

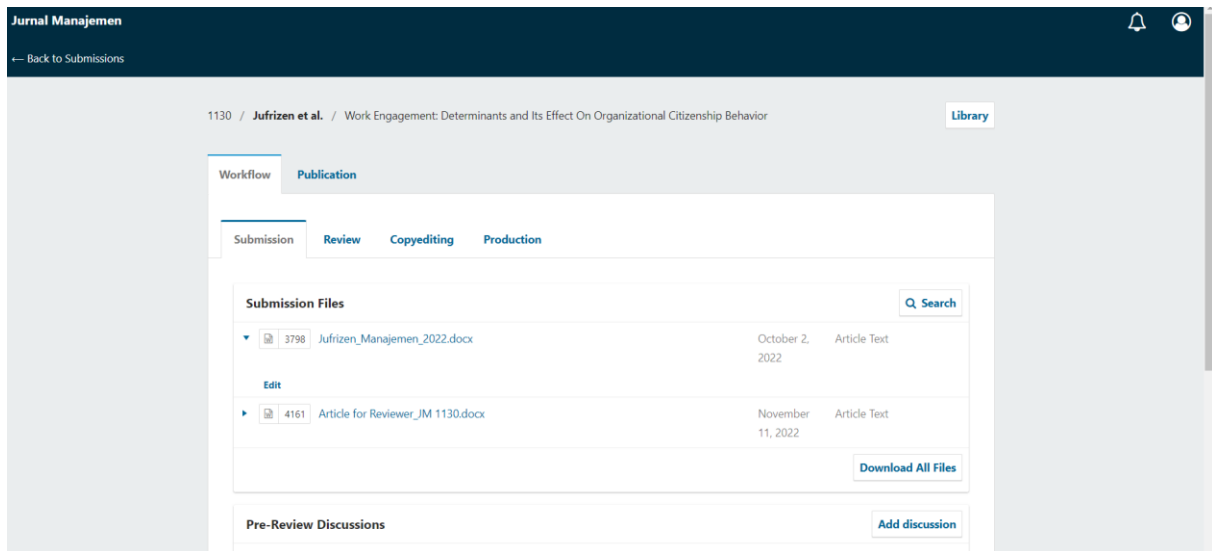
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ARTIKEL JURNAL NASIONAL TERAKREDITASI SINTA 2

Judul Artikel : **Work Engagement: Determinants and Its Effect On Organizational Citizenship Behavior**

Jurnal/Vol/No : Jurnal Manajemen, Vol. 27 No. 2,2023

Penulis : Jufrizen, Hazmanan Khair, Annita Permata Sari

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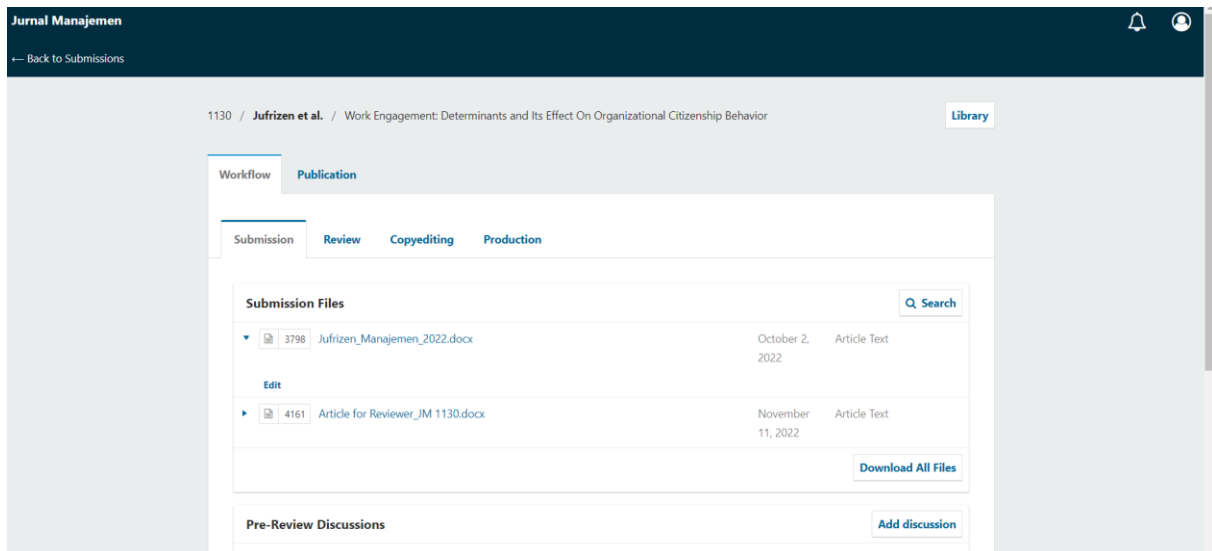
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Work Engagement: Determinants and Its Effect On Organizational Citizenship Behavior

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Abstract: The purpose of this study was to determine and analyze the effect of person job fit on organizational citizenship behavior, the effect of job crafting on organizational citizenship behavior, the effect of person job fit on work engagement, the effect of job crafting on work engagement, the effect of work engagement on organizational citizenship behavior, the influence of person job fit on organizational citizenship behavior through work engagement, the effect of job crafting on work engagement, the effect of job crafting on organizational citizenship behavior through work engagement. This study uses a causal type of research using a quantitative approach with a sample of 76 respondents who are employees of the Medan Mayor's Office. Data collection techniques using interviews and a list of statements such as questionnaires and data analysis techniques using Partial Least Square (SmartPLS) to test the seven hypotheses proposed in this study. The results show that person job fit has a significant effect on organizational citizenship behavior, job crafting has a significant effect on organizational citizenship behavior, person job fit has a significant effect on work engagement, job crafting has a significant effect on work engagement, person job fit has no effect on organizational citizenship behavior through work engagement (in other words, work engagement does not act as a mediator), job crafting has a significant effect on organizational

Keywords: Person Job Fit, Job Crafting, Work Engagement, Organizational Citizenship Behavior

Abstrak: Tujuan penelitian ini adalah untuk mengetahui dan menganalisis pengaruh *person job fit* terhadap *organizational citizenship behavior*, pengaruh *job crafting* terhadap *organizational citizenship behavior*, pengaruh *person job fit* terhadap *work engagement*, pengaruh *job crafting* terhadap *work engagement*, pengaruh *work engagement* terhadap *organizational citizenship behavior*, pengaruh *person job fit* terhadap *organizational citizenship behavior* melalui *work engagement*, pengaruh *job crafting* terhadap *work engagement*, pengaruh *job crafting* terhadap *organizational citizenship behavior* melalui *work engagement*. Dalam penelitian ini menggunakan jenis penelitian kausal dengan menggunakan pendekatan kuantitatif dengan sampel sebanyak 76 responden merupakan pegawai Kantor Walikota Medan. Teknik pengumpulan data menggunakan wawancara dan daftar pernyataan seperti kuesioner serta Teknik analisis data menggunakan *Partial Least Square* (SmartPLS) untuk menguji tujuh hipotesis yang diajukan dalam penelitian ini. Hasil penelitian menunjukkan bahwa *person job fit* berpengaruh signifikan terhadap *organizational citizenship behavior*, *job crafting* berpengaruh signifikan terhadap *organizational citizenship behavior*, *person job fit* berpengaruh signifikan terhadap *work engagement*, *job crafting* berpengaruh signifikan terhadap *work engagement*, *person job fit* tidak berpengaruh terhadap *organizational citizenship behavior* melalui *work engagement* (Dengan kata lain *work engagement* tidak berperan sebagai mediator), *job crafting* berpengaruh signifikan terhadap *organizational*

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citizenship behavior melalui *work engagement* (Dengan kata lain *work engagement* berperan sebagai mediator).

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

INTRODUCTION

Human resources (HR) is a very important factor that cannot even be separated from an organization, both institutions and companies. In essence, human resources in the form of humans who are employed in an organization as movers, thinkers and planners to achieve the goals of the organization. Government HR Management aims to optimize the work of employees in the public sector from the aspect of management functions such as planning, implementation, organizing, controlling or supervising.

In government institutions, human resources are a determining factor for the success or failure of a good service. Therefore, human resources have a role as the utilization of the state apparatus so that it continues to be improved, especially with regard to quality, service efficiency and protection for the community as well as the professional ability and welfare of the apparatus in supporting the implementation of tasks. In Law No.43 of 1999 concerning Civil Servants, it is stated that: "To achieve the quality goal of every employee, a high employee commitment to the organization is required.

Human resources whose performance is measurable and has targets that are in accordance with company standards will certainly be a high-value asset. Furthermore, this attitude must be built and maintained so that the performance of each individual remains optimal. Among these attitudes known in organizations is about Organizational citizenship behavior (OCB) or generally referred to as employee citizenship behavior. This behavior is a feeling that arises when employees are able to contribute more to achieving the company's vision and mission.

According to (Robbins & Coulter, 2012) Organizational citizenship behavior is behavior of its own will that is not part of the demands of formal work, but encourages the effectiveness of organizational functions"

A suitability at work or in other words the suitability of work with individuals (person job fit) is very influential with organizational citizenship behavior which is where if a person's work is in accordance with himself, it will create or cause organizational behavior, for example voluntarily doing work that exceeds the standard of the tasks assigned to him. or help other employees who have difficulty at work.

Human resources will determine the success and achievement of the organization, so organizations need to make regulations as rules that must be followed by all members of the organization. One of the things that must be followed by employees is Person Job Fit which is a condition that describes the suitability between the ability of workers and the jobsdesk provided by the company, as well as what jobs can be given to the employee.

As a central factor in an organization or company, human resources must be managed properly. The goal is of course so that productivity runs optimally and company goals can be achieved. One way to do this is to use the theory of person job fit. Person Job Fit itself is a condition that describes the suitability between the ability of workers and the job desk provided by the company and what jobs can be given to the employee, therefore if the work and individuals in the company are for employees, it will increase employee work involvement behavior towards the company. This is in accordance with research from (Bangun, 2018). However, there is also research from (Alfani & Hadini,

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2018) which states that Person Job Fit has no significant effect on Organizational Citizenship Behavior (OCB).

Person Job Fit concerns the relationship between individual characteristics and certain job characteristics. From this opinion, it can be concluded that person job fit is the suitability between individual characteristics (including abilities and needs or desires) against certain job characteristics and those of the work or tasks performed in the workplace (Robbins & Coulter, 2010). In addition to the importance of Person Job Fit, Job crafting is also an important factor that determines the life of an organization. Job crafting itself is the skill of employees who can redesign their work on their own initiative, with or without management involvement to balance the demands and resources of the job with their personal abilities or needs. Job crafting itself includes very complex job changes, starting from the system, the way of working to finally having an effect on work results.

Job crafting can be equated with the words innovation and high-level creativity, which with an inner drive gives the strength to do new things even though there is no support from the environment or management. Job crafting really comes from within, no matter what the existing system is, but with the intention of eliminating boredom, they create something new.. Meanwhile, according to (Tims & Bakker, 2012) Job Crafting carried out by employees in mobilizing and increasing work resources, reducing job demands that inhibit, and increasing challenging aspects of work will lead to work linkages. So with the existence of job crafting, employees can also behave voluntarily to do work that exceeds the standard tasks that are usually given to them, employees like this are usually an asset for an organization. This is in accordance with research (Fatsiyah, 2019) which states that there is a significant effect between job crating on organizational citizenship behavior (OCB) but there is also research from (Riyanto & Helmy, 2020) which states a negative influence between job crating on organizational citizenship behavior (OCB). In addition to job crafting, factors that influence an organization to form a quality employee who has work engagement (work involvement). According to (Yudiani, 2017) Work Engagement is a condition of employees who feel connected, satisfied and enthusiastic about their work. Employees who have high engagement will feel passionate and very connected to their work. As for research from (Wulandari, 2021) which states that there is an effect of work engagement on organizational Citizenship Behavior and there is also research from (Riyanto & Helmy, 2020) which states that there is no influence between work engagement on organizational Citizenship Behavior.

The object of this research is the Medan Mayor's Office which also definitely requires a reliable workforce and has a high commitment to the organization in order to be able to provide progress and easily achieve company goals. The Medan Mayor's Office has a mission to improve the quality of reliable apparatus and improve services that are faster and more precise. However, based on the initial observations that the author made at the Medan Mayor's Office, there are several problems regarding the human resources working in the office.

Organizational Citizenship Behavior (OCB) can be seen how a worker tries to empathize with other conditions and helps each other towards other employees, or it can also be interpreted as a behavior in the workplace that is in accordance with personal assessments that exceed one's basic work. And it can also be explained as behavior that exceeds task demands, and employees or employees should be able to voluntarily do work that exceeds the standard of the tasks assigned to them and help other employees when they have difficulties in carrying out their duties. However, based on the survey that the author conducted, there are still many employees who do not help each other, it seems

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that there is no tolerance given if they get into trouble at work. Other employees only care about their personal interests.

Seeing the phenomenon, it can be seen that indirectly organizational citizenship behavior or organizational citizenship behavior from employees at the Medan Mayor's Office still needs to be improved. In fact, it is not that easy to grow organizational citizenship behavior in employees. In addition, there is still a discrepancy between the individual and his job (person job fit) which can be seen from an employee who does not understand the task given by the supervisor because it is not in accordance with the employee's expertise with his jobdesk. The suitability of a candidate for the position they choose has a huge impact, both for themselves and the company. When an employee or employees have confidence that the work they do is suitable for them and the skills they have, their initiative to develop themselves professionally will also increase. This can also have a positive impact on company productivity.

The author also sees the lack of provision of facilities for employees or superiors who should be able to hear the ideas of each employee. As a boss, you need the company or the mayor's office to realize the employee's ideas, because this support is very helpful so that employees feel valued for their ideas. When the organization is not given good treatment to its employees, the organization can lose talented employees. The Medan Mayor's Office also considers that work engagement is important for the organization, I can see it from the employees who are still there to procrastinate on talking about various things outside of work, lack of attachment to work and lack of enthusiasm (work engagement) in completing work. The phenomenon of work engagement occurs in Indonesia, according to research by Gallup (2013), which shows that Indonesia is at the bottom of employee engagement. These results show that only 8% of Indonesian employees are attached to their jobs.

THEORETICAL REVIEW

Organizational citizenship behavior. Organizational citizenship behavior (OCB) is an extra individual behavior, which cannot be directly or explicitly recognized in a formal work system, and in aggregate can increase the effectiveness of organizational functions Munir, (2020). According to Titisari, (2016) Organizational citizenship behavior (OCB) is an individual contribution that exceeds the guidance of the role in the workplace. This OCB involves several actors including helping others, volunteering for extra tasks, obeying the rules and procedures in the workplace. According to Titisari, (2016) the factors that effects performance: (1) internal factors (job satisfaction, organizational commitment, personality, employee morale, motivation). (2) external factors (leadership style, trust in the leader, organizational culture). And indicators of organizational citizenship behavior according to Titisari, (2014) are: Altruism, Conscientiousness, Sportmanship, Courtesy, Civic Virtue.

Person Job Fit. Person Job Fit, the existence of a match between the characteristics of the task/job with the individual's ability to carry out the task, will strengthen the employee's bond to his work, namely the employee will be more committed to the job (Alfani & Hadini, 2018). Furthermore, Snell & Bohlander, (2013) argue that Person Job Fit is a job specification process as an effort to help identify the individual competencies of employees needed to gain success, such as knowledge, skills, expertise, and other factors that can refer to obtaining superior performance, by Therefore, this variable is very important to be considered by the company. According to Asmike & Setiono, (2020)

the factors that effects Person job fit include: (1) Technical knowledge, special skills, and personal abilities (2) Social skills (3) Personnel needs (4) Personal nature. And the indicators of person job fit according to Alfani & Hadini, (2018) are: (1) Understanding and mastering the task (2) Conformity of goals (3) being able to interact (4) Conformity of characteristics (5) Suitability of work.

Person job fit defined as the compatibility between individuals and the work or tasks they perform at work. This definition includes compatibility (capability) based on the employee's needs and the work equipment available to meet those needs, as well as the job demands and the employee's ability to meet those needs. According to research Izzaty et al., (2018) concluded that person job fit has a direct or positive and significant effect on organizational citizenship behavior (OCB). The suitability of existing jobs in employees with compatibility between individuals with the desired skills and jobs leads to civic behavior among existing employees.

H1 : *Person Job Fit effects on Organizational Citizenship Behavior*

H2 : *Crafting Jobs effects on Organizational Citizenship Behavior*

Job Crafting. Job crafting as a form of initiative behavior and the ability of employees to manage aspects of their work aimed at improving their working conditions Petrou et al., (2012) As for another definition of job crafting proposed by Kanteen, (2014), as an effort to change the boundaries of work, work relations and the meaning of work for the benefit or convenience of the employee himself. According to Tims & Bakker, (2012) the factors that influence job crafting are: (1) the need for personal control (2) a positive self-image. And the job crafting indicators according to Tims & Bakker, (2012) are: (1) Increasing structural job resources (increasing resources) (2) Decreasing hindering demands (reducing job demands) (3) Increasing Challenging Job Demands (Increasing ability in challenging things) (4) Increasing social job resources (Improving social relations).

Job crafting is the way in which individuals change aspects and perceptions of the job to suit the characteristics of the job and the needs of the employee. Job crafting has an effect on organizational citizenship behavior because it is an effort to increase challenges related to work carried out in the workplace, for example proactively volunteering when there is an interesting job or regularly doing additional jobs even though they are not paid. This again relates to the definition of organizational citizenship behavior itself, namely behavior that is voluntary, and there is no coercion in prioritizing the interests of the organization and is not directly related to the formal reward system.

So it can be seen that job crafting plays a role with the level of organizational citizenship behavior owned by employees. Employees who have high job crafting will also have high organizational citizenship behavior (OCB) towards the company. This is supported by the results of research conducted by Fatsiyah, (2019); and Riyanto & Helmy, (2020); which concludes that job crafting has a significant positive effect on organizational citizenship behavior. If job crafting is done well, it will have a positive, effective, and efficient impact in completing a job so that work can create a sense of work engagement. Judging from previous research, it can be said that job crafting effects work engagement positively and significantly. This is supported by research conducted by (Riyanto & Helmy, 2020; Shah, 2020; and Aldrin & Merdiaty, 2019).

H3 : *Person Job Fit effects work engagement*

H4 : *Crafting Jobs effects work engagement*

Work engagement. According to Hermanto & Srimulyani, (2020) the totality of work (work engagement) is a psychological component, not physical. This means that employees who are still working in a position do not necessarily have an interest in work. Meanwhile, Yudianti, (2017) states that Work Engagement is a condition of employees who feel connected, satisfied and enthusiastic about their work. Employees who have high engagement will feel passionate and very connected to their work. According to Bakker & Leiter, (2010) the factors that make up Work Engagement: (1) work demands (2) work resources (3) personal resources. According to Imperatori, (2017) Work Engagement consists of 4 indicators, namely: (1) Vigor (2) Dedication (3) Absorption.

Person job fit atau kecocokan kerja seseorang dapat diukur dan dilihat dengan *Person job fit* the suitability of a person's work can be measured and seen by the alignment of the personality possessed by the employee with the work and responsibilities that must be carried out by him. With the creation of a person job fit, it will create employee bonds with their work, where employees will be more loyal and committed to the work in the company. Further understanding by Schaufeli & Bakker, (2014) The company must pay attention to some suitability or compatibility that employees must have for the benefit of the company, including the suitability of an employee with his job, the type of work, to the work climate in the company. Based on some of the opinions above, it can be concluded that the company must pay attention to the person job fit of each individual in order to create employee bonds and loyalty to the organization, because if there is a match between the individual and his job, it will create job satisfaction that creates work engagement and employee loyalty to the company. So it can be concluded that the person job fit variable has a significant positive effect on work engagement. This is in line with research conducted by (Sulistiowati et al., 2018); Sulistiowati et al., 2017; and Cai et al., 2018).

Organizational citizenship behavior (OCB) can be regarded as behaviors that contribute to maintenance and improvement, both social and psychological. This can happen if employees have an active involvement in their work. This is in line with the results of research from Mohsin, (2018); and Wulandari, (2021); which explains that work engagement and the effect of positive components of organizational citizenship behavior have a positive and significant relationship, because the more active employees are intensely involved with their work, the higher the possibility for them to show organizational citizenship behavior.

