The Influence Person Job Fit and Person Organization Fit to Organizational Citizenship Behavior Employees on Islamic University of Kalimantan Muhammad Arsyad Al Banjari Banjarmasin

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Abstract: The population of this study is the entire employees of Islamic University of Kalimantan Muhammad Arsyad Al Banjari Banjarmasin as many as 176 people. Furthermore, to perform the analysis by using Structural Equation Model (SEM) analysis, according to Ferdinand (2006), the sample of respondents used must meet the requirements of between 100 to 200 respondents. Thus this study is planning the number of samples of the total population of employees of Islamic University of Kalimantan Muhammad Arsyad Al Banjari Banjarmasin as many as 176 people. After circulated questionnaire as many as 176 employees, it turns out that only 105 people return, then the sample of respondents set as many as 105 people. It meets the requirements criteria using SEM analysis ranging from 100 to 200 respondents. The data used in this research are qualified; validity and reliability. The type of data used in this study is quantitative data, which measures the influence of Person Job Fit, and Person Organization Fit, against Organization Citizenship Behavior (OCB). Based on the size scale, the data types used are ordinal data, intervals and ratios in which in addition to naming and sequence elements, it also has significant and comparable interval properties. Data source in this research is primary data and secondary data. Primary data is data obtained directly from the respondents through the questionnaire. And secondary data is data obtained from other parties who have collected and publish it first. This study aims to test and analyze the causal relationship between exogenous and endogenous variables, as well as checking the validity and reliability of the instrument and the overall research construct. Therefore, we use Structural Equation Model (SEM) analysis technique using AMOS program package (Analysis of Moment Structure) version 22.0 The research conducted on the employees of Islamic University of Kalimantan Muhammad Arsyad Al Banjari Banjarmasin about Person Job Fit (PJ_Fit) and Person Organization Fit (PO_Fit) to Organizational Citizenship Behavior (OCB), using 105 respondents, and by using AMOS software version 22.0 and using equation of SEM model, hence result of research known that; The Person Job Fit perception is not significant to OCB, and Person Organization Fit Perception is significantly influence OCB.

1 INTRODUCTION

Quality of employees is one of the key in determining the development of an organization, both institutions and companies. As the driving force of an organization to achieve organizational goals, professional employees are required in their fields, therefore, an organization can experience growth and sustainability depending on the volunteerism of its employees. Employee Volunteer is the responsibility of every Company, from employee recruitment to employee satisfaction while doing the job, and when employees feel comfortable with their work without excessive burden, the employee's satisfaction will arise. Satisfaction is encouraging the emergence of a good achievement for the company through the improvement of employee performance so that when providing services to consumers will be better and reciprocal for the company is a performance improvement that will be good for the company.

In the concept literature affecting employee performance, among others; *Person Job Fit*

(Edwards, 1991; O'Reilly, Chatman, & Caldwell, 1991) and *Person Organization Fit*, (Kristof, 1996; Netemeyer et al., 1999, Valentine et al., 2002; Vancouver et al., 1994). Similarly in empirical studies, *Organizational Citizenship behavior* (OCB) as a variable Dennis Organ (1997), Barnard (in Jahangir, Akbar, Haq, 2004), Podsakoff, et al. (2009), in selecting employees with values and beliefs appropriate to job characteristics and organizational characteristics forming experiences that can strengthen employee performance. Suspected also directly or indirectly through person job fit dan person organization fit effect on *organizational citizenship behavior* employee.

1.1 Problem Statement

Based on the background, then put forward the following issues:
1. Does Person Job Fit Influential Significant to Organizational Citizenship Behavior (OCB) Employee of Islamic University of Kalimantan Muhammad Arsyad Al Banjari Banjarmasin?
2. Does *Person Organization Fit* Influential Significant to *Organizational Citizenship Behaviour (OCB)* Employee of Islamic University of Kalimantan Muhammad Arsyad Al Banjari Banjarmasin?

