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The Influence of Person-Organization Fit on Organizational Citizenship Behavior through Psychological Ownership at PT Berkah Santhosa Group

Habib Aufa Rafiqy[1*], Agus Frianto[2]

[1,2]Department of Management, Faculty of Economics and Business, Universitas Negeri Surabaya, Surabaya, Indonesia
*Email: habibaufa.22045@mhs.unesa.ac.id

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ABSTRACT

This study aims to examine and analyze the influence of person-organization fit on organizational citizenship behavior through psychological ownership as a mediating variable at PT Berkah Senthosa Group. This study employs a quantitative approach using the explanatory research method. The sampling technique used was total sampling (saturated sample) with a total of 49 back-office employees as respondents. Data analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the assistance of SmartPLS 4 software. The results of the study show that: (1) person-organization fit has a positive but insignificant effect on organizational citizenship behavior, (2) person-organization fit has a positive and significant effect on psychological ownership, (3) psychological ownership has a positive and significant effect on organizational citizenship behavior, and (4) psychological ownership mediates the effect of person-organization fit on organizational citizenship behavior.

Keywords: Person-Organization Fit, Psychological Ownership, Organizational Citizenship Behavior.

1. INTRODUCTION

The success of an organization in a business era full of uncertainty is no longer only determined by capital and technology, but also by the quality of human resources. Employee behavior, attitudes, and the ability to adapt are important factors in increasing the effectiveness and competitiveness of the company, especially in the midst of rapidly changing business environments (Dahlawi et al., 2025). This condition is increasingly important for holding companies that manage various business units with different characteristics, so that organizations need employees who are able to adapt to changes in company values, culture, and strategies (Alhadar & Hidayanti, 2021).

Changes in the characteristics of the modern workforce also affect the relationship between employees and organizations. Currently, psychological well-being and a supportive work environment are the main considerations in choosing a place to work, no longer just the amount of compensation (IDN Research Institute, 2024). This phenomenon reinforces the importance of the alignment between individual values and organizational values or Person-Organization Fit (P-O Fit), because value alignment is able to increase employee comfort and commitment to the organization (Ananda et al., 2022). However, the competitive conditions of the Indonesian labor market often make job seekers ignore the suitability of values in order to get a job (Christian et al., 2023).

This situation has the potential to give rise to false fit, which is a condition when applicants try to present themselves as if they are in accordance with the organizational culture in order to be accepted for work (Ruiz-Palomino et al., 2023). When employment relationships are built solely on the basis of economic needs without value alignment, employee motivation tends to be transactional and reduces their involvement and contribution to the organization (Wilhelm et al., 2024a). On the other hand, the conformity of values between individuals and organizations is able to strengthen a sense of belonging, increase readiness to adapt, and encourage active participation in achieving company goals (Insan et al., 2025).

Various studies show that value mismatches can have negative impacts, such as work stress, alienation, and cognitive dissonance that ultimately disrupt the stability of human resources (Astuti &

Amir, 2023). In contrast, organizations that practice values such as open communication, togetherness, and concern for employee well-being tend to create higher P-O Fit rates. This condition makes employees feel psychologically secure so that they are more ready to make contributions that exceed the demands of formal work (Alhadar & Hidayanti, 2021).

In the midst of increasingly dynamic business competition, companies need employees who are not only able to complete tasks according to the job description, but are also willing to make additional contributions that support the effectiveness of the organization (Chen et al., 2021). Task performance remains the basis for assessing professionalism, but these activities have not been able to accommodate all the needs of a rapidly evolving organization. Many work situations require initiative, cooperation, and voluntary actions that are not listed in the employment contract, but greatly determine the success of the organization (Astuti & Amir, 2023).

Such voluntary contributions are known as Organizational Citizenship Behavior (OCB), which is behavior that is carried out voluntarily outside of formal obligations to help the effectiveness of the organization (Organ, 1997). OCB plays an important role in increasing the flexibility, collaboration, and ability of organizations to cope with change (Dahlawi et al., 2025). However, the development of this behavior is still a challenge because the level of employee engagement globally is relatively low, which encourages the emergence of the phenomenon of quiet quitting, which is the tendency for employees to work only according to the obligations written in the contract (Gallup, 2025). In fact, behaviors such as helping colleagues, showing loyalty, obeying the rules, and taking the initiative to support the organization have been proven to make a great contribution to the effectiveness of the company despite not receiving formal awards (Alhadar & Hidayanti, 2021). Without OCB, it will be more difficult for organizations to adapt to changes and face situations that require the cooperation and sacrifice of organizational members (Dewi et al., 2024).

Psychological Ownership is seen as a more fundamental mechanism than other forms of work attachment in explaining extra-role behaviors. This concept describes a condition when employees have a sense of ownership of the organization so that personal responsibility arises to support the success of the company (Farooq & Hakim, 2025). In contrast to organizational commitments, which can be transactional, Psychological Ownership reflects a stronger psychological attachment because individuals perceive the organization as part of themselves. The bond promotes the emergence of higher affective commitment as well as sustained OCB behaviors (Zhao et al., 2022a). In addition, a sense of belonging not only strengthens the individual's identity within the organization, but also forms an intrinsic motivation to voluntarily maintain, protect, and develop the organization (Alhadar & Hidayanti, 2021).

Although it has a positive impact, Psychological Ownership also has the potential for negative consequences if not managed properly. Kim and Chung (2023) explain that belonging can increase organization-based self-esteem and encourage OCB, but it also has the potential to give rise to territorial behaviors or excessive sense of belonging. Therefore, Haryati et al. (2025) emphasize the importance of supporting other factors, such as job embeddedness and organizational suitability, so that the sense of belonging develops constructively.

The relevance of this concept can be seen in PT Berkah Santhosa Group as a holding company that manages various business fields, ranging from construction, travel, family health services, to daycare. The diversity of the business sector requires the creation of an alignment of values and employee attachment to the organization so that cross-unit collaboration can run effectively and reduce the tendency to emerge sectoral egos that have the potential to hinder company performance.