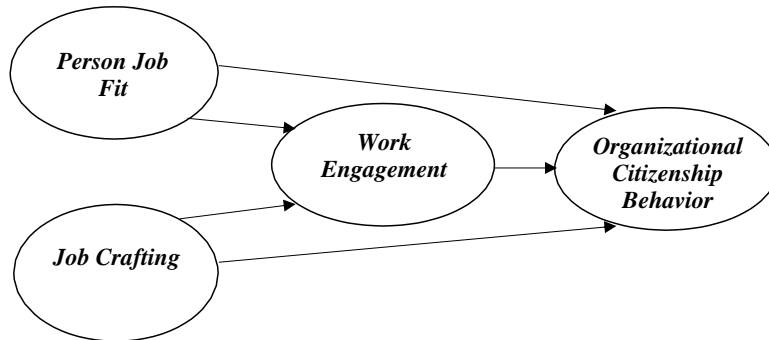
H5 : Work Engagement effects on Organizational Citizenship Behavior

H6 : Person Job Fit effects on Organizational Citizenship Behavior through Work Engagement

H7 : Job Crafting effects Organizational Citizenship Behavior through Work Engagement

The above explanation by adjusting to previous studies, it can be described the influence between person job fit and job crafting on organizational citizenship behavior through work engagement as follows:

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METHODS

This type of research is survey research, because it takes a sample from one population. This study uses an explanatory research approach, which aims to explain the causal relationship between research variables and testing hypotheses. This research is included in the category of causal research using a quantitative approach. According to Juliandi et al., (2014) causal research is research that wants to see whether a variable that acts as an independent variable has an effect on other variables that are the dependent variable. According to Juliandi et al., (2014) quantitative research is research in which the problem is not determined at the outset, but the problem is found after the researcher goes into the field and if the researcher gets a new problem then the problem is re-examined until all the problems have been answered.

Researchers took the population of Medan Mayor's Office employees in the General Section of the Medan City Secretariat which amounted to 76 people. the sample is part of the number and characteristics of the population. If a large population of researchers is not possible to study everything in the population, for example due to limited funds, manpower, and time, the researcher can use samples taken from that population. As for determining the number / size of the sample in this study with the saturated sample method where all members of the population were sampled as many as 76 people.

The data in this study will be analyzed with a quantitative descriptive approach because it uses numbers, starting from data collection, interpretation of the data, as well as the appearance of the results and described by deduction that departs from general theories, then with observations to test the validity of the validity of the theory drawn. conclusion. Then it is described descriptively, because the results will be directed to describe the data obtained and to answer the formulation. The data analysis technique of this research uses statistical analysis, namely the partial least square - structural inquiry model (PLSSEM) which aims to perform path analysis with latent variables.

RESULTS

Discriminant validity is carried out to ensure that each concept of each latent model is different from other variables. (Juliandi, 2018). The table below shows the results of the AVE (Average Variant Extracted).

Tabel 1 AVE (Average Variant Extracted)

Variabel/Konstruk	AVE (Average Variant Extracted)	Hasil Uji
Person Job Fit (X1)	0.565	Valid
Job Crafting (X2)	0.594	Valid
Work Engagement (Z)	0.564	Valid
Organizational Citizenship Behavior (Y)	0.533	Valid

Sumber: Hasil Pengolahan Data SmartPLS 3 (2022)

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Based on the table above, it is known that the AVE (Average Variant Extracted) value of each variable is greater than 0.5. So it can be concluded that the variables or constructs used are valid.

Discriminant validity is related to the principle that the manifest variables of different constructs should not be highly correlated, discriminant validity is assessed based on the cross loading value. The rule of thumb used in the discriminant validity test is the cross loading value greater than 0.7. If the construct's correlation with the measurement item is greater than the size of the other constructs, it indicates that their block size is better than the other blocks. The results of the discriminant validity test are presented in table 4.2

Tabel 2. Cross Loading

No	Butir Pernyataan	X1	X2	Z	Y	Hasil Uji
Person Job Fit (X1)						
1	X1.1	0.725	0.624	0.605	0.605	Valid
2	X1.2	0.766	0.551	0.526	0.526	Valid
3	X1.3	0.721	0.607	0.517	0.517	Valid
4	X1.4	0.777	0.612	0.684	0.727	Valid
5	X1.5	0.753	0.684	0.648	0.662	Valid
6	X1.6	0.817	0.540	0.585	0.595	Valid
7	X1.7	0.713	0.546	0.492	0.533	Valid
8	X1.8	0.755	0.617	0.527	0.594	Valid
9	X1.9	0.761	0.658	0.557	0.629	Valid
10	X1.10	0.721	0.614	0.576	0.576	Valid
Job Crafting (X2)						
1	X2.1	0.690	0.808	0.629	0.704	Valid
2	X2.2	0.552	0.726	0.569	0.620	Valid
3	X2.3	0.723	0.793	0.614	0.675	Valid
4	X2.4	0.614	0.791	0.641	0.626	Valid
5	X2.5	0.633	0.772	0.594	0.678	Valid
6	X2.6	0.508	0.727	0.591	0.613	Valid
7	X2.7	0.661	0.815	0.636	0.659	Valid
8	X2.8	0.582	0.726	0.653	0.639	Valid
Work Engagement (Z)						
1	Z.1	0.556	0.666	0.751	0.642	Valid

2	Z.2	0.617	0.642	0.824	0.711	Valid
3	Z.3	0.592	0.664	0.840	0.694	Valid
4	Z.4	0.600	0.596	0.780	0.662	Valid
5	Z.5	0.563	0.573	0.753	0.693	Valid
6	Z.6	0.563	0.548	0.713	0.641	Valid
7	Z.7	0.605	0.596	0.769	0.660	Valid
8	Z.8	0.566	0.631	0.731	0.699	Valid
9	Z.9	0.625	0.590	0.723	0.674	Valid
10	Z.10	0.496	0.462	0.623	0.464	Valid
Organizational Citizenship Behavior (Y)						
1	Y1	0.598	0.670	0.669	0.726	Valid
2	Y2	0.652	0.623	0.633	0.770	Valid
3	Y3	0.603	0.704	0.739	0.763	Valid
4	Y4	0.603	0.614	0.526	0.713	Valid
5	Y5	0.578	0.575	0.679	0.703	Valid
6	Y6	0.624	0.578	0.658	0.746	Valid
7	Y7	0.648	0.625	0.754	0.727	Valid
8	Y8	0.604	0.615	0.634	0.735	Valid
9	Y9	0.624	0.571	0.579	0.707	Valid
10	Y10	0.536	0.592	0.520	0.705	Valid

Sumber: Hasil Pengolahan Data SmartPLS 3 (2022)

Based on the data presented in table 4.2 above, it can be seen that each indicator in the research variable has a higher cross loading value on the variables it forms compared to the cross loading value on other variables. Based on the results obtained, it can be stated that the indicators used in this study have good discriminatory validity in compiling their respective variables.

Analysis of the measurement model serves to ascertain whether the indicators used in measuring the latent variables are reliable and valid. The following model path coefficients have been processed using the SmartPLS 3.0 software.

Tabel 3. Reliability

Variabel/Konstruk	Cronbach's Alpha	Composite Reliability	Hasil Uji
Person Job Fit (X1)	0.914	0.928	Reliabel
Job Crafting (X2)	0.902	0.921	Reliabel
Work Engagement (Z)	0.913	0.928	Reliabel
Organizational Citizenship Behavior	0.903	0.919	Reliabel

Sumber: Hasil Pengolahan Data SmartPLS 3 (2022)

Based on the data presented above, it can be seen that each research variable has cronch's alpha and composite reliability values $\gt 0.60$. Based on the results obtained, it can be stated that the variables used in the study are declared reliable.

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Tabel 4 R-Square

	R Square	R Square Adjusted
Organizational Citizenship Behavior (Y)	0.847	0.841
Work Engagement (Z)	0.685	0.676

Sumber: Hasil Pengolahan Data SmartPLS 3 (2022)

The conclusion from testing the R-Square value above is as follows: R-Square Adjusted model path I = 0.847. it means that the ability of the variable X, namely person job fit and job crafting in explaining Y (Organizational Citizenship Behavior) is 84.7%, thus the model is classified as substance (strong); and (2) R-Square path II = 0.685 meaning that the ability of the variable X person job fit and Job crafting in explaining Z (Work engagement) is 68.5%, thus the model is classified as moderate.

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Inner Model Test or Structural Model Test

This test is used to evaluate the relationship between latent constructs as hypothesized in the study. Based on the PLS output, the following figure is obtained

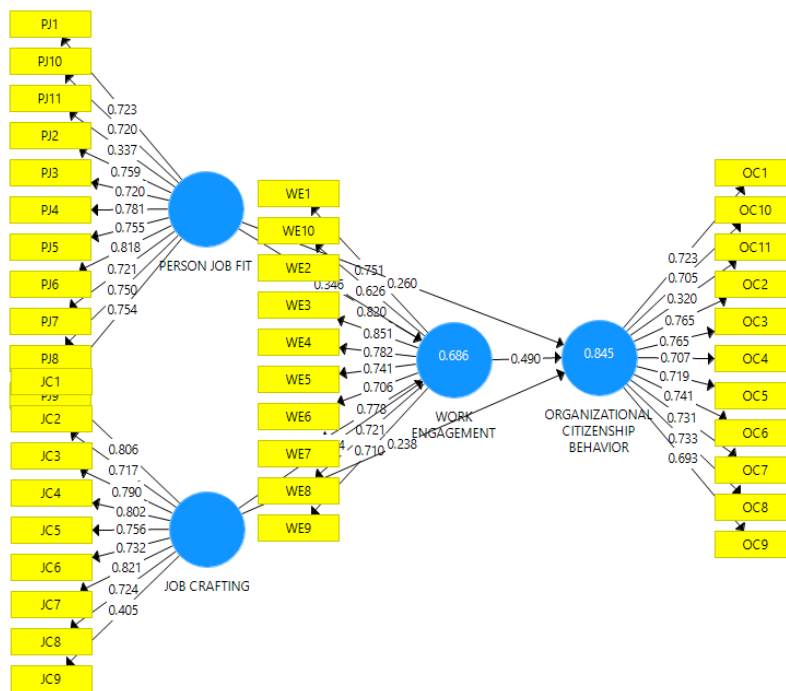


Figure 1. PLS Output

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Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T/Statistic (O/STDEV)	P Values
Person Job Fit (X1) -> Organizational Citizenship Behavior (Y)	0.264	0.261	0.099	2.609	0.008
Person Job Fit (X1) -> Work Engagement (Z)	0.345	0.355	0.097	3.555	0.000
Job Crafting (X2) -> Organizational Citizenship Behavior (Y)	0.260	0.235	0.117	2.221	0.027
Job Crafting (X2) -> Work Engagement (Z)	0.524	0.516	0.097	5.412	0.000
Work Engagement (Z) -> Organizational Citizenship Behavior (Y)	0.465	0.492	0.150	3.102	0.002

Sumber: Hasil Pengolahan Data SmartPLS 3 (2022)

Based on table 5 above, it can be stated that the hypothesis testing is as follows:

1. The effect of person job fit on organizational citizenship behavior has a path coefficient of 0.264. This influence has a probability value (P-Values) of $0.008 < 0.05$, meaning that person job fit has a positive and significant effect on organizational citizenship behavior in the Medan Mayor's Office employees.
2. The effect of person job fit on work engagement has a path coefficient of 0.345. This influence has a probability value (P-Values) of $0.000 < 0.05$, meaning that person job fit has a positive and significant effect on work engagement at the Medan Mayor's Office employees.
3. The effect of job crafting on organizational citizenship behavior has a path coefficient of 0.260. This effect has a probability value (P-Values) of $0.027 < 0.05$, meaning that job crafting has a positive and significant effect on organizational citizenship in the Medan Mayor's Office employees.
4. The effect of job crafting on work engagement has a path coefficient of 0.524. This effect has a probability value (P-Values) of $0.000 < 0.05$. This means that job crafting has a positive and significant effect on work engagement for employees of the Medan Mayor's Office.
5. The effect of work engagement on organizational citizenship behavior has a path coefficient of 0.465. This effect has a probability value (P-Values) of $0.002 < 0.05$. This means that work engagement has a positive and significant effect on organizational citizenship behavior in the employees of the Medan Mayor's Office.

DISCUSSION

The Effect of Person Job Fit on Organizational Citizenship Behavior (H1)

From the results of the analysis of hypothesis testing, it is known that Person Job Fit has a positive and significant effect on Organizational Citizenship Behavior which is assessed by the path coefficient of 0.264. The probability value obtained is $0.008 < 0.05$, with the value of TStatistics(|O/STDEV|) (t count) 2.609, and the value of t table 1.96, thus t count is greater than t table ($2.609 > 1.96$) so that H0 is rejected (H1 accepted). This means that Person Job Fit has a positive and significant effect on Organizational Citizenship Behavior on employees of the Medan Mayor's Office.

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The relationship between Person Job Fit and Organizational Citizenship Behavior is that employees who are in an organization if there is a match between employees and their work will have some impact on Organizational Citizenship Behavior, namely if an employee who feels fit or appropriate to do his job will create and cause a behavior. employees who voluntarily do work that exceeds the standard of tasks that have been assigned to them, in order to help the continuity of the organization in achieving its goals.

This is in line with research conducted by Bangun et al., (2017); and Suwanti & Udin, (2020) who concluded that the person job fit variable has a positive and significant influence on organizational citizenship behavior, which means that the higher the employee's person job fit, the higher the organizational citizenship behavior will be. Conversely, the lower the employee's person job fit, the lower the employee's organizational citizenship behavior. The results of this study indicate that the person job fit or job match that is owned by the Medan Mayor's Office helps to improve organizational citizenship behavior where employees voluntarily participate in organizational activities aimed at helping improve organizational success.

The Effect of Job Crafting on Organizational Citizenship Behavior (H2)

From the results of the analysis of hypothesis testing, it is known that job crafting has a positive and significant effect on organizational citizenship behavior which is assessed with a path coefficient of 0.260. The probability value obtained is $0.027 < 0.05$, with a tcount value of 2.221 and a t-table value of 1.96, thus tcount is greater than ttable ($2.221 > 1.96$) so that H_0 is rejected (H_a is accepted). This means that job crafting has a positive and significant effect on organizational citizenship behavior on employees of the Medan Mayor's Office.

This shows that the existence of job crafting or in another sense a form of change made by employees on their own initiative that is useful for balancing demands and human resources, with an organization will further improve organizational citizenship behavior among employees of the Medan Mayor's Office.

Employees who have high job crafting are usually described with high enthusiasm, energy, and loyalty as well as strong pride in the organization. Employees who have job crafting, they work passionately in making changes, this will encourage the emergence of organizational citizenship behavior in employees.

Medan Mayor's Office employees show high job crafting behavior, this can be seen from employees who work with enthusiasm and have high dedication and loyalty to the company.

This is in line with previous research by Fatsiyah, (2019); Riyanto & Helmy, (2020); Shusha, (2014) concludes that person job fit has a positive and significant effect on organizational citizenship behavior.

The Effect of Work Engagement on Organizational Citizenship Behavior (H3)

From the results of the analysis of hypothesis testing, it is known that work engagement has a positive and significant effect on organizational citizenship behavior which is assessed with a path coefficient of 0.465. The probability value obtained is $0.002 > 0.05$, with a tcount value of 3.102 and a ttable value of 1.96, thus the count is greater than ttable ($3.102 > 1.96$) so that H_0 is rejected (H_a is accepted). This means that work engagement has a positive and significant effect on organizational citizenship behavior on employees of the Medan Mayor's Office.

This shows that the perception of work involvement is able to improve organizational behavior in the employees of the Medan Mayor's Office. The better work involvement that occurs between employees, it can lead to organizational behavior among

employees who voluntarily do additional work and help employees who experience problems at work.

Work involvement or work engagement that has occurred at the Medan Mayor's Office is good, this can be seen from the employees who are very enthusiastic about working. Employees who have involvement, they will work with enthusiasm and feel a close relationship with other employees, this encourages the emergence of organizational citizenship behavior or behavior to help others voluntarily among employees.

This is in line with previous research by Wulandari, (2021); Farid et al., (2019); Handayani, (2016); Teori, (2022) concludes that there is a positive and significant relationship between work engagement and organizational citizenship behavior.

The Effect of Person Job Fit on Work Engagement (H4)

From the analysis of hypothesis testing, it is known that person job fit has a positive and significant effect on work engagement which is assessed from the path coefficient of 0.345. The probability value obtained is $0.000 < 0.05$, with a tcount value of 3.555 and a t-table value of 1.96, thus the count is greater than ttable ($3.555 > 1.96$) so that H0 is rejected (Ha is accepted). This means that person job fit has a positive and significant effect on work engagement for employees of the Medan Mayor's Office.

This shows that the better the quality of compatibility between work and employees, the greater the engagement with an organization.

Person job fit is a job that matches the employee by looking at the abilities possessed by the employee and the demands of the work that have been charged. When the person job fit is in accordance with the employee's abilities, the employee will have a sense of involvement in work. The suitability of work with individuals has a synergistic impact on employee performance.

Personnel job fit that is appropriate can increase employee work involvement at the Medan Mayor's Office. Employees who have high engagement and involvement with their work indicate that these employees have quite good personal innovation compared to other employees.

This is in line with previous research by (Ramdani & Rahardjo, 2017; Hamid & Yahya, (2010); (Nur, 2017) concludes that there is a positive and significant relationship between person job fit and work engagement.

The Effect of Job Crafting on Work Engagement (H5)

From the results of the analysis of hypothesis testing, it is known that job crafting has a positive and significant effect on work engagement which is assessed by a path coefficient of 0.524. The probability value obtained is $0.000 < 0.05$, with a tcount value of 5.421 and a ttable value of 1.96, thus tcount is greater than ttable ($5.421 > 1.96$) so that H0 is rejected (Ha is accepted). This means that job crafting has a positive and significant effect on work engagement for employees of the Medan Mayor's Office.

This shows that the perception of changes made by employees on their own initiative is able to increase the involvement of Medan Mayor's Office employees, where the better job crafting that employees do, the more work involvement will be.

Work engagement will occur if there is a sense of initiative from employees to make changes in their work. When employees have a sense of initiative, employees will show behaviors that can help achieve organizational goals, they are willing to work with extra effort.

Job crafting is an employee's strategy to adjust the characteristics of the job, either physically or cognitively according to the preferences, skills, and needs of the employee himself so that the work done becomes more meaningful.

This is in line with previous research by Syah, (2020); Riyanto & Helmy, (2020); Kooij et al., (2017) concluded that there is a significant positive relationship between job crafting and work engagement.

The Effect of Person Job Fit on Organizational Citizenship Behavior Mediated by Work Engagement (H6)

From the results of the analysis of hypothesis testing, it is known that person job fit has no significant effect on organizational citizenship behavior mediated by work engagement which is assessed with a path coefficient of 0.161. The probability value obtained is $0.036 > 0.05$, with a tcount value of 2.100 and a t-table value of 1.96, with thus tcount is smaller than ttable ($2,100 < 1.96$). It can be concluded that there is an influence between person job fit on organizational citizenship behavior through work engagement at the Medan Mayor's Office. This means that the mediating variable (work engagement) becomes a mediator between person job fit and organizational citizenship behavior.

The suitability of work to individuals (person job fit) as a whole on organizational behavior has a very good impact, if the work of employees is appropriate, it will create employee behavior voluntarily to do or help other employees in doing work (organizational citizenship behavior).

Then another factor that influences organizational citizenship behavior is work engagement. Where one way to increase work engagement or employee involvement with the organization is to make employees feel that the organization creates exemplary organizational behavior such as helping employees who have problems at work.

In this study, researchers found the impact of person job fit on organizational citizenship behavior through work engagement, which means that the suitability of work with individuals (person job fit) has an impact on organizational behavior or voluntary behavior in doing work that exceeds the standard of tasks assigned to them or helping other employees. who have difficulty in working (organizational citizenship behavior) by creating a sense of involvement or interest in work (work engagement). So, it can be concluded that work engagement is able to mediate the effect of person job fit on organizational citizenship behavior. The hypothesis is rejected.

The results of this study are in line with Alfani & Hadini, (2018) which concluded that person job fit has a significant effect on organizational citizenship behavior, Nurhaida et al., (2022) person job fit has a significant effect on work engagement. Work engagement is able to mediate the effect of person job fit on organizational citizenship behavior.