2 LITERATURE RIVIEW

2.1 Person Job Fit (P-J Fit)

According to the theory of person job fit, the conformity between job / task characteristics and individual ability to perform the task will strengthen employee's ties to his work, ie employees will be more committed to work (Allen and Meyer, 1997 in Ozag and Duguma, 2005). Studies on the problem of individual suitability with work, within an organization have been the subject of some research in the past. The results of Sims & Galen Kroeck (1994: 939) states that: "*It is readily accepted that types of jobs, while this concept may appear obvious, the person-situation match in other aspects of the employment situation is perhaps equally important as the type of work performed*". And it is accepted that different types of individuals are compatible with different types of occupations. Thus it is clear that the suitability between the individual and the type of work in various other aspects on the job situation may be as important as the type of work to be done. So that will be obtained employees

who really have the desired competence organization, which is able to change following the job.

Tom as quoted by Sims & Galen (1994:939) "*a person's preference for an organization should vary with the degree of similarity between his self-concept and his image of work in the organization*". A person's choice of a company will depend on the degree of resemblance between the inner self concept and the image he or she sees in the work of the enterprise. Bohlander dan Snell (2004:184) argued, that the suitability of individuals with work (person-job fit) is a process *Job specifications, in particular, help identify the individual competencies employees need for success-the knowledge, skills, abilities, and other factors (KSAOs) that lead to superior performance*. This means that individual job suit is a job specification process in an effort to help identify individual employee competencies needed to achieve success, such as knowledge, ability, expertise and other factors that can refer to superior performance, therefore this variable is very important to be noticed by the company. Likewise, Bowen, et. al. (1997: 37) states that person job fit takes into account the types of individuals required with qualifications: the appropriateness of knowledge, skills, abilities, social skills, personal needs, values, interests and personality traits.

It is thus important for the company to make individual work adjustments so as to achieve optimal individual performance. Based on opinion Bohlander dan Snell (2004) and Bowen et.al. (1997) if synergized, the *Person Job Fit* has 8 indicators namely : *Knowledge, Skill, Abilities, Social skills, Personal needs, Values, Interest, Personality traits*.

2.2 Person Organization Fit

Person organization fit (P-O Fit) is broadly defined as the appropriateness between organizational values and individual values, (Kristof, 1996; Netemeyer et al., 1999; Vancouver et al., 1994). P-O Fit is based on the assumption of individual desire to maintain their conformity with organizational values, (Schneider, Goldstein, & Smith, 1995). P-O Fit is defined as the appropriateness between individual personality and organizational characteristics (Bowen et al, 1997). P-O Fit is described as a multidimensional building consisting of three types: values, personality, and work environment, Handler (2004). In P-O Fit the conformity between employees and organizations is strongly emphasized (Barrick, et.al., 2005).

According to Robert L. Mathis and John H. Jackson (2004: 191), the definition of the method *Person Organization Fit* is *Person Organization Fit is the congruence between individuals and organizational factors*. Mean Individual Match with the organization is an adjustment between the individual with the factors of company organization. Thus the Person Organization Fit is a selection method that takes into account the suitability between individuals and organizational values, and a technique that places the selection process as a means to interact between organizations with individuals, where the Match between Individual and Person Job Fit, and Individual Match with the organization (Person Organization Fit), is calculated and defined simply, rather than the traditional selection model. According to Bowen et.al (1997: 48) the selection indicators using the Person Organization Fit method are as follows: Suitability of candidate knowledge of employees with organizational values, Conformity of employee candidate skills with organizational values, Conformity of employee candidate ability with organizational values, Conformity of employee candidate needs with environment of organizational values, Conformity between personal values of prospective employees and organizational values.

