiosity and Person organization of Fit (POF) on Organizational Citizenship Behavior (OCB) more effectively. This research was inspired by the findings and empirical studies that show inconsistent results associated with the correlation values of employee spiritual level with organizational Citizenship Behavior (OCB) and organizational commitment. Religiosity and POF will be effective, if the value of religiosity and POF raises as intrinsic satisfaction. Employee satisfaction is a good approach to increase the level of motivation and contribution to organizational results. Satisfaction is expected to help solve the correlation of religiosity and POF on OCB more effectively.

Keywords: Religiosity, Person Organization Fit (POF), Employee Satisfaction and Organizational Citizenship Behavior (OCB)

INTRODUCTION

The effectiveness of an organization can only be determined by members of its organization (people). This implies that an organization will survive and develop sustainably depends on how the capacity of its members (people perform) in work sincerity. These conditions make HR management into a lot of central issues in organizational management.

According to Zohar & Marshall (2004) most companies are more oriented to materialistic capitalists where if material needs are not met as expected, it will tend to contribute on the low performance of employees.

On the other hand, the success of a company cannot be separated from the role or contribution of employees, the feelings, thoughts, attitudes and behavior of employees related to the achievement of organizational goals and objectives (Owolabi, 2012). It means that successful organizations need employees who continually display an attitude and positive work behaviors. Employee's positive attitude toward work and organization is shown by organizational citizenship behavior (OCB)

On the other hand, employee satisfaction within the individual can be formed by the values espoused by the employee which is reflected in the level of religiosity and how such values are in accordance with the company's value (Okulicz, 2009). Under these conditions, employees voluntarily provide their skilled energy thinking for the company. The satisfaction shown by the intensity of a satisfying sense of pleasure (flow) affects OCB (Mark and Zaiton, 2015).

A high Person Organization Fit is an antecedent of trust, commitment, and satisfaction in an organization, all of which leads to an increase in OCB. Conversely, those who feel there is no correspondence with their organization tend to respond with hostility or dissatisfaction with the company (Skarlicki and Folger, 1997) . Satisfaction (flow) is a good approach to increase the level of motivation and contribution to organizational outcomes. This satisfaction is expected to help solve the relationship of religiosity and POF to OCB more effectively

Therefore, the problem in this research is how the role of satisfaction improve the effectiveness of Religiosity and Person Organization Fit (POF) to Organizational Citizenship Behavior (OCB). This study aims to analyze and test empirically the effect of religiosity and person organization fit (POF) to organizational citizenship behavior (OCB) through employee satisfaction. Analysis of these relationships can provide empirical evidence of management practices related to the development of employee-based roles and behaviors based on religiosity and organizational fit.

LITERATURE REVIEW

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is proposed by Organ et al in 1983 for the first time. This concept was developed through Barnard's writing in 1938 about willingness to work together and Katz' study about performance and innovative and spontaneous behavior in 1964, 1966 and 1978 (Castro and Ruiz, 2004). In the definition of OCB represented by Bateman and Organ in the 1980s, it is explained as behavior considered through some advantages which were created by employees for organization even though they have no coercion to do On behalf of the organization (Kwantes, 2003) . Organizational Citizenship Behavior (OCB) is measured based on items adapted from the scale developed by Podsakoff, MacKenzie, Moorman and Fetter (1990). Two items are used to measure the OCB that benefits the organization, and the other two items are used to measure OCB as measured by benefiting co-workers, participate in non-mandatory activities, strive to improve the organization's image, and are willing to give time to help co-workers and are willing to help to solve work-related problems.

Religiosity

Religiosity is organized faith of beliefs, practices, rituals and symbols designed for (a) facilitating proximity to sacred or transcendent (God, higher power, or ultimate truth / reality), and (b) encouraging an understanding of one's relationships and responsibilities for others in living together in a community (Ahad M. et.al, 2010).