The Effect of Job Crafting on Organizational Citizenship Behavior Mediated by Work Engagement (H7)

From the results of the analysis of hypothesis testing, it is known that job crafting has a positive and significant effect on organizational citizenship behavior mediated by work engagement which is assessed with a path coefficient of 0.244. The probability value obtained is $0.012 < 0.05$, with a tcount value of 2,527 and a ttable value of 1.96, thus tcount is greater than ttable ($2,527 > 1.96$) so that H0 is rejected (Ha is accepted). This means that job crafting has a positive and significant effect on organizational citizenship behavior mediated by work engagement on employees of the Medan Mayor's Office.

This shows that job crafting is able to improve organizational citizenship behavior which is mediated by work engagement on employees of the Medan Mayor's Office. Where with high job crafting, employees can lead to work involvement. This illustrates that the employee is doing his job with his own initiative to make changes (job crafting) which can lead to a sense of involvement in working within himself. And with this sense

of work engagement, employees will also foster organizational behavior (OCB) towards other employees, for example, when an employee experiences problems in doing his job, other employees will help him.

Job crafting contributes as a whole to organizational citizenship behavior in the form of individual behavior that exceeds the demands of the role in the workplace. When employees feel they can create or create a sense of initiative in making changes in their work, then they will try with all their abilities to complete the work optimally.

Then another factor that influences organizational citizenship behavior is work engagement. Where one way to increase work engagement or employee involvement with the organization is to make employees feel needed and provide welfare for them.

These results are in line with previous research by (Riyanto & Helmy, 2020) concluding that job crafting has a positive and significant effect on organizational citizenship behavior, job crafting has a positive and significant effect on work engagement, work engagement mediates the effect of job crafting on work engagement.

CONCLUSION

Person Job Fit has a positive and significant effect on Organizational Citizenship Behavior on employees of the Medan Mayor's Office. Job crafting has a positive and significant effect on organizational citizenship behavior in the employees of the Medan Mayor's Office. Work engagement has a positive and significant effect on organizational citizenship behavior on employees of the Medan Mayor's Office. Person job fit has a positive and significant effect on work engagement at the Medan Mayor's Office employees. Job crafting has a positive and significant effect on work engagement for employees of the Medan Mayor's Office. Person job fit has a significant effect on organizational citizenship behavior which is mediated by work engagement in Medan Mayor's Office Employees. Job crafting has a positive and significant effect on organizational citizenship behavior through work engagement on employees of the Medan Mayor's Office..

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Work Engagement: Determinants and Its Effect On Organizational Citizenship Behavior

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Abstract: The purpose of this study was to determine and analyze the effect of person job fit on organizational citizenship behavior, the effect of job crafting on organizational citizenship behavior, the effect of person job fit on work engagement, the effect of job crafting on work engagement, the effect of work engagement on organizational citizenship behavior, the influence of person job fit on organizational citizenship behavior through work engagement, the effect of job crafting on work engagement, the effect of job crafting on organizational citizenship behavior through work engagement. This study uses a causal type of research using a quantitative approach with a sample of 76 respondents who are employees of the Medan Mayor's Office. Data collection techniques using interviews and a list of statements such as questionnaires and data analysis techniques using Partial Least Square (SmartPLS) to test the seven hypotheses proposed in this study. The results show that person job fit has a significant effect on organizational citizenship behavior, job crafting has a significant effect on organizational citizenship behavior, person job fit has a significant effect on work engagement, job crafting has a significant effect on work engagement, person job fit has no effect on organizational citizenship behavior through work engagement (in other words, work engagement does not act as a mediator), job crafting has a significant effect on organizational

Keywords: Person Job Fit, Job Crafting, Work Engagement, Organizational Citizenship Behavior

Abstrak: Tujuan penelitian ini adalah untuk mengetahui dan menganalisis pengaruh *person job fit* terhadap *organizational citizenship behavior*, pengaruh *job crafting* terhadap *organizational citizenship behavior*, pengaruh *person job fit* terhadap *work engagement*, pengaruh *job crafting* terhadap *work engagement*, pengaruh *work engagement* terhadap *organizational citizenship behavior*, pengaruh *person job fit* terhadap *organizational citizenship behavior* melalui *work engagement*, pengaruh *job crafting* terhadap *work engagement*, pengaruh *job crafting* terhadap *organizational citizenship behavior* melalui *work engagement*. Dalam penelitian ini menggunakan jenis penelitian kausal dengan menggunakan pendekatan kuantitatif dengan sampel sebanyak 76 responden merupakan pegawai Kantor Walikota Medan. Teknik pengumpulan data menggunakan wawancara dan daftar pernyataan seperti kuesioner serta Teknik analisis data menggunakan *Partial Least Square* (SmartPLS) untuk menguji tujuh hipotesis yang diajukan dalam penelitian ini. Hasil penelitian menunjukkan bahwa *person job fit* berpengaruh signifikan terhadap *organizational citizenship behavior*, *job crafting* berpengaruh signifikan terhadap *organizational citizenship behavior*, *person job fit* berpengaruh signifikan terhadap *work engagement*, *job crafting* berpengaruh signifikan terhadap *work engagement*, *person job fit* tidak berpengaruh terhadap *organizational citizenship behavior* melalui *work engagement* (Dengan kata lain *work engagement* tidak berperan sebagai mediator), *job crafting* berpengaruh signifikan terhadap *organizational*

citizenship behavior melalui *work engagement* (Dengan kata lain *work engagement* berperan sebagai mediator).

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

INTRODUCTION

Human resources (HR) is a very important factor that cannot even be separated from an organization, both institutions and companies. In essence, human resources in the form of humans who are employed in an organization as movers, thinkers and planners to achieve the goals of the organization. Government HR Management aims to optimize the work of employees in the public sector from the aspect of management functions such as planning, implementation, organizing, controlling or supervising.

In government institutions, human resources are a determining factor for the success or failure of a good service. Therefore, human resources have a role as the utilization of the state apparatus so that it continues to be improved, especially with regard to quality, service efficiency and protection for the community as well as the professional ability and welfare of the apparatus in supporting the implementation of tasks. In Law No.43 of 1999 concerning Civil Servants, it is stated that: "To achieve the quality goal of every employee, a high employee commitment to the organization is required.

Human resources whose performance is measurable and has targets that are in accordance with company standards will certainly be a high-value asset. Furthermore, this attitude must be built and maintained so that the performance of each individual remains optimal. Among these attitudes known in organizations is about Organizational citizenship behavior (OCB) or generally referred to as employee citizenship behavior. This behavior is a feeling that arises when employees are able to contribute more to achieving the company's vision and mission.

According to (Robbins and Coulter, 2018) Organizational citizenship behavior is behavior of its own will that is not part of the demands of formal work, but encourages the effectiveness of organizational functions"

A suitability at work or in other words the suitability of work with individuals (person job fit) is very influential with organizational citizenship behavior which is where if a person's work is in accordance with himself, it will create or cause organizational behavior, for example voluntarily doing work that exceeds the standard of the tasks assigned to him. or help other employees who have difficulty at work.

Human resources will determine the success and achievement of the organization, so organizations need to make regulations as rules that must be followed by all members of the organization. One of the things that must be followed by employees is Person Job Fit which is a condition that describes the suitability between the ability of workers and the jobsdesk provided by the company, as well as what jobs can be given to the employee.

As a central factor in an organization or company, human resources must be managed properly. The goal is of course so that productivity runs optimally and company goals can be achieved. One way to do this is to use the theory of person job fit. Person Job Fit itself is a condition that describes the suitability between the ability of workers and the job desk provided by the company and what jobs can be given to the employee, therefore if the work and individuals in the company are for employees, it will increase employee work involvement behavior towards the company. This is in accordance with research from (Bangun, 2018). However, there is also research from (Alfani and Hadini, 2018) which states that Person Job Fit has no significant effect on Organizational Citizenship Behavior (OCB).

Person Job Fit concerns the relationship between individual characteristics and certain job characteristics. From this opinion, it can be concluded that person job fit is the suitability between individual characteristics (including abilities and needs or desires) against certain job characteristics and those of the work or tasks performed in the workplace (Robbins and Coulter, 2018). In addition to the importance of Person Job Fit, Job crafting is also an important factor that determines the life of an organization. Job crafting itself is the skill of employees who can redesign their work on their own initiative, with or without management involvement to balance the demands and resources of the job with their personal abilities or needs. Job crafting itself includes very complex job changes, starting from the system, the way of working to finally having an effect on work results.

Job crafting can be equated with the words innovation and high-level creativity, which with an inner drive gives the strength to do new things even though there is no support from the environment or management. Job crafting really comes from within, no matter what the existing system is, but with the intention of eliminating boredom, they create something new. Job Crafting carried out by employees in mobilizing and increasing work resources, reducing job demands that inhibit, and increasing challenging aspects of work will lead to work linkages. So with the existence of job crafting, employees can also behave voluntarily to do work that exceeds the standard tasks that are usually given to them, employees like this are usually an asset for an organization (Rastogi and Chaudhary, 2018). This is in accordance with research (Fatsiyah, 2019) which states that there is a significant effect between job crating on organizational citizenship behavior (OCB) but there is also research from (Riyanto and Helmy, 2020) which states a negative influence between job crating on organizational citizenship behavior (OCB). In addition to job crafting, factors that influence an organization to form a quality employee who has work engagement (work involvement). According to (Yudiani, 2017) Work Engagement is a condition of employees who feel connected, satisfied and enthusiastic about their work. Employees who have high engagement will feel passionate and very connected to their work. As for research from (G. V. Wulandari, 2021) which states that there is an effect of work engagement on organizational Citizenship Behavior and there is also research from (Riyanto and Helmy, 2020) which states that there is no influence between work engagement on organizational Citizenship Behavior.

The object of this research is the Medan Mayor's Office which also definitely requires a reliable workforce and has a high commitment to the organization in order to be able to provide progress and easily achieve company goals. The Medan Mayor's Office has a mission to improve the quality of reliable apparatus and improve services that are faster and more precise. However, based on the initial observations that the author made at the Medan Mayor's Office, there are several problems regarding the human resources working in the office.

Organizational Citizenship Behavior (OCB) can be seen how a worker tries to empathize with other conditions and helps each other towards other employees, or it can also be interpreted as a behavior in the workplace that is in accordance with personal assessments that exceed one's basic work. And it can also be explained as behavior that exceeds task demands, and employees or employees should be able to voluntarily do work that exceeds the standard of the tasks assigned to them and help other employees when they have difficulties in carrying out their duties. However, based on the survey that the author conducted, there are still many employees who do not help each other, it seems that there is no tolerance given if they get into trouble at work. Other employees only care about their personal interests.

Seeing the phenomenon, it can be seen that indirectly organizational citizenship behavior or organizational citizenship behavior from employees at the Medan Mayor's Office still needs to be improved. In fact, it is not that easy to grow organizational citizenship behavior in employees. In addition, there is still a discrepancy between the individual and his job (person job fit) which can be seen from an employee who does not understand the task given by the supervisor because it is not in accordance with the employee's expertise with his jobdesk. The suitability of a candidate for the position they choose has a huge impact, both for themselves and the company. When an employee or employees have confidence that the work they do is suitable for them and the skills they have, their initiative to develop themselves professionally will also increase. This can also have a positive impact on company productivity.

The author also sees the lack of provision of facilities for employees or superiors who should be able to hear the ideas of each employee. As a boss, you need the company or the mayor's office to realize the employee's ideas, because this support is very helpful so that employees feel valued for their ideas. When the organization is not given good treatment to its employees, the organization can lose talented employees. The Medan Mayor's Office also considers that work engagement is important for the organization, I can see it from the employees who are still there to procrastinate on talking about various things outside of work, lack of attachment to work and lack of enthusiasm (work engagement) in completing work.

THEORETICAL REVIEW

Organizational citizenship behavior. Organizational citizenship behavior (OCB) is a relatively modern management concept that has attracted the attention of many researchers. Most of these studies show that OCB has important effects on organization, productivity, organizational competence, and organizational effectiveness in meeting goals and increasing employee morale (Demirel et al., 2018). Organizational Citizenship Behavior (OCB) is part of the science of organizational behavior. OCB is a form of work behavior that is usually not seen or taken into account. OCB is an extra role performance separate from in-role performance according to the job description (Gong et al., 2018). The second approach is to view OCB from a political principle or philosophy (Ningrum et al., 2020).

Organizational citizenship behavior (OCB) is an extra individual behavior, which cannot be directly or explicitly recognized in a formal work system, and in aggregate can increase the effectiveness of organizational functions (Munir, 2020). Furthermore, according to (Robbins and Coulter, 2018), organizational citizenship behavior is behavior of its own will that is not part of the demands of formal work, but encourages the effectiveness of organizational functions" meaning that OCB is a behavior of organizational members that exceeds what is required by the organization. Mohamed, (2016) defines OCB as a type of individual behavior that motivates employees to go beyond what job levels are expected of them by the organization and job description; what benefits both the organization and the employees.

According to (Wulandari and Prayitno, 2017) indicators in various OCB dimensions include the instinct to help/help behavior, civic character and sportsmanship. And indicators of organizational citizenship behavior according to (Titisari, 2014) are: Altruism, Conscientiousness, Sportsmanship, Courtesy, Civic Virtue.

Person Job Fit. Person Job Fit, the existence of a match between the characteristics of the task/job with the individual's ability to carry out the task, will strengthen the employee's bond to his work, namely the employee will be more committed to the job

(Alfani and Hadini, 2018). Furthermore, Fazriati and Budiono, (2017), Person job fit is the suitability or match between individual characteristics and characteristics of the work performed to meet the needs in the work environment. Mathis and Jackson, (2016) define that person organization fit is an agreement between an individual and organizational factors. According to Asmike and Setiono, (2020) the factors that effects Person job fit include: (1) Technical knowledge, special skills, and personal abilities (2) Social skills (3) Personnel needs (4) Personal nature. And the indicators of person job fit according to Alfani and Hadini, (2018) are: (1) Understanding and mastering the task (2) Conformity of goals (3) being able to interact (4) Conformity of characteristics (5) Suitability of work.

Person job fit defined as the compatibility between individuals and the work or tasks they perform at work. This definition includes compatibility (capability) based on the employee's needs and the work equipment available to meet those needs, as well as the job demands and the employee's ability to meet those needs. According to research Izzaty et al., (2018) concluded that person job fit has a direct or positive and significant effect on organizational citizenship behavior (OCB).

The suitability of existing jobs in employees with compatibility between individuals with the desired skills and jobs leads to civic behavior among existing employees. Person job fit can be measured and seen by the alignment of the personality possessed by the employee with the work and responsibilities that must be carried out by him. With the creation of a person job fit, it will create employee bonds with their work, where employees will be more loyal and committed to the work in the company. Companies must pay attention to the person job fit of each individual in order to create employee bonds and loyalty to the organization, because if there is a match between individuals and their work, they will be able to create job satisfaction that creates work engagement and employee loyalty to the company. The results of research by (Sulistiowati et al., 2018); (Sulistiowati et al., 2017); and (Cai et al., 2018) show that person job fit has a significant positive effect on work engagement

H1 : *Person Job Fit effects on Organizational Citizenship Behavior*

H2 : *Person Job Fit effects work engagement*

Job Crafting. Job crafting, which refers to employee-initiated design/redesign of work characteristics, could be an effective approach to improve both job and personal resources (Bakker and Demerouti, 2017). Furthermore, Amir, (2017), job Crafting is an opportunity to optimize self-potential, and improve organizational performance. Meanwhile, according to (Rudolph et al., 2017) Job Crafting is an adaptive strategy used to make workers more productive and actively involved in work-related matters. According to Tims and Bakker, (2012) the factors that influence job crafting are: (1) the need for personal control (2) a positive self-image. And the job crafting indicators according to Tims and Bakker, (2012) are: (1) Increasing structural job resources (increasing resources) (2) Decreasing hindering demands (reducing job demands) (3) Increasing Challenging Job Demands (Increasing ability in challenging things) (4) Increasing social job resources (Improving social relations).

Job crafting is the way in which individuals change aspects and perceptions of the job to suit the characteristics of the job and the needs of the employee. Job crafting has an effect on organizational citizenship behavior because it is an effort to increase challenges related to work carried out in the workplace, for example proactively volunteering when there is an interesting job or regularly doing additional jobs even though they are not paid. This again relates to the definition of organizational citizenship behavior itself, namely behavior that is voluntary, and there is no coercion in prioritizing the interests of the organization and is not directly related to the formal reward system.

So it can be seen that job crafting plays a role with the level of organizational citizenship behavior owned by employees. Employees who have high job crafting will also have high organizational citizenship behavior (OCB) towards the company. This is supported by the results of research conducted by Fatsiyah, (2019); Riyanto and Helmy, (2020); which concludes that job crafting has a significant positive effect on organizational citizenship behavior. If job crafting is done well, it will have a positive, effective, and efficient impact in completing a job so that work can create a sense of work engagement. Judging from previous research, it can be said that job crafting effects work engagement positively and significantly. This is supported by research conducted by (Riyanto and Helmy, 2020; Shah, 2020; and Aldrin and Merdiaty, 2019).

H2 : *Crafting Jobs effects* on Organizational Citizenship Behavior

H4 : *Crafting Jobs effects* work engagement

Work engagement. Robbins and Judge, (2019) mention that work engagement is an employee's involvement with, satisfaction with, and enthusiasm for the work he or she does. Joo et al., (2016) define work engagement as the embodiment of the physical, cognitive, and engagement as a positive, satisfying, and work-related state of mind characterized by passion, dedication, and absorption. According to Hermanto and Srimulyani, (2020) the totality of work (work engagement) is a psychological component, not physical.

This means that employees who are still working in a position do not necessarily have an interest in work. There are many understandings related to employee engagement, one of which according to (Bedarkar and Pandita, 2014) employee engagement as a work passion that involves positive feelings about your work, as well as preparation to go the extra mile and make sure you do it. the best of your ability. Several other researchers also define employee engagement as a psychological state in which employees have a positive attitude towards the organization and its values to perform at a level that exceeds job requirements (Stephanie and Gustomo, 2015). Psychological security from trusting relationships (especially with superiors), clear roles and confidence in self-disclosure, and guilt are more applicable to learning to compete (Heslin and Keating, 2017).

Meanwhile, Yudianti, (2017) states that Work Engagement is a condition of employees who feel connected, satisfied and enthusiastic about their work. Employees who have high engagement will feel passionate and very connected to their work. According to Imperatori, (2017) Work Engagement consists of 4 indicators, namely: (1) Vigor (2) Dedication (3) Absorption.

Person job fit the suitability of a person's work can be measured and seen by the alignment of the personality possessed by the employee with the work and responsibilities that must be carried out by him. With the creation of a person job fit, it will create employee bonds with their work, where employees will be more loyal and committed to the work in the company.

Further understanding by Schaufeli and Bakker, (2014) The company must pay attention to some suitability or compatibility that employees must have for the benefit of the company, including the suitability of an employee with his job, the type of work, to the work climate in the company. Based on some of the opinions above, it can be concluded that the company must pay attention to the person job fit of each individual in order to create employee bonds and loyalty to the organization, because if there is a match between the individual and his job, it will create job satisfaction that creates work engagement and employee loyalty to the company. So it can be concluded that the person job fit variable has a significant positive effect on work engagement. This is in line with research conducted by (Sulistiowati et al., 2018); Sulistiowati et al., 2017; and Cai et al., 2018).

Organizational citizenship behavior (OCB) can be regarded as behaviors that contribute to maintenance and improvement, both social and psychological. This can happen if employees have an active involvement in their work. This is in line with the results of research from Mohsin, (2018); and Wulandari, (2021); which explains that work engagement and the effect of positive components of organizational citizenship behavior have a positive and significant relationship, because the more active employees are intensely involved with their work, the higher the possibility for them to show organizational citizenship behavior.

H5 : Work Engagement effects on Organizational Citizenship Behavior

H6 : Person Job Fit effects on Organizational Citizenship Behavior through Work Engagement

H7 : Job Crafting effects Organizational Citizenship Behavior through Work Engagement

The above explanation by adjusting to previous studies, it can be described the influence between person job fit and job crafting on organizational citizenship behavior through work engagement as follows:

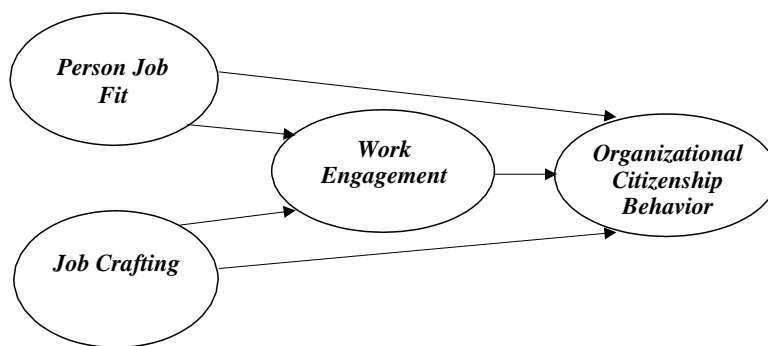


Figure 1. Conceptual Model of Organizational Citizenship Behavior

METHODS

This type of research is survey research, because it takes a sample from one population. This study uses an explanatory research approach, which aims to explain the causal relationship between research variables and testing hypotheses. This research is included in the category of causal research using a quantitative approach. According to (Sugiyono, 2018) causal research is research that wants to see whether a variable that acts as an independent variable has an effect on other variables that are the dependent variable. According to (Sugiyono, 2018) quantitative research is research in which the problem is not determined at the outset, but the problem is found after the researcher goes into the field and if the researcher gets a new problem then the problem is re-examined until all the problems have been answered.

