

# The Influence of Person Organization Fit (POFit), and Developing Expectancy on Organizational Citizenship Behaviour (OCB) and Employee Performance of Local Water Companies in South Kalimantan Province

Fanlia Prima Jaya, Sulaiman, Muhammad Rudiansyah and Devi Rusvitawati

Departement of Management, Sekolah Tinggi Ilmu Manajemen Indonesia (STIMI) Banjarmasin, Kuripan, Banjarmasin, Indonesia

Keywords: POFit, Developing Expectancy, OCB, Employee Performance.

Abstract: The study was conducted to explore the relationship of Person Organization Fit (POFit), and Developing Expectancy on Organizational Citizenship Behaviour (OCB) and Employee Performance on Local Water Companies in South Kalimantan Province. The population of this study is 1277 employees of Local Water Companies in Regencies and Cities of South Kalimantan Province. In order to determine the sample, this study used Harun Al Rasyid Formula. The questionnaires were distributed to 168 sample respondents. The data were analyzed by using AMOS Software Version 20.0 and equation of SEM model. The result showed that Developing Expectancy has no influence on OCB. However each variabel POFit and Developing Expectancy has a significant influence on Employee Performance. OCB has a significant influence on Employee Performance.

## 1 INTRODUCTION

The quality of employees is one of the keys in determining the development of an organization, both institutions and companies. It is the driving force of an organization. To achieve organizational objectives, professional employees are required. Therefore, an organization can experience growth and sustainability depending on the performance of its employees. Employee's Performance is the responsibility of every company. It ranges from recruitment to employee's satisfaction while doing the job. When they feel comfortable with their work without excessive burden, it will give satisfaction. The satisfaction encourages a good performance for the company through their increased performance. So the providing services to consumers will be better. Consequently, it will create a good impact for improving the company's performance.

Theoretically, there are some concepts affecting the employee's performance such as; Person Organization Fit, (Kristof, 1996; Netemeyer et al., 1999, Valentine et al., 2002; Vancouver et al., 1994) and Developing Expectancy, (Wund And Stern in Walgito (2005:224), Charles R. Synder (1994), and

Victor H. Vroom (1964) Furthermore, based on empirical studies on The Influence of Organizational Citizenship behavior (OCB) on employee's performance as intervening variables, Dennis Organ (1997), Barnard (in Jahangir, Akbar, Haq, 2004), Podsakoff, et al. (2009)

Based on the Background above, the problems proposed are as follows:

Does Person Organization Fit (POFit) have significant influence on Organizational Citizenship Behaviour (OCB) of local Water Companies in South Kalimantan Province?

Does Developing Expectancy have significant influence on Organizational Citizenship Behaviour (OCB) of local Water Companies in South Kalimantan Province?

Does Person Organization Fit (POFit) have significant influence on Employee Performance of local Water Companies in South Kalimantan Province? Does Developing Expectancy have significant influence on Employee Performance of local Water Companies in South Kalimantan Province?

Does Organizational Citizenship Behaviour (OCB) have significant influence on Employee

Performance of local Water Companies in South Kalimantan Province?

## 2 LITERATURE REVIEW

### 2.1 Person Organization Fit (POFit)

Person Organization Fit (P-O Fit) is broadly defined as the compatibility between organizational values and individual values, (Kristof, 1996; Netemeyer et al., 1999; Vancouver et al., 1994). It is the appropriateness between individual personality and organizational characteristics (Bowen et al, 1997). It is a multidimensional building consisting of three types: values, personality, and work environment, Handler (2004). The suitability between employees and organizations is strongly emphasized in PO Fit (Barrick, et.al.2005). Robert L. Mathis and John H. Jackson (2004: 191) define Person Organization Fit as the congruence between individuals and organizational factors. It means that Individual suitability with the organization is an adjustment between the individual with the factors of the company's organization. A selection method takes into account the suitability between the individual and the values of the organization. It is a technique that places the selection process as a means to interact between the organization and the individual. Person Job Fit and Person Organization Fit are taken into account and defined simply rather than the traditional selection model. According to Bowen et.al (1997: 48) the selection indicators of Person Organization Fit are as follows: suitability of knowledge of prospective employees with organizational values, conformity of candidate's skills with organizational values, conformity of candidate's capability with organizational values, suitability of candidate needs with environmental values of organization, conformity between personal values of prospective employees and organizational values.

