

Work Involvement as A Moderating Effect in Relationship between Person-Supervisor Fit and Organizational Citizenship Behavior in Public Sector

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Abstract

Several studies have been conducted to investigate the person-environment (P-E) fit influence on organizational citizenship behavior (OCB). Nevertheless, the results show that the significant correlation is not favorable. In this vein, this research chose to offer work involvement as a moderator to obviously demonstrate the effect of person-supervisor (P-S) fit as well as OCB. Work involvement is expected to have an impact on the function of P-S fit in this study. Work involvement acts as a moderator in conceiving P-S fit and OCB interactions. Here, 376 questionnaires were disseminated, and 371 were reverted, yielding a 98.67% response rate. Quota sampling was utilised in this study because the quota set for each subgroup is determined by the total number of members in the population. It should be noted that the sampling technique includes categorising the samples into separate strata or groupings, such as agencies or departments. The Royal Malaysian Police, the Registration Department, and the Immigration Department all provided samples. For this analysis, SPSS was employed. According to the study's finding, work involvement modifies the relationship between P-S fit as well as OCB. Several areas for improvement should be examined in future research. For starters, this study may be conducted with a bigger sample size, recruiting respondents from different public institutions or ministries around Malaysia. Respondents can also be recruited from various management levels and professional groups. This is done to ensure that the research's findings may be applicable to various personnel groupings. Second, the survey instrument used to assess employees' performance or OCB level may

incorporate questions from multiple sources, eliminating errors or bias. Furthermore, when assessing the OCB level among employees in future studies, the supervisory-rating assessment should be applied. This is because self-rating can make employees unable to accurately analyse themselves. As a result, when employees react, it may add to self-bias.

Keywords: Work Involvement, Person-Supervisor Fit, Organizational Citizenship Behavior (OCB), and Job Performance

Introduction

Essentially, the Ministry of Home Affairs is recognized as the Ministry in charge of the regulations and laws governing citizenship, including national policies and registration to align with the country's demands and interests in the present day. Regarding the extreme responsibilities and obligations, the Ministry of Home Affairs has focused the public employees' efforts on striving for excellence in improving service quality to better serve the nation and society, following the user-friendly service policy.

The ministry service process entails the execution of numerous responsibilities delegated to it. Some of them are functioning, while others provide support services. Three main factors are underlined to protect national security and public order: rehabilitation, enforcement, and prevention. Clearly, all the processes mentioned are carried out by public servants from all Ministry departments and bringing the agencies together, including the support of all the Ministry's particular divisions in a few related fields such as technology, human resources, finance, legislation, and policy.

The degree of public workers' performance is essential since it reveals the Ministry's agencies and divisions' performance (Jaapar, 2019). To meet the clients' demands, the public servants involved must do the relevant jobs well while simultaneously engaging in organizational citizenship behavior (OCB). This is because their job performance is critical. After all, it reflects the organization's entire performance (Zulkifli & Ali, 2017).

As a result, the research includes Person-Supervisor (P-S) fit representing a situational component affecting public servants' job performance in Home Affairs departments and agencies Ministry. It is designated to be employed as empirical proof that the situational elements and personal effects or individual factors on job performance are required to improve overall organizational effectiveness.

In this research, the P-S fit is outlined as a situational aspect that may contribute to public servant work performance. As a result, an obvious desire to explore the connection between P-S fit and employee job performance within the organization.

The Malaysian framework also implies that task performance solely is insufficient for public workers to accomplish their work responsibilities. As per Hartini, Fakhrorazi, and Islam (2019), Malaysian public officials are examined in light of numerous factors, including OCB and task performance. This implies that OCB is critical for Malaysian public workers to practice and that all of them are implicitly evaluated depending on their OCB elements. As a result, some voluntary activities, for instance, OCBs, are deemed required for them to go above and beyond the call of duty. According to Saraih, Aris, Sakdan, and Ahmad (2016), OCB is a valuable word

for defining volunteer public workers' behaviors that go the "extra mile" to help society prosper, even if those behaviors are not part of their official jobs' performance expectations.

Work involvement is likely to influence the function of P-S fit in this investigation. Work involvement plays a moderating part in conceptualizing P-S fit as well as OCB interactions. According to Saraih, Aris, Samah, Sa'aban, and Mutalib (2017), OCB might be useful if a moderator clarifies and comprehend its interaction with the predictors. As per Hayes (2018), moderators can clarify why and how a predictor affects the variable consequence, resulting in more relevant study results.

