Job Satisfaction and Organizational Citizenship Behavior (OCB) to Achieve Job Performance From the Person Environmental Fit Theory

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Abstract

The match between a person's characteristics and the environment is referred to as Person Environmental Fit. This study aims to analyze the increase in job performance through job satisfaction and OCB in terms of PE Fit theory. In writing this article using the literature review method. Employee performance is important to improve in order to maintain the company's position in the increasingly fierce competition. Increased job satisfaction and OCB behavior affect employee performance. Job satisfaction and OCB have a strong influence on the theory of person environmental fit, where when a person feels fit with his environment either partially or completely, job satisfaction and OCB will arise.

INTRODUCTION

Human resources (HR) are in control of corporate functions and a dynamic environment, so they are able to create change and transform in demonstrating competency to fulfill responsibilities and roles (Khaskheli., et al, 2020; Zhao and Zhou, 2021). Employee performance is influenced by internal factors and external factors. Fernandez Maciaz and Llorente (2023) stated that job satisfaction refers to how much a person enjoys work. Employee performance is influenced by Organizational Citizenship Behavior (OCB) culture as a form of external factor (Fathiyah & Pasla, 2021). OCB is an individual extra role behavior that can increase organizational effectiveness and productivity (Ng., et al, 2019; Elche., et al, 2020; Mahmoud., et al, 2021). The match between a person's characteristics and the environment is referred to as Person Environmental Fit (PE Fit). PE Fit includes various concepts, person-vocation fit, person-job fit, person-organization fit, person-team fit, and person-supervisor fit (Schaufeli et al., 2017).

According to the findings of a number of research, there is a considerable association between job satisfaction and employee performance (Hendri, 2019; Jang., et al, 2022). According to the literature, job satisfaction significantly affects

OCB (Dubey., et al, 2022; Nguyen., et al., 2022). OCB is also related to employee performance (Azila et al, 2020; Caya & Mosconi, 2022). Research by Hutagalung., et al. (2020) demonstrates that OCB acts as a mediator between job satisfaction and performance. In accordance with this phenomenon, this study aims to analyze the increase in job performance through job satisfaction and OCB in terms of PE Fit theory.

METHODS

This article uses the literature review method which provides output in the form of data and a description of the findings as a research study to compile a discussion of the problems studied (Andriani, 2021). There are 66 relevant articles identified. This review focuses on critical elements of employee performance and their relationship with job satisfaction and OCB, in terms of person environmental fit theory.

RESULTS AND DISCUSSION

The compatibility of a person with the environment plays an important role in organizational success. Adjustment of a person involving cognitive, affective, and behavioral aspects between personal needs, values, goals, abilities, and personality with different demands, values, and culture is referred to as PE Fit (De Cooman & Vleugels, 2022). The first PE Fit was introduced by (French et al., 1974; Lewin, 1951) which is a combination of environmental attributes with a person's personality. Humans are influenced and can create the environment through relationships with others (Bandura, 1997; Denissen et al., 2014; Frese et al., 2007; Schneider, 1987). The PE Fit dimension includes several things, starting from vocation, organization, work unit, job, and individual (JR Edwards & Shipp, 2007; Kristof-Brown et al., 2005; Vogel & Feldman, 2009). Matches can cover only a few dimensions (JA Edwards & Billsberry, 2010).

Performance is influenced by many factors, such as employee satisfaction when carrying out work. Job satisfaction can improve employee performance positively and significantly because comfort in work plays a role in employee work methods (Han et al., 2022; Helmi & Abunar, 2021; Jang., et al, 2022). Research (Sutopo, 2018; Soomro., et al., 2018 and Apsari, 2019) demonstrates that employee performance is unaffected by employment satisfaction. Not only does employee performance depend on job satisfaction, but also on maximal effort and positive social relationships. There are psychological, physical, and social factors that can increase job satisfaction. The presence of PE Fit and OCB can improve employee performance.

There is a positive and significant relationship between job satisfaction and PE Fit (Duffy et al., 2015; Hardin & Donaldson, 2014). An individual who is compatible with work, organizational values, work groups, and superiors, will have job satisfaction which then impacts their performance. Mufti (2022) states that job satisfaction depends on how the working conditions are. Employee job satisfaction is a benchmark for organizations to determine employee performance as measured by success, knowledge, responsibility, conflict resolution methods, attitudes and

characteristics as well as a guarantee of employee loyalty (Ahmad et al., 2010; Junita, 2017).

OCB plays a role in mutual relations within the company (Organ et al., 2006). OCB can improve employee performance significantly (Basu et al., 2017; Caya & Mosconi, 2022; Whiting et al., 2008; Yadav & Punia, 2013). When an employee has OCB, doing work that is beyond his responsibility is not a problem and will improve his performance (Khazaei et al., 2011; Sadeghi et al., 2018). The Person Job-fit dimension is a form of condition that describes a match between the abilities possessed by employees against individual needs and work efficiently. Based on research conducted by Hasibuan., et al (2022) the results put forward are that person job-fit has a significant and positive influence on OCB. This is in line with research by Nickita (2022) & Putra & Fitri (2021).

Job satisfaction is very influential on OCB (Kamel et al., 2015; Troena & Noermijati, 2013; Zeinabadi & Salehi, 2011). Employees that are satisfied with their jobs are more likely to participate in OCB (Dubey., et al., 2022; Hemakumara, 2020; Saxena et al., 2019; Wahjusaputri, 2018). Job satisfaction encourages a person to behave better in the environment and feel like a "people" of the company which is the meaning of OCB (Koys, 2001; Organ & Lingl, 1995; Podsakoff et al., 1990; Rahman et al., 2014; Talachi et al., 2014). In its application, OCB to employees is based on internal and external factors (Organ et al., 2006). Job satisfaction, personality, organisational dedication, staff morale, and motivation are all internal aspects. External determinants include leadership style, organisational culture, and leadership belief.

PG Fit is the first order regarding its effect on job satisfaction, followed by PJ Fit, and PO Fit. Social factors and work relations are factors that trigger job satisfaction especially compared to others. A person's compatibility with organizational values and culture also influences job satisfaction. There is an effect of PE Fit on job satisfaction which is influenced by other factors such as age. PO Fit dominates older people, while PJ and PG Fit are not related to age. PO Fit is related to work-related factors such as the suitability of one's values, meaning, goals with the organization. PE Fit relates to the well being relationship in all its dimensions that lead to job satisfaction (Andela, 2019; Liu et al., 2010; Rauvola et al., 2020). High PO Fit and PJ Fit refer to good social behavior such as OCB and positive performance (Farzaneh et al., 2014; Kristof-Brown et al., 2018; Oh et al., 2014). When there is a mismatch between PE Fit, it can impact on employee dissatisfaction and performance (Cable & Edwards, 2004; J. Edwards & Shipp, 2007). Job satisfaction as a result of PO Fit has a positive impact on performance and achievement of organizational goals (Sekiguchi, 2007; Vilela et al., 2008). PE Fit also creates OCB within the company (Chiang & Hsieh, 2012).

CONCLUSION

Employee performance is important to improve in order to maintain the company's position in the increasingly fierce competition. Increased job satisfaction and OCB behavior affect employee performance. Job satisfaction and OCB have a strong influence on the theory of person environmental fit, where when a person feels fit with his environment either partially or completely, job satisfaction and OCB will arise. Companies must be able to create comfortable work to improve employee performance through job satisfaction and OCB, according to the PE Fit principle.

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