### 2.2 Developing Expectancy

Wundt and Stren in Walgito (2005) according to Wundt there are three kinds of dimensions of feelings possessed by a person, the first dimension is the feeling of pleasure or displeasure experienced by the individual, second dimension is a excited feeling and inert feeling and third dimension is a expectancy feeling and release feeling. And stern distinguish feelings in three groups to as feeling now, feelings are coming, feeling of the past. Charles R Syander (1994) view this theory on the influence of positive thought,

he thinks Expectancy is the whole of the ability of the individual to generate the path to achieve the desired goal, along with the motivation to use the pathways. And Victor H Vroom (1964) in his Expectancy theory trying to explain what drives individuals to make decisions. First every individual believes that he behaves in certain way, then he will gain certain things (Outcome Expectancy), second each result has a value or appeal to a particular person (Valence), and third each result relates to a perception of how difficult it is to achieve that result (Effort Expectancy

### 2.3 Organizational Citizenship Behaviour (OCB)

Dennis Organ (1997) first proposed the concept of OCB. He defines it as individual behavior that is discretionary or explicitly recognized by the formal reward system. It prompts the effective functioning of the organization. By discretionary, the behavior is not an enforceable requirement of the role or job description. It is the obvious specifiable terms of the person's employment contract with the organization. The behavior is rather a matter of personal choice that its omission is not generally understood as punishable. OCB is an individual voluntary behavior beyond a job description that is explicitly recognized by a formal reward system. It can improve effectiveness of an organization. Barnard (in Jahangir, Akbar, Haq, 2004) stated a similar concept of OCB as the willingness of individuals to contribute cooperative efforts to attain the organizational goals effectively. Podsakoff, et al. (2009) states OCB affects not only for the organization but also for individuals. employees displaying OCBs will tend to get better performance ratings from their leaders than those who do not feature OCB. The OCBs employees will be preferred and considered more favorable to the organization. The leaders are aware that OCB plays an important role in the success of an organization. As a form of an employee's commitment, it will assess the performance of employees. Furthermore, a better employee performance appraisal is often associated with rewards, promotions, or bonuses. OCB has shown some positive impact on employee performance and ultimately leads to organizational effectiveness. Based on the opinions of Dennis Organ (1997) and Podsakoff, et.al. (2009), it can be stated that Organizational Citizenship Behavior (OCB) has 8 dimensions or indicators as follows: Altruism, Courtesy, Sportsmanship, Civic Virtue, Conscientiousness, Organizational compliance, Organizational loyalty, Self development.

## 2.4 Employee Performance

Employee performance is work result of employees both in quality and quantity in achieving the job requirements provided. It is based on predetermined work standards (Simamora, 2007: 500). It, according to Robbins, S.P. (2007: 145), is a measure of effectiveness in achieving the goal. It is the ratio of the effective output and the input required to achieve the goal. So if a person has been accepted and placed in a particular work unit he must be managed to show his good performance. The leader must be responsible for his performance. Meanwhile, according to Dessler (2006: 87) stated that it is the comparison between the actual achievement and the expected performance of employees. The expected work performance is a standard achievement arranged as a reference in accordance with its position compared with the standards made. In addition it can also show the employee's performance against the other employees. Mathis and Jackson (2006) state that there are several dimensions of performance, they are: Quantity, Quality, Timeliness, Attendance, Ability to work together. These dimensions, according to Gomes, F.C., et.al. (2001) expand the dimensions of employee's performance based on: work quantity, work quality, Job Knowledge, Creativeness. Meanwhile, according to Bernarddin and Russel (in Ruky, 2006: 15) performance is defined as the record of outcomes produced on a specified job function during the period. Bernarddin and Russell (1995) proposed six primary criteria that can be used to measure performance: Quality, Quantity, Timeliness, Cost effectiveness, Need for supervision, Interpersonal Impact. Soedjono (2005) mentions 6 criteria that can be used to measure the performance of employees: Quality, Quantity, Timeliness, Effectiveness, Self-reliance, and Work commitment. Not all performance measurement criteria are used to appraise l in an employee's performance. It should be adjusted to the type of work assessed.