Problem Statement

According to the Public Complaint Bureau Department (2020), the Home Affairs Ministry received 625 complaints in 2020. In 2019, 2018, 2017, and 2016, the Ministry of Home Affairs received 831, 676, 547, and 536 complaints, respectively. It demonstrates the rising trend of complaints from 2016 to 2019. It could be related to stakeholder unhappiness with the organization.

As per Saraih et al (2017), public agency employees were analyzed regarding the organizational citizenship behavior (OCB) specific components. However, according to Saraih et al. (2016) and Johari et al. (2019), findings from their research on employees' work performance in public agencies are still unsatisfactory. It is a critical issue since the employees' work performance in public agencies significantly affects the overall public sector's performance.

According to Saraih et al (2017); Johari et al (2019); Johari & Yahya (2019), there exist various OCB predictors. Job attitudes, organizational dedication, work qualities, and personality. Furthermore, Al-Omari and Okasheh (2017); Kurniawan and Heryanto (2019), as well as June and Mahmood (2020) revealed that the work environment is a strong determinant of job performance. Employees can reach peak performance if their job context and working environment enable them to expend maximum effort while doing their duties. Workers and their work environments are well-matched to work happily toward the performance goal. If an employee's traits match those of their work environment, this is referred to as person-environment fit (P-E fit).

Over the decades, the four (4) related fits types have evolved as the most researched requirements in person-environment fit studies (Kok & Meyer, 2018; Thani & Othman, 2020). That is to say, (i) person-job fit (P-J fit), (ii) person-organization fit (P-O fit), (iii) person-group fit (P-G fit), as well as (iv) person-supervisor fit (P-S fit). Nevertheless, there is a scarcity of research on P-S fit, as per (Kok and Meyer, 2018).

The primary assumption underlying this fit study is that findings are the product of interactions between persons and the environments they experience, with individual favorable results being the good fit result (Marstand et al., 2017). Preceding research has found a conclusive association between job performance and P-S fit (Huff, 2019; Thani & Othman, 2020). As per Kristof-Brown, Li, and Schneider (2018), person supervisor fit has a negative impact on OCB. A further study by Klaic, Burtscher, and Jonas (2018), found that

person-supervisor fit consists of a detrimental impact on OCB and task performance. The conflicting findings concerning the association between the P-S fit dimension and OCB do not provide sufficient knowledge to the presently available literature, requiring additional empirical analysis.

In Malaysian public service, Person-environment (P-E) fit research is constrained (Thani & Othman, 2020) when contrasted to the private sector (refer to Suan & Nasuridin, 2016; Vasudevan & Iqbal, 2018) whereas, as per Johari and Yahya (2019) as well as June and Mahmood (2020), most, fortunately, practices in the private sector cannot be relevant in the public sector. Also, as part of the (P-E) fit study.

As Thani and Othman (2020) indicate, public service does not have a broad reach. This research preferred to add details on the (P-E) fit repercussions, particularly in the Home Affairs Ministry. According to prior research done by Andela and Doef (2019), there is little research on P-S fit (refer to Kok & Meyer, 2018; Li, KristofBrown, & Nielsen, 2019). It is worth noting that the person-supervisor fit can significantly impact the job performance of public officials. As a result, this research aims to determine whether person-supervisor fit affects the employees' OCB at the Home Affairs Ministry. In order to justify the necessities for this research, Li et al (2019) argued that many pieces of research on the relationship between the outcome variable and P-S fit should be conducted concerning the conflicting results published in the literature.

Work participation is employed as a moderator in this research to examine the impact of P-S fit towards OCB within public servants. Note that a moderator is a variable that allows the predictor to impact the criterion variable (Sekaran & Bougie 2019). Other than that, a moderator describes why and how a particular impact happens. Consequently, Saraih et al. (2017) extremely advised that a moderating variable is essential to describe clearly the repercussion of the predictor given the criterion variable when finding antecedents of job performance, notably OCB.

