
IMPACT OF PERSON-ENVIRONMENT FIT ON ORGANIZATION CITIZENSHIP BEHAVIOR WITH MEDIATING ROLE OF WORK ENGAGEMENT

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ABSTRACT

The main objective of this study is to find out the "impact of person Fit on organization citizenship behavior with mediating role of work engagement. This study focused only on the advertising agencies of Lahore, Pakistan for analysis purposes I selected the data of five companies. The chosen research some Person environment Fit elements which were Person Vocation fit, Person Organization Fit, Person Group Fit, and Person Job Fit, and the effects of these variables on the Organization Citizenship Behavior of employees. Demographic, Reliability, Correlation and Coefficient of Regression, Convergent validity, Discriminant Validity (HTMT), and Path Analysis, were applied to investigate the relationship between the variables. For evaluation, a stratified sampling technique and 500 web-based structured questionnaires were used to collect data from employees of different advertising agencies—samples calculated by using SPSS and Smart PLS software. The statistical results show that the Person Fit factors have a strong positive effect on the Organization Citizenship Behavior of advertising agencies in Lahore.

KEYWORDS

Person Environment Fit, Person Vocation fit, Person Organization Fit, Person Group Fit, Person Job Fit, Work Engagement, and Organization Citizenship Behavior

INTRODUCTION

Learning approaches are those skills and behaviors that students use to engage in learning through different ways that incorporate a surface learning approach in which students use rote memorization and a deep learning approach for better performance in academic activities. Learning involves modification, grasping fundamental concepts, recognizing proofs, and remembering information based on facts. Intrinsic motivation is a behavior that intrinsically motivates students to perform any activity for the achievement of a specific goal. Students are determined to learn about something new with different ideas and actions that also depend on the student's competency (Diseth & Martinsen, 2021).

There are two distinct learning approaches known as "surface" and "deep". In the surface learning approach, students focus on memorizing facts because they only want to meet the minimum requirements. In contrast, deep learners examine the material in-depth and work to fully understand its significance. Another kind of learning that was created much later is known as the "achieving" or "strategic" approach. By being aware of the assessment needs and criteria, learners who adopt an achieving or strategic learning approach use their intellectual abilities and gain higher academic achievement (Beausaert et al., 2019).

According to different research, learning strategies and motivation vary depending on an individual's needs and level of expertise. Students who adopt a deep learning approach are very motivated and aware of their abilities and skills. Deep learning students read extensively, relate new information to prior knowledge, and strive to find connections between their new knowledge and other fields of study. Focusing on intrinsic motivation makes it seem like intrinsically motivated students learn out of curiosity, interest, or pleasure (Tauer & Harackiewicz, 2020). Students' learning approaches appear to have a greater impact on the quantity and quality of their learning. It is possible to evaluate how well curricula and instructions are promoting successful approaches and identify students who need extra support by keeping an eye on these methods. Understanding students' learning approaches should assist teachers in thinking through how to modify their teaching and assessment methods as well as how to design learning resources that accommodate specific students' learning preferences (Jayawardena et al., 2018). Intrinsic motivation is an important aspect of the teaching-learning process that determines student behavior, their self-efficacy, determination, and resilience. Teachers motivate students to enhance their knowledge by creating and thinking skills and also take part in curricular and co-curricular

activities. Motivation has been extensively researched in education and other fields. Researchers have explored motivation from behavioral, social, cognitive, and humanistic theoretical perspectives (Condry & Chambers, 2021).

The factors of intrinsic motivation depend on the students' self-efficacy, determination, and resilience. Students with higher levels of self-efficacy are known to have more creative and accurate skills and can achieve goals using their abilities rather than their competencies. They participate actively in potential work and have a variety of learning ideas (Cetin & Askun, 2018). According to current results in the field of education, a higher level of self-determination leads to better conceptual learning and understanding, deeper engagement, and greater persistence in learning. For one to grow more self-determined toward intrinsic motivation, basic psychological demands such as autonomy, competence, and relatedness must be addressed (Hall et al., 2021).

Resilience theory is founded on study, stress, and a knowledge of how traumatic events in people's lives affect them. Resilience means adaption and coping with positive behavior in the face of diversity, danger, and unfavorable circumstances. Resilient people typically reflect on their experiences and, as a result, recognize and be aware of the inner strengths, abilities, and successes they have developed throughout their lives. Individuals with high resilience are less affected by unfavorable occurrences and more resilient, even though unpleasant life experiences have been linked to a variety of harmful outcomes (Kyndt et al., 2019).