Ferm (1963) stated that an acceptable definition of religiosity refers to one set behavior or meaning connected to the actions of religious people. According to Al-Goaib (2003), in Islam,

religiosity is a commitment to the fundamentals religion empirically and theoretically through the fulfillment of God's rights, protecting the rights of others, following God's commandments, avoiding bad deeds, and performing worship. Individuals who have a degree of religiosity, not only those who hold beliefs against a particular religion, but also practiced it in everyday life (Morgan and Lawton, 1996). It is recommended that a person resistant and following certain religious dogma will show a certain set of that behavior reflected in their personal and social life. Therefore, there is a possibility that the employee's work behavior will be also influenced by religious preference them to the extent to which they identify themselves with and active followers of a particular religion.

Religiosity affects organizational commitment (Forward, et al, 2015). The religiosity of employees is demonstrated by the improvement of teamwork, kindness, fairness, honesty, trust, attention to the other. Religiosity has an effect on organizational citizenship behavior (OCB) (Olowookere, 2014). Religiosity has an effect on life satisfaction (Kozaryn, 2009) .

H₁: Religiosity affects Organizational Citizenship Behavior (OCB)

H₂: Religiosity affects job satisfaction

Person Organization Fit (POF)

Person Organization Fit (POF) is matching expectations of perceived value with organizational culture, Cabel and Judge (1997). Given some theories, dimensions, and measurements of Person Organization Fit (POF), many literatures recommend clear specifications of concepts. Person organization fit is broadly defined as the suitability between the individuals and the organizations in which they work (Kristof-Brown et al, 2005). It focuses on the fit of people with all organizations whether related to a particular job, call, group or supervisor. Various Dimensions have also been used to measure the compatibility between people and their organizations, and this includes the value of conformity, alignment of objectives, and the suitability of personality with organizational climate (Kozaryn, Adam Okulicz, 2009). This relationship will have a greater positive impact when supported by task performance, friendliness, and self-esteem (Lamm et al, 2010).

A high Person of Fit is an antecedent of trust, commitment, and satisfaction in an organization, all of which leads to an increase in OCB. Conversely, those who feel there is no correspondence with their organization tend to respond with hostility or dissatisfaction with the company (Skarlicki and Folger, 1997). The importance of POF has been emphasized in previous research results; those who align values with organizational culture are more likely to experience more positive work-related results, such as higher employment involvement, improved organizational performance, and better work attitude and are more likely to remain in the company's environment (Vilela et al., 2008). Employees increasingly feel comfortable with their organizations, the more likely they are to engage in OCB (Lamm, 2010). While the other studies also show that the person organization fit affects organizational citizenship behavior (Khaola, and Sebotsa, 2015) . From the study it can be drawn hypothesis as follows:

H₃: Person organization fit (POF) affects Organizational Citizenship Behavior (OCB)

H₄: Person organization fit (POF) affects Job Satisfaction

Employee Satisfaction

Every employee can gain satisfaction from the workplace. Basically, satisfaction is an individual thing, because individuals can have different levels of satisfaction in accordance with the values of each individual. The employee will be more satisfied, if there are many conformities of individual values with the values of the organization.

Satisfaction (flow) is a good approach to increase the level of motivation and contribution to organizational outcomes. The satisfaction shown by the intensity of a sense of pleasure (flow) affects OCB (Mark and Zaiton, 2015). Employee satisfaction will be higher in someone with high religiosity. A research shows that the dimension of religiosity associated with social capital predicts higher life satisfaction and religious people are happier in religious countries. In other words, it is not only the religiosity that makes people happy but the social arrangements offered. People need ownership and religion helps to satisfy it (Okulicz, 2009). From the study it can be concluded that an employee will do extra work beyond what the guess can happen, if, the employee is satisfied and happy to work on the organization.