Researchers took the population of Medan Mayor's Office employees in the General Section of the Medan City Secretariat which amounted to 76 people. the sample is part of the number and characteristics of the population. If a large population of researchers is not possible to study everything in the population, for example due to limited funds, manpower, and time, the researcher can use samples taken from that population. As for

determining the number / size of the sample in this study with the saturated sample method where all members of the population were sampled as many as 76 people.

The data in this study will be analyzed with a quantitative descriptive approach because it uses numbers, starting from data collection, interpretation of the data, as well as the appearance of the results and described by deduction that departs from general theories, then with observations to test the validity of the validity of the theory drawn. conclusion. Then it is described descriptively, because the results will be directed to describe the data obtained and to answer the formulation. The data analysis technique of this research uses statistical analysis, namely the partial least square - structural inquiry model (PLSSEM) which aims to perform path analysis with latent variables.

RESULTS

Discriminant validity is carried out to ensure that each concept of each latent model is different from other variables (Juliandi, 2018). The table below shows the results of the AVE (Avarage Variant Extracted).

Tabel 1. AVE (*Avarage Variant Extracted*)

Variable/Construct	AVE (<i>Avarage Variant Extracted</i>)	Test Results
<i>Person Job Fit</i>	0.565	Valid
<i>Job Crafting</i>	0.594	Valid
<i>Work Engagement</i>	0.564	Valid
<i>Organizational Citizenship Behavior</i>	0.533	Valid

Based on the table 1, it is known that the AVE (Avarage Variant Extracted) value of each variable is greater than 0.500. So it can be concluded that the variables or constructs used are valid.

Discriminant validity is related to the principle that the manifest variables of different constructs should not be highly correlated, discriminant validity is assessed based on the cross loading value. The rule of thumb used in the discriminant validity test is the cross loading value greater than 0.700. If the construct's correlation with the measurement item is greater than the size of the other constructs, it indicates that their block size is better than the other blocks. The results of the discriminant validity test are presented in table 4.2

Tabel 2. Cross Loading

No	Statement Items	Person			Organizational		Test Results
		Job Fit	Job Crafting	Work Engagement	Citizenship Behavior		
Person Job Fit							
1	X1.1	0.725	0.624	0.605	0.605	Valid	
2	X1.2	0.766	0.551	0.526	0.526	Valid	
3	X1.3	0.721	0.607	0.517	0.517	Valid	
4	X1.4	0.777	0.612	0.684	0.727	Valid	
5	X1.5	0.753	0.684	0.648	0.662	Valid	
6	X1.6	0.817	0.540	0.585	0.595	Valid	
7	X1.7	0.713	0.546	0.492	0.533	Valid	
8	X1.8	0.755	0.617	0.527	0.594	Valid	
9	X1.9	0.761	0.658	0.557	0.629	Valid	
10	X1.10	0.721	0.614	0.576	0.576	Valid	
Job Crafting							
1	X2.1	0.690	0.808	0.629	0.704	Valid	
2	X2.2	0.552	0.726	0.569	0.620	Valid	
3	X2.3	0.723	0.793	0.614	0.675	Valid	
4	X2.4	0.614	0.791	0.641	0.626	Valid	
5	X2.5	0.633	0.772	0.594	0.678	Valid	
6	X2.6	0.508	0.727	0.591	0.613	Valid	
7	X2.7	0.661	0.815	0.636	0.659	Valid	
8	X2.8	0.582	0.727	0.653	0.639	Valid	
Work Engagement							
1	Z.1	0.556	0.666	0.751	0.642	Valid	
2	Z.2	0.617	0.642	0.824	0.711	Valid	
3	Z.3	0.592	0.664	0.851	0.694	Valid	
4	Z.4	0.600	0.596	0.782	0.662	Valid	
5	Z.5	0.563	0.573	0.741	0.693	Valid	
6	Z.6	0.563	0.548	0.707	0.641	Valid	
7	Z.7	0.605	0.596	0.777	0.660	Valid	
8	Z.8	0.566	0.631	0.722	0.699	Valid	
9	Z.9	0.625	0.590	0.711	0.674	Valid	
10	Z.10	0.496	0.462	0.623	0.464	Valid	
Organizational Citizenship Behavior							
1	Y1	0.598	0.670	0.669	0.726	Valid	
2	Y2	0.652	0.623	0.633	0.770	Valid	
3	Y3	0.603	0.704	0.739	0.763	Valid	
4	Y4	0.603	0.614	0.526	0.713	Valid	
5	Y5	0.578	0.575	0.679	0.703	Valid	
6	Y6	0.624	0.578	0.658	0.746	Valid	
7	Y7	0.648	0.625	0.754	0.727	Valid	
8	Y8	0.604	0.615	0.634	0.735	Valid	
9	Y9	0.624	0.571	0.579	0.707	Valid	

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10	Y10	0.536	0.592	0.520	0.705	Valid
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Based on the data presented in table 4.2, it can be seen that each indicator in the research variable has a higher cross loading value on the variables it forms compared to the cross loading value on other variables. Based on the results obtained, it can be stated that the indicators used in this study have good discriminatory validity in compiling their respective variables.

Analysis of the measurement model serves to ascertain whether the indicators used in measuring the latent variables are reliable and valid. The following model path coefficients have been processed using the SmartPLS 3.0 software.

Tabel 3. Reliability

Variable/Construct	Cronbach's Alpha	Composite Reliability	Test Results
<i>Person Job Fit</i>	0.914	0.928	Reliabel
<i>Job Crafting</i>	0.902	0.921	Reliabel
<i>Work Engagement</i>	0.913	0.928	Reliabel
<i>Organizational Citizenship Behavior</i>	0.903	0.919	Reliabel

Based on the data presented above, it can be seen that each research variable has cronch's alpha and composite reliability values more than 0.600. Based on the results obtained, it can be stated that the variables used in the study are declared reliable.

Tabel 4. R-Square

	R Square	R Square Adjusted
<i>Organizational Citizenship Behavior</i>	0.847	0.841
<i>Work Engagement</i>	0.685	0.676

The conclusion from testing the R-Square value above is as follows: R-Square Adjusted model path 1 is equal 0.847. it means that the ability of the variable person job fit and job crafting in explaining Organizational Citizenship Behavior is 84.7 percent thus the model is classified as substance (strong); and (2) R-Square path II = 0.685 meaning that the ability of the variable person job fit and Job crafting in explaining Work engagement is 68.5 percent, thus the model is classified as moderate.

Inner Model Test or Structural Model Test

This test is used to evaluate the relationship between latent constructs as hypothesized in the study. Based on the PLS output, the following figure is obtained

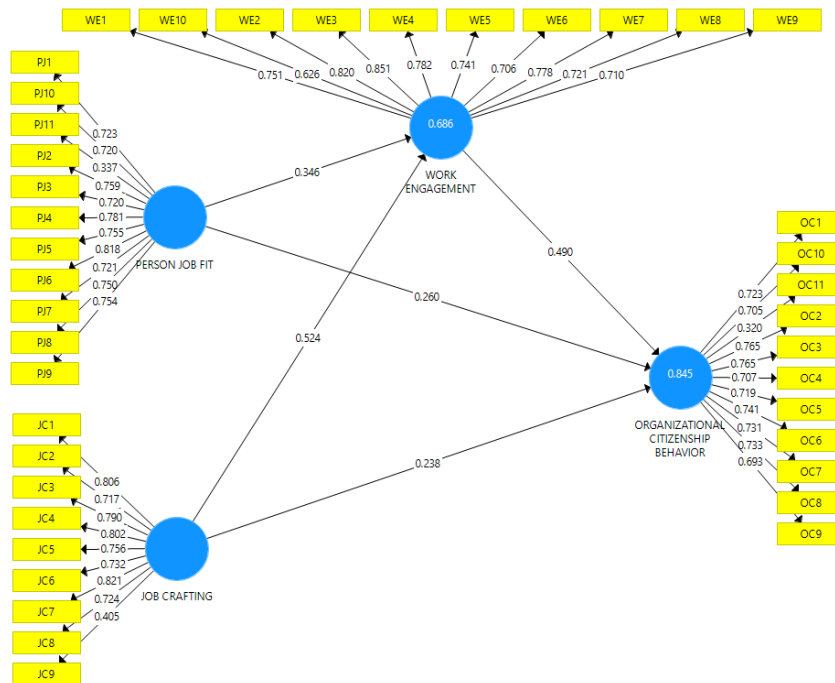


Figure 2. PLS Output

Table 5. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T/Statistic ((O/STDEV)	P Values
Person Job Fit → Organizational Citizenship Behavior	0.264	0.261	0.099	2.609	0.008
Person Job Fit → Work Engagement	0.345	0.355	0.097	3.555	0.000
Job Carfting → Organizational Citizenship Behavior	0.260	0.235	0.117	2.221	0.027
Job Carfting → Work Engagement	0.524	0.516	0.097	5.412	0.000
Work Engagement → Organizational Citizenship Behavior	0.465	0.492	0.150	3.102	0.002

Based on table 5, it can be stated that the hypothesis testing is as follows: The effect of person job fit on organizational citizenship behavior has a path coefficient of 0.264. This influence has a probability value (P-Values) of 0.008 less than 0.050, meaning that person job fit has a positive and significant effect on organizational citizenship behavior in the Medan Mayor's Office employees. The effect of person job fit on work engagement has a path coefficient of 0.345. This influence has a probability value (P-Values) of 0.000 less than 0.050, meaning that person job fit has a positive and significant

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effect on work engagement at the Medan Mayor's Office employees. The effect of job crafting on organizational citizenship behavior has a path coefficient of 0.260. This effect has a probability value (P-Values) of 0.027 less than 0.050, meaning that job crafting has a positive and significant effect on organizational citizenship in the Medan Mayor's Office employees. The effect of job crafting on work engagement has a path coefficient of 0.524. This effect has a probability value (P-Values) of 0.000 less than 0.050. This means that job crafting has a positive and significant effect on work engagement for employees of the Medan Mayor's Office, and the effect of work engagement on organizational citizenship behavior has a path coefficient of 0.465. This effect has a probability value (P-Values) of 0.002 less than 0.050. This means that work engagement has a positive and significant effect on organizational citizenship behavior in the employees of the Medan Mayor's Office.

DISCUSSION

The Effect of Person Job Fit on Organizational Citizenship Behavior

From the results of the analysis of hypothesis testing, it is known that Person Job Fit has a positive and significant effect on Organizational Citizenship Behavior which is assessed by the path coefficient of 0.264. The probability value obtained is 0.008 less than 0.050, with the value of TStatistics(O/STDEV) (t count) 2.609, and the value of t table 1.96, thus t count is greater than t table (2.609 more than 1.960) so that H₀ is rejected (H_a accepted). This means that Person Job Fit has a positive and significant effect on Organizational Citizenship Behavior on employees of the Medan Mayor's Office.

The relationship between Person Job Fit and Organizational Citizenship Behavior is that employees who are in an organization if there is a match between employees and their work will have some impact on Organizational Citizenship Behavior, namely if an employee who feels fit or appropriate to do his job will create and cause a behavior. employees who voluntarily do work that exceeds the standard of tasks that have been assigned to them, in order to help the continuity of the organization in achieving its goals.

This is in line with research conducted by Bangun et al., (2017); and Suwanti and Udin, (2020) who concluded that the person job fit variable has a positive and significant influence on organizational citizenship behavior, which means that the higher the employee's person job fit, the higher the organizational citizenship behavior will be. Conversely, the lower the employee's person job fit, the lower the employee's organizational citizenship behavior. The results of this study indicate that the person job fit or job match that is owned by the Medan Mayor's Office helps to improve organizational citizenship behavior where employees voluntarily participate in organizational activities aimed at helping improve organizational success.

The Effect of Job Crafting on Organizational Citizenship Behavior

From the results of the analysis of hypothesis testing, it is known that job crafting has a positive and significant effect on organizational citizenship behavior which is assessed with a path coefficient of 0.260. The probability value obtained is 0.027 less than 0.050, with a tcount value of 2.221 and a t-table value of 1.96, thus tcount is greater than table (2.221 more than 1.960) so that H₀ is rejected (H_a is accepted). This means that job crafting has a positive and significant effect on organizational citizenship behavior on employees of the Medan Mayor's Office.

This shows that the existence of job crafting or in another sense a form of change made by employees on their own initiative that is useful for balancing demands and

human resources, with an organization will further improve organizational citizenship behavior among employees of the Medan Mayor's Office.

Employees who have high job crafting are usually described with high enthusiasm, energy, and loyalty as well as strong pride in the organization. Employees who have job crafting, they work passionately in making changes, this will encourage the emergence of organizational citizenship behavior in employees.

Medan Mayor's Office employees show high job crafting behavior, this can be seen from employees who work with enthusiasm and have high dedication and loyalty to the company.

This is in line with previous research by Fatsiyah, (2019); Riyanto and Helmy, (2020) concludes that person job fit has a positive and significant effect on organizational citizenship behavior.

The Effect of Work Engagement on Organizational Citizenship Behavior

From the results of the analysis of hypothesis testing, it is known that work engagement has a positive and significant effect on organizational citizenship behavior which is assessed with a path coefficient of 0.465. The probability value obtained is 0.002 more than 0.050, with a tcount value of 3.102 and a ttable value of 1.960, thus the count is greater than ttable (3.102 more than 1.960) so that H₀ is rejected (H_a is accepted). This means that work engagement has a positive and significant effect on organizational citizenship behavior on employees of the Medan Mayor's Office.

This shows that the perception of work involvement is able to improve organizational behavior in the employees of the Medan Mayor's Office. The better work involvement that occurs between employees, it can lead to organizational behavior among employees who voluntarily do additional work and help employees who experience problems at work.

Work involvement or work engagement that has occurred at the Medan Mayor's Office is good, this can be seen from the employees who are very enthusiastic about working. Employees who have involvement, they will work with enthusiasm and feel a close relationship with other employees, this encourages the emergence of organizational citizenship behavior or behavior to help others voluntarily among employees.

This is in line with previous research by Wulandari, (2021); Farid et al., (2019); Handayani, (2016); (Sofiah et al., 2022) concludes that there is a positive and significant relationship between work engagement and organizational citizenship behavior.

The Effect of Person Job Fit on Work Engagement

From the analysis of hypothesis testing, it is known that person job fit has a positive and significant effect on work engagement which is assessed from the path coefficient of 0.345. The probability value obtained is 0.000 less than 0.050, with a tcount value of 3.555 and a t-table value of 1.96, thus the count is greater than ttable (3.555 more than 1.960) so that H₀ is rejected (H_a is accepted). This means that person job fit has a positive and significant effect on work engagement for employees of the Medan Mayor's Office.

This shows that the better the quality of compatibility between work and employees, the greater the engagement with an organization.

Person job fit is a job that matches the employee by looking at the abilities possessed by the employee and the demands of the work that have been charged. When the person job fit is in accordance with the employee's abilities, the employee will have a sense of involvement in work. The suitability of work with individuals has a synergistic impact on employee performance.

Personnel job fit that is appropriate can increase employee work involvement at the Medan Mayor's Office. Employees who have high engagement and involvement with their work indicate that these employees have quite good personal innovation compared to other employees.

This is in line with previous research by (Ramdani and Rahardjo, 2017; (Nur, 2017) concludes that there is a positive and significant relationship between person job fit and work engagement.

The Effect of Job Crafting on Work Engagement

From the results of the analysis of hypothesis testing, it is known that job crafting has a positive and significant effect on work engagement which is assessed by a path coefficient of 0.524. The probability value obtained is 0.000 less than 0.050, with a tcount value of 5.421 and a ttable value of 1.96, thus tcount is greater than ttable (5.421 more than 1.960) so that H₀ is rejected (H_a is accepted). This means that job crafting has a positive and significant effect on work engagement for employees of the Medan Mayor's Office.

This shows that the perception of changes made by employees on their own initiative is able to increase the involvement of Medan Mayor's Office employees, where the better job crafting that employees do, the more work involvement will be.

Work engagement will occur if there is a sense of initiative from employees to make changes in their work. When employees have a sense of initiative, employees will show behaviors that can help achieve organizational goals, they are willing to work with extra effort.

Job crafting is an employee's strategy to adjust the characteristics of the job, either physically or cognitively according to the preferences, skills, and needs of the employee himself so that the work done becomes more meaningful.

This is in line with previous research by Syah, (2020); Riyanto and Helmy, (2020); Kooij et al., (2017) concluded that there is a significant positive relationship between job crafting and work engagement.

The Effect of Person Job Fit on Organizational Citizenship Behavior Mediated by Work Engagement

From the results of the analysis of hypothesis testing, it is known that person job fit has no significant effect on organizational citizenship behavior mediated by work engagement which is assessed with a path coefficient of 0.161. The probability value obtained is 0.036 more than 0.050, with a tcount value of 2.100 and a t-table value of 1.96, with thus tcount is smaller than ttable (2,100 less than 1.960). It can be concluded that there is an influence between person job fit on organizational citizenship behavior through work engagement at the Medan Mayor's Office. This means that the mediating variable (work engagement) becomes a mediator between person job fit and organizational citizenship behavior.

The suitability of work to individuals (person job fit) as a whole on organizational behavior has a very good impact, if the work of employees is appropriate, it will create employee behavior voluntarily to do or help other employees in doing work (organizational citizenship behavior).

Then another factor that influences organizational citizenship behavior is work engagement. Where one way to increase work engagement or employee involvement with the organization is to make employees feel that the organization creates exemplary organizational behavior such as helping employees who have problems at work. In this study, researchers found the impact of person job fit on organizational citizenship

behavior through work engagement, which means that the suitability of work with individuals (person job fit) has an impact on organizational behavior or voluntary behavior in doing work that exceeds the standard of tasks assigned to them or helping other employees. who have difficulty in working (organizational citizenship behavior) by creating a sense of involvement or interest in work (work engagement). So, it can be concluded that work engagement is able to mediate the effect of person job fit on organizational citizenship behavior. The hypothesis is rejected.

The results of this study are in line with Alfani and Hadini, (2018) which concluded that person job fit has a significant effect on organizational citizenship behavior, Nurhaida et al., (2022) person job fit has a significant effect on work engagement. Work engagement is able to mediate the effect of person job fit on organizational citizenship behavior.

The Effect of Job Crafting on Organizational Citizenship Behavior Mediated by Work Engagement

From the results of the analysis of hypothesis testing, it is known that job crafting has a positive and significant effect on organizational citizenship behavior mediated by work engagement which is assessed with a path coefficient of 0.244. The probability value obtained is 0.012 less than 0.050, with a tcount value of 2,527 and a ttable value of 1.96, thus tcount is greater than ttable (2,527 more than 1.960) so that H0 is rejected (Ha is accepted). This means that job crafting has a positive and significant effect on organizational citizenship behavior mediated by work engagement on employees of the Medan Mayor's Office.

This shows that job crafting is able to improve organizational citizenship behavior which is mediated by work engagement on employees of the Medan Mayor's Office. Where with high job crafting, employees can lead to work involvement. This illustrates that the employee is doing his job with his own initiative to make changes (job crafting) which can lead to a sense of involvement in working within himself. And with this sense of work engagement, employees will also foster organizational behavior (OCB) towards other employees, for example, when an employee experiences problems in doing his job, other employees will help him.

Job crafting contributes as a whole to organizational citizenship behavior in the form of individual behavior that exceeds the demands of the role in the workplace. When employees feel they can create or create a sense of initiative in making changes in their work, then they will try with all their abilities to complete the work optimally.

Then another factor that influences organizational citizenship behavior is work engagement. Where one way to increase work engagement or employee involvement with the organization is to make employees feel needed and provide welfare for them.