Based on the company's internal data as of December 2025, the number of backoffice employees reached 49 people and was dominated by the age group of 17-28 years old by 85.7%. In addition, almost half of them have a tenure of less than one year. The variation in these characteristics shows the diversity of work experience, so the study uses saturated sampling techniques to obtain a comprehensive picture of the relationship between employee characteristics and organizational civic behavior.

The results of a preliminary study through interviews and observations in November-December 2025 show that backoffice employees have a tendency to maintain good interpersonal relationships and support coordination between teams. However, it was found that there was a decrease in sportsmanship behavior in situations with high work pressure, which was shown by the reduced willingness of some employees to continue working voluntarily without complaining. This condition indicates that strengthening Psychological Ownership is an important aspect in encouraging OCB consistency within the PT Berkah Santhosa Group.

The observation results show that most of PT Berkah Santhosa Group's employees are still focused on completing tasks according to the job description (in-role performance) and have not shown consistent voluntary contributions outside of formal responsibilities. While these behaviors reflect basic professionalism, they can reduce organizational flexibility, especially in holding companies that require collaboration, adaptation, and high initiative in the face of operational dynamics. Organizational Citizenship Behavior (OCB) is an important aspect because it is able to increase organizational effectiveness through voluntary behavior that goes beyond the demands of formal work (Organ, 1987).

Preliminary findings also show that the level of value fit between individuals and organizations (Person-Organization Fit) is relatively good. Employees are comfortable with a supportive work culture, while the company's recruitment process emphasizes character and value match over technical ability. However, the high alignment of values has not fully encouraged the emergence of OCB behavior in all employees. This condition shows that the match of values does not automatically produce an extra contribution if it is not accompanied by psychological factors that are able to strengthen the individual's attachment to the organization.

One of the factors that allegedly bridges this relationship is Psychological Ownership, which is a sense of belonging to the organization that encourages individuals to act like company owners.

If these conditions continue, the company has the potential to experience a decrease in operational effectiveness, especially

when facing work pressure or organizational problems that require cooperation, initiative, and high loyalty. Low sense of belonging can reduce the behavior of helping colleagues as well as the courage to convey innovative ideas that are part of OCB. Therefore, companies need to develop strategies that are able to convert value suitability into a sense of belonging so that employees are encouraged to make greater contributions to the achievement of organizational goals.

Based on this empirical phenomenon and the differences in the results of previous research on the relationship between Person-Organization Fit and Organizational Citizenship Behavior, this study was conducted to examine the role of Psychological Ownership as a mediating variable. This study aims to analyze the influence of Person-Organization Fit on Organizational Citizenship Behavior, analyze the influence of Person-Organization Fit on Psychological Ownership, test the influence of Psychological Ownership on Organizational Citizenship Behavior, and analyze the role of Psychological Ownership in mediating the relationship between Person-Organization Fit and Organizational Citizenship Behavior in employees of PT Berkah Santhosa Group.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 Self Extension Theory

The Self-Extension Theory put forward by Belk (1988) is the main foundation of this research because it explains that an individual's identity is not only limited to himself, but can also extend to objects, individuals, or organizations that are considered part of him. In the context of an organization, the company can be part of the employee's self-concept if there is a strong psychological attachment. This condition encourages employees to maintain and contribute to the organization as they take care of their own interests (Belk, 1988).

This theory provides an explanation of the relationship between Person-Organization Fit, Psychological Ownership, and Organizational Citizenship Behavior (OCB). The conformity of values between individuals and organizations (Person-Organization Fit) is a prerequisite for the formation of the process of extended self. When organizational values are aligned with personal values, employees will be easier to invest in themselves so that they develop a sense of belonging to the organization or psychological ownership (Pierce et al., 2001). Conversely, the mismatch of values will hinder the formation of psychological bonds because the organization is seen as an entity separate from the individual's identity (Belk, 1988).

Furthermore, psychological ownership acts as a mechanism that connects value conformity with extra-role behavior. When employees view the organization as "mine", they are encouraged to show Organizational Citizenship Behavior voluntarily, not out of formal demands, but as a form of responsibility in maintaining the organization that has become part of their identity (Belk, 1988). Thus, OCB arises as a natural consequence of a strong sense of belonging to the organization.

Compared to Social Identity Theory which focuses more on the sense of belonging in the group, Self-Extension Theory is considered more able to explain the formation of proactive behavior because it emphasizes the aspect of psychological ownership. Research by Kim and Chung (2023) shows that the concept of extended self is more effective in predicting proactive behavior through the improvement of Organization-Based Self-Esteem. These findings are supported by Wilhelm et al. (2024) who prove that psychological ownership still has a positive effect on OCB even though formal supervision in organizations is relatively low.

The relevance of Self-Extension Theory is also strengthened by recent research. Dahlawi et al. (2025) found that psychological ownership is one of the main predictors of intrapreneurial behavior and proactive performance, while Zhao et al. (2022) explain that identity integration acts as an emotional bridge that drives the shift from reward or recognition to OCB behavior. These results support the view that the stronger an organization is part of an employee's identity, the greater the voluntary contribution made.

Based on this description, Self-Extension Theory is the conceptual basis that explains that Person-Organization Fit encourages the formation of psychological ownership, which further improves Organizational Citizenship Behavior. In the context of this study, the low OCB in new employees can be understood as a consequence of the lack of a process of self-expansion for the organization due to the lack of optimal internalization of company values. Therefore, psychological ownership is positioned as an important mechanism that transforms value conformity into a moral commitment to contribute beyond the demands of formal work (Belk, 1988; Pierce et al., 2004).

