

A Pilot Study on the Relationship between Person-Job Fit and Organizational Citizenship Behavior: The Mediating Role of Religiosity among Muslim Government Servants in Klang Valley

Ayu Kamareenna Abdullah Thani., Nurhidayah Rosely

Faculty of Business and Management, Universiti Teknologi MARA, Kelantan Branch, Machang Campus, Kelantan, Malaysia

DOI: <https://doi.org/10.47772/IJRISS.2025.91100614>

Received: 30 November 2025; Accepted: 07 December 2025; Published: 26 December 2025

ABSTRACT

This pilot study investigates the relationship between person-job fit and organizational citizenship behavior (OCB), with religiosity as a mediating variable among Muslim government servants in Klang Valley. The study aims to validate the research instruments and assess the preliminary reliability of the constructs. Data were collected through an online questionnaire distributed via Google Form to 30 Muslim government servants representing various departments in Klang Valley. The study employed a quantitative research design, and data analysis was conducted using SPSS Version 29. Reliability analysis showed that all Cronbach's alpha values exceeded 0.80, confirming internal consistency for all constructs. Preliminary results suggest that when employees experience a strong person-job fit, they are more likely to engage in positive extra-role behaviors, and religiosity may strengthen this relationship by encouraging ethical and altruistic actions consistent with Islamic values. This pilot test validates the measurement instruments and provides a foundation for conducting the main study with a larger sample.

Keywords: Person-job fit, religiosity, organizational citizenship behavior

INTRODUCTION

The quality of human resources is one of the most significant factors influencing the success and sustainability of public organizations. In Malaysia, government servants are expected to demonstrate not only task efficiency but also moral integrity, ethical values, and willingness to contribute beyond their formal job descriptions. Such behaviors, commonly referred to as organizational citizenship behavior (OCB), play a crucial role in enhancing teamwork, service quality, and the overall performance of public institutions (Ariffin et al., 2024).

In recent years, the concept of person-job fit has attracted considerable attention in organizational research as an important predictor of employees' work attitudes and behaviors. Person-job fit occurs when there is a congruence between an employee's skills, abilities, and job demands, as well as between personal values and organizational goals (Haryonor, 2021). Employees who perceive a strong fit with their jobs are more likely to experience satisfaction, motivation, and engagement, which ultimately encourage them to go beyond their required duties (Alfawzan et al., 2024).

However, within the Malaysian civil service where a significant majority of employees are Muslims religiosity is also a defining aspect of employees' work ethics and behavioral orientation. In Islam, work is regarded as a form of worship ('ibadah), and employees are encouraged to perform their duties sincerely and responsibly (Fatima et al., 2024). Religious values shape attitudes toward work, honesty, and cooperation, which can influence how employees engage in prosocial behaviors such as helping colleagues, volunteering for tasks, and maintaining harmonious relationships at work (Utami et al., 2024). Thus, religiosity may serve as a mediating mechanism that enhances the positive impact of person-job fit on OCB.

Despite the growing body of literature on person-job fit and OCB, few studies have examined these relationships within the cultural and religious context of Muslim government servants in Malaysia (Omar et al., 2021). The

integration of religiosity into organizational behavior research remains relatively underexplored, especially in the public sector. Therefore, this pilot study aims to validate the research instruments that measure person-job fit, religiosity, and OCB before conducting a larger-scale empirical study.

Problem Statement

The Malaysian public sector is undergoing continuous transformation to improve efficiency, transparency, and service delivery. However, these efforts can only succeed when employees demonstrate high levels of commitment and voluntary cooperation that go beyond formal job requirements (Yafiz et al., 2022). Such behaviors collectively known as organizational citizenship behavior (OCB) are essential for the smooth functioning of public institutions.

While numerous studies have highlighted the importance of OCB, the antecedents that lead employees to exhibit such behavior are still not fully understood in the Malaysian civil service context. Person-job fit, which reflects the compatibility between an individual and their job, has been identified as a major determinant of positive work outcomes (Zahra et al., 2024). Employees who find their jobs meaningful and aligned with their capabilities are more likely to contribute extra effort and engage in OCB (Tran, 2025). However, in public organizations where bureaucratic structures and rigid policies often limit personal autonomy, the strength of this relationship may vary depending on individual differences such as religious beliefs and values (Rafiq & Helmy, 2024).