2.3 Organizational Citizenship Behavior

The **Organizational Citizenship Behavior** (OCB) concept was first proposed by Dennis Organ (1997) and defines OCB as *: individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate prompts the effective functioning of the organization. By discretionary, we mean that the behaviour is not an enforceable requirement of the role or job description, that is the clearly specifiable terms of the person's employment contract with the organization ; the behaviour is rather a matter of personal choice, such that its ommision is not generally understood as punishable.*

OCB is an individual voluntary behavior beyond a job description that is explicitly or indirectly recognized by a formal reward system, and can aggregate effectively improve the effectiveness of an organization. But more than half a century ago, Barnard (in Jahangir, Akbar, Haq, 2004) has stated a similar concept to OCB, the concept is expressed by *willingness of individuals to contribute cooperative efforts to the organization was indispensable to effective attainment of organizational goals* namely:

the willingness of individuals to contribute by working to work with the organization is necessary to achieve the goals of the organization effectively.

Podsakoff, et al. (2009) states, the effects of OCB are not only felt for the organization but for individuals who reflect the OCB itself. Individuals displaying OCBs will tend to get better performance ratings from their leaders than employees who do not feature OCB. This is the employee who presents to OCB will be preferred and considered more favorable to the organization or other possibilities such as a leader who is aware that the OCB plays an important role in the success of an organization and considers OCB as a form of an employee's commitment, will assess employee performance featuring OCB better than those not displaying OCB.

Based on the opinion of Dennis Organ (1997) and Podsakoff, et.al., (2009) if in synergized 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.*

3 METHODS OF RESEARCH

3.1 Research Design

According to Mohammad Nazir (2002: 99) that the meaning of the research design is all the necessary processes in the planning and implementation research. In this design we need an image or diagram that can provide initial clues to further clarity of research, so as to facilitate further analysis of the data.

This research is used to explain how big influence of latent variable that is Person Job Fit, and Person Organization Fit, Against Organizational Citizenship Behavior and Employee Performance of Islamic University of Kalimantan Muhammad Arsyad Al Banjari Banjarmasin.

This study identifies the causal relationship between variables. With Explanatory survey method. Understanding this survey method in which information is collected from some members of the population, as proposed by Burhan Bungin (2009: 112) that: Generally the definition of the survey is the definition of samples of some members of the population, in which information is collected from some populations. .... The purpose of the survey can be data collection, which is explaining or explaining, studying the phenomenon with the relationship of research variables.

3.2 Population and Sampling

Population according to Sugiarto (2001: 27) is the whole unit or individual within the scope to be studied. The population of this study is the entire employees of Islamic University of Kalimantan Muhammad Arsyad Al Banjari Banjarmasin as many as 176 people. Based on the census formula, then the size of the sample respondents in the study is equal to the large number of population as many as 176 people. But after distributed to the respondents, it turns out that only 105 people return. So this research using survey formula, and determined as sample of respondents as many as 105 people.

Furthermore, to conduct analysis by using Structural Equation Model (SEM) analysis, according to Ferdinand (2006), the respondent sample used must meet the requirement that is between 100 up to 200 respondents. Thus the number of samples of 105 respondents have met the SEM criteria.

3.3 Methods of Data Collection

The data used in this research are qualified; validity and reliability. The type of data used in this study is quantitative data, which measures the influence of job fit personnel, and person organization fit, against OCB, and employee performance. Based on the size scale, the data types used are ordinal data, intervals and ratios in which in addition to naming and sequence elements, it also has significant and comparable interval properties. Data source in this research is primary data and secondary data. Primary data is data obtained directly from the respondents through the questionnaire. And secondary data is data obtained from other parties who have collected and publish it first.

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

4 METHOD OF DATA ANALYSIS

4.1 Uji Validitas

Ghozali (2011), states that the validity means how much accuracy and accuracy of a measuring instrument in performing the measuring function, or in other words a measuring device can be expressed as having high validity if the measuring device performs its measuring function properly, or provide measurements that are appropriate for the purpose of measurement. A valid measuring instrument, not just being able to disclose data accurately and provide a careful picture of the data. Careful means that measurement is able to provide a picture of the slightest difference between subjects with each other. Loading factor has fulfilled the convergent validity that is when $\geq 0,5$ (Ghozali, 2011).