2.2 Person-Organization Fit

Person-Organization Fit (P-O Fit) is a concept that describes the level of compatibility between individual characteristics and organizational characteristics. This conformity can occur when individuals and organizations have similar or complementary values, goals, or characteristics (Alhadar & Hidayanti, 2021). P-O Fit is not only related to the alignment of core values, but also includes personality compatibility, social relationships with colleagues, as well as the conformity of organizational culture with individual character (Haryati et al., 2025).

In addition, Person-Organization Fit is seen as an employee's perception of the extent to which he feels part of the organization and is able to adjust to the applicable work system (Christian et al., 2023). This conformity is also reflected when the organization is able to meet the needs of employees, while employees can contribute according to the organization's expectations (Ananda et al., 2022). Thus, individuals will feel that their personal goals can be achieved through the organization's strategic vision and direction (Sunaryono et al., 2022).

The high level of Person-Organization Fit plays a role in building psychological commitment, increasing a sense of belonging to the organization, and encouraging employee involvement in work (Astuti & Amir, 2023). Conversely, the mismatch between individual and organizational values has the potential to lower an employee's desire to stay and increase the tendency to seek other work (Ucar et al., 2021). Therefore, Person-Organization Fit can be understood as a condition when individuals feel that they have a common identity, values, and goals with the organization so that

comfort, commitment, and loyalty are created at work (Purbaningrum & Tjahjaningsih, 2024).

2.3 Psychological Ownership

Psychological ownership is a psychological condition when an individual feels that his organization or work is part of him so that a sense of belonging to the organization arises. This concept is based on Self-Extension Theory which explains that a person can expand his or her identity through objects or organizations that are considered important in his life (Belk, 1988). In the context of an organization, this condition is characterized by the belief that the organization is "mine", even though it is not based on legal or financial ownership (Pierce et al., 2001).

This sense of belonging develops through a strong emotional attachment between employees and the organization so that individuals feel that their personal identity is integrated with the company's identity (Alhadar & Hidayanti, 2021). In addition, psychological ownership also reflects the emergence of a sense of responsibility and concern to maintain the sustainability of the organization as a form of employee moral commitment (Farooq & Hakim, 2025). This feeling is formed due to the opportunity to control work, a deep understanding of the organization, and the investment of time, energy, and thought given to the company (Zhao et al., 2022).

Thus, psychological ownership not only shows emotional attachment, but also encourages employees to contribute optimally, protect the interests of the organization, and consider the success of the company as part of its own success (Wilhelm et al., 2022).

2.4 Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is voluntary behavior that employees perform outside of formal work obligations, but contribute to increasing organizational effectiveness and performance (Organ, 1988). Based on the perspective of Self-Extension Theory, this behavior arises when individuals consider the organization as part of their identity, so they are encouraged to maintain and advance the organization as well as to protect personal interests (Belk, 1988). This condition encourages employees to show care, loyalty, and initiative without expecting formal rewards.

Various studies show that the stronger an individual's attachment to the organization, the higher the tendency of employees to display OCB. This behavior is manifested through a willingness to help colleagues, carry out tasks outside of formal responsibilities, and actively participate in supporting organizational progress, which ultimately has a positive impact on individual and organizational performance (Ananda et al., 2022).

The concept of OCB is also supported by Stewardship Theory which explains that employees tend to act as managers who prioritize organizational interests over personal interests (Donaldson & Davis, 1991). A sense of belonging to the organization (psychological ownership) has been proven to encourage the emergence of voluntary behavior, collective responsibility, and high commitment to maintaining organizational sustainability (Wilhelm et al., 2022). In a dynamic organization, OCB plays an important role in increasing cross-unit collaboration, strengthening cooperation, and creating efficiency without relying on strict supervision (Alhadar, 2021).

In this study, the OCB indicator developed by Ananda et al. (2022) was used because it was considered the most comprehensive and in accordance with the research objectives. These indicators include altruism (willingness to help colleagues voluntarily), conscientiousness (carrying out work beyond the set standards), sportsmanship (being able to accept less than ideal working conditions without complaining much), courtesy (maintaining harmonious working relationships and preventing conflicts), and civic virtue (actively participating and showing concern for organizational development).

3. RESEARCH MEHODOLOGY

This study uses a quantitative approach with statistical analysis to test the relationship between variables, namely Person-Organization Fit, Psychological Ownership, and Organizational Citizenship Behavior. Data was obtained through research instruments in the form of questionnaires, observations, and interviews given to PT Berkah Santhosa Group backoffice employees. Furthermore, the data is analyzed using statistical techniques to test the hypothesis that has been formulated (Sugiyono, 2023).

This research utilizes primary data and secondary data. Primary data was obtained directly from respondents through the distribution of online questionnaires to 49 employees of PT Berkah Santhosa Group's backoffice, and supported by observation and interview results. The use of primary data was chosen due to limited access to sensitive internal company data, so respondents' perceptions are the main source in this study (Sugiyono, 2023). Meanwhile, secondary data is obtained from various sources that have been previously available, such as books, scientific articles, company documents, and the results of previous research. The data is used to strengthen the theoretical foundation, provide an overview of the company's profile and employee distribution, and serve as a basis for comparison in the discussion of research results (Sugiyono, 2023).

The population in this study is all PT Berkah Santhosa Group backoffice employees from various business units, namely BayiBunda.id, Zafir, Holding, Bangun Inspirasi, Maboos, and Rilaksia, with a total of 49 people. All of these employees were chosen because they have relatively similar roles in supporting the company's operational activities.

The sampling technique used is saturated sampling, where all members of the population are made as research respondents. This technique was chosen because the population is only 49 people so that all backoffice employees can be used as samples to obtain more representative research results (Sugiyono, 2023).