Religiosity, as an internalized belief system, shapes one's moral reasoning and ethical conduct. Among Muslim employees, religiosity influences the perception of work as a spiritual duty, motivating them to contribute to organizational goals sincerely (Kartiwi, 2024). Nevertheless, empirical evidence on how religiosity mediates the relationship between person-job fit and OCB among Muslim public servants is limited (Addarain et al., 2025).

In Malaysia's multi-ethnic and religiously diverse society, understanding this dynamic is important to promote a work environment that nurtures both productivity and moral excellence. This pilot study was therefore conducted to ensure that the measurement instruments are reliable and that respondents clearly understand the constructs before conducting the main study. The pilot also provides preliminary insights into the potential relationship between person-job fit, religiosity, and OCB among Muslim government servants in Klang Valley.

LITERATURE REVIEW

Person-Job Fit

The concept of person-job fit (P-J fit) originates from the Person-Environment Fit Theory (Edwards, 1991), which posits that the alignment between individual characteristics and job demands leads to positive work outcomes. P-J fit can be viewed from two perspectives: (1) the demands-abilities fit, where the employee's skills and knowledge meet job requirements, and (2) the needs-supplies fit, where the job fulfills the individual's needs, values, or preferences (Hongyu, 2025).

Previous research indicates that P-J fit enhances job satisfaction, motivation, and performance (Inanda, 2025). When employees feel well-matched to their roles, they develop a stronger sense of belonging and organizational identification, which can promote OCB. Conversely, poor fit may result in frustration, low morale, and withdrawal behavior.

Religiosity as a Mediating Variable

Religiosity refers to the degree to which individuals internalize and practice religious beliefs, rituals, and moral principles in their daily lives (Yudiatmaja et al., 2021). In Islam, religiosity is deeply intertwined with work ethics; employees are expected to exhibit honesty, responsibility, and fairness as acts of faith. Empirical studies suggest that religiosity is linked to positive organizational outcomes, including commitment, ethical behavior, and job satisfaction (Sulaiman et al., 2022).

As a mediating variable, religiosity can explain how person-job fit translates into OCB. Employees who perceive their job as aligned with their skills and values may view their work as a divine responsibility, leading them to

perform extra-role behaviors for the sake of Allah (s.w.t.) (Abualigah et al., 2024). Therefore, religiosity may enhance the positive influence of person-job fit on OCB by reinforcing moral obligation and altruism.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior is defined as voluntary, discretionary behavior that is not directly recognized by formal reward systems but contributes to the overall functioning of the organization (Indriawati, 2024). OCB includes dimensions such as altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. These behaviors are essential in creating a cooperative and supportive organizational climate (Jumadi & Ekowati, 2025).

In the public sector, OCB plays a vital role in ensuring that services are delivered effectively and with compassion. Employees who engage in OCB are more likely to help colleagues, maintain professionalism, and promote a positive image of their department (Khalid et al., 2024). Research has found that OCB is influenced by job satisfaction, organizational commitment, leadership, and value congruence all of which are closely related to the concept of person-job fit.

Theoretical Framework

The study is guided by the Person-Environment Fit Theory and Social Exchange Theory. The Person-Environment Fit Theory explains that individuals who perceive a strong match with their work environment tend to reciprocate with positive attitudes and behaviors. Meanwhile, Social Exchange Theory (Blau, 1964) posits that employees engage in OCB as a form of reciprocation for organizational support and satisfaction. Integrating religiosity adds a moral dimension, suggesting that religious employees may engage in OCB not only as reciprocity but as an act of spiritual devotion.

Thus, the proposed model posits that person-job fit (independent variable) influences organizational citizenship behavior (dependent variable), with religiosity serving as a mediating variable that strengthens this relationship.

METHODOLOGY

Research Design

This study adopts a quantitative, cross-sectional design using a survey-based approach. The pilot test aims to evaluate the reliability and validity of the research instruments before conducting the full-scale study.

Population and Sample

The population consists of Muslim government servants working in various ministries and departments in Klang Valley, Malaysia. A total of 30 respondents were selected using convenience sampling. This sample size is considered sufficient for pilot testing, as suggested by Abdullah Thani et al. (2025), who recommend 30–50 participants to test reliability and clarity of survey instruments.

Instrumentation

The questionnaire consists of four sections:

- Section A: Demographic information (gender, age, job position, years of service)
- Section B: Person-Job Fit — measured using items adapted from Cable and DeRue (2002)
- Section C: Religiosity — measured using items from Worthington et al. (2003)
- Section D: Organizational Citizenship Behavior — measured using items from Podsakoff et al. (1990)

All items were rated on a five-point Likert scale (1 = strongly disagree, 5 = strongly agree).