4.2 Uji Reliabilitas

A measuring instrument next to a valid, must also be reliable. A measuring device is said to be reliable if the gauge gives consistent results, or in other words indicates how much measurement can give relatively no different results when re-measured against the same subject. Reliability refers to the internal consistency and stability of the value of a particular measurement scale. Reliabillitas concentrate on the problem of measurement accuracy and result (Sarwono, 2002). The approach used is to assess the magnitude of composite reliability and variance - extrated from each construct. With the formulation as follows:

$$Construct - reliability\ y = \frac{\left(\sum Std\ Loading\right)^2}{\left(\sum Std\ Loading\right)^2 + \sum \varepsilon j}$$

Source : Ferdinand, 2006

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

4.3 Hypothesis Testing

Research on the Influence of Person job fit, and Person organization fit, to OCB employees of Islamic University of Kalimantan Muhammad Arsyad Al Banjari Banjarmasin. In conducting hypothesis testing, the data obtained then processed in accordance with the needs of the analysis. For the purposes of discussion, data is processed and

presented based on the principles of descriptive statistics, while for the purposes of hypothesis analysis and testing used inferential statistics. To test the hypothesis used multivariate analysis with Structural Equation Model (SEM) using AMOS program version 22.0

Testing whether the proposed hypothesis can be accepted is done by comparing the probability value (p) with a significant level of α determined by 0.05.- If the probability value (p) is less than the value of α (0.05), then the hypothesis is acceptable. Vice versa, if the probability value (p) is greater than the value of α (0.05), then the hypothesis is not accepted. However, before hypothesis testing is done, firstly done confirmatory factor analysis to see the dimensions that can be used to form factor or construct.

4.4 SEM Model Analysis

Statistical analysis of inferential data using the Structural Equation Model (SEM) technique allowed a researcher to examine several dependent variables at once, with some independent variables (Ferdinand, 2006). Thus the indices 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.	X^2 (chi-square)	Diharapkan kecil
2.	Significance probability	≥ 0.05
3.	X^2/df(CMIN/DF)	≤ 2.00
4.	GF1	≥ 0.90
5.	AGF1	≥ 0.90
6.	TL1	≥ 0.95
7.	CF1	≥ 0.95
8.	RMSEA	≤ 0.08

Source, Ferdinand (2006)

Hypothesis testing, conducted by testing the significance of regression based on F test at α = 0.05 on each coefficient of equation, either directly or partially.

After testing the basic assumptions of SEM and on the test of conformity and statistical tests, the next step is to modify the model that does not meet the requirements of the tests that have been done. After the model is estimated, the residual must be small or close to zero and the frequency distribution of the residual covariance must be symmetric (Tabachnick and Fidell, 2007).

Hair et al. (1998) provides a guide to consider whether or not modifications should be made to a model, by looking at the number of residuals generated by the model. If the residual amount is

greater than 5% of all residual covariance produced by the model, then modification needs to be considered. When found the residual value generated by the model is large enough (> 2.58), then another way of modifying is to consider adding a new path to the estimated model.

5 RESULT AND DISCUSSION

5.1 Validity Instrument Test

Instrument validity test is conducted to know the level of validity or degree of accuracy of the instrument used in data collection. An instrument is cultivated 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. Valid or not an item / instrument indicator can be known by comparing the Pearson Product Moment correlation index with a level of significance with a degree of convidence 95% with the critical value r_{table} at significance level α= 5% with degrees freedom = n - (k + 1) = 105 - (4 + 1) = 100 is 0.196. The test results of Validity & Reliability Instruments can be explained as below:

5.1.1 *Person Job Fit* (X1) Validity

Table 2: The test result of Validity *Person Job Fit* (X1).

Variable	Item	correlation coefficient	r_{tabel}	Sig	Information
Person Job Fit (X1)	P1	0,409	0,196	0,000	Valid
	P2	0,418	0,196	0,000	Valid
	....	....	....	....	Valid
	....	....	....	....	Valid
	....	....	....	....	Valid
	P23	0,496	0,196	0,000	Valid
	P24	0,433	0,196	0,000	Valid

The test result of Product Moment correlation on *Person Job Fit* Variable (X1) correlated significantly with the Table score indicated correlation index value *Pearson Product Moment* greater than r_{tabel} so the instrument against all the indicators that make up the variable *Person Job Fit* (X1) declared valid and can be used to test the hypothesis.