The research was carried out at the Head Office of PT Berkah Santhosa Group which is located at Jalan Delta Sari Indah No. 35 Blok AY, Waru, Sidoarjo Regency, East Java. This location was chosen because it is the center for the management of various business units of the company, thus providing an opportunity to observe the dynamics of work across divisions and collect data through observation, interviews, and the distribution of questionnaires to all respondents. The selection of locations is also based on the diversity of business units and differences in employee characteristics that are relevant to research on Person-Organization Fit, Psychological Ownership, and Organizational Citizenship Behavior. The research was carried out during the

period from January to March 2026, which included the stages of data collection, data processing, and preparation of research reports.

This study uses three data collection techniques, namely observation, interview, and questionnaire. Observation was carried out on a non-participant basis (passive participation), where the researcher was present in the work environment of PT Berkah Santhosa Group to observe the working conditions and interactions of backoffice employees without being involved in the company's operational activities. This technique is used so that researchers get a real picture of the situation that is the object of the research (Sugiyono, 2023).

In addition to observation, the study also used unstructured interviews as a data collection technique. Interviews are conducted flexibly based on the subject matter so that it allows researchers to dig deeper information from management, HRD, and employees. This technique aims to validate the phenomenon of Stepping Stone Syndrome and identify differences in work mentality between employees (Sugiyono, 2023).

Data analysis was carried out using the Partial Least Square–Structural Equation Modeling (PLS-SEM) method with the help of SmartPLS software. This method was chosen because it is able to analyze relationships between latent variables without requiring normal data distribution and still produces good predictive ability even though the sample size is relatively small (Hair et al., 2022). Quantitative statistical analysis is used to test hypotheses based on valid and reliable data so as to produce objective conclusions (Sugiyono, 2023). According to Ghozali (2021), PLS-SEM allows testing of complex relationships between latent variables simultaneously through the evaluation of measurement models (outer models) and structural models (inner models).

4. RESULTS AND DISCUSSION

4.1 Research Results

The characteristics of the respondents in this study were obtained from the distribution of questionnaires to 49 PT Berkah Santhosa Group backoffice employees who met the sample criteria. Descriptive analysis was conducted using frequency distribution to provide an overview of respondents' profiles based on gender, age, business unit, and length of work. Based on gender, the majority of respondents were women as many as 42 people (85.7%), while male respondents amounted to 7 people (14.3%). This composition shows that the company's backoffice function is more filled by female workers. This dominance can be attributed to the characteristics of administrative work that require precision, the ability to manage documents, and good coordination in supporting the company's operational activities.

Judging from age, most of the respondents were in the 18-29 years range of 46 people (93.9%), while the age group of 30-45 years only consisted of 3 people (6.1%), and there were no respondents over 45 years old. This condition indicates that the backoffice workforce is dominated by productive age who generally have the ability to learn, adapt to changes, and be ready to face higher work dynamics. These characteristics are important capital for organizations in improving individual suitability with organizational values (*person–organization fit*) so that they can encourage commitment and positive work behavior.

Table 4.1 Characteristics of Respondents by Business Unit

Business Unit	Total	Percentage
BayiBunda.id (*Daycare*)	25	51%
Zafir (*Travel* & Umrah)	8	16,3%
Holding	5	10,2%
Build Inspiration (Construction)	6	12,2%
Maboos (*Product*)	3	6,1%
Rilaksia (*Massage*)	2	4,1%
Total	**49**	**100,0%**

Source: Excel output, processed by researchers (2026)

Based on business units, the most respondents came from BayiBunda.id (Daycare) as many as 25 people (51%), followed by Zafir (Travel & Umrah) as many as 8 people (16.3%), Bangun Inspirasi as many as 6 people (12.2%), Holding as many as 5 people (10.2%), Maboos as many as 3 people (6.1%), and Rilaksia as many as 2 people (4.1%). The distribution shows that respondents come from various business units with different operational characteristics. This diversity illustrates the importance of aligning organizational values across units so that coordination and achievement of company goals can take place effectively

Based on the length of work, respondents with a working period of less than one year amounted to 19 people, while employees with a working period of one year or more were 30 people.

Table 4.2 Related Research Respondents' Answers Person-Organization Fit

Indicator	Alternative Frequency Answers					Mean Item	Mean Indicator	Mean Variabel	Category
	1	2	3	4	5				
Value Congruence								3,85	Height
PO-F.1	0	2	10	23	14	4,00	3,99		

PO-F.2	1	0	14	18	16	3,98			
Goal Congruence									
PO-F.3	4	4	16	21	4	3,34	3,48		
PO-F.4	1	2	18	22	6	3,61			
Need Fulfillment									
PO-F.5	1	3	9	19	17	3,98	4,09		
PO-F.6	0	1	8	20	20	4,20			

Source: SmartPLS output , processed by researchers (2026)

Based on the results of the descriptive analysis, the Person-Organization Fit variable obtained an average value of 3.85, so it is included in the high category. These findings show that most respondents consider there is a good match between personal values, goals, and needs with the organization. The item with the highest score was the statement regarding the suitability of the work environment with employee expectations (mean = 4.20), which indicates that the work environment is considered to be able to provide comfort in carrying out work. On the other hand, the lowest score was found in the statement of confidence in career prospects in the company (mean = 3.34) which was still in the medium category. These results suggest that companies still need to strengthen their career development systems in order to increase employees' confidence in their professional future.

Table 4.3 Related Research Respondents' Answers Psychological Ownership

Indicator	Alternative Frequency Answers					Mean Item	Mean Indicator	Mean Variabel	Category
	1	2	3	4	5				
Sense of Ownership								3,87	Height
PO.1	1	1	14	23	10	3,82	3,92		
PO.2	1	2	9	20	17	4,02			
Self-Identity									
PO.3	1	4	11	21	12	3,80	3,78		
PO.4	3	1	15	16	14	3,76			
Responsibility									
PO.5	0	1	10	28	10	3,96	3,96		

Source: SmartPLS output , processed by researchers (2026)

The Psychological Ownership variable obtained an average score of 3.87, which is the highest value compared to other variables and is included in the high category. These results show that respondents have a strong sense of belonging, emotional attachment, and responsibility to the organization. The highest rated statement was about the feeling of being part of the big company family (mean = 4.02), which reflects a supportive work climate and good interpersonal relationships. Meanwhile, the lowest score was found in the statement about the pride of telling others about the company (mean = 3.76). Although still in the high category, the results show that employee pride in the company's image can still be improved.