When exploring the relationship between OCB and P-S Fit, some prior investigation (Astakhova, 2016; Appio, De Carli, Fernandes, & Frizon, 2019) overlooked the function of a moderating component. As a result, the findings of these investigations on the relationship between P-S fit and OCB were inconclusive. Appio et al. (2019) propose that future studies include a moderator variable to demonstrate the apparent association between OCB and person-environment fit. According to Johari and Yahya (2019), little research has been with work involvement as a moderator. Therefore, the job function involved was investigated in this investigation to apprehend the connection between OCB and P-S fit of public workers.

Research Objective and Research Question

- To study the significance of work engagement in regulating the relationship between P-S fit and OCB among public servants.
- To what extent does work engagement alter the relationship between P-S fit and OCB among public employees?

Literature Reviews*Organizational Citizenship Behavior (OCB)*

An organization must maximize its employees' efforts to maintain a competitive edge, keep up with developments, and interact in innovation (Saraih et al., 2016). This finally necessitates that most employees exhibit corporate citizenship behavior (OCB). OCB is also defined as extra-role or contextual performance, and it is a crucial aspect that contributes to organizational efficacy (Johari et al., 2019). In addition, OCB was founded by Bateman and Organ in 1980s, and it focuses on extra-role behavior (Osman, Ghani & Alis, 2019). Moreover, OCB is a beneficial behavioral feature that is neither precluded from the work description nor mandated by the employment contract. Aside from contextual performance, OCB is also known as discretionary conduct or extra-role behavior (Osman et al., 2019).

Person- Supervisor (P-S) Fit

Fit, sometimes defined as compatibility, between workers and supervisors can benefit most parties, including the workers, supervisors, and the organization (Marstand et al., 2017). If a good match is implemented, it will affect the employees' attitudes as well as their actions. Supervisors, in general, possess the potential to alter employees' environmental experiences, primarily through their supervising ideals and actions (Mo & Shi, 2017). Supervisors and workers can keep the opportunity to perform remarkably well with one other in proper settings, in addition to embracing a good connection. This bond will subsequently encourage worker contentment as they will be delighted to accomplish their duty or even show up to work day after day. As a result, if workers enjoy what they do, they are less likely to engage in organizational misconduct or be worthless while at work.

The P-S fit perceptions signify the acknowledged fit that may be noticed between the supervisor and employees' qualities. Employees place a high value on the supervisor's attributes (Thani & Othman, 2020). Note that it was demonstrated that if employees believe their values align with those of their boss, they are prone to be content with their employment and the overall work environment (Mo & Shi, 2017). Nonetheless, few investigations on P-S fit perceptions have been conducted compared to other fit perceptions (Mo & Shi, 2017; Guay, Kim, Oh, & Vogel, 2019). Furthermore, Benoit, Ekebas-Turedi, and Brashear (2018), as well as Kwon and Kang (2019), acknowledged that only a few studies have highlighted validating multidimensional methods. P-S fit, particularly, was not mainly implemented in these sparse multidimensional fit researches. As a result, the P-S fit concerns the suitability or match between supervisors and their workers when they share features.

The Connection between Person- Supervisor (P-S) Fit and Job Performance

There possess only been several kinds of research that have looked into the connection that may be observed between the P-S fit, the withdrawal behavior as well as attitude. In the setting of a Korean environment, a coherent association between P-S fit and job attitude variables was discovered (Guay et al., 2019). Kwon and Kang (2019) discovered that P-S fit is substantially connected with job satisfaction and turnover intention utilizing Korean employees as the study's sample. P-S fit was also found to be associated with employees' commitments (Andela & Van Der Doef, 2019), turnover intention (Kwon & Kang, 2019), as well as OCB (Andela & Van Der Doef, 2019). (Thani & Othman, 2020). This study proposes that the P-S fit content dimensions include (i) leadership style, (ii) lifestyle, (iii) work style, (iv)

personality, as well as (v) values based on previous findings. As a matter of fact, in this study, the preceding supposition is recommended:

Hypothesis: The person-supervisor fit has a significant impact on OCB.

Work Involvement

Employee involvement in work, according to Phipps, Prieto, and Ndinguri (2013), has a significant impact on human resource management strategies, such as encouraging positive behavior and increasing job performance levels and productivity. Employees will become more interested in their work if they believe it is meaningful and valuable. Employee involvement occurs when they believe their job is constructive and useful (Johari & Yahya, 2016). Furthermore, Hermawati and Mas (2017) revealed that an employee's involvement in employment could be detected by observing their self-image and self-esteem while conducting their task. Employees who are more involved in their work develop professional attitudes as well as the OCB, ultimately improving their work performance (Mirzaee & Beygzadeh, 2017). Besides, employees who felt compatible with their jobs were more involved and firmly committed to the organization (Jyoti, Sharma, Kour, & Kour, 2020). Furthermore, Ju, Yao, and Ma (2021) discovered that a higher person-job fit level could take place when the employee is involved in more work as well as performing better at work.