Pictography of the correlation among variables

The correlation of religiosity, person organization fit (POF), employee satisfaction and Organizational Citizenship Behavior (OCB), can be described in terms of a model relationship as follows:

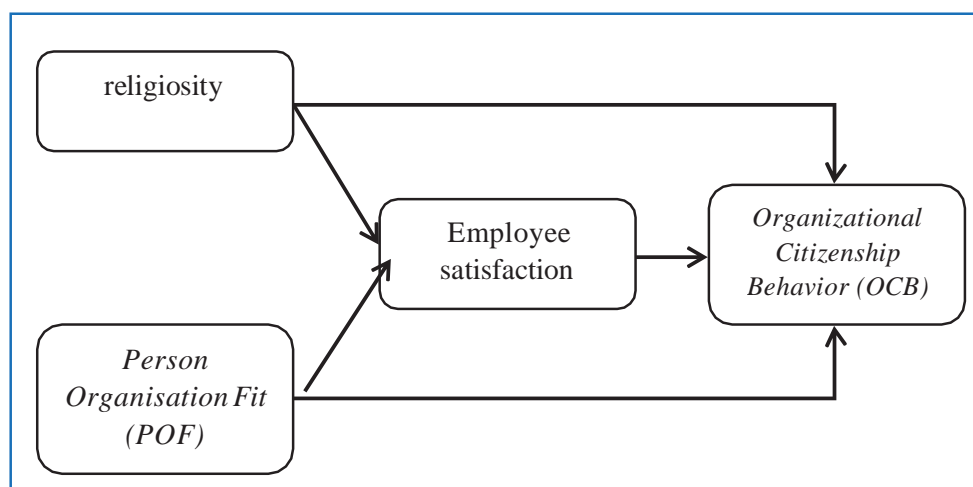


figure 1. Pictography of the correlation among Variables

RESEARCH METHOD

This study aims to examine the increasing role and behavior of human resources or known as organizational citizenship behavior (OCB) through enhancement of religiosity and person organization fit (POF). Related to this matter, this research uses explanative research which is expected to get an explanation about religiosity, POF and employee satisfaction with OCB that occurs at the environment of Bina Kemaritiman Indonesia Semarang Foundation.

The population in this study are all permanent employees in the environment Bina Kemaritiman Indonesia Semarang consisting of 125 employees.

The sample of research was obtained by purposive sampling method, and the samples is the employees of Yayasan Bina Kematitiman Semarang who meet the following criteria: Permanent employee, Moslem, 2 years work length. The number of employees of Yayasan Bina Kematitiman Indonesia Semarang, which meet the criteria are 102 employees.

The variables in this study are: 1) Religiosity which is measured by five indicators: religious, praying, good deed, fair, religious orientation (Goaib, 2003; and Tang and Li, 2015; Ellis Hoskin and Ratnasingam 2016); 2) Person Organization Fit (POF) which is measured by indicators of equality of self-values, common goals, personality equality, climate suitability. (Kozaryn Adam Okulicz, 2009; William, 2013 and Scott, et al, 2015); 3) Employee Satisfaction which is measured by five indicators independence of work or autonomy, variation of work, given responsibility, recognition of work performance / praise and comfort (Mustofa and William, 2014; Thomas, 2015; Chin, 2015) ; 4) Organizational Citizenship Behavior (OCB) indicators which are measured by doing the best, participate in activities that are not required to, seeking to improve the image of the organization, and willing to give time to help colleagues as well as provide ideas to help solve problems associated with the job (William, et al., 2013; Chin, 2015 and Aggarwal and Singh, 2016)

RESULT OF DATA ANALYSIS

Hypothesis testing

To find out the effect of religiosity, person organizational fit (POF) on job satisfaction, and its effect on organizational citizenship behavior (OCB), it was done by path analysis. In the causal step analysis, the hypothesis criterion (H_a) is supported, if the value of Sig is $< \alpha = 0.05$, both in the model test (F test) and partial effect test and or t-value, by criterion t count $> t$ table. While to figure out the significance of indirect influence, it was used product of coefficient by looking at Z from *sobel* test, with criterion value $Z > 1.96$ or p-value $< \alpha = 0.05$. The results of the first stage path analysis can be seen as follows:

Table 4.11
The Ability of Religiosity, Person Organizational fit to Explain Job Satisfaction
Variation (Determination / R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.820 ^a	0.672	0.666	0.51207

Source: Primary data processed (2017)

Based on table 4:11, it can be seen that the adjusted R square (R²) value is 0.666. This shows that the ability of variable religiosity and person organizational fit to explain the variation of job satisfaction is 66.6 %, while the rest 33.4% is explained by other variables. In other words, variation of employee satisfaction variable can be explained by variation or change of variable of religiosity and person organizational fit equal to 66.6%.