5.1.2 *Person Organization Fit* (X2) Validity

Table 3: Test result of Validity *Person Organization Fit* (X₂)

Variable	Item	correlation coefficient	r_tabel	Sig	Information
Person Organization Fit (X₂)	P25	0,677	0,196	0,000	Valid
	P26	0,695	0,196	0,000	Valid
	....	....	....	....	Valid
	....	....	....	....	Valid
	....	....	....	....	Valid
	P37	0,609	0,196	0,000	Valid
	P38	0,673	0,196	0,000	Valid
	P39	0,631	0,196	0,000	Valid

The test result of *Product Moment* correlation on *Person Organization Fit* variable (X₂) correlated significantly with the Table score indicated correlation index value *Pearson Product Moment* greater than r_tabel so the instrument against all the indicators that make up the variable *Person Organization Fit* (X₂) declared valid and can be used to test the hypothesis.

5.1.3 *Organizational Citizenship Behavior (OCB)* Validity

Table 4: The test result of Validity *Organizational Citizenship Behaviour* (OCB)

Variable	Item	correlation coefficient	r_tabel	Sig	Information
Organizational Citizenship Behaviour (Z)	P40	0,678	0,196	0,000	Valid
	P41	0,514	0,196	0,000	Valid
	....	....	....	....	Valid
	....	....	....	....	Valid
	....	....	....	....	Valid
	P61	0,609	0,196	0,000	Valid
	P62	0,581	0,196	0,000	Valid
	P63	0,565	0,196	0,000	Valid

The test result of *Product Moment* correlation on *Organizational Citizenship Behaviour* Variable (Z) correlated significantly with the Table score indicated correlation index value *Pearson Product Moment* greater than r_tabel so the instrument against all the indicators that make up the variable Variabel *Organizational Citizenship Behavior* (Z) declared valid and can be used to test the hypothesis.

5.2 Test Instrument Reliability

Test Reliability is used to test the consistency of measuring instruments used. This Questionnaire as a measuring tool is consistent when measuring something repeatedly gives the same or consistent results. **Nunully** in Arikunto (2003), an indicator is considered reliable if the value *alpha Cronbach* > 0,60. The test result of reliability Instrument can be seen as follows.

Table 5: The test result of Reliability Questionnaire Instrument

Variable	Reliability	Information
Person Job Fit (X₁)	0,888	Reliabel
Person Organization Fit (X₂)	0,912	Reliabel
Organizational Citizenship Behaviour (Z)	0,930	Reliabel

The test result of reliability as shown in Table 5 can be stated that all the variables studied are stated reliable because of its value Greater than 0,6. The conclusion can be taken that the reliability value is categorized very high because it is in the range above 0.80.

5.3 Test of Validity and Reliability of Constructs (variable) in SEM Analysis

This section presents the results of preliminary analysis before testing the full model of structural equations (SEM). The latent variable in the research model will be examined with the discussion of the level of reliability in building the variables through the model *Confirmatory Factor Analysis* (CFA).

Test of *Confirmatory Factor Analysis* (CFA) and test of *Convergent* Validity conducted aims to confirm each indicator that has been made based on previous research and existing theory can be used to explain the constructs of research variables that is *Person Job Fit*, and *Person Organization Fit, Organizational Citizenship Behavior*. The test result of *Confirmatory Factor Analysis* (CFA) meet criteria if value Critical Ratio (CR) > 1,96 with *Probability* < 0,05 and test of *Convergent* Validity meet the criteria if *Loading Factor* or *Standardized Loading Estimate* > 0,5.

5.3.1 Construct Validity Test *of Person Job Fit* (X₁)

Testing the validity of each loading value to test the significance of indicator construct of Person Job Fit (X₁) as follows.