These results are in line with previous research by (Riyanto and Helmy, 2020) concluding that job crafting has a positive and significant effect on organizational citizenship behavior, job crafting has a positive and significant effect on work engagement, work engagement mediates the effect of job crafting on work engagement.

CONCLUSION

Person Job Fit has a positive and significant effect on Organizational Citizenship Behavior on employees of the Medan Mayor's Office. Job crafting has a positive and significant effect on organizational citizenship behavior in the employees of the Medan Mayor's Office. Work engagement has a positive and significant effect on organizational citizenship behavior on employees of the Medan Mayor's Office. Person job fit has a

positive and significant effect on work engagement at the Medan Mayor's Office employees. Job crafting has a positive and significant effect on work engagement for employees of the Medan Mayor's Office. Person job fit has a significant effect on organizational citizenship behavior which is mediated by work engagement in Medan Mayor's Office Employees. Job crafting has a positive and significant effect on organizational citizenship behavior through work engagement on employees of the Medan Mayor's Office..

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4. Bukti Revisi Ketiga (1 Desember 2022)

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Round 1

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Notifications

[JM] Editor Decision	2022-12-01 12:55 PM
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[JM] Editor Decision
2022-12-01 12:55 PM

Jufrizen Jufrizen, Hazmanan Khair, Anita Permata Sari:

We have reached a decision regarding your submission to Jurnal Manajemen, " Work Engagement: Determinants and Its Effect On Organizational Citizenship Behavior ".

Our decision is: Revisions Required

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Work Engagement: Determinants and Its Effect On Organizational Citizenship Behavior

Abstract: The purpose of this study was to determine and analyze the effect of person job fit on organizational citizenship behavior, the effect of job crafting on organizational citizenship behavior, the effect of person job fit on work engagement, the effect of job crafting on work engagement, the effect of work engagement on organizational citizenship behavior, the influence of person job fit on organizational citizenship behavior through work engagement, the effect of job crafting on work engagement, the effect of job crafting on organizational citizenship behavior through work engagement. This study uses a causal type of research using a quantitative approach with a sample of 76 respondents who are employees of the Medan Mayor's Office. Data collection techniques using interviews and a list of statements such as questionnaires and data analysis techniques using Partial Least Square (SmartPls) to test the seven hypotheses proposed in this study. The results show that person job fit has a significant effect on organizational citizenship behavior, job crafting has a significant effect on organizational citizenship behavior, person job fit has a significant effect on work engagement, job crafting has a significant effect on work engagement, person job fit has no effect on organizational citizenship behavior through work engagement (in other words, work engagement does not act as a mediator), job crafting has a significant effect on organizational citizenship behavior.

Keywords: Person Job Fit, Job Crafting, Work Engagement, Organizational Citizenship Behavior

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Abstrak: Tujuan penelitian ini adalah untuk mengetahui dan menganalisis pengaruh *person job fit* terhadap *organizational citizenship behavior*, pengaruh *job crafting* terhadap *organizational citizenship behavior*, pengaruh *person job fit* terhadap *work engagement*, pengaruh *job crafting* terhadap *work engagement*, pengaruh *work engagement* terhadap *organizational citizenship behavior*, pengaruh *person job fit* terhadap *organizational citizenship behavior* melalui *work engagement*, pengaruh *job crafting* terhadap *work engagement*, pengaruh *job crafting* terhadap *organizational citizenship behavior* melalui *work engagement*. Dalam penelitian ini menggunakan jenis penelitian kausal dengan menggunakan pendekatan kuantitatif dengan sampel sebanyak 76 responden merupakan pegawai Kantor Walikota Medan. Teknik pengumpulan data menggunakan wawancara dan daftar pernyataan seperti kuesioner serta Teknik analisis data menggunakan *Partial Least Square* (SmartPls) untuk menguji tujuh hipotesis yang diajukan dalam penelitian ini. Hasil penelitian menunjukkan bahwa *person job fit* berpengaruh signifikan terhadap *organizational citizenship behavior*, *job crafting* berpengaruh signifikan terhadap *organizational citizenship behavior*, *person job fit* berpengaruh signifikan terhadap *work engagement*, *job crafting* berpengaruh signifikan terhadap *work engagement*, *person job fit* tidak berpengaruh terhadap *organizational citizenship behavior* melalui *work engagement* (Dengan kata lain *work engagement* tidak berperan sebagai mediator), *job crafting* berpengaruh signifikan terhadap *organizational citizenship behavior* melalui *work engagement* (Dengan kata lain *work engagement* berperan sebagai mediator).

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

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INTRODUCTION

Human resources (HR) is a very important factor that cannot even be separated from an organization, both institutions and companies. In essence, human resources in the form of humans who are employed in an organization as movers, thinkers and planners to achieve the goals of the organization. Government HR Management aims to optimize the work of employees in the public sector from the aspect of management functions such as planning, implementation, organizing, controlling or supervising.

In government institutions, human resources are a determining factor for the success or failure of a good service. Therefore, human resources have a role as the utilization of the state apparatus so that it continues to be improved, especially with regard to quality, service efficiency and protection for the community as well as the professional ability and welfare of the apparatus in supporting the implementation of tasks. In Law No.43 of 1999 concerning Civil Servants, it is stated that: "To achieve the quality goal of every employee, a high employee commitment to the organization is required.

Human resources whose performance is measurable and has targets that are in accordance with company standards will certainly be a high-value asset. Furthermore, this attitude must be built and maintained so that the performance of each individual remains optimal. Among these attitudes known in organizations is about Organizational citizenship behavior (OCB) or generally referred to as employee citizenship behavior. This behavior is a feeling that arises when employees are able to contribute more to achieving the company's vision and mission.

According to (Robbins andCoulter, 2018) Organizational citizenship behavior is behavior of its own will that is not part of the demands of formal work, but encourages the effectiveness of organizational functions"

A suitability at work or in other words the suitability of work with individuals (person job fit) is very influential with organizational citizenship behavior which is where if a person's work is in accordance with himself, it will create or cause organizational behavior, for example voluntarily doing work that exceeds the standard of the tasks assigned to him. or help other employees who have difficulty at work.

Human resources will determine the success and achievement of the organization, so organizations need to make regulations as rules that must be followed by all members of the organization. One of the things that must be followed by employees is Person Job Fit which is a condition that describes the suitability between the ability of workers and the jobsdesk provided by the company, as well as what jobs can be given to the employee.

As a central factor in an organization or company, human resources must be managed properly. The goal is of course so that productivity runs optimally and company goals can be achieved. One way to do this is to use the theory of person job fit. Person Job Fit itself is a condition that describes the suitability between the ability of workers and the job desk provided by the company and what jobs can be given to the employee, therefore if the work and individuals in the company are for employees, it will increase employee work involvement behavior towards the company. This is in accordance with research from (Bangun, 2018). However, there is also research from (Alfani and Hadini, 2018) which states that Person Job Fit has no significant effect on Organizational Citizenship Behavior (OCB).

Person Job Fit concerns the relationship between individual characteristics and certain job characteristics. From this opinion, it can be concluded that person job fit is the suitability between individual characteristics (including abilities and needs or desires) against certain job characteristics and those of the work or tasks performed in the workplace (Robbins andCoulter, 2018). In addition to the importance of Person Job Fit, Job crafting is also an important factor that determines the life of an organization. Job crafting itself is the skill of employees who can redesign their work on their own initiative,

with or without management involvement to balance the demands and resources of the job with their personal abilities or needs. Job crafting itself includes very complex job changes, starting from the system, the way of working to finally having an effect on work results.

Job crafting can be equated with the words innovation and high-level creativity, which with an inner drive gives the strength to do new things even though there is no support from the environment or management. Job crafting really comes from within, no matter what the existing system is, but with the intention of eliminating boredom, they create something new. Job Crafting carried out by employees in mobilizing and increasing work resources, reducing job demands that inhibit, and increasing challenging aspects of work will lead to work linkages. So with the existence of job crafting, employees can also behave voluntarily to do work that exceeds the standard tasks that are usually given to them, employees like this are usually an asset for an organization (Rastogi and Chaudhary, 2018). This is in accordance with research (Fatsiyah, 2019) which states that there is a significant effect between job crating on organizational citizenship behavior (OCB) but there is also research from (Riyanto and Helmy, 2020) which states a negative influence between job crating on organizational citizenship behavior (OCB). In addition to job crafting, factors that influence an organization to form a quality employee who has work engagement (work involvement). According to (Yudiani, 2017) Work Engagement is a condition of employees who feel connected, satisfied and enthusiastic about their work. Employees who have high engagement will feel passionate and very connected to their work. As for research from (G. V. Wulandari, 2021) which states that there is an effect of work engagement on organizational Citizenship Behavior and there is also research from (Riyanto and Helmy, 2020) which states that there is no influence between work engagement on organizational Citizenship Behavior.

The object of this research is the Medan Mayor's Office which also definitely requires a reliable workforce and has a high commitment to the organization in order to be able to provide progress and easily achieve company goals. The Medan Mayor's Office has a mission to improve the quality of reliable apparatus and improve services that are faster and more precise. However, based on the initial observations that the author made at the Medan Mayor's Office, there are several problems regarding the human resources working in the office.

Organizational Citizenship Behavior (OCB) can be seen how a worker tries to empathize with other conditions and helps each other towards other employees, or it can also be interpreted as a behavior in the workplace that is in accordance with personal assessments that exceed one's basic work. And it can also be explained as behavior that exceeds task demands, and employees or employees should be able to voluntarily do work that exceeds the standard of the tasks assigned to them and help other employees when they have difficulties in carrying out their duties. However, based on the survey that the author conducted, there are still many employees who do not help each other, it seems that there is no tolerance given if they get into trouble at work. Other employees only care about their personal interests.

Seeing the phenomenon, it can be seen that indirectly organizational citizenship behavior or organizational citizenship behavior from employees at the Medan Mayor's Office still needs to be improved. In fact, it is not that easy to grow organizational citizenship behavior in employees. In addition, there is still a discrepancy between the individual and his job (person job fit) which can be seen from an employee who does not understand the task given by the supervisor because it is not in accordance with the employee's expertise with his jobdesk. The suitability of a candidate for the position they

choose has a huge impact, both for themselves and the company. When an employee or employees have confidence that the work they do is suitable for them and the skills they have, their initiative to develop themselves professionally will also increase. This can also have a positive impact on company productivity.

The author also sees the lack of provision of facilities for employees or superiors who should be able to hear the ideas of each employee. As a boss, you need the company or the mayor's office to realize the employee's ideas, because this support is very helpful so that employees feel valued for their ideas. When the organization is not given good treatment to its employees, the organization can lose talented employees. The Medan Mayor's Office also considers that work engagement is important for the organization, I can see it from the employees who are still there to procrastinate on talking about various things outside of work, lack of attachment to work and lack of enthusiasm (work engagement) in completing work.

THEORETICAL REVIEW

Organizational citizenship behavior. Organizational citizenship behavior (OCB) is a relatively modern management concept that has attracted the attention of many researchers. Most of these studies show that OCB has important effects on organization, productivity, organizational competence, and organizational effectiveness in meeting goals and increasing employee morale (Demirel et al., 2018). Organizational Citizenship Behavior (OCB) is part of the science of organizational behavior. OCB is a form of work behavior that is usually not seen or taken into account. OCB is an extra role performance separate from in-role performance according to the job description (Gong et al., 2018). The second approach is to view OCB from a political principle or philosophy (Ningrum et al., 2020).

Organizational citizenship behavior (OCB) is an extra individual behavior, which cannot be directly or explicitly recognized in a formal work system, and in aggregate can increase the effectiveness of organizational functions (Munir, 2020). Furthermore, according to (Robbins and Coulter, 2018), organizational citizenship behavior is behavior of its own will that is not part of the demands of formal work, but encourages the effectiveness of organizational functions" meaning that OCB is a behavior of organizational members that exceeds what is required by the organization. Mohamed, (2016) defines OCB as a type of individual behavior that motivates employees to go beyond what job levels are expected of them by the organization and job description; what benefits both the organization and the employees.

According to (Wulandari and Prayitno, 2017) indicators in various OCB dimensions include the instinct to help/help behavior, civic character and sportsmanship. And indicators of organizational citizenship behavior according to (Titisari, 2014) are: Altruism, Conscientiousness, Sportmanship, Courtesy, Civic Virtue.

Person Job Fit. Person Job Fit, the existence of a match between the characteristics of the task/job with the individual's ability to carry out the task, will strengthen the employee's bond to his work, namely the employee will be more committed to the job (Alfani and Hadini, 2018). Furthermore, Fazriati and Budiono, (2017), Person job fit is the suitability or match between individual characteristics and characteristics of the work performed to meet the needs in the work environment. Mathis and Jackson, (2016) define that person organization fit is an agreement between an individual and organizational factors. According to Asmike and Setiono, (2020) the factors that effects Person job fit include: (1) Technical knowledge, special skills, and personal abilities (2) Social skills (3) Personnel needs (4) Personal nature. And the indicators of person job fit according to

Alfani and Hadini, (2018) are: (1) Understanding and mastering the task (2) Conformity of goals (3) being able to interact (4) Conformity of characteristics (5) Suitability of work.

Person job fit defined as the compatibility between individuals and the work or tasks they perform at work. This definition includes compatibility (capability) based on the employee's needs and the work equipment available to meet those needs, as well as the job demands and the employee's ability to meet those needs. According to research Izzaty et al., (2018) concluded that person job fit has a direct or positive and significant effect on organizational citizenship behavior (OCB).

The suitability of existing jobs in employees with compatibility between individuals with the desired skills and jobs leads to civic behavior among existing employees. Person job fit can be measured and seen by the alignment of the personality possessed by the employee with the work and responsibilities that must be carried out by him. With the creation of a person job fit, it will create employee bonds with their work, where employees will be more loyal and committed to the work in the company. Companies must pay attention to the person job fit of each individual in order to create employee bonds and loyalty to the organization, because if there is a match between individuals and their work, they will be able to create job satisfaction that creates work engagement and employee loyalty to the company. The results of research by (Sulistiowati et al., 2018); (Sulistiowati et al., 2017); and (Cai et al., 2018) show that person job fit has a significant positive effect on work engagement

H1 : *Person Job Fit effects on Organizational Citizenship Behavior*

H2 : *Person Job Fit effects work engagement*

Job Crafting. Job crafting, which refers to employee-initiated design/redesign of work characteristics, could be an effective approach to improve both job and personal resources (Bakker and Demerouti, 2017). Furthermore, Amir, (2017), job Crafting is an opportunity to optimize self-potential, and improve organizational performance. Meanwhile, according to (Rudolph et al., 2017) Job Crafting is an adaptive strategy used to make workers more productive and actively involved in work-related matters. According to Bakker et al., (2020) the factors that influence job crafting are: (1) the need for personal control (2) a positive self-image. And the job crafting indicators according to Bakker et al., (2020) are: (1) Increasing structural job resources (increasing resources) (2) Decreasing hindering demands (reducing job demands) (3) Increasing Challenging Job Demands (Increasing ability in challenging things) (4) Increasing social job resources (Improving social relations).

Job crafting is the way in which individuals change aspects and perceptions of the job to suit the characteristics of the job and the needs of the employee. Job crafting has an effect on organizational citizenship behavior because it is an effort to increase challenges related to work carried out in the workplace, for example proactively volunteering when there is an interesting job or regularly doing additional jobs even though they are not paid. This again relates to the definition of organizational citizenship behavior itself, namely behavior that is voluntary, and there is no coercion in prioritizing the interests of the organization and is not directly related to the formal reward system.

So it can be seen that job crafting plays a role with the level of organizational citizenship behavior owned by employees. Employees who have high job crafting will also have high organizational citizenship behavior (OCB) towards the company. This is supported by the results of research conducted by Fatsiyah, (2019); Riyanto and Helmy, (2020); which concludes that job crafting has a significant positive effect on organizational citizenship behavior. If job crafting is done well, it will have a positive, effective, and efficient impact in completing a job so that work can create a sense of work engagement. Judging from previous research, it can be said that job crafting effects work

engagement positively and significantly. This is supported by research conducted by (Riyanto and Helmy, 2020; Shah, 2020; and Aldrin and Merdiaty, 2019).

H2 : *Crafting Jobs effects* on Organizational Citizenship Behavior

H4 : *Crafting Jobs effects* work engagement

Work engagement. Robbins and Judge, (2019) mention that work engagement is an employee's involvement with, satisfaction with, and enthusiasm for the work he or she does. Joo et al., (2016) define work engagement as the embodiment of the physical, cognitive, and engagement as a positive, satisfying, and work-related state of mind characterized by passion, dedication, and absorption. According to Hermanto and Srimulyani, (2020) the totality of work (work engagement) is a psychological component, not physical.

This means that employees who are still working in a position do not necessarily have an interest in work. There are many understandings related to employee engagement, one of which according to Wang and Chen, (2020) employee engagement as a work passion that involves positive feelings about your work, as well as preparation to go the extra mile and make sure you do it. the best of your ability. Several other researchers also define employee engagement as a psychological state in which employees have a positive attitude towards the organization and its values to perform at a level that exceeds job requirements (Di Stefano and Gaudiino, 2019). Psychological security from trusting relationships (especially with superiors), clear roles and confidence in self-disclosure, and guilt are more applicable to learning to compete (Heslin and Keating, 2017).

Meanwhile, Yudianti, (2017) states that Work Engagement is a condition of employees who feel connected, satisfied and enthusiastic about their work. Employees who have high engagement will feel passionate and very connected to their work. According to Imperatori, (2017) Work Engagement consists of 4 indicators, namely: (1) Vigor (2) Dedication (3) Absorption.

Person job fit the suitability of a person's work can be measured and seen by the alignment of the personality possessed by the employee with the work and responsibilities that must be carried out by him. With the creation of a person job fit, it will create employee bonds with their work, where employees will be more loyal and committed to the work in the company.

Further understanding by Schaufeli and Bakker, (2014) The company must pay attention to some suitability or compatibility that employees must have for the benefit of the company, including the suitability of an employee with his job, the type of work, to the work climate in the company. Based on some of the opinions above, it can be concluded that the company must pay attention to the person job fit of each individual in order to create employee bonds and loyalty to the organization, because if there is a match between the individual and his job, it will create job satisfaction that creates work engagement and employee loyalty to the company. So it can be concluded that the person job fit variable has a significant positive effect on work engagement. This is in line with research conducted by (Sulistiwati et al., 2018); Sulistiwati et al., 2017; and Cai et al., 2018).

Organizational citizenship behavior (OCB) can be regarded as behaviors that contribute to maintenance and improvement, both social and psychological. This can happen if employees have an active involvement in their work. This is in line with the results of research from Mohsin, (2018); and Wulandari, (2021); which explains that work engagement and the effect of positive components of organizational citizenship behavior have a positive and significant relationship, because the more active employees are intensely involved with their work, the higher the possibility for them to show organizational citizenship behavior.

- H5** : Work Engagement effects on Organizational Citizenship Behavior
- H6** : Person Job Fit effects on Organizational Citizenship Behavior through Work Engagement
- H7** : Job Crafting effects Organizational Citizenship Behavior through Work Engagement

The above explanation by adjusting to previous studies, it can be described the influence between person job fit and job crafting on organizational citizenship behavior through work engagement as follows:

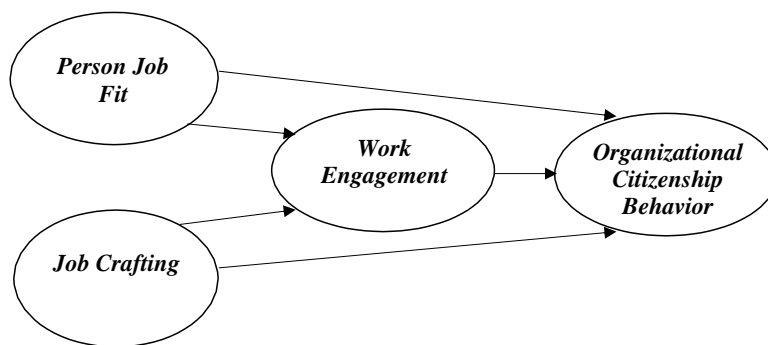


Figure 1. Conceptual Model of Organizational Citizenship Behavior

METHODS

This type of research is survey research, because it takes a sample from one population. This study uses an explanatory research approach, which aims to explain the causal relationship between research variables and testing hypotheses. This research is included in the category of causal research using a quantitative approach. According to (Sugiyono, 2018) causal research is research that wants to see whether a variable that acts as an independent variable has an effect on other variables that are the dependent variable. According to (Sugiyono, 2018) quantitative research is research in which the problem is not determined at the outset, but the problem is found after the researcher goes into the field and if the researcher gets a new problem then the problem is re-examined until all the problems have been answered.