Methodology Research Design

The researchers intended to assess the correlation between the dependent, moderator, and independent variables in this quantitative study. Here, the data was gathered via a self-administered survey questionnaire administered to Malaysian public servants under the Home Affairs Ministry.

For this research, 376 sample sizes were suggested by the researchers. Quota sampling was used in this research due the quota set for each subgroup depends on the total number of each group in the population (Sekaran & Bougie, 2019). Note that the sampling procedure incorporates categorizing the samples into distinct strata or groups, for example, agencies or departments. Samples were collected from the Registration Department, the Immigration Department, and the Royal Malaysian Police. The following were the sample determinations:

Table 1

Sample Determination

No	Strata by Department	Number of Population	Number of Respondents
1	Royal Malaysian Police	15,111	283
2	Department of Immigration	2,906	54
3	Registration Department	2,102	39
TOTAL		20,119	376

The Statistical Package for Social Sciences 24.0 versions for Windows was implemented for data analysis, including multiple linear regression (MLR) analysis techniques were deployed to assess the hypotheses.

Findings

This study's sample includes 161 male participants (43.4 %) and 210 female participants (56.6 %). In terms of age, 49 or 13.2 % of respondents are under the age of 25, 9.2 % or 34 are between the ages of 25 and 35, 55 are between the ages of 31 and 35, and 88 or 23.7 % are between the ages of 36 and 40. Aside from that, respondents between the ages of 41 and 45 accounted for 16 % (4.3 %) of the total. The total number of responders aged 46 to 50 was 61, or 16.4 %. There were 34 responders (or 16.4 %) between 51 and 55. The remaining responders are public officials in the Ministry over 55. According to the findings, most respondents in Malaysia's departments and agencies were Malays, accounting for 85.1 %. Only 5.7 % of those polled were Chinese, while 9.2 % were Indian. The majority of respondents (91.4%) were married, with the leftover 8.6 % being single.

A total of 39.1 % of participants held a bachelor's degree, 35.6 % held a diploma, and 13.7 % held an SPM. The remaining 11.6 % have a master's degree or higher. One hundred fifty-four of the participants had been with the organizations for six to ten years. Ninety-six people had worked for 11 to 15 years, and 85 people had worked for one to five years. The remaining participants have been in their current jobs for more than 15 years. Subsequently, 65.5% were support personnel, while 34.5 % were managerial as well as professional personnel.

Reliability Analyses

Calculating the Cronbach's alpha for each measure used guided the unfaltering quality assessment. The dependability of a measure illustrates the instrument's solidity and consistency in estimating a concept and examines a measure's ethics (Sekaran & Bougie, 2019). According to Sekaran and Bougie (2019), the starting point for suitable unfaltering quality should be 0.60. Any contradictory phrased items in the poll were turned around and coded prior to unwavering quality tests. This was done to ensure that all variables used in predicting were parallel.

Table 2

Reliability Analyses

Variable	Number of items	Cronbach's alphas
Person-Supervisor (P-S) Fit	5	0.84
Moderating Variable		
Work Involvement	5	0.99
Job Performance Variable		
Organizational Citizenship Behaviour (OCB).	5	0.86

Cronbach's alphas for independent variables are 0.84, as shown in Table 2. The results showed that the measure had high internal stability and consistency. Furthermore, the reliability assessments validated that the moderating variable employed in the research had a high level of internal reliability and consistency. Cronbach's alpha for work involvement signifies 0.99. The studies also achieved higher consistency quality coefficients, including ward factors, with Cronbach's alphas greater than 0.70. Cronbach's alpha was 0.86 for (OCB). The

measures selected as part of the evaluation were quite decent as a result of the dependability studies, and it was suggested that they be prepared for further analysis.

Discussion

Work involvement is expected to alter the relationship between each P-E fit and OCB. The work involvement moderating effects on the connections between person-environment (P-E) fit characteristics as well as OCB are displayed in Table 3.