Table 4.4 Related Research Respondents' Answers Organizational Citizenship Behavior

Indicator	Alternative Frequency Answers					Mean Item	Mean Indicator	Mean Variabel	Category
	1	2	3	4	5				
Altruism								3,80	Height
OCB.1	0	3	14	22	10	3,80	3,80		
Conscientiousness									
OCB.3	0	0	6	23	20	4,29	4,05		
OCB.4	1	6	9	19	14	3,80			
Civic Virtue									
OCB.6	0	3	9	29	8	3,86	3,86		
Sportsmanship									
OCB.7	5	6	16	16	6	3,24	3,35		
OCB.8	1	5	17	18	7	3,47			
Courtesy									

OCB.9	0	0	7	27	15	4,16	4,16		

Source: SmartPLS output , processed by researchers (2026)

In the Organizational Citizenship Behavior (OCB) variable, an average score of 3.80 was obtained, which was also in the high category. These findings indicate that employees have demonstrated voluntary work behaviors outside of formal duties that support organizational effectiveness. The highest score was found in the statement of continuing to work optimally even without supervisory supervision (mean = 4.29), which describes the high level of discipline and individual responsibility. In contrast, the lowest score was obtained on the statement of willingness to work without complaining in uncomfortable or stressful situations (mean = 3.24), which was in the medium category. This condition shows that employees' ability to maintain a positive attitude when facing work pressure still needs to be strengthened through organizational support.

Convergent validity was evaluated through outer loading and Average Variance Extracted (AVE) values. According to Hair et al. (2022), the indicator is declared valid if it has an outer loading value above 0.70. However, indicators with values between 0.40–0.70 can still be maintained as long as they are able to support the overall quality of the construct, while indicators with values below 0.40 should be eliminated.

Table 4.5 Value Outer Loadings

Item	*Outer Loadings*	Category
PO-F.1	0.751	Valid
PO-F.2	0.789	Valid
PO-F.3	0.728	Valid
PO-F.4	0.790	Valid
PO-F.5	0.902	Valid
PO-F.6	0.754	Valid
PO.1	0.741	Valid
PO.2	0.872	Valid
PO.3	0.831	Valid
PO.4	0.803	Valid
PO.5	0.712	Valid
PO.6	0.701	Valid
OCB.1	0.748	Valid
OCB.2	0.693	Valid
OCB.3	0.797	Valid
OCB.4	0.704	Valid
OCB.5	0.637	Valid
OCB.6	0.875	Valid
OCB.7	0.723	Valid
OCB.8	0.682	Valid
OCB.9	0.785	Valid
OCB.10	0.635	Valid

Source: SmartPLS output, processed by researchers (2026)

The test results showed that all indicators in the Person-Organization Fit variable had *an outer loading* value of 0.728–0.902, so that all items were declared valid. In the Psychological Ownership variable, all indicators also met the criteria with a value range of 0.701–0.872. Meanwhile, the Organizational Citizenship Behavior (OCB) variable has four indicators with values below 0.70, namely OCB.2 (0.693), OCB.5 (0.637), OCB.8 (0.682), and OCB.10 (0.635). Nevertheless, the four indicators are still maintained because they are still in an acceptable range and supported by good construct quality (Hair et al., 2022).

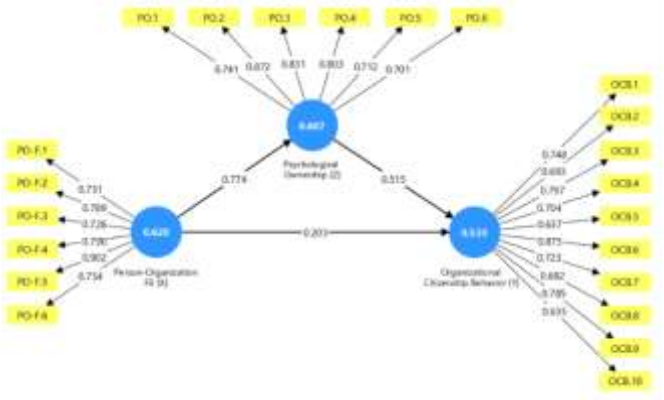


Figure 4.1 Test Measurement Model
Source: SmartPLS output version 4.1.1.8, processed by researchers (2026)

The decision to retain the indicator was strengthened by the results of the reliability and validity tests of the construct. The OCB variable obtained an AVE value of 0.535, *Cronbach's Alpha* of 0.902, and *Composite Reliability* of 0.910. All of these values have exceeded the recommended minimum limits, namely AVE ≥ 0.50 and *Cronbach's Alpha* and *Composite Reliability* ≥ 0.70 (Hair et al., 2022). Therefore, all indicators are considered to be able to represent the measured construct so that they are suitable for use at the next stage of analysis.

In addition *to outer loading*, convergent validity is also evaluated using AVE values. Hair et al. (2021) state that a construct meets convergent validity if it has an AVE value above 0.50. Based on the results of the analysis, the variables Person-Organization Fit, Psychological Ownership, and Organizational Citizenship Behavior each obtained an AVE value of 0.620; 0,607; and 0.535. All of these values have met the set criteria, so it can be concluded that each construct in this study has good convergent validity and all indicators are suitable for use in the next PLS-SEM analysis.