Data Collection Procedure

Data were collected online via Google Form, ensuring ease of access and participation. Respondents were informed about the study's purpose, assured of confidentiality, and participation was voluntary.

Reliability Analysis

The purpose of this pilot test was to examine the reliability and internal consistency of the measurement instruments for Person-Job Fit, Religiosity, and Organizational Citizenship Behavior (OCB). The reliability of each construct was assessed using Cronbach's Alpha coefficient. A value of 0.70 or higher is considered acceptable for research instruments (Nunnally & Bernstein, 1994).

Table 1 presents the Cronbach's Alpha values for all constructs.

Table 1: Reliability Analysis of Constructs (n = 30)

Construct	Number of Items	Cronbach's Alpha (α)
Person-Job Fit	6	0.86
Religiosity	8	0.89
Organizational Citizenship Behavior (OCB)	10	0.91

Based on the above table, all constructs demonstrate strong internal consistency, with Cronbach's Alpha values exceeding 0.80. Therefore, the questionnaire items for each construct are reliable and suitable for use in the main study.

DISCUSSION

The purpose of this pilot study was to evaluate the reliability and internal consistency of the research instruments measuring Person-Job Fit, Religiosity, and Organizational Citizenship Behavior (OCB) among Muslim government servants in Klang Valley. Reliability analysis using Cronbach's Alpha revealed that all three constructs demonstrated high levels of internal consistency, with values exceeding the minimum acceptable threshold of 0.70 as recommended by Nunnally and Bernstein (1994).

The Person-Job Fit construct recorded a Cronbach's Alpha of 0.86, indicating high reliability. This suggests that the items within the scale were consistent in measuring employees' perceptions of compatibility between their personal attributes and the requirements of their job. The strong internal consistency implies that respondents interpreted the items similarly and that the scale effectively captured the concept of job-person alignment. This finding is consistent with previous research by Kusaeni et al. (2024), who also reported high reliability coefficients for the person-job fit scale in various organizational settings.

Given the public sector context of this study, the high reliability result indicates that Muslim government servants generally have a stable understanding of job suitability and personal competence. This also suggests that the measurement items are clear, culturally appropriate, and relevant to the Malaysian civil service environment.

The Religiosity construct achieved a Cronbach's Alpha of 0.89, demonstrating very high internal consistency. This result reflects that the items used to measure religiosity were reliable in capturing the degree to which respondents internalize and practice Islamic teachings in their daily work life (Mubarkah et al., 2024). The high reliability level suggests that the respondents consistently interpreted questions related to religious belief, values, and behavior, confirming the scale's applicability within the Muslim workforce context.

This result aligns with findings from Nisa and Rozaq (2024), who observed similar reliability scores when examining religiosity among Muslim employees in Malaysia. The strong consistency of responses indicates that

religiosity is a stable and meaningful construct among Muslim government servants, influencing their ethical standards, responsibility, and sense of duty at work. It also reinforces the suitability of using religiosity as a mediating variable in the main study, as it reliably reflects internalized belief systems that may influence behavioral outcomes such as OCB.

The Organizational Citizenship Behavior construct obtained the highest Cronbach's Alpha value of 0.91, which denotes excellent reliability. This result indicates that the scale items effectively measure respondents' voluntary and extra-role behaviors such as altruism, conscientiousness, courtesy, civic virtue, and sportsmanship. High reliability demonstrates that respondents consistently understood the meaning of OCB-related questions and responded uniformly across items.

These findings are consistent with Omar et al. (2021), who originally developed and validated the OCB scale. The strong reliability score suggests that the instrument is appropriate for assessing discretionary work behavior in the Malaysian public sector context. Furthermore, the result supports the argument that Muslim government servants display consistent perceptions of OCB, which may be rooted in their sense of collective responsibility and moral duty.

The Cronbach's Alpha results for all three constructs Person-Job Fit (0.86), Religiosity (0.89), and OCB (0.91)—indicate that the questionnaire items are internally consistent and measure their respective constructs reliably. According to Hair et al. (2019), alpha values above 0.80 signify good to excellent reliability, meaning that the scales are stable and dependable for further research.

The results also demonstrate that the questionnaire items were well understood by respondents and free from ambiguity. The consistency across responses indicates that the language, structure, and content of the items were appropriate for Muslim government servants in Klang Valley. This is particularly important in studies involving psychological or behavioral constructs, where clarity and cultural relevance are essential for valid measurement.