The opinions of experts as an indicator of employee's performance in this research (Mathis and Jackson (2006), Gomes, FC, et.al. (2001), Bernarddin and Russel (1995), and Soedjono (2005) are synergized. The indicators of employee's performance appraisal in the research are: work quantity, work quality, timeliness, attendance, ability to cooperation, job knowledge, creativeness, cost effectiveness, need supervision, interpersonal impact, autonomous, work commitment, and trust.

## 3 METHODOLOGY

### 3.1 Section Titles

According to Mohammad Nazir (2002:99) research design is all the necessary processes in planning and implementation research. In this design an image or diagram is need to provide early clues to the clarity of further research and to facilitate further data analysis. This research is used to explore the influence of latent variables : Person Organization Fit, and Developing Expectancy on Organizational Citizenship Behaviour and employess's Peformance of local water Companies in South Kalimantan Province. This study identifies the causal relationship between variables with explanatory survey method. The definition of this survey method is limited to the definition of the survey, where information is collected form some populations as Burhan Bungin (2009:112). It states that generally the definition of the survey is limited to the definition of the sample, in which information is collected from some populations. The purpose of the survey are explaining and studying the phenomenon with the relationship of research variabls

### 3.2 Population and Sampling

The Population of this study is 1277 employees of local water companies in south Kalimantan Province. According to Harun Alrasyid Formula (1991:36)

$$n = \frac{n_o}{1 + \frac{n_o - 1}{N}} \quad n_o = \frac{(Z \alpha / 2)^2}{2 BE}$$

Note :

N = number of Emplpyee  
Population n = sample size of  
respondent

$\alpha$  = Risk (5%)

BE = Bound of Eror

Based on the Harun Alrasyid Formula, the size of the respondent's sample in this study is as follows :

$$n_o = \frac{(Z \alpha / 2)^2}{2 BE} = \frac{(Z 5\% / 2)^2}{2 (0,01)} = \frac{(1,96)^2}{2 (0,01)} = \frac{3,8416}{0,02} = 192,08$$

$$n = \frac{n_o}{1 + \frac{n_o - 1}{N}} = \frac{192,08}{1 + \frac{192,08 - 1}{1277}} = \frac{192,08}{1,149631949} = 167,07955598 = 168$$

Based on Harun Alrasyid Formula Calculation, the size of the sample is at least 168 respondents.

Furthermore, according to Ferdinand (2006) to conduct analysis by using Structural Equation Modeling (SEM), the respondent sample used must meet the requirement from 100 to 200 respondents. Thus the number of samples of 168 respondents has met the SEM criteria.

The data used in this research are valid and reliable. The type of data used is quantitative data that measures the influence person organization fit and Developing Expectancy on Organizational Citizenship Behaviour, and employee's performance based on the size scale, the type of data used is ordinal, interval, and ratio. Besides they contain the elements of naming and sequence, they also have significant and comparable interval properties. Data sources in this research are primary data and secondary data. Primary data are obtained directly from the respondents through the questionnaire. Meanwhile the secondary data are obtained from other parties who have collected and published the data first.

This study aims to explore and analyze the causal relationship between exogenous and endogenous variables both intervening and dependent endogen. It also aims to check the validity and reliability of the research instrument as a whole. Therefore, Structural Equation-Model (SEM) analysis technique using AMOS program package (Analysis of Moment Structure) version 22.0 is used

### 3.3 Validity Test

Ghozali (2011) states that validity means the accuracy of a measuring instrument in performing its function. It has high validity if it performs its measuring function well, or gives a measured result. According to the purpose of the measurement, a valid measuring instrument is not only able to disclose data accurately but also provide a careful picture of the data. Being careful means that the measurement is able to provide a picture of the smallest differences of each subject. Loading factor that has fulfilled the convergent validity is when  $\geq 0,5$  (Ghozali, 2011).