Discriminant validity was evaluated using the Heterotrait-Monotrait Ratio (HTMT) value. A construct is declared to meet discriminant validity if the HTMT value is below 0.90 (Hair et al., 2022). The results of the analysis showed that the relationship between Person-Organization Fit–Organizational Citizenship Behavior had an HTMT value of 0.660, Person-Organization Fit–Psychological Ownership of 0.873, and Psychological Ownership–Organizational Citizenship Behavior of 0.745. All of these values are below the limit of 0.90, so it can be concluded that each construct has good discriminant validity and is able to distinguish from each other

The reliability of the construct is analyzed through the values of Composite Reliability and Cronbach's Alpha. According to Hair et al. (2021), a construct is declared reliable if both values exceed 0.70, while a composite reliability value above 0.60 is still acceptable under certain conditions. The test results showed that Person-Organization Fit obtained a composite reliability value of 0.887 and Cronbach's alpha of 0.876, Psychological Ownership of 0.878 and 0.869, respectively, and Organizational Citizenship Behavior reached 0.910 and 0.902. All values were above the recommended limit, so it can be concluded that the research instrument has a high level of reliability and is able to produce consistent measurements.

The presentation of the results of the internal model evaluation begins with collinearity assessment testing to determine whether or not there are symptoms of multicollinearity in the structural model.

Table 4.6 Value Inner VIVID

	Variance Inflation Factor (VIF)
Person-Organization Fit → Organizational Citizenship Behavior	2.490
Person-Organization Fit → Psychological Ownerhip	1.000
Psychological Ownerhip → Organizational Citizenship Behavior	2.490

Source: SmartPLS output , processed by researchers (2026)

This test uses the Variance Inflation Factor (VIF) value, where a model is declared free of multicollinearity if the VIF value is below 5 (Hair et al., 2022). Based on the results of the analysis, all relationships between variables had a VIF value of 1,000–2,490. These values indicate that there is no problem of multicollinearity so that the structural model meets the requirements for further analysis.

Furthermore, the path coefficient is used to explain the direction and strength of the relationships between variables in the model (Hair et al., 2022). The results showed that Person-Organization Fit had a positive effect on Organizational Citizenship Behavior (OCB) with a coefficient of 0.203. In addition, Person-Organization Fit had a stronger positive relationship with Psychological Ownership with a coefficient of 0.774. Meanwhile,

Psychological Ownership also had a positive influence on OCB with a coefficient of 0.515. These findings indicate that the higher the compatibility between individuals and organizations, the greater the employee's sense of psychological ownership, which further encourages increased volunteer work or *extra-role behavior*.

The next evaluation was carried out through a coefficient of determination (R^2) to determine the ability of exogenous variables to explain endogenous variables (Hair et al., 2022). The R^2 value in Psychological Ownership of 0.598 indicates that 59.8% of the variation in the construct can be explained by Person-Organization Fit, while 40.2% is influenced by other factors outside the model. The R^2 value in Organizational Citizenship Behavior of 0.469 indicates that 46.9% of OCB variations can be explained by Person-Organization Fit and Psychological Ownership, while the remaining 53.1% are influenced by other variables that were not studied.

The amount of contribution of each independent variable was analyzed using effect size (f^2). According to Hair et al. (2022), an f^2 value of 0.02 indicates a small influence, 0.15 a moderate influence, and 0.35 or more indicates a large influence. The results of the study show that the influence of Person-Organization Fit on Psychological Ownership has an f^2 value of 1.490 so it is included in the large category. On the other hand, the influence of Person-Organization Fit on OCB is only 0.031 which is relatively small. Meanwhile, the influence of Psychological Ownership on OCB obtained an f^2 value of 0.201 so that it was included in the medium category. These results show that Psychological Ownership has a fairly important role in improving organizational citizenship behavior, while the direct influence of Person-Organization Fit on OCB is relatively lower.

Finally, the predictive capabilities of the model are evaluated through cross-validated redundancy (Q^2). A Q^2 value greater than zero indicates that the model has good predictive relevance (Hair et al., 2022). The results of the analysis showed that the Q^2 value in Psychological Ownership was 0.372 and in Organizational Citizenship Behavior was 0.245. Both values are above zero so it can be concluded that the research model has a good ability to predict endogenous variables.

The hypothesis test in this study uses the Partial Least Squares-Structural Equation Modeling (PLS-SEM) approach through the bootstrapping technique. This method is used to test the significance of the relationship between variables by generating t-statistic and p-value values. According to Hair et al. (2022), a hypothesis is stated to be significant if the p-value < 0.05. Meanwhile, Ghozali (2021) explained that the direct effect is stated to be significant if the t-statistic > 1.96 and the p-value < 0.05. The indirect influence or mediation was evaluated through specific indirect effects, where the mediation relationship was considered significant if the bootstrapping results showed a p-value of < 0.05.

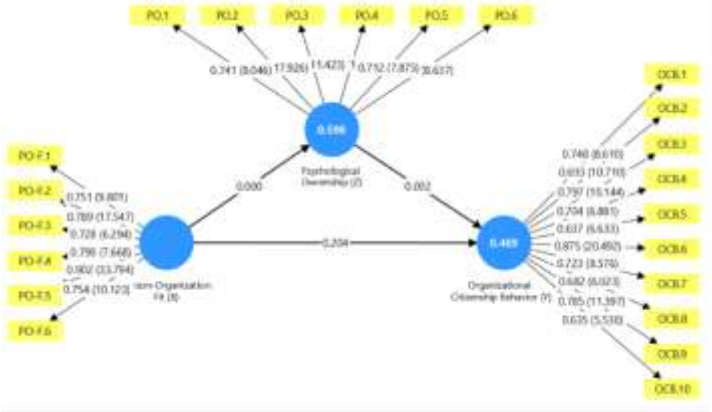


Figure 4.2 Uji Bootstapping Model
Source: SmartPLS output version 4.1.1.8, processed by researchers (2026)

Based on the test results, the relationship between Person-Organization Fit and Organizational Citizenship Behavior (OCB) had a path coefficient of 0.203 with a t-statistic of 1.269 and a p-value of 0.204. Although the direction of the relationship is positive, the significance value does not meet the criteria so H1 is rejected. This shows that person-organization fit has not been able to exert a significant direct influence on organizational citizenship behavior.