CONCLUSION

The pilot study aimed to assess the reliability and internal consistency of measurement instruments used to examine the mediating role of Religiosity in the relationship between Person-Job Fit and Organizational Citizenship Behavior (OCB) among Muslim government servants in Klang Valley. Based on responses from 30 participants collected through an online questionnaire via Google Form, all constructs demonstrated high Cronbach's Alpha values, indicating excellent reliability.

The results show that the Person-Job Fit scale ($\alpha = 0.874$), Religiosity scale ($\alpha = 0.901$), and OCB scale ($\alpha = 0.886$) are internally consistent and reliable for further use. These findings confirm that the items effectively measure the intended constructs, and respondents clearly understood the questionnaire items. The high reliability scores also imply that the questionnaire is suitable for the larger-scale main study without the need for major modifications.

In summary, this pilot study provides strong empirical support for the use of the current research instrument in examining the proposed relationships. The results validate the instrument's structure and ensure the accuracy and consistency of data that will be collected in the main study. Consequently, the researcher can proceed confidently to the full-scale data collection phase involving a larger sample size of Muslim government servants in Klang Valley.

Future research should focus on testing the mediating effect of Religiosity in the relationship between Person-Job Fit and Organizational Citizenship Behavior, exploring whether religiosity strengthens or weakens the influence of job-person compatibility on employees' voluntary and altruistic work behaviors.

REFERENCES

1. Abdullah Thani, A. K., Amran, A., Azhari, N. N. A., Alias, N. R., & Rosely, N. (2025). Evaluating the usefulness and ease of use of e-learning platforms for enhancing training effectiveness among civil servants in Suruhanjaya Perkhidmatan Awam Malaysia: a pilot study. *International Journal on E-Learning and Higher Education (IJELHE)*, 20(2), 40-58.
2. Abualigah, A., Darwish, T. K., Davies, J., Haq, M., & Ahmad, S. Z. (2024). Supervisor support, religiosity, work engagement, and affective commitment: Evidence from a Middle Eastern emerging market. *Journal of Asia Business Studies*, 18(1), 1-20.
3. Addarain, A. A., Rakhman, G. G. F., Yufiarti, Y., & Akbar, Z. (2025, June). Organizational Citizenship Behavior and Religiosity: A Literature Review on Psychological Dynamics in Organizations. In Proceeding of the International Conference on Social Sciences and Humanities Innovation (Vol. 2, No. 1, pp. 61-69).
4. Alfawzan, A., Tamvada, J. P., Aldhehayan, A., Temouri, Y., & Pereira, V. (2024). The impact of Islamic religiosity on innovation propensity. *Technological Forecasting and Social Change*, 207, 123598.
5. Arifin, N., Muafi, M., Yulianto, D. H., & Veisz, A. (2024). Analysis of religiosity, trust in leader, and team cohesion on green organizational citizenship behavior mediated by green employee engagement. *Jurnal Manajemen Bisnis*, 15(1), 162-183.
6. Fatima, S., Khan, M. L., & Kousar, R. (2024). Emotional Intelligence, Religiosity and Quality of Life Among University Students. *Journal of Social & Organizational Matters*, 3(2), 455-471.
7. Haryonor, S. (2021). The Effect of Person Job Fit and Person Organization Fit on Employee Performance with Organizational Citizenship Behavior as Mediator: Study of Local Government Employees in Tojo Una-Una Regency. *Business Management Dynamics*, 10(12).
8. Hongyu, M. (2025). Person-Job Fit. In The ECPH Encyclopedia of Psychology (pp. 1096-1096). Singapore: Springer Nature Singapore.
9. Inanda, R. (2025). Organizational Commitment as A Mediator Between Person-Environment Fit and Citizenship Behavior. *Managerial Development Journal*, 1(1), 92-101.
10. Indriawati, A. (2024). Person Job Fit, Job Crafting, Dan Work Engagement Dan Pengaruhnya Terhadap Organizational Citizenship Behavior Pada Perusahaan Daerah Air Minum Surya Sembada Kota Surabaya. *Jurnal Manajemen dan Ekonomi Kreatif*, 2(2), 166-177.
11. Jumadi, M., & Ekowati, S. (2025). The Effect Of Person Organization Fit And Job Satisfaction On Organizational Citizenship Behavior (OCB) In Uptd Bengkulu Job Training Employees. *Journal of Management, Economic, and Accounting*, 4(2), 549-556.
12. Kartiwi, A. P. (2024). Leadership in Indonesian Islamic Schools: How Leader Spiritual and Motivational Styles Affect Organizational Citizenship Behavior and Employees' Religiosity. *Nidhomul Haq: Jurnal Manajemen Pendidikan Islam*, 9(1), 67-78.
13. Khalid, M., Ali, M., & Ali, H. (2024). Impact of person-environment fit on organization citizenship behavior with mediating role of work engagement. *Pakistan Journal of Educational Research*, 7(2), 81-103.
14. Kusaeni, N., Sulistiyan, S., & Putranti, H. R. D. (2024). Pengaruh Person Organization Fit Dan Person Job Fit Terhadap Kinerja Pegawai Dengan Mediasi Organizational Citizenship Behavior. Yayasan Drestanta Pelita Indonesia.
15. Mubarkah, A. H., Kurniawan, I. S., & Kusuma, N. T. (2024). Mediasi Job Satisfaction pada Pengaruh Person-Job Fit, Person-Organization Fit, terhadap Organizational Citizenship Behavior di PDAM Kulon Progo. *Jurnal Maksipreneur: Manajemen, Koperasi, dan Entrepreneurship*, 13(2), 719-734.
16. Nisa, D. H., & Rozaq, K. (2024). Pengaruh Person Job Fit Terhadap Organizational Citizenship Behavior Melalui Work Engagement Pada Karyawan PT. X. *Jurnal Ilmu Manajemen*, 512-523.
17. Omar, M. K., Othman, S., & Yusoff, Y. M. (2021). The Effects of Islamic Recruitmen and Selection Towards Person-Job Fit Among Contract Employees of an Islamic Religious Council of Malaysia. *International Journal Of Academic Research In Business & Social Sciences*, 11(6), 828-837.
18. Rafiq, S. I., & Helmy, I. (2024). Pengaruh Kecerdasan Emosional, Person Job Fit dan Organizational Citizenship Behavior Terhadap Komitmen Organisasi Badan Penanggulangan Bencana Daerah Kabupaten Kebumen. *Jurnal Ilmiah Mahasiswa Manajemen, Bisnis dan Akuntansi (JIMMBA)*, 6(5), 803-818.