### 3.4 Reliability Test

Reliability Test Besides validity, a measuring instrument must also be reliable. It is reliable if it gives consistent results. It can give relatively no different results when the same subject is re-measured. Reliability refers to the internal consistency and stability of the value of a particular measurement scale. It concentrates on the problem of measurement accuracy and results. The approach used to assess the magnitude of composite reliability

and variance - extracted from each construct is the formulation as follows:

$$\text{Construct - reliability} = \frac{(\sum \text{Std Loading})^2}{(\sum \text{Std Loading})^2 + \sum \epsilon_j}$$

Source: Ferdinand, 2006

From the above formula, the Standard Loading is obtained directly from standardized loading for indicator (from AMOS calculation).  $\epsilon_j$  is the measurement error of each indicator. The score of this extracted variance is recommended at a level of at least 0.50 (Ferdinand, 2006). The limit score used to assess an acceptable level of reliability is 0.60 (Nunully in Arikunto, 2003). If the research is exploratory then the score below 0.60 is still acceptable along with the empirical reasons seen in the exploration process.

### 3.5 Hypothesis Testing

The research is about the Influence of Person organization fit and Development Expectancy on Organizational Citizenship Behaviour, and employee's Performance of Local Water Companies (PDAM) in South Kalimantan Province. In conducting hypothesis testing, the data obtained are then processed in accordance with the needs of the analysis. For the purposes of discussion, data processed and presented are based on the principles of descriptive statistics. Meanwhile for the purposes of hypothesis analysis and testing it uses inferential statistics. To test the hypothesis it uses multivariate analysis with Structural Equation Model (SEM) by using program of AMOS version 22.0. Test is done to identify whether the proposed hypothesis can be accepted by comparing probability score (p) with significant level of  $\alpha$  which is determined equal to 0,05. If the probability scores (P) is smaller than  $\alpha$  (0.05), then the hypothesis is acceptable. Vice versa, if the probability score (p) is greater than the score of  $\alpha$  (0.05), then the hypothesis is not accepted. However, prior to hypothesis testing, confirmatory factor analysis is firstly done to see the dimensions that can be used to form factors or constructs.

### 3.6 SEM Model Analysis

Statistical analysis of inferential data using the Structural Equation Model (SEM) technique allows a researcher to examine several dependent variables with some independent variables (Ferdinand, 2006). Thus the indexes that can be used to test the feasibility of a model can be summarized in the following table.

Table 1. Index Goodness of Fit

No	Goodness of Fit Index	Cut Off Value
1.	Chi-square	$\leq X^2_{table}$
2.	Probability	$\geq 0.05$
3.	CMIN/DF	$\leq 2.00$
4.	CFI	$\geq 0.95$
5.	RMSEA	$\leq 0.08$
6.	GFI	$\geq 0.90$
7.	AGFI	$\geq 0.90$
8.	TLI	$\geq 0.95$

Hypothesis testing is conducted by testing the significance of regression based on F test at  $\alpha = 0.05$  on each coefficient equation, either directly or partially. After testing the basic assumptions of SEM and the test of conformity and statistical tests, the next step is to modify the model that does not meet the requirements of the tests done. After the model is estimated, the residual must be small or close to zero.

The frequency distribution of the residual covariance must be symmetric (Tabachnick and Fidell, 2007). Hair et al. (1998) provides a guide to consider whether modifications should be made to a model or not by looking at a number of residuals produced by the model. If the residual amount is greater than 5% of all residual covariance, then modification needs to be considered. If the residual score is too large ( $> 2.58$ ), then another way of modifying is to consider adding a new path to the estimated model.