Researchers took the population of Medan Mayor's Office employees in the General Section of the Medan City Secretariat which amounted to 76 people. the sample is part of the number and characteristics of the population. If a large population of researchers is not possible to study everything in the population, for example due to limited funds, manpower, and time, the researcher can use samples taken from that population. As for determining the number / size of the sample in this study with the saturated sample method where all members of the population were sampled as many as 76 people.

The data in this study will be analyzed with a quantitative descriptive approach because it uses numbers, starting from data collection, interpretation of the data, as well as the appearance of the results and described by deduction that departs from general theories, then with observations to test the validity of the validity of the theory drawn. conclusion. Then it is described descriptively, because the results will be directed to describe the data obtained and to answer the formulation. The data analysis technique of

this research uses statistical analysis, namely the partial least square - structural inquiry model (PLSSEM) which aims to perform path analysis with latent variables.

RESULTS

Discriminant validity is carried out to ensure that each concept of each latent model is different from other variables (Juliandi, 2018). The table below shows the results of the AVE (Average Variant Extracted).

Tabel 1. AVE (Average Variant Extracted)

Variable/Construct	AVE (Average Variant Extracted)
Person Job Fit	0.565
Job Crafting	0.594
Work Engagement	0.564
Organizational Citizenship Behavior	0.533

Based on the **Table 1**, it is known that the AVE (Average Variant Extracted) value of each variable is greater than 0.500. So it can be concluded that the variables or constructs used are valid.

Discriminant validity is related to the principle that the manifest variables of different constructs should not be highly correlated, discriminant validity is assessed based on the cross-loading value. The rule of thumb used in the discriminant validity test is the cross-loading value greater than 0.700. If the construct's correlation with the measurement item is greater than the size of the other constructs, it indicates that their block size is better than the other blocks. The results of the discriminant validity test are presented in **Table 1**:

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Tabel 2. Cross Loading

No	Statement Items	Person			Organizational
		Job Fit	Job Crafting	Work Engagement	Citizenship Behavior
Person Job Fit					
1	PJF.1	0.725	0.624	0.600	0.643
2	PJF.2	0.766	0.552	0.513	0.617
3	PJF.3	0.721	0.607	0.525	0.554
4	PJF.4	0.777	0.612	0.684	0.727
5	PJF.5	0.753	0.684	0.660	0.662
6	PJF.6	0.817	0.540	0.592	0.595
7	PJF.7	0.713	0.546	0.493	0.533
8	PJF.8	0.755	0.617	0.536	0.594
9	PJF.9	0.761	0.658	0.563	0.628
10	PJF.10	0.721	0.614	0.513	0.651
Job Crafting					
1	JC.1	0.691	0.808	0.632	0.703
2	JC.2	0.552	0.726	0.567	0.620
3	JC.3	0.723	0.793	0.620	0.675
4	JC.4	0.614	0.791	0.637	0.626
5	JC.5	0.633	0.772	0.590	0.678
6	JC.6	0.508	0.727	0.588	0.613
7	JC.7	0.661	0.815	0.646	0.659
8	JC.8	0.582	0.727	0.662	0.639
Work Engagement					
1	WE.1	0.556	0.666	0.751	0.642
2	WE.2	0.617	0.643	0.821	0.712
3	WE.3	0.593	0.664	0.851	0.695
4	WE.4	0.600	0.596	0.782	0.662
5	WE.5	0.563	0.573	0.741	0.693
6	WE.6	0.562	0.548	0.707	0.641
7	WE.7	0.605	0.596	0.777	0.661
8	WE.8	0.566	0.631	0.722	0.699
9	WE.9	0.625	0.590	0.711	0.674
10	WE.10	0.462	0.496	0.623	0.464
Organizational Citizenship Behavior					
1	OCB.1	0.589	0.670	0.664	0.726
2	OCB.2	0.652	0.623	0.626	0.770
3	OCB.3	0.603	0.703	0.739	0.763
4	OCB.4	0.603	0.614	0.517	0.713
5	OCB.5	0.578	0.575	0.665	0.703
6	OCB.6	0.624	0.578	0.664	0.746
7	OCB.7	0.648	0.625	0.765	0.727
8	OCB.8	0.604	0.615	0.662	0.735
9	OCB.9	0.623	0.571	0.565	0.707
10	OCB.10	0.535	0.592	0.517	0.705

Based on the data presented in **Table 2**, it can be seen that each indicator in the research variable has a higher cross loading value on the variables it forms compared to the cross-loading value on other variables. Based on the results obtained, it can be stated that the indicators used in this study have good discriminatory validity in compiling their respective variables.

Analysis of the measurement model serves to ascertain whether the indicators used in measuring the latent variables are reliable and valid. The following model path coefficients have been processed using the SmartPLS 3.0 software.

Tabel 3. Reliability

Variable/Construct	Cronbach's Alpha	Composite Reliability
Person Job Fit	0.914	0.928
Job Crafting	0.902	0.921
Work Engagement	0.913	0.928
Organizational Citizenship Behavior	0.903	0.919

Based on the data presented above, it can be seen that each research variable has **cronch's alpha and composite reliability values more than 0.600**. Based on the results obtained, it can be stated that the variables used in the study are declared reliable.

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Tabel 4. R-Square

	R Square	R Square Adjusted
Organizational Citizenship Behavior	0.847	0.841
Work Engagement	0.685	0.676

The conclusion from testing the R-Square value above is as follows: R-Square Adjusted model path 1 is equal 0.847. it means that the ability of the variable person job fit and job crafting in explaining Organizational Citizenship Behavior is 84.700 percent thus the model is classified as substance (strong); and (2) R-Square path II = 0.685 meaning that the ability of the variable person job fit and Job crafting in explaining Work engagement is 68.500 percent, thus the model is classified as moderate.

Inner Model Test or Structural Model Test

This test is used to evaluate the relationship between latent constructs as hypothesized in the study. Based on the PLS output, the following figure is obtained:

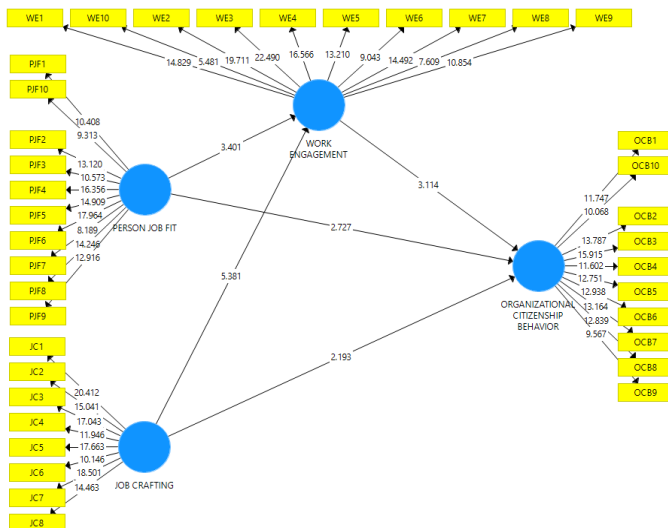


Figure 2. PLS Output

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The **Figure 2** explains that Path Coefficients (Mean, STDEV, t-Value) can be arranged as in the table below.

Table 5. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T/Statistic (O/STDEV)	P Values
<i>Person Job Fit → Organizational Citizenship Behavior</i>	0.264	0.251	0.097	2.727	0.007
<i>Person Job Fit → Work Engagement</i>	0.345	0.351	0.101	3.401	0.001
<i>Job Crafting → Organizational Citizenship Behavior</i>	0.260	0.240	0.119	2.193	0.029
<i>Job Crafting → Work Engagement</i>	0.524	0.524	0.097	5.381	0.000
<i>Work Engagement → Organizational Citizenship Behavior</i>	0.465	0.499	0.149	3.114	0.002

Based on **Figure 2** and **Table 5**, it can be stated that the hypothesis testing is as follows: The effect of person job fit on organizational citizenship behavior has a path coefficient of 0.264. This influence has a probability value (P-Values) of 0.007 less than 0.050, meaning that person job fit has a positive and significant effect on organizational citizenship behavior in the Medan Mayor's Office employees. The effect of person job fit on work engagement has a path coefficient of 0.345. This influence has a probability value (P-Values) of 0.001 less than 0.050, meaning that person job fit has a positive and significant effect on work engagement at the Medan Mayor's Office employees. The effect of job crafting on organizational citizenship behavior has a path coefficient of 0.260. This effect has a probability value (P-Values) of 0.029 less than 0.050, meaning that job crafting has a positive and significant effect on organizational citizenship in the Medan Mayor's Office employees. The effect of job crafting on work engagement has a path coefficient of 0.524. This effect has a probability value (P-Values) of 0.000 less than 0.050. This means that job crafting has a positive and significant effect on work engagement for employees of the Medan Mayor's Office, and the effect of work engagement on organizational citizenship behavior has a path coefficient of 0.465. This effect has a probability value (P-Values) of 0.002 less than 0.050. This means that work engagement has a positive and significant effect on organizational citizenship behavior in the employees of the Medan Mayor's Office.

The indirect effect between the independent variables and the variables used in this study can be stated as follows:

Table 6. Specific Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T/Statistic (O/STDEV)	P Values
<i>Person Job Fit → Work Engagement → Organizational Citizenship Behavior</i>	0.161	0.176	0.076	2.100	0.036
<i>Job Crafting → Work Engagement → Organizational Citizenship Behavior</i>	0.224	0.255	0.096	2.527	0.012

Based on **Table 6**, it can be stated that testing the hypothesis that the effect of person job fit on Organizational Citizenship Behavior mediated by work engagement has a path coefficient of 0.161. This influence has a probability value (p-values) of $0.036 > 0.05$, meaning that it can be concluded that person job fit has a significant effect on Organizational Citizenship Behavior mediated by work engagement on the employees of the Medan Mayor's Office. And the effect of job crafting on Organizational Citizenship Behavior mediated by work engagement has a path coefficient of 0.224. This influence has a probability value (p-values) of 0.012 less than 0.050, meaning that it can be concluded that job crafting has a positive and significant effect on Organizational Citizenship Behavior mediated by work engagement on the employees of the Medan Mayor's Office.

DISCUSSION

The Effect of Person Job Fit on Organizational Citizenship Behavior

From the results of the analysis of hypothesis testing, it is known that Person Job Fit has a positive and significant effect on Organizational Citizenship Behavior which is assessed by the path coefficient of 0.264. The probability value obtained is 0.008 less than 0.050, with the value of TStatistics($|O/STDEV|$) (t count) 2.727, and the value of t table 1.96, thus t count is greater than t table (2.727 more than 1.960) so that H_0 is rejected (H_a accepted). This means that Person Job Fit has a positive and significant effect on Organizational Citizenship Behavior on employees of the Medan Mayor's Office.

The relationship between Person Job Fit and Organizational Citizenship Behavior is that employees who are in an organization if there is a match between employees and their work will have some impact on Organizational Citizenship Behavior, namely if an employee who feels fit or appropriate to do his job will create and cause a behavior. employees who voluntarily do work that exceeds the standard of tasks that have been assigned to them, in order to help the continuity of the organization in achieving its goals.

This is in line with research conducted by Bangun et al., (2017); and Suwanti and Udin, (2020) who concluded that the person job fit variable has a positive and significant influence on organizational citizenship behavior, which means that the higher the employee's person job fit, the higher the organizational citizenship behavior will be. Conversely, the lower the employee's person job fit, the lower the employee's organizational citizenship behavior. The results of this study indicate that the person job fit or job match that is owned by the Medan Mayor's Office helps to improve organizational citizenship behavior where employees voluntarily participate in organizational activities aimed at helping improve organizational success.

The Effect of Job Crafting on Organizational Citizenship Behavior

From the results of the analysis of hypothesis testing, it is known that job crafting has a positive and significant effect on organizational citizenship behavior which is assessed with a path coefficient of 0.260. The probability value obtained is 0.029 less than 0.050, with a tcount value of 2.193 and a t-table value of 1.96, thus tcount is greater than ttable (2.193 more than 1.960) so that H_0 is rejected (H_a is accepted). This means that job crafting has a positive and significant effect on organizational citizenship behavior on employees of the Medan Mayor's Office.

This shows that the existence of job crafting or in another sense a form of change made by employees on their own initiative that is useful for balancing demands and

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human resources, with an organization will further improve organizational citizenship behavior among employees of the Medan Mayor's Office.

Employees who have high job crafting are usually described with high enthusiasm, energy, and loyalty as well as strong pride in the organization. Employees who have job crafting, they work passionately in making changes, this will encourage the emergence of organizational citizenship behavior in employees.

Medan Mayor's Office employees show high job crafting behavior, this can be seen from employees who work with enthusiasm and have high dedication and loyalty to the company.

This is in line with previous research by Fatsiyah, (2019); Riyanto and Helmy, (2020) concludes that person job fit has a positive and significant effect on organizational citizenship behavior.

The Effect of Work Engagement on Organizational Citizenship Behavior

From the results of the analysis of hypothesis testing, it is known that work engagement has a positive and significant effect on organizational citizenship behavior which is assessed with a path coefficient of 0.465. The probability value obtained is 0.002 more than 0.050, with a tcount value of 3.144 and a ttable value of 1.960, thus the count is greater than ttable (3.144 more than 1.960) so that H₀ is rejected (H_a is accepted). This means that work engagement has a positive and significant effect on organizational citizenship behavior on employees of the Medan Mayor's Office.

This shows that the perception of work involvement is able to improve organizational behavior in the employees of the Medan Mayor's Office. The better work involvement that occurs between employees, it can lead to organizational behavior among employees who voluntarily do additional work and help employees who experience problems at work.

Work involvement or work engagement that has occurred at the Medan Mayor's Office is good, this can be seen from the employees who are very enthusiastic about working. Employees who have involvement, they will work with enthusiasm and feel a close relationship with other employees, this encourages the emergence of organizational citizenship behavior or behavior to help others voluntarily among employees.

This is in line with previous research by Wulandari, (2021); Farid et al., (2019); Handayani, (2016); (Sofiah et al., 2022) concludes that there is a positive and significant relationship between work engagement and organizational citizenship behavior.

The Effect of Person Job Fit on Work Engagement

From the analysis of hypothesis testing, it is known that person job fit has a positive and significant effect on work engagement which is assessed from the path coefficient of 0.345. The probability value obtained is 0.001 less than 0.050, with a tcount value of 3.401 and a t-table value of 1.96, thus the count is greater than ttable (3.401 more than 1.960) so that H₀ is rejected (H_a is accepted). This means that person job fit has a positive and significant effect on work engagement for employees of the Medan Mayor's Office.

This shows that the better the quality of compatibility between work and employees, the greater the engagement with an organization.

Person job fit is a job that matches the employee by looking at the abilities possessed by the employee and the demands of the work that have been charged. When the person job fit is in accordance with the employee's abilities, the employee will have a sense of involvement in work. The suitability of work with individuals has a synergistic impact on employee performance.

Personnel job fit that is appropriate can increase employee work involvement at the Medan Mayor's Office. Employees who have high engagement and involvement with their work indicate that these employees have quite good personal innovation compared to other employees.

This is in line with previous research by (Ramdani and Rahardjo, 2017; (Nur, 2017) concludes that there is a positive and significant relationship between person job fit and work engagement.

The Effect of Job Crafting on Work Engagement

From the results of the analysis of hypothesis testing, it is known that job crafting has a positive and significant effect on work engagement which is assessed by a path coefficient of 0.524. The probability value obtained is 0.000 less than 0.050, with a tcount value of 5.381 and a ttable value of 1.96, thus tcount is greater than ttable (5.381 more than 1.960) so that H₀ is rejected (H_a is accepted). This means that job crafting has a positive and significant effect on work engagement for employees of the Medan Mayor's Office.

This shows that the perception of changes made by employees on their own initiative is able to increase the involvement of Medan Mayor's Office employees, where the better job crafting that employees do, the more work involvement will be.

Work engagement will occur if there is a sense of initiative from employees to make changes in their work. When employees have a sense of initiative, employees will show behaviors that can help achieve organizational goals, they are willing to work with extra effort.

Job crafting is an employee's strategy to adjust the characteristics of the job, either physically or cognitively according to the preferences, skills, and needs of the employee himself so that the work done becomes more meaningful.

This is in line with previous research by Syah, (2020); Riyanto and Helmy, (2020); Kooij et al., (2017) concluded that there is a significant positive relationship between job crafting and work engagement.

The Effect of Person Job Fit on Organizational Citizenship Behavior Mediated by Work Engagement

From the results of the analysis of hypothesis testing, it is known that person job fit has no significant effect on organizational citizenship behavior mediated by work engagement which is assessed with a path coefficient of 0.161. The probability value obtained is 0.041 more than 0.050, with a tcount value of 2.030 and a t-table value of 1.96, with thus tcount is smaller than ttable (2,030 less than 1.960). It can be concluded that there is an influence between person job fit on organizational citizenship behavior through work engagement at the Medan Mayor's Office. This means that the mediating variable (work engagement) becomes a mediator between person job fit and organizational citizenship behavior.

The suitability of work to individuals (person job fit) as a whole on organizational behavior has a very good impact, if the work of employees is appropriate, it will create employee behavior voluntarily to do or help other employees in doing work (organizational citizenship behavior).

Then another factor that influences organizational citizenship behavior is work engagement. Where one way to increase work engagement or employee involvement with the organization is to make employees feel that the organization creates exemplary organizational behavior such as helping employees who have problems at work. In this study, researchers found the impact of person job fit on organizational citizenship

behavior through work engagement, which means that the suitability of work with individuals (person job fit) has an impact on organizational behavior or voluntary behavior in doing work that exceeds the standard of tasks assigned to them or helping other employees. who have difficulty in working (organizational citizenship behavior) by creating a sense of involvement or interest in work (work engagement). So, it can be concluded that work engagement is able to mediate the effect of person job fit on organizational citizenship behavior. The hypothesis is rejected.

The results of this study are in line with Alfani and Hadini, (2018) which concluded that person job fit has a significant effect on organizational citizenship behavior, Nurhaida et al., (2022) person job fit has a significant effect on work engagement. Work engagement is able to mediate the effect of person job fit on organizational citizenship behavior.

The Effect of Job Crafting on Organizational Citizenship Behavior Mediated by Work Engagement

From the results of the analysis of hypothesis testing, it is known that job crafting has a positive and significant effect on organizational citizenship behavior mediated by work engagement which is assessed with a path coefficient of 0.244. The probability value obtained is 0.012 less than 0.050, with a tcount value of 2,526 and a ttable value of 1.96, thus tcount is greater than ttable (2,526 more than 1.960) so that H0 is rejected (Ha is accepted). This means that job crafting has a positive and significant effect on organizational citizenship behavior mediated by work engagement on employees of the Medan Mayor's Office.

This shows that job crafting is able to improve organizational citizenship behavior which is mediated by work engagement on employees of the Medan Mayor's Office. Where with high job crafting, employees can lead to work involvement. This illustrates that the employee is doing his job with his own initiative to make changes (job crafting) which can lead to a sense of involvement in working within himself. And with this sense of work engagement, employees will also foster organizational behavior (OCB) towards other employees, for example, when an employee experiences problems in doing his job, other employees will help him.

Job crafting contributes as a whole to organizational citizenship behavior in the form of individual behavior that exceeds the demands of the role in the workplace. When employees feel they can create or create a sense of initiative in making changes in their work, then they will try with all their abilities to complete the work optimally.

Then another factor that influences organizational citizenship behavior is work engagement. Where one way to increase work engagement or employee involvement with the organization is to make employees feel needed and provide welfare for them.

These results are in line with previous research by (Riyanto and Helmy, 2020) concluding that job crafting has a positive and significant effect on organizational citizenship behavior, job crafting has a positive and significant effect on work engagement, work engagement mediates the effect of job crafting on work engagement.

CONCLUSION

Person Job Fit has a positive and significant effect on Organizational Citizenship Behavior on employees of the Medan Mayor's Office. Job crafting has a positive and significant effect on organizational citizenship behavior in the employees of the Medan Mayor's Office. Work engagement has a positive and significant effect on organizational citizenship behavior on employees of the Medan Mayor's Office. Person job fit has a

positive and significant effect on work engagement at the Medan Mayor's Office employees. Job crafting has a positive and significant effect on work engagement for employees of the Medan Mayor's Office. Person job fit has a significant effect on organizational citizenship behavior which is mediated by work engagement in Medan Mayor's Office Employees. Job crafting has a positive and significant effect on organizational citizenship behavior through work engagement on employees of the Medan Mayor's Office..