LITERATURE REVIEW

Person vocation fit

Person-vocation fit" is a career development theory put forward by American Professor Frank Parsons in "Choosing a Career". Its core idea is that when people make career choices, they should choose the corresponding occupation types according to their personality characteristics, and carry out reasonable personnel-job matching. The application-oriented undergraduate course under the background of new engineering allows students to go deep into the front-line occupation-related positions of the enterprise to carry out practical learning, truly understand the occupation, realize the organic connection between study and occupation, and improve the matching degree of personnel and occupation.

It additionally encourages a comprehension of each idea and its semantic connections. Also, it will help associations react to a quickly changing condition notwithstanding derivation thinking over the ontologies' various components.(Cabral et al., 2009). Management, Information Technology (IT), association structure, culture, business archive, and information sets are the primary KMEs that express the area. They are

key infrastructural abilities that are essential for execution and authoritative achievement. (Gold et al., 2001)

Person organization fit

PO fit falls in the class of strengthening fit, while different sorts of fit, for example, individual work fit are viewed as correlative Fit. A second viewpoint on P-O fit is presented by the necessities supplies and requests capacities differentiation. From the requirements-supplies viewpoint, it is recommended that a P-O fit exists when the association can supply the necessities of workers. Interestingly, from the requests capacities viewpoint, P-O fit is seen when an individual has the capacities that are expected to perform authoritative requests. It has been shown that individual association fit essentially predicts a representative way of behaving at work. Chatman (2016) showed the way that esteem consistency among people and associations can foresee results, for example, change, work fulfillment, hierarchical responsibility, plan to remain, residency, and turnover. Additionally, individual association fit discernments are connected with association-centered results like hierarchical recognizable proof, OCB, turnover choices, and occupation fulfillment. Then again, assuming the individual association fit is low, we can foresee three quick results: the individual's qualities could change and turn out to be more like the association's, the association's qualities could change, or the individual could leave the association. An excess of incongruence can create dormant and unmotivated people. The self-character hypothesis might assist with making sense of why P-O fit can impact individual conduct in an association. At the point when representatives see a solid match with their association, they develop an elevated degree of distinguishing proof with their associations and are bound to participate in extra-job ways of behaving. A high P-O fit causes workers to accept whatever is great for the association will be likewise really great for them through Manageability 2018, 10, 2481 6 of 16 a solid ID with the association, consequently lead.

Person group fit

Raisch & Birkinshaw, 2008, Knowledge sharing: depends on the way toward moving the right information to individuals who need it in the fitting opportunity to tackle their job and it is estimated by data innovation frameworks to work with sharing interaction and the propelled workplace. Information sharing that happens upward frequently contains orders, criticism, and status reports, in which data is amassed or disaggregated at some level for administrative dynamics or for spreading strategy. From a hierarchical ability to use both hands viewpoint, such hierarchical and based up information stream is seen as more steady of shady authoritative capacities as opposed to explorative capacities.

In associations, information exercises don't happen separately. There are explicit authoritative elements that add to the information the executives drive and work with information-related exercises. A few examinations have distinguished and analyzed the hierarchical elements influencing information the executives which are comprehensively introduced in this segment. The most widely recognized information the board factors analyzed so far are authority, senior administration support, authoritative human asset rehearses, culture, construction, environment, and innovation

Person job fit

Chen et al., (2014), Person job fit is a match among representatives and the work they get, by taking a gander at the capacities moved by workers and the requests of the work they are accused of Individual work fit is evaluated by deciding the work expected as per the work examination that still up in the air by the skilled experts in the association so the ability, information, and capacity to work are as per the requests of the job. (Peng & Mao, 2015). Massingham et al., 2019, While this kind of information sharing is significant inside associations as an organizing system and for its functional requirements, even information sharing goes about as a critical instrument in fostering the scholarly capital vital for advancement and for building explorative abilities (Aoki, 1986; Raisch and Birkinshaw, 2008; Sung and Choi, 2018; Wide'n-Wulff and Ginman, 2004).

Felin and Hesterly, 2007, considering an information-based view, argued that information comprised unsaid and unequivocal is the chief hotspot for business firms to acquire a supported upper hand. While associations can hold information for esteem creation, information trade or sharing improves development and in the end expanded execution (Gao, He, and Wang, 2009). The sharing, for instance, can be archives and reports, preparing programs, and advancement plan which convenient react to client needs, and at last adds to firm execution (Wang and Wang, 2012). Ganguly et al. (2019) further underscored that KS advances the upper hand dependent on cost decrease and further developed execution.