## 4 RESULT AND DISCUSSION

### 4.1 Instrument Validity Test

Validity test instrument aims at discovering the level of validity or degree of accuracy of the instrument used in data collection. An instrument is valid if it is able to measure what is desired, and can reveal the data of the variables studied appropriately. The high degree of validity indicates the extent to which the data collected does not deviate from the description of the variable in question. The validity of an item / instrument indicator can be determined by comparing the Pearson Product Moment correlation index on a significance level of 95% degree of confidence with a critical value r-table at the significance level of  $\alpha = 5\%$  on its degrees of freedom  $= n - (k + 1) = 105 - (4 + 1) = 100$  is 0.196

The Test Result of Validity and Reliability of the Instrument can be Explained Below :

The result of Product Moment Correlation test on variable Person Organization Fit ( $X_1$ ) shows a significant correlation indicated by the score table of Pearson Product Moment correlation index value which is greater than r-table so that instrument to all indicators forming variable Person Organization Fit ( $X_1$ ) is valid to test the hypothesis. The result of Product Moment Correlation test on variable Developing Expectancy ( $X_2$ ) shows a significant correlation indicated by the score table of Pearson Product Moment correlation index value which is greater than r-table so that instrument to all indicators forming variable Developing Expectancy ( $X_2$ ) is valid to test the hypothesis. The result of Product Moment Correlation Test on Organizational Citizenship Behavior (Z) variable correlated significantly with the score table indicated by the Pearson Product Moment correlation index value, which is greater than the r-table so that the instrument against all the indicators forming the Organizational Citizenship Behavior (Z) variable is valid to test the hypothesis. The result of the test of the product moment correlation on employees' performance variable (Y) shows a significant correlation. This is indicated by the Pearson Product Moment score table correlation index value that is greater than the r-table so that the instrument of all indicators forming Employee Performance (Y) is valid and can be used to test the hypothesis.

### 4.2 Instrument Reliability Test

The aim of reliability test is to discover the consistency of measuring instruments used. The questionnaire as a measuring tool is consistent when it gives the consistent results for repeatedly measuring. Nunully in Arikunto (2003) states that an indicator is considered reliable if the Cronbach alpha value is  $> 0.60$ . The result of instrument reliability can be seen as follows:

Table 2. The Result of Questionnaire Reliability

Variable	Reliability	Description
POFit	0,912	Reliable
Developing Expectancy	0,817	Reliable
OCB	0.930	Reliable
Employee Performance	0.959	Reliable

Table 2 shows that all variables tested are reliable because each variable has the value that is greater than 0.60. The conclusion is that the reliability value

is categorized very high because it is in the range above 0.80.

### 4.3 The Test of Confirmatory Factor Analysis (CFA)

This section presents the results of preliminary analysis before testing the full model of structural equations (SEM). The latent variables in the research model will be examined by discussing the level of reliability in building the variables through the Confirmatory Factor Analysis (CFA) model. Confirmatory Factor Analysis (CFA) Test and Convergent Validity Test are conducted to confirm every indicator that has been made based on previous research and existing theories is valid to explain the construct of research variables consisting of Person Organization Fit and Developing Expectancy, Organizational Citizenship Behavior, and Employee Performance. Confirmatory Factor Analysis (CFA) test results meet criteria if Critical Ratio (CR) is > 1.96 with its Probability is 0.5.

The following is the result of the Confirmatory Factor Analysis (CFA) test of the significance of each loading value of the former indicator of Person Organization Fit (X<sub>1</sub>) construct.