Table 6: The test result validity of CFA person Job Fix (X₁)

Indicator	SLE	CR	P	Information
Knowledge (X₁.₁.)	0,586	fix	fix	Valid
Skill (X₁.₂)	0,537	2,896	0,004	Valid
Abilities (X₁.₃.)	0,575	1,959	0,050	Valid
Social Skill (X₁.₄.)	0,554	2,446	0,014	Valid
Personal Needs (X₁.₅.)	0,799	2,649	0,008	Valid
Value (X₁.₆.)	0,752	2,670	0,008	Valid
Interest (X₁.₇.)	0,700	2,617	0,009	Valid
Personality Traits (X₁.₈.)	0,619	2,600	0,009	Valid

Based on Table 6 above it can be explained that the value factor *loading Knowledge* ($X_{1.1.}$) is 0,586 great than 0,5 which means the indicator is valid can be used to measure constructs of *person job fit*. And so on factor value *loading Skill* ($X_{1.2.}$) is 0,537, *Abilities* ($X_{1.3}$) is 0,575, *Social Skill* ($X_{1.4.}$) is 0,554, *Personal Needs* ($X_{1.5.}$) is 0,799, *Value* ($X_{1.6.}$) is 0,752, *Interest* ($X_{1.7.}$) is 0,700, and *Personality Traits* ($X_{1.8.}$) is 0,619 which all indicators have a factor value *loading* great than 0,5. This means that all the indicators forming the variables *person job fit* it is valid and can be used to measure the construct *person job fit*.

5.3.2 Construct Validity Test of *Person Organization Fit* (X_2)

Table 7: The test result validity of **CFA Person Organization Fix** (X_2)

Indicator	SLE	CR	P	Information
Knowledge ($X_{2.1.}$)	0,721	fix	fix	Valid
Skill ($X_{2.2.}$)	0,703	8,258	***	Valid
Abilities ($X_{2.3.}$)	0,711	8,518	***	Valid
Personal Needs ($X_{2.4.}$)	0,642	7,758	***	Valid
Personal Value ($X_{2.5.}$)	0,690	8,235	***	Valid

Testing the validity of each value *loading* to test the significance of each indicator construct of *Person Organization Fit* (X_2) as follows:
Based on Table 7 above it can be explained that the value *loading* factor *of Knowledge* ($X_{2.1.}$) is 0,721 great than 0,5 which means the indicator is valid can be used to measure the construct of *person organization fit*. and so on factor values of *loading Skill* ($X_{2.2.}$) is 0,703, *Abilities* ($X_{2.3}$) is 0,711, *Personal Needs* ($X_{2.4.}$) is 0,642 and *Personal Value* ($X_{2.5.}$) is 0,690 which all indicators have a loading factor greater than 0,5. This means that all the indicators forming the variables *person organization fit* it is valid and can be used to measure the construct *person organization fit*.

5.3.3 Construct Validity Test of *Organizational Citizenship Behaviour (OCB)*

Testing the validity of each loading value to be tested for significance on each indicator construct *Organizational Citizenship Behaviour* (Z) as follows:

Table 8: The test result validity Organizational Behaviour (Z)

Indicator	SLE	CR	P	Information
Altruism (Z_1)	0,629	7,071	***	Valid
Courtesy (Z_2)	0,639	7,213	***	Valid
Sportmanship (Z_3)	0,641	7,206	***	Valid
Civic Virtue (Z_4)	0,661	7,285	***	Valid
Conscientiousness (Z_5)	0,720	7,844	***	Valid
Organizational Compliance (Z_6)	0,701	7,711	***	Valid
Organizational Loyalty (Z_7)	0,667	7,395	***	Valid
Self Development (Z_8)	0,656	fix	fix	Valid

Based on Table 8 above it can be explained that the value *loading Altruism* (Z_1) is 0,629 great than 0,5 which means the indicator is valid can be used to measure the construct of *Organizational Citizenship Behavior*. and so on factor values of *loading Courtesy* (Z_2) is 0,629, *Sportmanship* (Z_3) is 0,639, *Civic Virtue* (Z_4) is 0,661, *Conscientiousness* (Z_5) is 0,720, *Organizational Compliance* (Z_6) is 0,701, *Organizational Loyalty* (Z_7) is 0,667, and *Self Development* (Z_8) is 0,656 which all indicators have a loading factor greater than 0,5. This means that all the indicators forming the variables *Organizational Citizenship Behavior* it is valid and can be used to measure the construct *Organizational Citizenship Behavior*.