Table 3

The findings indicate work involvement's moderating effects on the correlations between person-environment fit characteristics and OCB

MODEL 1		MODEL 2		MODEL 3	
Variables	Dependent Variable	Variables	Dependent Variable	Variables	Dependent Variable
	OCB		OCB		OCB
Independent Variable		Independent Variable		Independent Variable	
Person-supervisor fit	** .860	P-S fit	* .504*	P-S fit	** 3.224
Moderator					
Work involvement			* .379*		** 4.391
Interaction terms					
PSF x WI					- 6.369**
R ²	.726	R ²	.746	R ²	.766
Adjusted R ²	.729	Adjusted R ²	.742	Adjusted R ²	.761
R ² Change	.729	R ² Change	.017	R ² Change	.021
F Change	246.435	F Change	23.815	F Change	7.977
Significance Change	F .000	Significance Change	F .000	Significance Change	F .000

Notes: *** significance at the .01 level; ** significance at the .05 level;

Work involvement, according to the table earlier in this section, has a moderating consequence on the association between (P-S) fit and OCB. Work participation can be speculated to act as a moderator in the relationship between P-S fit and OCB as the dependent variable, as well as the supposition is validated.

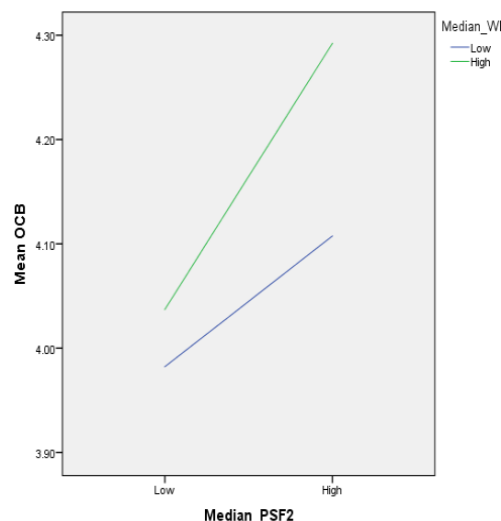


Figure 3: Work involvement has a moderating influence on the association between person-supervisor fit and OCB.

According to the findings, employees must possess a high P-S fit level and a high level of job involvement to participate in OCB. Employees' OCB levels will rise as a result, and they will be more committed to the organization. According to Zhang (2014), encouraging employee involvement is one of the essential components in improving organizational citizenship practices.

The result suggests that an employee's intention to do OCB may be influenced by the supervisor; with respect to the example, an employee is more prone to go above and above the basic position specifications.

When they acknowledge the supervisor is ethical and dedicated to their health, the impact is amplified by an elevated level of work involvement.

This research's outcome also emphasizes job involvement's significance in enhancing the connections between P-S fit and OCB. Moreover, in attaining a high level of work involvement, managers could enable employees to do their jobs as well as invite them to engage in organizational management actively. As a result, employees will perceive like they own their jobs and duties. Additionally, the employer must constantly update the employees on their accomplishments to inform them of what needs to be done to accomplish higher goals. Several initiatives can be demonstrated, like embracing an effective communication system to transmit current news to organizational members. Finally, when deciding significant judgments for the organization, management must contemplate employee input. When individuals believe their voice is heard and respected, they are more likely to be involved in their work.

Direction for Future Research

Several areas for improvement should be considered in future research. For starters, this study may be done with larger sample size, recruiting respondents from other public organizations or ministries throughout Malaysia. Respondents can also be chosen from various management levels and professional groupings. This is done to guarantee that the research's conclusions may be applied to different personnel groups. Second, the survey

instrument employed to assess employees' performance or OCB level might include questions from various sources, reducing mistakes or bias.

Furthermore, while evaluating the OCB level among employees in future studies, the supervisory-rating assessment should be used. This is because self-rating can make employees inadequate to assess themselves effectively. Consequently, when employees react, it could indeed contribute to self-bias.

Conclusion

Overall, this research convincingly supplied satisfying empirical evidence on the moderating impact of work involvement in correlating (P-E) fit and OCB. The research findings possess supported the study's fundamental theoretical assertions. What's more, this research adequately addressed all the research questions in spite of having some restrictions. Even though much research has highlighted the association between P-E fit and OCB, this research has efficiently dealt with the enormous gap via incorporating work involvement as a crucial moderating element.

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