Testing of goodness of fit about the effect of the variable of religiosity and person organizational fit in predicting job satisfaction can be seen in table as follows:

Table 4.12
Testing Goodness of fit on the correlation of Religiosity, Person Organizational fit in Explaining Job Satisfaction Variation (ANOVA / f Test)

Model	Sum of Squares	Df	Mean Square	f	Sig.
Regression	53.296	2	26.648	101.625	.000 ^b
Residual	25.959	99	0.262		
Total	79.255	101			

Source: Primary data processed (2017)

Based on table 4:12 above, it is shown that the F-count value of 101.625 > F table of 3.09 or Sig value of 0.000 < $\alpha = 0.05$. Thus, the model is feasible and correct, so it can be used to predict the effect of religiosity and person organizational fit on employee job satisfaction. Result of analysis of religiosity and person organizational fit on employee job satisfaction at Yayasan Bina Kemaritiman Indonesia Semarang can be seen in table 4.13, as follows:

Table 4.13
Path Analysis Result of Religiosity, Person Organizational fit on Job Satisfaction (output coefficients)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-0.555	0.286		-1.94	0.055
RELIGIOUSITY	0.677	0.112	0.512	6.06	0.000
POF	0.428	0.099	0.367	4.344	0.000

Source: Primary data processed (2017)

Based on table 4:13, it is shown that the effect of religiosity on employee job satisfaction of 0.512, with t-count value of 6.06 > t-table 1.98 and Sig value of 0.00 < $\alpha = 0.05$. This shows that there is a positive effect and significant level of religiosity on employee job satisfaction.

Similarly, the effect of Person Organizational Fit on Job Satisfaction shows the effect of 0.367, with t-count value of 4.34 > t-table of 1.98 and the value of Sig 0.00 < $\alpha = 0.05$. This shows the positive and significant effect of Person Organizational Fit level on employee job satisfaction.

Testing of goodness of fit model on the effect of variable of religiosity, person organizational fit and job satisfaction in explaining variation of Organizational Citizenship Behavior can be seen in table as follows:

Table 4.15**Testing of Goodness of fit on the effect of Religiosity, Person Organizational fit and Job Satisfaction in Explaining Organizational Citizenship Behavior (ANOVA/ f-Test)**

Model	Sum of Squares	Df	Mean Square	f	Sig.
Regression	34.279	3	11.426	75.993	.000 ^b
Residual	14.735	98	0.15		
Total	49.014	101			

Source: Primary data processed (2017)

Based on table 4:15 above, it is shown that the value of F-count is $75.99 > F$ table of 3.09 or Sig value of $0.000 < \alpha = 0.05$. Thus, the model is feasible and correct, therefore, it can be used to predict the influence of religiosity and person organizational fit and employee job satisfaction with Organizational Citizenship Behavior.

The results of the path analysis of religiosity, personnel organizational fit and employee job satisfaction on organizational citizenship behavior at Yayasan Bina Kemaritiman Indonesia Semarang, can be seen in table 4.16, as follows:

Table 4.16**Result of Path Analysis of Religiosity, Person Organizational fit and Job Satisfaction toward Organizational Citizenship Behavior (output coefficients)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.862	0.221		3.909	0.000
RELIGIUS	0.288	0.099	0.277	2,908	0.004
POF	0.21	0.081	0.229	2.578	0.011
SATISFACTION	0.319	0.076	0.405	4.187	0.000

Source: Primary data processed (2017)

Based on table 4:16 above, it is shown that the effect of religiosity on organizational citizenship behavior is 0.288, with t-count value of $2.91 > t$ -table 1.98 and Sig 0.004 $< \alpha = 0.05$. This indicates a positive and significant effect of the level of religiosity on organizational citizenship behavior. Similarly, the effect of person organizational fit on organizational citizenship behavior shows the effect of 0.229, with t-count value of $2.58 > t$ -table of 1.98 and the value of Sig 0.011 $< \alpha = 0.05$. This shows the positive and significant effect of organizational fit level on organizational citizenship behavior.