5.3.4 Construct Reliability Test of *Person Job Fit* (X1)

Reliability testing of each loading value to be tested for significance on each indicator construct of *Person Job Fit* (X_1) obtained from the value *standard loading* and *measurement error*.

Table 9: The test result Reliability of *Person Job Fit* (X_1)

Indicator	Standar loading (λ)	(λ^2)	measurement error ($1-\lambda^2$)
Knowledge ($X_{1.1.}$)	0,586	0,343	0,657
Skill ($X_{1.2.}$)	0,537	0,288	0,712
Abilities ($X_{1.3.}$)	0,575	0,331	0,669
Social Skill ($X_{1.4.}$)	0,554	0,307	0,693
Personal Needs ($X_{1.5.}$)	0,799	0,638	0,362
Value ($X_{1.6.}$)	0,752	0,566	0,434
Interest ($X_{1.7.}$)	0,700	0,490	0,510
Personality Traits ($X_{1.8.}$)	0,619	0,383	0,617
Jumlah	5,122	3,346	4,654

Based on Table 9 calculation of the reliability value of the construct *person job fit* as follows :

$$\frac{(5,122)^2}{(5,122)^2 + 4,654} = 0,84933$$

Based calculation on Table 10 obtained the value of construct reliability *Person Job Fit* amount 0,84933, meaning that the eight indicators mentioned above are reliable forming constructs *Person Job Fit* is 84,933%. And beyond *standard*

Cronbach Alpha according to Nunully in Arikunto (2003) of 0,60 or 60%.

By using the same way obtained the reliability value of the construct Person Organization Fit of 0.81151, it means that the five indicators above are reliable form the Person Organization Fit structure of 81.151%. And exceeds the Cronbach Alpha standard according to Nunully in Arikunto (2003) of 0.60 or 60%.

The amount of reliability value of construct Organizational Citizenship Behavior of 0.86352, it means that the eight indicators above are reliable form the construct Organizational Citizenship Behavior of 86.352%. And exceeds the Cronbach Alpha standard according to Nunully in Arikunto (2003) of 0.60 or 60%.

5.4 Evaluation of Model Eligibility Criteria

The Structure Model This equation is done to see the various assumptions required in this study, as well as whether to make modifications or not in Full Model. Based on Table 11 it is known that the seven parameters of goodness of fit index looks good, so the Model Structure Equation modification as in figure 1 as follows:
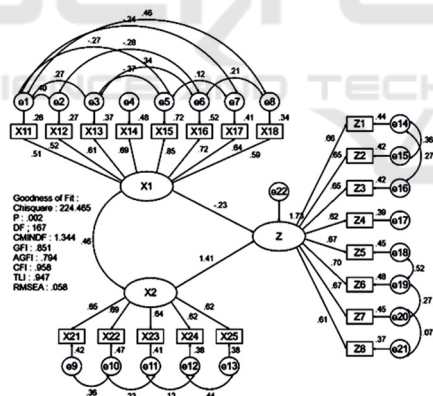

Figure 1: The *Structural Equation Model*: Person Job fit, and Person Organization fit, To Organizational Citizenship Behaviour Employee of Islamic University of Kalimantan Muhammad Arsyad Al Banjari Banjarmasin.