Table 3. CFA Person Organization Fit (X<sub>1</sub>)

Indicator	SLE	CR	P	Description
Knowledge (X <sub>1.1</sub> )	0.721	fix	fix	Valid
Skill (X <sub>1.2</sub> )	0.703	8.258	***	Valid
Abilities (X <sub>1.3</sub> )	0.711	8.518	***	Valid
Personal Needs (X <sub>1.4</sub> )	0.642	7.758	***	Valid
Personal Value (X <sub>1.5</sub> )	0.690	8.235	***	Valid

Table 3 above shows that the loading value factor of Knowledge (X<sub>1.1</sub>) is 0.721 greater than 0.5 meaning that the valid indicator can be applied to measure the person organization fit construct. Similarly, the loading value factor of skill (X<sub>1.2</sub>) is 0.703, the loading value factor of abilities (X<sub>1.3</sub>) is 0.711, loading value factor of Personal Needs (X<sub>1.4</sub>) is 0.642, and the loading value factor of personal value (X<sub>1.5</sub>) is 0.690. It is shown that all indicators have the value loading factor greater than 0.5 which means they are valid and can be applied to measure the constructs of the person organization fit.

The following is the result of the Confirmatory Factor Analysis (CFA) test of the significance of each loading value of the former indicator of Developing Expectancy (X<sub>2</sub>) construct

Table 4. CFA Developing Expectancy (X<sub>2</sub>)

Indicator	SLE	CR	P	Description
Feeling (X <sub>2.1</sub> )	0.639	fix	fix	Valid
PositiveThinking(X <sub>2.2</sub> )	0.701	7.721	***	Valid
Motivation (X <sub>2.3</sub> )	0.641	7.206	***	Valid

Table 4 above shows that the loading value factor of Feeling (X<sub>2.1</sub>) is 0.639 greater than 0.5 meaning that the valid indicator can be applied to measure the Developing Expectancy construct. Similarly, the loading value factor of Positive Thinking (X<sub>2.2</sub>) is 0.701, the loading value factor of Motivation (X<sub>2.3</sub>) is 0.641. It is shown that all indicators have the value loading factor greater than 0.5 which means they are valid and can be applied to measure the constructs of the Developing Expectancy.

This is the result of the validity test of the significance of each loading value of each former indicator of Organizational Citizenship Behaviour Construct (Z).

Table 5. CFA Organizational Citizenship Behaviour (Z)

Indicator	SLE	CR	P	Description
Altruism (Z <sub>1</sub> )	0.629	7.071	***	Valid
Courtesy (Z <sub>2</sub> )	0.639	7.213	***	Valid
Sportmanship (Z <sub>3</sub> )	0.641	7.206	***	Valid
Civic Virtue (Z <sub>4</sub> )	0.661	7.285	***	Valid
Conscientiousness (Z <sub>5</sub> )	0.720	7.844	***	Valid
Organ Compliance (Z <sub>6</sub> )	0.701	7.711	***	Valid
Organ Loyalty (Z <sub>7</sub> )	0.667	7.395	***	Valid
Self Development (Z <sub>8</sub> )	0.656	fix	fix	Valid

Table 5 above shows that the loading factor value of Altruism (Z<sub>1</sub>) is 0.629 greater than 0.5 which means that the valid indicator can be used to measure the construct of Organizational Citizenship

Behavior. The value of loading factor of Courtesy (Z<sub>2</sub>) is 0.629, the loading factor value of Sportmanship (Z<sub>3</sub>) is 0.639, the loading factor value of Civic Virtue (Z<sub>4</sub>) is 0.661, the loading factor value of Conscientiousness (Z<sub>5</sub>) is 0.720, the loading factor value of Organizational Compliance (Z<sub>6</sub>) is 0.701, the loading factor value of Organizational Loyalty (Z<sub>7</sub>) is 0.667, and the loading factor value of Self Development (Z<sub>8</sub>) is 0.656. All indicators have the loading factor values which are greater than 0.5. This means that all the indicators are valid and can be applied to measure the construct of Organizational Citizenship Behavior.

Below is the result of the validity test of the significance of each loading value of each former indicator of the employees' performance (Y).