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Work Engagement: Determinants and Its Effect On Organizational Citizenship Behavior

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Abstract: The purpose of this research is to know and analyze the influence of *person job fit* and job crafting on *organizational citizenship behavior* through work engagement. This study uses a causal type of research using a quantitative approach with a sample of 76 respondents who are employees of the Medan Mayor's Office. To investigate the seven hypotheses proposed in this study, data collection techniques such as interviews and questionnaires were employed, as well as data analysis techniques such as Partial Least Square (SmartPls). The results show that person job fit has a significant effect on organizational citizenship behavior, job crafting has a significant effect on organizational citizenship behavior, person job fit has a significant effect on work engagement, job crafting has a significant effect on work engagement, person job fit has a significant effect on organizational citizenship behavior through work engagement, and job crafting has a significant effect on organizational through work engagement.

Keywords: Person Job Fit, Job Crafting, Work Engagement, Organizational Citizenship Behavior.

Abstrak: Tujuan penelitian ini adalah untuk mengetahui dan menganalisis pengaruh *person job* dan *job crafting* terhadap *organizational citizenship behavior* melalui *work engagement*. Dalam penelitian ini menggunakan jenis penelitian kausal dengan menggunakan pendekatan kuantitatif dengan sampel sebanyak 76 responden merupakan pegawai Kantor Walikota Medan. Untuk menguji tujuh hipotesis yang diajukan dalam penelitian ini, digunakan teknik pengumpulan data seperti wawancara dan kuesioner, serta teknik analisis data seperti Partial Least Square (SmartPls). Hasil penelitian menunjukkan bahwa *person job fit* berpengaruh signifikan terhadap *organizational citizenship behavior*, *job crafting* berpengaruh signifikan terhadap *organizational citizenship behavior*, *person job fit* berpengaruh signifikan terhadap *work engagement*, *job crafting* berpengaruh signifikan terhadap *work engagement*, *person job fit* berpengaruh signifikan terhadap *organizational citizenship behavior* melalui *work engagement*, dan *job crafting* berpengaruh signifikan terhadap *organizational citizenship behavior* melalui *work engagement*.

Keywords: *Person Job Fit*, *Job Crafting*, *Organizational Citizenship Behavior*, dan *Work Engagement*.

INTRODUCTION

Human resources (HR) is a very important factor that cannot even be separated from an organization, both institutions and companies. In essence, human resources in the form of humans who are employed in an organization as movers, thinkers and planners to achieve the goals of the organization. Government HR Management aims to optimize the work of employees in the public sector from the aspect of management functions such as planning, implementation, organizing, controlling or supervising.

In government institutions, human resources are a determining factor for the success or failure of a good service. Therefore, human resources have a role as the utilization of the state apparatus so that it continues to be improved, especially with regard to quality, service efficiency and protection for the community as well as the professional ability and welfare of the apparatus in supporting the implementation of tasks. In Law No.43 of 1999 concerning Civil Servants, it is stated that: "To achieve the quality goal of every employee, a high employee commitment to the organization is required.

Human resources whose performance is measurable and has targets that are in

accordance with company standards will certainly be a high-value asset. Furthermore, this attitude must be built and maintained so that the performance of each individual remains optimal. Among these attitudes known in organizations is about Organizational citizenship behavior (OCB) or generally referred to as employee citizenship behavior. This behavior is a feeling that arises when employees are able to contribute more to achieving the company's vision and mission. According to Robbins and Coulter, (2018), Organizational citizenship behavior is voluntary behavior that is not required by formal work but promotes the effectiveness of organizational activities.

A suitability at work or in other words the suitability of work with individuals (person job fit) is very influential with organizational citizenship behavior which is where if a person's work is in accordance with himself, it will create or cause organizational behavior, for example voluntarily doing work that exceeds the standard of the tasks assigned to him. or help other employees who have difficulty at work.

Human resources will determine the success and achievement of the organization, so organizations need to make regulations as rules that must be followed by all members of the organization. One of the things that must be followed by employees is Person Job Fit which is a condition that describes the suitability between the ability of workers and the jobdesk provided by the company, as well as what jobs can be given to the employee.

As a central factor in an organization or company, human resources must be managed properly. The goal is of course so that productivity runs optimally and company goals can be achieved. One way to do this is to use the theory of person job fit. Person Job Fit itself is a condition that describes the suitability between the ability of workers and the job desk provided by the company and what jobs can be given to the employee, therefore if the work and individuals in the company are for employees, it will increase employee work involvement behavior towards the company. This is in accordance with research from (Bangun, 2018). However, there is also research from (Alfani and Hadini, 2018) which states that Person Job Fit has no significant effect on Organizational Citizenship Behavior (OCB).

Person Job Fit concerns the relationship between individual characteristics and certain job characteristics. From this opinion, it can be concluded that person job fit is the suitability between individual characteristics (including abilities and needs or desires) against certain job characteristics and those of the work or tasks performed in the workplace (Robbins and Coulter, 2018). In addition to the importance of Person Job Fit, Job crafting is also an important factor that determines the life of an organization. Job crafting itself is the skill of employees who can redesign their work on their own initiative, with or without management involvement to balance the demands and resources of the job with their personal abilities or needs. Job crafting itself includes very complex job changes, starting from the system, the way of working to finally having an effect on work results.

Job crafting can be equated with the words innovation and high-level creativity, which with an inner drive gives the strength to do new things even though there is no support from the environment or management. Job crafting really comes from within, no matter what the existing system is, but with the intention of eliminating boredom, they create something new. Employee job crafting will result in work links through mobilizing and boosting work resources, lowering job demands that hinder, and raising difficult parts of work. So with the existence of job crafting, employees can also behave voluntarily to do work that exceeds the standard tasks that are usually given to them, employees like this are usually an asset for an organization (Rastogi and Chaudhary, 2018). This is in accordance with research (Srivastava and Pathak, 2020) which states that there is a significant effect between job crating on organizational citizenship behavior (OCB) but

there is also research from (Riyanto and Helmy, 2020) which states a negative influence between job crafting on organizational citizenship behavior (OCB). In addition to job crafting, factors that influence an organization to form a quality employee who has work engagement (work involvement). According to Yudiani, (2017), work Engagement is a condition of employees who feel connected, satisfied and enthusiastic about their work. Employees who have high engagement will feel passionate and very connected to their work. As for research from Arokiasamy, (2021) and Uddin et al., (2019) which states that there is an effect of work engagement on organizational Citizenship Behavior and there is also research from (Riyanto and Helmy, 2020) which states that there is no influence between work engagement on organizational Citizenship Behavior.

The subject of this study is the Medan Mayor's Office, which also demands a dependable staff with a strong dedication to the firm in order to deliver progress and readily reach company goals. The Medan Mayor's Office has a mission to improve the quality of reliable apparatus and improve services that are faster and more precise. However, based on the initial observations that the author made at the Medan Mayor's Office, there are several problems regarding the human resources working in the office.

Organizational Citizenship Behavior (OCB) can be seen how a worker tries to empathize with other conditions and helps each other towards other employees, or it can also be interpreted as a behavior in the workplace that is in accordance with personal assessments that exceed one's basic work. It can also be defined as conduct that surpasses job expectations, and employees or employees should be able to voluntarily accomplish work that exceeds the level of the tasks allocated to them, as well as assist other employees who are having difficulty carrying out their obligations. However, based on the survey that the author conducted, there are still many employees who do not help each other, it seems that there is no tolerance given if they get into trouble at work. Other employees only care about their personal interests.

Seeing the phenomenon, it can be seen that indirectly organizational citizenship behavior or organizational citizenship behavior from employees at the Medan Mayor's Office still needs to be improved. In fact, it is not that easy to grow organizational citizenship behavior in employees. In addition, there is still a discrepancy between the individual and his job (person job fit) which can be seen from an employee who does not understand the task given by the supervisor because it is not in accordance with the employee's expertise with his job desk. A candidate's fit for the role they pick has a significant impact on both themselves and the firm. When an employee or employees are certain that the work they do is appropriate for them and their skills, their desire to advance professionally grows. This can also boost company productivity.

The author also sees the lack of provision of facilities for employees or superiors who should be able to hear the ideas of each employee. As a boss, you need the company or the mayor's office to realize the employee's ideas, because this support is very helpful so that employees feel valued for their ideas. When a firm does not treat its people well, it risks losing talented employees. The Medan Mayor's Office views work engagement to be crucial for the organization, as seen by employees who continue to procrastinate on talking about many things outside of work, a lack of attachment to work, and a lack of passion (work engagement) in completing work.

THEORETICAL REVIEW

Organizational citizenship behavior. Organizational citizenship behavior (OCB) is a relatively new management concept that has piqued the interest of many academics. The

majority of these research suggest that OCB has a significant impact on organizational, productivity, organizational competence, and organizational effectiveness in accomplishing objectives and enhancing employee morale (Demirel et al., 2018). Organizational Citizenship Behavior (OCB) is a branch of organizational behavior science. OCB is a type of work behavior that is rarely observed or considered. According to the job description, OCB is extra role performance that is distinct from in-role performance (Gong et al., 2018). The second approach is to consider OCB from the standpoint of a political theory or philosophy (Ningrum et al., 2020).

Organizational citizenship behavior (OCB) is an extra individual behavior, which cannot be directly or explicitly recognized in a formal work system, and in aggregate can increase the effectiveness of organizational functions (Munir, 2020). Furthermore, according to (Robbins and Coulter, 2018), organizational citizenship behavior is defined as "behavioral behavior of its own volition that is not part of the demands of formal work but promotes the effectiveness of organizational functions," implying that OCB is "behavioral behavior of organizational members that exceeds what the organization requires.". Mohamed, (2016) defines OCB is defined as a sort of individual behavior that drives employees to go above and beyond what the organization and job description require of them; this helps both the organization and the personnel.

According to Wulandari and Prayitno, (2017) indicators in various OCB dimensions include the instinct to help/help behavior, civic character and sportsmanship. And indicators of organizational citizenship behavior according to Titisari, (2014) are: Altruism, Conscientiousness, Sportsmanship, Courtesy, Civic Virtue.

Person Job Fit. Person Job Fit, the existence of a match between the task/job characteristics and the individual's ability to carry out the task, will increase the employee's commitment to his work, specifically the employee will be more committed to the job (Alfani and Hadini, 2018). Furthermore, Fazriati and Budiono, (2017), person job fit is the suitability or match between individual characteristics and characteristics of the work performed to meet the needs in the work environment. Mathis and Jackson, (2016) define that person organization fit is an agreement between an individual and organizational factors. According to Asmike and Setiono, (2020) the factors that effects Person job fit include: (1) Technical knowledge, special skills, and personal abilities (2) Social skills (3) Personnel needs (4) Personal nature. And the indicators of person job fit according to Alfani and Hadini, (2018) are: (1) Understanding and mastering the task (2) Conformity of goals (3) being able to interact (4) Conformity of characteristics (5) Suitability of work.

Person job fit is defined as the compatibility between individuals and the jobs or tasks they undertake at work. This definition comprises compatibility (capacity) based on the employee's needs and the work equipment available to satisfy those needs, as well as job demands and the employee's ability to achieve those demands. According to research Suwanti and Udin, (2020) concluded that person job fit has a direct or positive and significant impact on organizational citizenship behavior (OCB).

The suitability of existing jobs in employees with compatibility between individuals with the desired skills and jobs leads to civic behavior among existing employees. Person job fit can be measured and seen by the alignment of the personality possessed by the employee with the work and responsibilities that must be carried out by him. With the creation of a person job fit, it will create employee bonds with their work, where employees will be more loyal and committed to the work in the company. Companies must pay attention to the person job fit of each individual in order to create employee bonds and loyalty to the organization, because if there is a match between individuals and their work, they will be able to create job satisfaction that creates work engagement and employee

loyalty to the company. The results of research by Sulistiowati et al., (2017); and Cai et al., (2018) show that person job fit has a significant positive effect on work engagement

H1: *Person Job Fit effects on Organizational Citizenship Behavior*

H2: *Person Job Fit effects work engagement*

Job Crafting. Job crafting, which refers to employee-initiated design/redesign of work characteristics, could be an effective approach to improve both job and personal resources (Bakker and Demerouti, 2017). Furthermore, Amir, (2017), job Crafting is an opportunity to optimize self-potential, and improve organizational performance. Meanwhile, according to Rudolph et al., (2017) Job Crafting is an adaptive strategy used to make workers more productive and actively involved in work-related matters. According to Bakker et al., (2020) the factors that influence job crafting are: (1) the need for personal control (2) a positive self-image. And the job crafting indicators according to Bakker et al., (2020) are: (1) Increasing structural job resources (increasing resources) (2) Decreasing hindering demands (reducing job demands) (3) Increasing Challenging Job Demands (Increasing ability in challenging things) (4) Increasing social job resources (Improving social relations).

Job crafting is the way in which individuals change aspects and perceptions of the job to suit the characteristics of the job and the needs of the employee. Job crafting has an effect on organizational citizenship behavior because it is an effort to increase challenges related to work carried out in the workplace, for example proactively volunteering when there is an interesting job or regularly doing additional jobs even though they are not paid. This again relates to the definition of organizational citizenship behavior itself, namely behavior that is voluntary, and there is no coercion in prioritizing the interests of the organization and is not directly related to the formal reward system.

So it can be seen that job crafting plays a role with the level of organizational citizenship behavior owned by employees. Employees who have high job crafting will also have high organizational citizenship behavior (OCB) towards the company. This is supported by the results of research conducted by Srivastava and Pathak, (2020); Riyanto and Helmy, (2020); which concludes that job crafting has a significant positive effect on organizational citizenship behavior. If job crafting is done well, it will have a positive, effective, and efficient impact in completing a job so that work can create a sense of work engagement. Judging from previous research, it can be said that job crafting effects work engagement positively and significantly. This is supported by research conducted by (Riyanto and Helmy, 2020; Aldrin and Merdiaty, 2019).

H2: *Crafting Jobs effects on Organizational Citizenship Behavior*

H4: *Crafting Jobs effects work engagement*

Work engagement. Robbins and Judge, (2019) mention that work engagement refers to an employee's interest in, contentment with, and excitement for his or her job. Joo et al., (2016) define Work engagement as a good, satisfying, and work-related state of mind characterized by enthusiasm, dedication, and absorption. According to Hermanto and Srimulyani, (2020) the totality of work (work engagement) is a psychological component, not physical.

This means that employees who are still working in a position do not necessarily have an interest in work. There are many understandings related to employee engagement, one of which according to Wang and Chen, (2020) employee engagement is defined as a work passion that includes positive thoughts about your work as well as the willingness to go the additional mile to ensure you perform it to the best of your ability. Employee engagement is also defined by other academics as a psychological condition in which employees have a positive attitude toward the organization and its principles and perform at a level that exceeds job requirements (Di Stefano and Gaudiino, 2019). Psychological security from trusting relationships (especially with superiors), clear roles and confidence in self-disclosure, and guilt are more applicable to learning to compete (Heslin and Keating, 2017).

Meanwhile, Yudiani, (2017) states that Work Engagement is a condition of employees who feel connected, satisfied and enthusiastic about their work. Employees who have high engagement will feel passionate and very connected to their work. According to Imperatori, (2017) Work Engagement consists of 4 indicators, namely: (1) Vigor (2) Dedication (3) Absorption.

Person job fit for the suitability of a person's work can be measured and seen by the alignment of the personality possessed by the employee with the work and responsibilities that must be carried out by him. With the creation of a person job fit, it will create employee bonds with their work, where employees will be more loyal and committed to the work in the company.

Further understanding by Schaufeli and Bakker, (2014), the company must pay attention to some suitability or compatibility that employees must have for the benefit of the company, including the suitability of an employee with his job, the type of work, to the work climate in the company. Based on some of the opinions above, it can be concluded that the company must pay attention to the person job fit of each individual in order to create employee bonds and loyalty to the organization, because if there is a match between the individual and his job, it will create job satisfaction that creates work engagement and employee loyalty to the company. So it can be concluded that the person job fit variable has a significant positive effect on work engagement. This is in line with research conducted by Sulistiowati et al., 2017; and Cai et al., 2018).

Organizational citizenship behavior (OCB) can be regarded as behaviors that contribute to maintenance and improvement, both social and psychological. This can happen if employees have an active involvement in their work. This is in line with the results of research from Mohsin, (2018); and Wulandari, (2021); which explains that work engagement and the effect of positive components of organizational citizenship behavior have a positive and significant relationship, because the more active employees are intensely involved with their work, the higher the possibility for them to show organizational citizenship behavior.

H5: Work Engagement effects on Organizational Citizenship Behavior

H6: Person Job Fit effects on Organizational Citizenship Behavior through Work Engagement

H7: Job Crafting effects Organizational Citizenship Behavior through Work Engagement

The above explanation by adjusting to previous studies, it can be described the influence between person job fit and job crafting on organizational citizenship behavior through work engagement as follows:

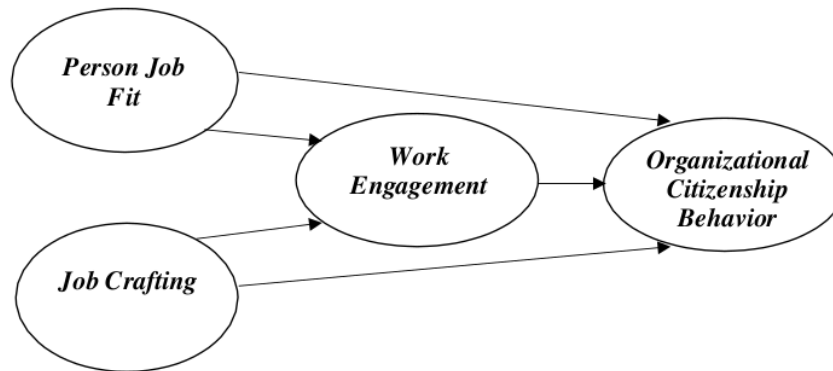


Figure 1. Conceptual Model of Organizational Citizenship Behavior

METHODS

This is survey research since it draws a sample from a single population. This study employs an explanatory research approach, which seeks to explain the causal relationship between research variables and testing hypotheses. This study falls under the genre of quantitative causal research. According to Sugiyono, (2018) Causal research seeks to determine whether a variable acting as an independent variable has an influence on other factors acting as the dependent variable. According to Sugiyono, (2018), quantitative research is study in which the problem is not determined at the outset, but is discovered when the researcher enters the field, and if the researcher encounters a new problem, the problem is re-examined until all problems have been answered.

Researchers took the population of Medan Mayor's Office employees in the General Section of the Medan City Secretariat which amounted to 76 people. the sample is part of the number and characteristics of the population. If a large population of researchers is not possible to study everything in the population, for example due to limited funds, manpower, and time, the researcher can use samples taken from that population. As for determining the number / size of the sample in this study with the saturated sample method where all members of the population were sampled as many as 76 people.

The data in this study will be analyzed using a quantitative descriptive approach because it uses numbers, beginning with data collection, interpretation of the data, as well as the appearance of the results and described by deduction that departs from general theories, then with observations to test the validity of the theory drawn. conclusion. Then it is stated descriptively, because the outcomes will be used to characterize the data received and to respond to the formulation. The data analysis technique used in this study is statistical analysis, specifically the partial least square - structural equation model (PLSSEM), which tries to do route analysis with latent variables.

RESULTS

Discriminant validity is carried out to ensure that each concept of each latent model is different from other variables (Juliandi, 2018). The table below shows the results of the AVE (Average Variant Extracted).

Tabel 1. AVE (Average Variant Extracted)

Variable/Construct	AVE (Average Variant Extracted)
Person Job Fit	0.565
Job Crafting	0.594
Work Engagement	0.564
Organizational Citizenship Behavior	0.533

¹¹ Based on the **Table 1**, it is known that the AVE (Average Variant Extracted) value of each variable is greater than 0.500 (Hartono, 2011, Haryono and Wardoyo, 2012). So it can be concluded that the variables or constructs used are valid.