Furthermore, the influence of Person-Organization Fit on Psychological Ownership obtained a coefficient of 0.774, with a t-statistic of 10.703 and a p-value of 0.000. These results show that there is a positive and significant influence so that H2 is accepted. This means that the higher the compatibility between the individual and the organization, the stronger the sense of belonging to the employee towards the organization.

Testing the relationship between Psychological Ownership and Organizational Citizenship Behavior yielded a path coefficient of 0.515, a t-statistic of 3.083, and a p-value of 0.002. This value meets the significance criteria so that H3 is accepted, which indicates that increased psychological ownership will encourage organizational citizenship behavior.

The results of the mediation effect test showed that Psychological Ownership mediated the relationship between Person-Organization Fit and Organizational Citizenship Behavior with an indirect coefficient value of 0.399, t-statistic of 2.985, and p-value of 0.003. Because it meets the significance limit, H4 is accepted. These findings indicate that the influence of person-organization fit on organizational citizenship behavior is more effective through increasing psychological ownership as a mediator variable.

4.2 Discussion

The results of the path analysis showed that the first hypothesis was rejected, so that person-organization fit did not have a significant effect directly on organizational citizenship behavior (OCB) in PT Berkah Senthosa Group backoffice employees. These findings indicate that the alignment between individual

values and organizational values has not been able to encourage employees to voluntarily display behaviors outside of formal job demands. In other words, the perception that the work environment has lived up to employee expectations has not automatically boosted extra-role behavior in the organization.

The results of descriptive statistics show that the person-organization fit variable obtained a high average, especially in the need fulfillment indicator, which indicates that respondents feel that the work environment has met their expectations. However, this condition is not followed by a high OCB value. The sportsmanship indicator is actually in the medium category, especially in the aspect of willingness to work without complaining in uncomfortable conditions. These differences show that the comfort of working generates more satisfaction with the work environment than encouraging employees to make voluntary contributions when the organization faces challenges.

The results of observations in the field also show that PT Berkah Senthosa Group implements a recruitment process that emphasizes cultural fit. The policy has succeeded in creating a harmonious work environment and supporting relationships between employees. However, this comfortable work culture is not enough to encourage the emergence of initiatives outside of the main task. Most employees tend to complete work according to their assigned responsibilities and wait for formal direction before taking additional actions for the organization.

The characteristics of the respondents also explain the results. The majority of respondents were 18–29 years old (93.9%) and had less than one year of service (61.2%). This condition shows that most employees are still in the adaptation stage so that psychological relationships with the organization have not been firmly formed. As a result, even if they feel they fit into the company's values and environment, the commitment to engaging in voluntary behavior that benefits the organization is still relatively limited.

The findings of this study are in line with the Self-Extension Theory put forward by Belk (1988). The theory explains that individuals tend to show protective behavior and greater contribution when the organization has become part of its identity (extended self). In this study, the relatively short working period caused the organization to not be fully part of the employee's identity. Therefore, the conformity of values between individuals and organizations is not enough to encourage the formation of organizational citizenship behavior directly (Belk, 1988).

The results of the study showed that person-organization fit did not have a direct effect on organizational citizenship behavior (OCB) in PT Berkah Senthosa Group backoffice employees. These findings are in line with the research of Christian et al. (2023), Ananda et al. (2022), and Sunaryono et al. (2022) which states that value matching between individuals and organizations does not necessarily encourage the emergence of extra-role behaviors. This condition indicates that a comfortable work environment is more likely to reduce dissatisfaction than to be the main driver of proactive behavior. The characteristics of holding companies that have various business units are also suspected to limit the direct influence of value alignment on employees' willingness to help across divisions. Therefore, increasing OCB is not enough to rely only on person-organization fit, but requires other strategies that are able to strengthen the internalization of organizational values into voluntary work behavior.

The results of the analysis further prove that person-organization fit has a positive and significant effect on psychological ownership. The higher the compatibility between the employee's personal values and the organization's culture, the stronger the sense of belonging to the company. Field findings show that companies consistently apply the culture fit principle in the recruitment process so that employees more easily identify themselves with the organization. This condition is supported by a high score of the value congruence indicator, which is in line with the high dimension of sense of ownership, showing that employees feel part of the company. In contrast, the goal congruence indicator obtained a relatively lower score, indicating that a sense of belonging is formed more through social relationships and the comfort of the work environment than belief in long-term career prospects.

The characteristics of the respondents also strengthened the relationship. The majority of respondents were women under the age of 29 who worked in the BayiBunda.id unit (Daycare). This composition supports the formation of psychological ownership because of the work culture that emphasizes the values of family, empathy, and interpersonal relationships according to the characteristics of the majority of employees. The compatibility between the organizational culture and the psychological expectations of employees reinforces a sense of belonging to the company.

Theoretically, the results of this study support the Self-Extension Theory proposed by Pierce et al. (2001). The theory explains that a sense of belonging arises when an individual is able to identify himself or herself as part of an organization. Value alignment is the main means by which the organization can be seen as part of the employee's identity. The results of this study are also consistent with the findings of Insan et al. (2025), Ucar et al. (2021), Bai and Bai (2023), and Alhadar and Hidayanti (2021) which show that person-organization fit has a positive effect on psychological ownership. Thus, an organizational culture that is in harmony with employee values needs to be maintained because it is an important factor in building psychological attachment and a sense of belonging to the company.

The results of the pathway analysis showed that psychological ownership had a positive and significant effect on organizational citizenship behavior (OCB), so the third hypothesis was accepted. These findings indicate that the higher an employee's sense of belonging to the organization, the more likely they are to display voluntary behaviors that support the organization's effectiveness and efficiency. In the holding operations of PT Berkah Senthosa Group, this condition is reflected in the emergence of responsible behavior, willingness to contribute outside of formal duties, and loyalty in supporting the achievement of company goals.