Table 6. CFA Employee Performance

Indicator	SLE	CR	P	Description
Quantity of Work	0.598	Fix	Fix	Valid
Quality of Work	0.614	8.565	***	Valid
Time Lines	0.763	6.307	***	Valid
Attendance	0.671	5.758	***	Valid
Ability to cooperat.	0.745	6.188	***	Valid
Job Knowledge	0.747	6.171	***	Valid
Creativeness	0.693	5.864	***	Valid
Cost Effectiveness	0.680	5.799	***	Valid
Need Supervision	0.623	5.390	***	Valid
Interpersonal Imp.	0.767	6.232	***	Valid
Otonomus	0.795	6.410	***	Valid
Work Commitment	0.698	5.870	***	Valid
Trust	0.747	6.121	***	Valid

Based on Table 6 above it can be explained that the loading factor factor Quantity of Work (Y<sub>1</sub>) is 0.598 greater than 0.5, which means that the indicator is valid, can be used to measure construct Employee Performance. Thus the value of loading factor Quality of Work (Y<sub>2</sub>) is 0.614, Time Lines (Y<sub>3</sub>) is 0.763, Attendance (Y<sub>4</sub>) is 0.671, Ability to Cooperation (Y<sub>5</sub>) is 0.745, Job Knowledge (Y<sub>6</sub>) is 0.747, Creativeness (Y<sub>7</sub>) is 0.693, Cost Effectiveness (Y<sub>8</sub>) is 0.680, Need Supervision (Y<sub>9</sub>) is 0.623, Interpersonal Impact (Y<sub>10</sub>) is 0.767, Otonomus (Y<sub>11</sub>) is 0.795, Work Commitment (Y<sub>12</sub>) is 0.698 and Trust (Y<sub>13</sub>) is 0.747 which all indicators have a loading factor value greater than 0.5. This means that all indicators forming employee performance variable is valid and can be used to measure the employee performance construct.

#### 4.4 Evaluation on the Criteria of the Model

The following equation structure model is conducted to discover the various assumptions required in this study. It is also conducted to find out if there is the need of modification of the Full Model. Based on Table 7, it is known that the seven parameters of goodness of fit index looks good, so the Model Structure Equation modification can be seen in figure 1 below.

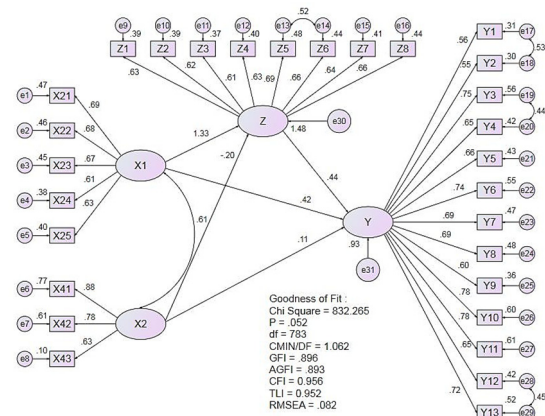


Figure 1. Structural Equation Model: Person Organization fit and Developing Expectancy toward the Organizational Citizenship Behaviour and Employees' Performance

Table 7. Below shows the result of confirmatory factor analysis on the value of goodness of fit index

Goodness of Fit Index	Cut off Value	Result Analysis	Evaluation Model
Chisquare	≤ X <sub>2</sub> table	832.265	Good
CMIN/DF	≤ 2,00	1.062	Good
GFI	≥ 0,90	0.896	Marginal
AGFI	≥ 0,90	0.893	Marginal
CFI	≥ 0,95	0.956	Good
TLI	≥ 0,95	0.952	Good
RMSEA	≤ 0,08	0.082	Marginal

Based on Table 8 it is known that the four parameters of the Goodness of Fit index are good, and three parameters are marginal and therefore the result of the Equation Structure Model can be used as a basis for Assumption Testing in Structural Equation Model (SEM).

#### 4.5 Hypotesis Test of Structural Equational Model

The following table is the result of the analysis of hypothesis testing on the structural equation model of Person Organization Fit and Developing Expectancy on Organizational Citizenship Behavior and Employee Performance.

