

ABSTRACT

The tight business competition and rapid environmental changes require organizations to be able to survive and develop through the efficient use of Human Resources (Huang et al., 2019). One of the behaviors that can increase employee productivity in the company is extra-role behavior or also called Organizational Citizenship Behavior (OCB). This research aims to answer the inconsistency of the gap results from previous studies, especially in exploring and developing a conceptual framework involving key variables such as Person Organization Fit, Person Job Fit, Work Engagement, and Organizational Citizenship Behavior. This research is based on the perspective of service dominant logic theory which is then reinforced by previous literature.

The population in this study were all active employees of PT Victoria Care Indonesia Semarang City Branch. Data collection involved 100 respondents obtained from distributing questionnaires. The data that has been collected is then analyzed quantitatively using the Structural Equation Model (SEM) with SmartPLS software version 4.0.

The findings in this study indicate that Person Organization Fit has a positive but insignificant effect on Organizational Citizenship Behavior. Furthermore, the Person Job Fit variable also has no significant effect on Organizational Citizenship Behavior. However, the results of the intervening test show that the relationship between Person Organization Fit and Person Job Fit to Organizational Citizenship Behavior can be strengthened by the mediation of the Work Engagement variable until the effect becomes positive and significant.

Keywords: *Person Organization Fit, Person Job Fit, Work Engagement, Organizational Citizenship Behavior*

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