Discriminant validity is related to the principle that the manifest variables of different constructs should not be highly correlated, discriminant validity is assessed based on the cross-loading value. The rule of thumb used in the discriminant validity test is the cross-loading value greater than 0.700 (Ghozali and Latan, 2015). If the construct's correlation with the measurement item is greater than the size of the other constructs, it indicates that their block size is better than the other blocks. The results of the discriminant validity test are presented in **Table 2**:

Tabel 2. Cross Loading

No	Statement Items	Person Job Fit	Job Crafting	Work Engagement	Organizational Citizenship Behavior
Person Job Fit					
1	PJF1	0.725	0.624	0.600	0.643
2	PJF.2	0.766	0.552	0.513	0.617
3	PJ.F3	0.721	0.607	0.525	0.554
4	PJF.4	0.777	0.612	0.684	0.727
5	PJF.5	0.753	0.684	0.660	0.662
6	PJF.6	0.817	0.540	0.592	0.595
7	PJF.7	0.713	0.546	0.493	0.533
8	PJF.8	0.755	0.617	0.536	0.594
9	PJF.9	0.761	0.658	0.563	0.628
10	PJF.10	0.721	0.614	0.513	0.651
Job Crafting					
1	JC.1	0.691	0.808	0.632	0.703
2	JC.2	0.552	0.726	0.567	0.620
3	JC.3	0.723	0.793	0.620	0.675
4	JC.4	0.614	0.791	0.637	0.626
5	JC.5	0.633	0.772	0.590	0.678
6	JC.6	0.508	0.727	0.588	0.613
7	JC.7	0.661	0.815	0.646	0.659
8	JC.8	0.582	0.727	0.662	0.639

<i>Work Engagement</i>					
1	WE.1	0.556	0.666	0.751	0.642
2	WE.2	0.617	0.643	0.821	0.712
3	WE.3	0.593	0.664	0.851	0.695
4	WE.4	0.600	0.596	0.782	0.662
5	WE.5	0.563	0.573	0.741	0.693
6	WE.6	0.562	0.548	0.707	0.641
7	WE.7	0.605	0.596	0.777	0.661
8	WE.8	0.566	0.631	0.722	0.699
9	WE.9	0.625	0.590	0.711	0.674
10	WE.10	0.462	0.496	0.623	0.464
<i>Organizational Citizenship Behavior</i>					
1	OCB.1	0.589	0.670	0.664	0.726
2	OCB.2	0.652	0.623	0.626	0.770
3	OCB.3	0.603	0.703	0.739	0.763
4	OCB.4	0.603	0.614	0.517	0.713
5	OCB.5	0.578	0.575	0.665	0.703
6	OCB.6	0.624	0.578	0.664	0.746
7	OCB.7	0.648	0.625	0.765	0.727
8	OCB.8	0.604	0.615	0.662	0.735
9	OCB.9	0.623	0.571	0.565	0.707
10	OCB.10	0.535	0.592	0.517	0.705

4

According to the data in **Table 2**, each indicator in the research variable has a larger cross loading value on the variables it creates than the cross loading value on other variables. Based on the findings, the indicators utilized in this study show good discriminating validity in collecting their respective factors.

Analysis of the measurement model serves to ascertain whether the indicators used in measuring the latent variables are reliable and valid. The following model path coefficients have been processed using the SmartPLS 3.0 software.

Tabel 3. Reliability

<i>Variable/Construct</i>	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>
Person Job Fit	0.914	0.928
Job Crafting	0.902	0.921
Work Engagement	0.913	0.928
Organizational Citizenship Behavior	0.903	0.919

Based on the data presented above, it can be seen that each research variable has cronch's alpha and composite reliability values more than 0.600 (Hair et al., 2011). Based on the results obtained, it can be stated that the variables used in the study are declared reliable.

Tabel 4. R-Square

	R Square	R Square Adjusted
Organizational Citizenship Behavior	0.847	0.841
Work Engagement	0.685	0.676

The conclusion from testing the R-Square value above is as follows: R-Square Adjusted model path I is equal 0.847. it means that the ability of the variable person job fit and job crafting in explaining Organizational Citizenship Behavior is 84.700 percent thus the model is classified as substance (strong); and (2) R-Square path II = 0.685 meaning that the ability of the variable person job fit and Job crafting in explaining Work engagement is 68.500 percent, thus the model is classified as moderate.

Inner Model Test or Structural Model Test

This test is used to assess the study's hypothesized link between latent components. The following figure is obtained from the PLS output:

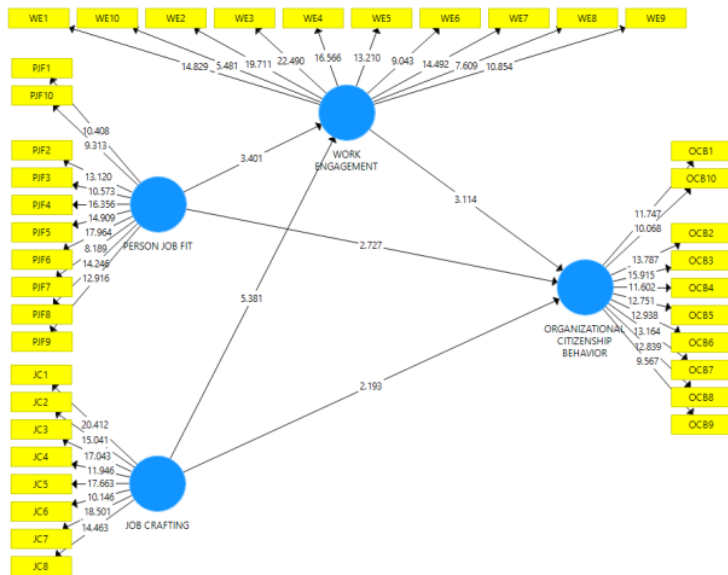


Figure 2. PLS Output

Based on the schema inner model shown in Figure 2, it can be explained that the most significant path coefficient value is shown by the effect of Job Crafting on Work Engagement of 5.310. Then the second most significant effect is the effect of Person Job Fit on Work Engagement of 3.401, and the smallest effect is shown by the effect of Job Crafting on Organizational Citizenship Behavior of 2.193. According to the results, all of the variables in this model have a path coefficient with a positive value. This demonstrates that the stronger the influence of one independent variable on the dependent variable, the bigger the path coefficient value of the independent variable on the dependent variable. The outcomes of the bootstrapping data that has been done can be used to answer the hypothesis in this study. In this study, hypothesis testing was done using T-Statistics and P-Values. If the P-Values are less than 0.05, the study hypothesis is considered acceptable.

The Figure 2 explains that Path Coefficients (Mean, STDEV, t-Value) can be arranged as in the table below.

Table 5. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T/Statistic (IO/STDEV)	P Values
Person Job Fit → Organizational Citizenship Behavior	0.264	0.251	0.097	2.727	0.007
Person Job Fit → Work Engagement	0.345	0.351	0.101	3.401	0.001
Job Crafting → Organizational Citizenship Behavior	0.260	0.240	0.119	2.193	0.029
Job Crafting → Work Engagement	0.524	0.524	0.097	5.381	0.000
Work Engagement → Organizational Citizenship Behavior	0.465	0.499	0.149	3.114	0.002

Based on **Figure 2** and **Table 5**, it can be stated that the hypothesis testing is as follows: The effect of person job fit on organizational citizenship behavior has a path coefficient of 0.264. This influence has a probability value (P-Values) of 0.007 less than 0.050, meaning that person job fit has a positive and significant effect on organizational citizenship behavior in the Medan Mayor's Office employees. The effect of person job fit on work engagement has a path coefficient of 0.345. This influence has a probability value (P-Values) of 0.001 less than 0.050, meaning that person job fit has a positive and significant effect on work engagement at the Medan Mayor's Office employees. The effect of job crafting on organizational citizenship behavior has a path coefficient of 0.260. This effect has a probability value (P-Values) of 0.029 less than 0.050, meaning that job crafting has a positive and significant effect on organizational citizenship in the Medan Mayor's Office employees. The effect of job crafting on work engagement has a path coefficient of 0.524. This effect has a probability value (P-Values) of 0.000 less than 0.050. This means that job crafting has a positive and significant effect on work engagement for employees of the Medan Mayor's Office, and the effect of work engagement on organizational citizenship behavior has a path coefficient of 0.465. This effect has a probability value (P-Values) of 0.002 less than 0.050. This means that work engagement has a positive and significant effect on organizational citizenship behavior in the employees of the Medan Mayor's Office.

The indirect effect between the independent variables and the variables used in this study can be stated as follows:

Table 6. Specific Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T/Statistic (IO/STDEV)	P Values
Person Job Fit → Work Engagement → Organizational Citizenship Behavior	0.161	0.176	0.076	2.100	0.036
Job Crafting → Work Engagement → Organizational Citizenship Behavior	0.224	0.255	0.096	2.527	0.012

Based on **Table 6**, it can be stated that **testing the hypothesis** that the effect of person job fit on Organizational Citizenship Behavior mediated by work engagement has a path coefficient of 0.61. This influence has a probability value (p-values) of 0.036 > 0.05, meaning that it can be concluded that person job fit has a significant effect on Organizational Citizenship Behavior mediated by work engagement on the employees of the Medan Mayor's Office. And the effect of job crafting on Organizational Citizenship Behavior mediated by work engagement has a path coefficient of 0.224. This influence has a probability value (p-values) of 0.012 less than 0.050, meaning that it can be concluded that job crafting has a positive and significant effect on Organizational Citizenship Behavior mediated by work engagement on the employees of the Medan Mayor's Office.

DISCUSSION

The Effect of Person Job Fit on Organizational Citizenship Behavior. From the results of the analysis of hypothesis testing, it is known that Person Job Fit has a positive and significant effect on Organizational Citizenship Behavior. This means that Person Job Fit has a positive and significant effect on Organizational Citizenship Behavior on employees of the Medan Mayor's Office. The relationship between Person Job Fit and Organizational Citizenship Behavior is that employees who are in an organization will have some impact on Organizational Citizenship Behavior if there is a match between employees and their work, namely an employee who feels fit or appropriate to do his job will create and cause a behavior employees who voluntarily do work that exceeds the standard of tasks that have been assigned to them, in order to help the continuity of the organization. The results of this study indicate that the person job fit or job match that is owned by the Medan Mayor's Office helps to improve organizational citizenship behavior where employees voluntarily participate in organizational activities aimed at helping improve organizational success. The findings of this study confirm that person job fit has an effect on OCB. Employees with a high OCB likely to participate willingly in numerous organizational activities in order to help boost organizational success (Purjani and Riana, 2018).

The fit that an employee perceives between his/her demands and capabilities and the rewards that the job/or organization offer motivates the worker to join the organization and accomplish the necessary activities. The subjective contact between the individual and the organization is a commercial transaction. The degree to which an employee sees organizational support and fairness leads to increased organizational commitment and relational/social interchange. At this point, it is feasible that employees will act rashly and become involved in activities with an ambiguous future return for which the organization's commitment to reciprocate is unclear. Employees commit to the organization and demonstrate higher levels of OCB when their perceived fit is high. The strength of these associations corresponds to prior research in Person Job Fit (Farzaneh et al., 2014).

This is in line with research conducted by Bangun et al., (2017); Suwanti and Udin, (2020) who concluded that the person job fit variable has a positive and significant influence on organizational citizenship behavior, which means that the higher the employee's person job fit, the higher the organizational citizenship behavior will be. Conversely, the lower the employee's person job fit, the lower the employee's organizational citizenship behavior. Alfani and Hadini, (2018) which concluded that person job fit is not significant effect on organizational citizenship behavior.

The Effect of Job Crafting on Organizational Citizenship Behavior. From the results of the analysis of hypothesis testing, it is known that job crafting has a positive and

significant effect on organizational citizenship behavior. This means that job crafting has a positive and significant effect on organizational citizenship behavior on employees of the Medan Mayor's Office. This shows that the existence of job crafting or in another sense a form of change made by employees on their own initiative that is useful for balancing demands and human resources, with an organization will further improve organizational citizenship behavior among employees of the Medan Mayor's Office.

When employees actively structure tasks to improve their working conditions at a physical, relational or cognitive level, they want to make their work life better. These results indicate that employees who experience higher levels of job completion are more likely to exhibit higher levels of OCB. Employees who customize their work to suit them personally are able to use the best of their abilities to complete their job as a whole. This enables employees to produce better results for the organizations they work for. Employees who have high job crafting are usually described with high enthusiasm, energy, and loyalty as well as strong pride in the organization. Employees who have job crafting, they work passionately in making changes, this will encourage the emergence of organizational citizenship behavior in employees. Medan Mayor's Office employees show high job crafting behavior, this can be seen from employees who work with enthusiasm and have high dedication and loyalty to the company. This is in line with previous research by Srivastava and Pathak, (2020); Riyanto and Helmy, (2020) concludes that person job fit has a positive and significant effect on organizational citizenship behavior.

The Effect of Work Engagement on Organizational Citizenship Behavior. From the results of the analysis of hypothesis testing, it is known that work engagement has a positive and significant effect on organizational citizenship behavior. This means that work engagement has a positive and significant effect on organizational citizenship behavior on employees of the Medan Mayor's Office.

This shows that the perception of work involvement is able to improve organizational behavior in the employees of the Medan Mayor's Office. The better work involvement that occurs between employees, it can lead to organizational behavior among employees who voluntarily do additional work and help employees who experience problems at work. Work involvement or work engagement that has occurred at the Medan Mayor's Office is good, this can be seen from the employees who are very enthusiastic about working. Employees who have involvement, they will work with enthusiasm and feel a close relationship with other employees, this encourages the emergence of organizational citizenship behavior or behavior to help others voluntarily among employees. With a sense of engagement and awareness of employees towards their role in the organization, employees will work happily and can even drag on in their work. Because work that is fun for employees will tend to enjoy the work they do and can complete their work more effectively and efficiently. The existence of a sense of fun makes employees able to give an extra role in their performance in the work environment because the work of colleagues can also be felt fun to do. With this behavior, employees with employee engagement will provide more performance to their organization because awareness of their role in the company and a sense of joy at work makes employees want to return to their jobs where employees can offer to help their co-workers and create extra-role or OCB behavior. This is in line with previous research by Wulandari, (2021); Farid et al., (2019); Paredes et al., (2021); Hariq and Mulyani, (2021), Sofiah et al., (2022) concludes that there is a positive and significant relationship between work engagement and organizational citizenship behavior.. Meanwhile, the results of the research Affandi et al., (2019) show that work engagement has no significant effect on organizational citizenship behavior

The Effect of Person Job Fit on Work Engagement. From the analysis of hypothesis testing, it is known that person job fit has a positive and significant effect on work engagement. This means that person job fit has a positive and significant effect on work engagement for employees of the Medan Mayor's Office. This shows that the better the quality of compatibility between work and employees, the greater the engagement with an organization. Person job fit is a job that matches the employee by looking at the abilities possessed by the employee and the demands of the work that have been charged. When the person job fit is in accordance with the employee's abilities, the employee will have a sense of involvement in work. The suitability of work with individuals has a synergistic impact on employee performance.

Person job fit is very important for work engagement. The existence of person job fit will encourage employees to be comfortable in carrying out their work because the tasks and work carried out are in accordance with their competence. Even though employees are given excess time and trust from the leadership without the duties and characteristics of employees, work engagement is difficult to materialize. Person job fit that is appropriate can increase employee work engagement at the Medan Mayor's Office. Employees who have high engagement and involvement with their work indicate that these employees have quite good personal innovation compared to other employees. With this person-job fit, it is hoped that employees will experience mutually beneficial interactions with the organization due to the interchangeable suitability of the need-supplies and demands-abilities to increase employee engagement to the organization (Agustian and Rachmawati, 2021). This is in line with previous research by Leeand Kim, (2020), Guoand Hou, (2022) concludes that there is a positive and significant relationship between person job fit and work engagement.

The Effect of Job Crafting on Work Engagement. From the results of the analysis of hypothesis testing, it is known that job crafting has a positive and significant effect on work engagement. This means that job crafting has a positive and significant effect on work engagement for employees of the Medan Mayor's Office. This shows that the perception of changes made by employees on their own initiative is able to increase the involvement of Medan Mayor's Office employees, where the better job crafting that employees do, the more work involvement will be.

The research results show that both variables have a positive relationship. This is supported by experimental research conducted by Sakuraya et al., (2016). The research was conducted on managerial level employees in Japan. In this study it was found that by giving several sessions on a regular basis regarding job crafting, there was an increase in job crafting on the subject. Likewise, the level of work engagement on the subject also increased gradually.

Work engagement will occur if there is a sense of initiative from employees to make changes in their work. When employees have a sense of initiative, employees will show behaviors that can help achieve organizational goals, they are willing to work with extra effort. Job crafting is an employee's strategy to adjust the characteristics of the job, either physically or cognitively according to the preferences, skills, and needs of the employee himself so that the work done becomes more meaningful. This is in line with previous research by Putri et al., (2021); Riyanto and Helmy, (2020); Kooij et al., (2017) concluded that there is a significant positive relationship between job crafting and work engagement. These results are also consistent with research conducted by (Stephani and Kurniawan, 2018) who found that the higher the employee's job crafting, the higher the employee's work engagement. Vice versa, the lower the job crafting, the lower the work engagement.

3

The Effect of Person Job Fit on Organizational Citizenship Behavior Mediated by Work Engagement. From the results of the analysis of hypothesis testing, it is known that person job fit has a significant effect on organizational citizenship behavior mediated by work engagement. It can be concluded that there is an influence between person job fit on organizational citizenship behavior through work engagement at the Medan Mayor's Office. This means that the mediating variable (work engagement) becomes a mediator between person job fit and organizational citizenship behavior.

The suitability of work to individuals (person job fit) as a whole on organizational behavior has a very good impact, if the work of employees is appropriate, it will create employee behavior voluntarily to do or help other employees in doing work (organizational citizenship behavior).

Then another factor that influences organizational citizenship behavior is work engagement. Where one way to increase work engagement or employee involvement with the organization is to make employees feel that the organization creates exemplary organizational behavior such as helping employees who have problems at work. In this study, researchers found the impact of person job fit on organizational citizenship behavior through work engagement, which means that the suitability of work with individuals (person job fit) has an impact on organizational behavior or voluntary behavior in doing work that exceeds the standard of tasks assigned to them or helping other employees who have difficulty in working (organizational citizenship behavior) by creating a sense of involvement or interest in work (work engagement). So, it can be concluded that work engagement is able to mediate the effect of person job fit on organizational citizenship behavior. The hypothesis is rejected.

The results of this study are in line with Rahmadani and Sebayang, (2017) person job fit has a significant effect on work engagement. Work engagement is able to mediate the effect of person job fit on organizational citizenship behavior. Alfani and Hadini, (2018) which concluded that person job fit is not significant effect on organizational citizenship behavior.

The Effect of Job Crafting on Organizational Citizenship Behavior Mediated by Work Engagement. From the results of the analysis of hypothesis testing, it is known that job crafting has a positive and significant effect on organizational citizenship behavior mediated by work engagement. This means that job crafting has a positive and significant effect on organizational citizenship behavior mediated by work engagement on employees of the Medan Mayor's Office.

5
This shows that job crafting is able to improve organizational citizenship behavior which is mediated by work engagement on employees of the Medan Mayor's Office. Where with high job crafting, employees can lead to work involvement. This illustrates that the employee is doing his job with his own initiative to make changes (job crafting) which can lead to a sense of involvement in working within himself. And with this sense of work engagement, employees will also foster organizational behavior (OCB) towards other employees, for example, when an employee experiences problems in doing his job, other employees will help him. Job crafting contributes as a whole to organizational citizenship behavior in the form of individual behavior that exceeds the demands of the role in the workplace. When employees feel they can create or create a sense of initiative in making changes in their work, then they will try with all their abilities to complete the work optimally. Then another factor that influences organizational citizenship behavior is work engagement. Where one way to increase work engagement or employee involvement with the organization is to make employees feel needed and provide welfare for them.

⁵ These results are in line with previous research by (Riyanto and Helmy, 2020) concluding that job crafting has a positive and significant effect on organizational citizenship behavior, job crafting has a positive and significant effect on work engagement, work engagement mediates the effect of job crafting on work engagement.

CONCLUSION

¹ Person Job Fit has a positive and significant effect on Organizational Citizenship Behavior on employees of the Medan Mayor's Office. Job crafting has a positive and significant effect on organizational citizenship behavior in the employees of the Medan Mayor's Office. Work engagement has a positive and significant effect on organizational citizenship behavior on employees of the Medan Mayor's Office. Person job fit has a positive and significant effect on work engagement at the Medan Mayor's Office employees. Job crafting has a positive and significant effect on work engagement for employees of the Medan Mayor's Office. Person job fit has a significant effect on organizational citizenship behavior which is mediated by work engagement in Medan Mayor's Office Employees. Job crafting has a positive and significant effect on organizational citizenship behavior through work engagement on employees of the Medan Mayor's Office.

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