Based on the result of confirmatory factor analysis known value of goodness of fit index in Table 10 as follows

Table 10: *Goodness of Fit Index*

Criteria	Result	Critical Value	Evaluation Model
Chi-square (χ^2)	224,465	≤224,471	Good
Probabilitas	0,002	≥ 0,05	Marginal
Degree Freedom (DF)	167	-	-
GFI	0,851	≥ 0,90	Marginal
RMSEA	0,058	≤ 0,08	Good
CMIN/DF	1,344	≤ 2,00	Good
AGFI	0,794	≥ 0,90	Marginal
CFI	0,958	≥ 0,90	Good
TLI	0,947	≥ 0,90	Good

Based on Table 10 it is known that the five parameters *Goodness Of Fit* index looks Good, and three parameters appear marginal therefore the result of the Equation Model Model can already be done as a basis for Testing Assumptions in *Sructural Equation Model* (SEM).

5.5 Hypothesis Testing of Structural Equation Model (SEM)

Based on the result of structural equation model analysis *Person Job Fit*, and *Person Organization Fit*, To *Organizational Citizenship Behavior* Employee of Islamic University of Kalimantan Muhammad Arsyad Al Banjari Banjarmasin. Hypothesis testing can be seen in the following Table

Table 11: The Test Result with SEM Model.

No	Variable	Coeffiecient	CR	P$_{Value}$	Information
1.	PJ-Fit(X_1) → OCB (Z)	-0,230	-1,151	0,053	Non Significant
2.	PO-Fit(X_2) → OCB (Z)	1,406	6,564	***	Significant

Based on Table 11 above can be explained the results of hypothesis testing as follows:

1. Hypothesis one (H_1) states that Person Job Fit has no significant effect on Organizational Citizenship Behavior (OCB). Path coefficients with negative sign are - 0,230 with value of C.R. equal to - 1,151 smaller than 1,96, and probability value equal to 0,053 > α equal to 5%, meaning Person Job Fit have no significant effect to Organizational Citizenship Behavior (OCB).
So hypothesis one (H_1) is rejected, meaning Person Job Fit does not significantly influence Organizational Citizenship Behavior (OCB).

2. Hypothesis two (H_2) states that Person Organization Fit significant effect on Organizational Citizenship Behavior (OCB). Path coefficient marked positive 1,406 with value of C.R. 6,564 is greater than 1.96, and the probability value of *** < α is 5%, meaning that

Person Organization Fit has a very significant effect on Organizational Citizenship Behavior (OCB).

So hypothesis two (H_2) is accepted, meaning Person Organization Fit has significant effect to Organizational Citizenship Behavior (OCB).

6 CONCLUSIONS

1). Perceptions about the person job fit to the organizational citizenship behavior of the employees of Islamic University of Kalimantan Muhammad Arsyad Al Banjari Banjarmasin, the value is very small, So that this is ignored or can be stated that, person job fit is not significant and does not affect the organizational citizenship behavior on employees of Islamic University of Kalimantan Muhammad Arsyad Al Banjari Banjarmasin.

2). Perceptions about the *person organization fit* have a significant positive effect on *organizational citizenship behavior*, because it has been tested the truth. If perception about *person organization fit* to *organizational citizenship behavior* applied well to employees of Islamic University of Kalimantan Muhammad Arsyad Al Banjari Banjarmasin, then *organizational citizenship behavior* this will get better either or *fit*.

SUGGESTIONS

Suggestions to the Owner as the coach ie; Board of Trustees of Yayasan Uniska MAB Banjarmasin, delegated some of its authority, especially the selection of recruitment and placement of employees, under the post of Rector and Vice Rector, Dean and Vice Dean (such as Director / Provider of Post Graduate Program, Head of Institution / Center, Bureau, UPT, Section, Sub Division, and other positions shall be submitted to Baperjakat (Agency of Consideration of Position and rank) Uniska MAB Banjarmasin c.q. Personnel Bureau, *Job analysis, job description, job specification,* and *job evaluation*, so the implementation *person job fit*, and *person organization fit*, can be further optimized by the leadership of Islamic University of Kalimantan Muhammad Arsyad Al Banjari Banjarmasin.

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