Table 8. Result of Hypotesis Test

Variabel	Coef	CR	PValue	Descr
POFit $\square$ OCB	1.326	10.298	***	Sig
DE $\square$ OCB	-0.197	-2.735	0.006	Non sig
POFit $\square$ EP	0.421	6.388	***	Sig
DE $\square$ EP	0.105	1.844	0.065	Sig
OCB $\square$ EP	0.438	6.319	***	Sig

Based on Table 8, the results hypothesis testing can be explained of as follows:

Hypothesis one (H1) State the Person Organization Fit affect Significantly on the Organizational Citizenship Behaviour. The path coefficient marked positive 1.326 with value of C.R. 10.298 is greater than 1.96, and that probability value is  $*** < \alpha$  equal 5%, meaning that Person Organization Fit has a significant effect on Organizational Citizenship Behaviour. Hypothesis two (H2) Developing Expectancy affects insignificantly to Organizational Citizenship Behaviour. The negative path coefecient is  $-0.197$  with value C.R. equal to  $(-2.735)$  to be smaller than 1.96, and that probability value equal to  $0.006 > \alpha$  equal 5% meaning that Developing Expectancy has no significant effect to Organizational Citizenship Behaviour. Hypothesis three (H3) State the Person Organization Fit affect Significantly on the Employee Performance. The path coefficient marked positive 0.421 with value of C.R. 6.388 is greater than 1.96, and that probability value is  $*** < \alpha$  equal 5%, meaning that Person Organization Fit has a significant effect on Employee Performance. Hypothesis Four (H4) Developing Expectancy affects significantly to Employee Performance. The positive path coefecient is 0.105 with value C.R. equal to  $(1.844)$  to be smaller than 1.96, and that probability value equal to  $0.065 < \alpha$  equal 5% meaning that Developing Expectancy has significant effect to Employee Performance. Hypotesis five (H5) states the Organizational Citizenship Behaviour affect on Employee Performance. The path coeffiecent marked positive 0.438 with C.R Value of 6.319 is greater than 1.96 and the probability value is  $*** < \alpha$  equal 5%, meaning that Organizational Citizenship Behaviour has a significant effect on Employee Performance.

The Research conducted on the subject of local water companies employees in south Kalimantan province show that Developing Expectancy which is has no significant effect on Organizational Citizenship Behaviour, but significant effect on Employee Peformance. The finding show that

feeling, Positif Thingking, and motivation is not have effect on Organizational Citizenship Behaviour because Organizational Citizenship Behaviour in local water companies employees in south Kalimantan province is different they have other expectancy on this job.

## 6 CONCLUSION

The perception of Person Organization Fit has a positively significant effect on the Organizational Citizenship Behavior, as it is shown from the test result. If the perception of Person Organization Fit on the Organizational Citizenship Behavior is well applied to local water companies employee in south Kalimantan, then the organizational citizenship behavior will be better or fit. The Perception

Developing Expectancy to Organizational Citizenship Behaviour of local water companies employee in south Kalimantan is very low. As the result, it can be stated the Developing Expectancy is not significant and does not affect the organizational Citizenship Behaviour on local water companies employee in south Kalimantan. The perception of Person Organization Fit has a positively significant effect on Employee Performance, because it has been verified. If the perception of Person Organization Fit on Employee Performance is applied well to local water companies employee in south Kalimantan, then the performance of the employees will be better. The perception of Developing Expectancy has a positively significant effect on Employee Performance, because it has been verified. If the perception of Developing Expectancy on Employee Performance is applied well to local water companies employee in south Kalimantan, then the performance of the employees will be better. The perception of Organizational Citizenship Behavior significantly influences the performance of local water companies employee in south Kalimantan Province. Because it has been verified. It means that if the perception of Organizational Citizenship Behavior is applied properly, then the performance of employees will be better.

Some suggestions are recommended to the owners and the coach. The coach is either the Mayor or the regent needs to delegate some of his authorithies on the selection of the requirement and

palacement of employees below the Board of Directors. The employess need the Developing Expectancy in this companies to make the Performance will be better, and the leaders of local



water companies employee in south Kalimantan Province can optimize Person Organization Fit.

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