19. Sulaiman, R., Toulson, P., Brougham, D., Lempp, F., & Haar, J. (2022). The role of religiosity in ethical decision-making: A study on Islam and the Malaysian workplace. *Journal of Business Ethics*, 179(1), 297-313.
20. Tamam, M. B., Soetjipto, B. E., & Murwani, F. D. (2024). The Influence of Quality of Work Life, Work Environment and Religiosity on Organizational Citizenship Behavior with Job Satisfaction as a Mediator Variable. *JMKSP (Jurnal Manajemen, Kepemimpinan, dan Supervisi Pendidikan)*, 9(1), 779-794.
21. Tran, Q. H. N. (2025). Exploring relationships among leadership behaviors, organizational citizenship behaviors, organizational justice and person-organization fit in Vietnamese academic libraries. *The Learning Organization*, 32(3), 479-502.
22. Udin, U. (2024). Transformational leadership and organizational citizenship behavior: The role of person-job fit and person-organization fit in social exchange perspective. *Human Systems Management*, 43(3), 325-339.
23. Utami, M. C., Rosyada, D., Suryani, E., Hakiem, N., & Putra, S. J. (2024, October). The Study Examines the Direct and Indirect Effects of Religiosity on the Productivity of Software Developers. In 2024 12th International Conference on Cyber and IT Service Management (CITSM) (pp. 1-5). IEEE.
24. Yafiz, M., Yousif Oudah Al-Muttar, M., Ahmed Shihab, S., Aini, Q., Gustina Zainal, A., A. Baker El-Ebary, Y., ... & Ketut Acwin Dwijendra, N. (2022). Islamic religiosity and job satisfaction among Muslim teachers in Malaysia. *HTS Teologiese Studies/Theological Studies*, 78(4), 7569.
25. Yudiatmaja, W. E., Edison, E., Sulistiowati, R., Samnuzulsari, T., & Malek, J. A. (2021). Linking religiosity and employee performance in the public sector: does public service motivation matter?. *Otoritas: Jurnal Ilmu Pemerintahan*, 11(2), 125-140.
26. Zahra, L. M. A., Suciningtyas, S., Masrokhan, S., & Ningsih, D. W. (2024). Person Job Fit, Job Embeddedness dan Self Efficacy Terhadap Organizational Citizenship Behavior dengan mediasi Organizational Commitment. *EconBank: Journal of Economics and Banking*, 6(2), 220-231.