In causal step analysis, job satisfaction can be said as intervening variable indicating first step relation, that is the effect of religiosity and person organizational fit on job satisfaction which is partially significant. Similarly, the effect of job satisfaction on organizational citizenship behavior is also significant. From the results of the above analysis, the two correlations show a significant effect. So that, job satisfaction is enough to be said as intervening variable. The

result of Sobel Test analysis on the indirect effect of religiosity and organizational fit on the organizational citizenship behavior through job satisfaction can be seen in the table as follows:

Table 4.17
Indirect effect Analysis of Religiosity and Person Organization fit to Organizational Citizenship Behavior

Indirect Influence	Sobel Test	
	Test Statistic	p-value
Religiosity Against OCB	3.45	0.0005
POF against OCB	3.01	0.003

Source: Primary data processed (2017)

From the table, it is shown that, job satisfaction variable is significantly mediating significant variables. It is shown by t-statistic of $3.45 > t\text{-table of } 1.96$ and p-value $(0.0005) < \alpha = 0.05$. Thus, the job satisfaction variable can mediate the effect of religiosity on organizational citizenship behavior consistently. Moreover, job satisfaction variable can also mediate the effect of person organizational fit on organizational citizenship behavior. The result of indirect effect analysis shows t-statistic of $3.01 > t\text{-table } 1.96$ and p-value $0.003 < \alpha = 0.05$. Thus, job satisfaction variable can mediate the effect of organizational fit on organizational citizenship behavior with significant and consistent.

Hypotheses

Based on the result of causal step analysis above, it can be concluded the result of hypotheses test as follows:

a. Hypothesis One (H1) : Religiosity affects employee job satisfaction.

Based on analysis on the effect of religiosity on employee job satisfaction, it was obtained Sig value of $(0.000) < \alpha (0.05)$, meaning that **H1 is supported**. These findings indicate that the increase in religiosity indicated by the increased activity in religious activities, seeking to do the best for colleagues and organizations, based on the value of religion in doing the work, being fair to the rights of colleagues and organizations and praying in doing every work can improve employee job satisfaction

b. Hypothesis Two (H2): Religiosity affects organizational citizenship behavior (OCB).

Based on the analysis on the effect of religiosity on the organizational citizenship behavior (OCB) , it was obtained the value of Sig $(0,000) < \alpha (0.05)$, meaning that **H2 is supported**. These findings indicate that the increase in religiosity that is indicated by the increased activity in religious activities, seeking to do the best for colleagues and organizations, based on the value of religion in doing the work, being fair to the rights of colleagues and organizations and praying in doing every work can improve awareness to behave extra roles or organizational citizenship behavior (OCB).

c. Hypothesis Three (H3): Person organization fit (POF) affects employee job satisfaction.

Based on the analysis of the effect of Person organization fit (POF) on employee job satisfaction, it was obtained Sig $(0,000) < \alpha (0.05)$, meaning that **H3 is supported**. These

findings indicate that the improvement of person organization fit (POF) which is indicated by an increase in the suitability of self-value, similarity goals, similarity of personality, climate suitability with organizational values can improve employee job satisfaction.

- d. Hypothesis four (H4):** Person organization fit (POF) affects organizational citizenship behavior (OCB).