The results of descriptive statistics show that psychological ownership has the highest average value compared to other variables. The responsibility indicator obtained the highest score, especially in the statement regarding personal responsibility for the progress of the business unit. This condition is in line with the dimension of conscientiousness in OCB, which shows that employees continue to work carefully and optimally even without direct supervision from their superiors. However, relatively lower scores were found in self-identity indicators, especially pride in telling others about the company, as well as in the sportsmanship dimension related to the tendency to complain when faced with work pressure. The results show that a sense of internal responsibility has developed well, but organizations still need to strengthen pride in the company's identity and increase employee resilience in the face of job challenges.

Theoretically, these findings support the Self-Extension Theory put forward by Belk (1988). The theory explains that individuals

who consider an object as a part of themselves will be driven to maintain, protect, and develop the object as well as to take care of themselves. In an organizational context, a high sense of belonging encourages employees to view the company's success as a personal success so that they are more motivated to make an extra contribution through OCB behavior.

The results of this study are also consistent with the findings of Farooq and Hakim (2025), Wilhelm et al. (2024), Zhao et al. (2022), and Kim and Chung (2023) who stated that psychological ownership is an important predictor for the increase in OCB. Employees who have a sense of ownership of the organization tend to exhibit proactive, responsible, and willing to contribute beyond the demands of formal work. In addition, the value of f-square, which is in the medium category, shows that the influence of psychological ownership on OCB is stable and has a significant contribution in the research model.

Based on these findings, it can be concluded that psychological ownership is one of the main factors that encourage the formation of OCB in PT Berkah Senthosa Group's backoffice employees. Therefore, companies need to maintain and strengthen the sense of belonging of employees through the provision of adequate work facilities, employee involvement in organizational achievements, and appreciation for the company's success to increase pride and attachment to the organization.

The results of the hypothesis test showed that psychological ownership fully mediated the influence of person-organization fit on organizational citizenship behavior (OCB) in PT Berkah Senthosa Group backoffice employees. These findings indicate that the fit between individual and organizational values has not been able to drive the emergence of extra-role behaviors directly. On the contrary, the alignment of these values first needs to form a sense of belonging to the organization before it is manifested in voluntary behavior that provides benefits to the organization. Thus, psychological ownership is an important mechanism that connects the perception of value conformity with OCB behavior. The results of the study also show that a work environment that is in accordance with the needs and values of employees only produces a sense of comfort if it is not accompanied by the emergence of psychological responsibility for the organization. As psychological ownership develops, employees are encouraged to view the success of the organization as part of their personal responsibility so that they are more willing to help colleagues, work beyond formal demands, and contribute voluntarily to the achievement of organizational goals. This condition shows that a sense of belonging plays a role as a factor that transforms value match into productive work behavior.

In the context of PT Berkah Senthosa Group, which has backoffice employees from various business units, psychological ownership also functions to strengthen a common identity in the midst of a diversity of work characteristics. Even though employees come from different units, a sense of belonging to the organization can increase collaboration across units and reinforce mutually helpful behaviors. This shows that internalizing organizational values not only creates work comfort, but also strengthens the collective commitment to supporting the company's success.

The findings are in line with the Self-Extension Theory put forward by Belk (1988), which explains that individuals will show positive behavior when the organization has become part of their identity. Under these conditions, employees tend to make contributions that go beyond formal obligations because the success of the organization is seen as a personal success. The results of this study also support the findings of Alhadar and Hidayanti (2021) and Dahlawi et al. (2025) who stated that psychological ownership is an effective mediator in linking the suitability of organizational values with the extra behavior of employee roles.

Based on these results, PT Berkah Senthosa Group needs to develop a human resource management strategy that not only focuses on creating person-organization fit, but also on strengthening psychological ownership. Programs that internalize organizational culture, training, employee development, and performance evaluation systems need to be directed to build a sense of belonging to the organization so that employees are encouraged to contribute voluntarily and sustainably through organizational citizenship behavior.

Conclusion

Based on the results of the analysis and discussion of the research, it can be concluded that Person-Organization Fit does not have a significant direct influence on Organizational Citizenship Behavior (OCB). These findings suggest that value matching between individuals and organizations is not enough to encourage voluntary work behaviors if they are not accompanied by strong emotional attachment. On the other hand, Person-Organization Fit has been shown to have a positive effect on Psychological Ownership, which indicates that the higher the value alignment between employees and the organization, the greater the sense of belonging to the company. Furthermore, Psychological Ownership has also been proven to increase OCB, so employees who have an emotional bond with the organization tend to be more willing to help colleagues, take initiatives, and contribute outside of the demands of the job. The results of the study also show that Psychological Ownership plays a role as a full mediator in the relationship between Person-Organization Fit and OCB. Thus, value conformity can only encourage the emergence of organizational citizenship behavior if it first forms a sense of psychological ownership in employees.

Based on the research findings, companies are advised to strengthen employee ownership through increased involvement in decision-making, providing proportionate work autonomy, and developing a work culture that supports collaboration. In addition, evaluation of workload management, the implementation of resilience training, and the provision of non-financial appreciation need to be carried out to encourage the emergence of voluntary work behavior. Companies also need to increase cross-divisional cooperation so that employees have a broader orientation towards organizational goals.

For future researchers, it is recommended to expand the research object to different types of organizations and a larger number of respondents so that the results of the study have a better level of generalization. The use of a mixed methods approach, which combines quantitative and qualitative methods through in-depth interviews, is also recommended to gain a more comprehensive understanding of the factors that affect OCB. In addition, future research may add other variables, such as transformational leadership, work-life balance, intrinsic motivation, and non-financial compensation system as factors that have the potential to influence OCB. Comparative analysis using Multi-Group Analysis (MGA) can also be applied to identify differences in influence between groups of respondents based on characteristics

such as age, working period, and work unit.

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