Based on the analysis on the influence of Person organization fit (POF) on organizational citizenship behavior (OCB), it was obtained Sig of (0.000) $< \alpha$ (0.05), meaning that **H4 is supported**. Person organization fit (POF) has an effect on organizational citizenship behavior (OCB). These findings indicate that an increase in person organization fit (POF) indicated by the presence of self-worth, similarity of objectives, similarity in personality, climate suitability with organizational values can improve organizational citizenship behavior (OCB).

- e. Hypothesis five (H5):** Job satisfaction affects organizational citizenship behavior (OCB).

Based on the analysis of employee job satisfaction on organizational citizenship behavior (OCB), it was obtained Sig (0.000) $< \alpha$ (0.05), meaning that **H5 is supported**.

These findings suggest that the increase in employee satisfaction as indicated by an increase in the variation of work, autonomy or given authority to develop creativity, given the corresponding responsibilities, recognition of work performance and their comfort in working can improve the organizational citizenship behavior (OCB). Religiosity indirectly affects organizational citizenship behavior (OCB). This is indicated by the results of Sobel test, the t-count value (3.45) $>$ t-table (1.98) and the p-value, 0005 $< \alpha$ (0:05), meaning that the religiosity indirectly and significantly affects organizational citizenship behavior (OCB). This shows that job satisfaction is proven to mediate the effect of religiosity on organizational citizenship behavior (OCB) and provide solutions to the inconsistency of previous research related to the its correlation.

- f.** Person organization fit (POF) also has an indirect effect on organizational citizenship behavior (OCB). This is indicated by the results of Sobel test, the t-count value (3, 01) $>$ t-table (1.98) and the p-value, 003 $< \alpha$ (0:05), meaning that the person organization fit (POF) has significant indirect effect on organizational citizenship behavior (OCB). This shows that job satisfaction is proven to be capable of mediating the effect of person organization fit (POF) to organizational citizenship behavior (OCB) and provide solutions to the inconsistency of previous studies regarding the correlation of POF on OCB.

CONCLUSION

From the results of analysis and discussion of the research, it can be drawn conclusion as follows:

- a. Religiosity affects employee job satisfaction. This finding shows that the higher the role of employees in various religious activities held in the office, doing justice to a fellow co-worker and the organization, always basing the value of religion in the works, the higher the job satisfaction will be.
- b. Religiosity affects organizational citizenship behavior (OCB). This finding indicates that the increase in religiosity that is indicated by the role of employees in various religious

activities that are incurred at the office can improve the OCB.

- c. Person organization fit (POF) affects employee job satisfaction. These findings indicate that the increase in religiosity that is indicated by the conformity of self-value with organizational values can improve employee work satisfaction.
- d. Person organization fit (POF) affects organizational citizenship behavior (OCB). This suggests that the increase in Person organization fit (POF) may increase OCB.
- e. Job satisfaction affects organizational citizenship behavior (OCB). These findings suggest that increased employee job satisfaction can improve OCB.
- f. Job satisfaction is proven to mediate the effect of religiosity and Person organization fit (POF) on organizational citizenship behavior (OCB) and provide solutions to the inconsistency of the correlation.

SUGGESTION

From the findings above, the suggestion for the management of Yayasan Bina Kemaritiman Indonesia Semarang to be able to encourage employees' awareness in the form of OCB, it can be done through various things as follows:

- a. To improve the level of religiosity of employees within the Foundation of Bina Kemaritiman Indonesia, it needs to hold a special program intensively in order to increase employee religiosity for example with *istigosah* , *mujahadah* .
- b. In an effort to improve organizational citizenship behavior (OCB) through increased religiosity and person organization fit (POF), it needs to consider the level of employee satisfaction, especially satisfaction with variation of their jobs.

LIMITATIONS

This study does not classify employee status, as a lecturer, teacher or educational staff. The results of this study also show the existence of different organizational citizenship behavior (OCB) seen from gender, length of work and also level of education. Therefore, further research needs to consider the status and characteristics of respondents that may affect the correlation of religiosity, person organization fit (POF) and satisfaction with organizational citizenship behavior (OCB)

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