Work engagement

Saks's (2019) model of worker commitment recommended that WE is a basic variable that could pass the impact of the initiative on to hierarchical results like OCB. Other than recognizing the middle people that interface PL to OCB, it might likewise be hypothetically basic to examine expected mediators of such intervening factors to arrive at a superior comprehension of what rouses people to OCB as well as the circumstances important for such impacts. In that regard, trust in the pioneer is underlined as an essential element for initiative impact on hierarchical mentalities and

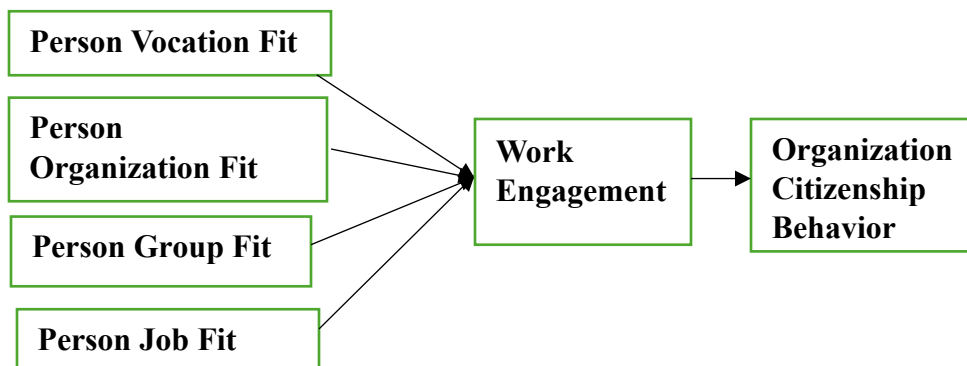
ways of behaving (Ötken and Cenkci, 2012; Robbins, 2003).

Nonetheless, as of recently, little exertion has been made to all the while analyzing the arbiters and mediators in the connection between head administration and educators' OCB. Regardless of the calls for additional examination on the precursors of educators' OCB and the primary system basic their relationship between administration and instructors' OCB, little exploration has tended to these connections. Furthermore, concentrates on authority OCB affiliations have been centered generally around standard administration styles established in Western societies, disregarding initiative styles (like PL) that are more normal in collectivist societies (Hiller et al., 2019). Tending to this hole in the writing, the reason for this study is to explore the hidden system making sense of the impact of PL on educators' OCB by looking at the interceding impact of work commitment and the directing impact of confidence in the head in these connections.

Organization citizenship behavior

Ocampo et al., (2018), Authoritative Citizenship Conduct (OCB) is essential for hierarchical conduct science. OCB is a type of work conduct that is generally not seen or represented (Lai et al., 2013). According to the job description, OCB is a separate form of extra-role performance from in-role performance. The subsequent methodology is to see OCB from a political guideline or reasoning (Khan et al., 2019). This approach distinguishes the way of behaving of authoritative individuals with citizenship conduct. The presence of OCB is the effect of the convictions and views of people in the association on the satisfaction of mental arrangements and agreements (Brown and Roloff, 2015). This conduct emerges because the singular feels like an individual from the association who has a feeling of fulfillment while accomplishing more than the association (Karanika-Murray et al., 2015).

Theoretical Framework



RESEARCH OBJECTIVES

1. The main objective of this study is to find factors that affect organizational citizenship Behavior with the help of an experimental study on educational institutions in Lahore, Pakistan.
2. To examine the connection between Person-Environment Fit with Organization Citizenship Behavior.
3. To inspect the Person's Environment Fit with the mediating relationship of Work Engagement with Organization Citizenship Behavior.
4. What is the impact of Person-Environment Fit on Organization Citizenship Behavior, with the mediating role of Work Engagement?
5. How Person's Environment Fit affect an Organization's Citizenship Behavior?

RESEARCH HYPOTHESIS

1. PVF positively influences Organization Citizenship Behaviour
2. POF positively influences Organization Citizenship Behaviour
3. PGF positively influences Organization Citizenship Behaviour
4. PJF Positively influences organizational citizenship Behaviour
5. WE significantly mediate the relationship between a Person's Vacation fit & Organization's Citizenship Behaviour
6. WE significantly mediate the affiliation between Personal organization fit and organizational citizenship Behaviour
7. WE significantly mediate the connection between Person group fit and Organization Citizenship Behaviour
8. WE significantly mediate the relationship between Person job fit and Organization Citizenship Behaviour
9. WE significantly mediate the Organization's Citizenship Behaviour

RESEARCH METHODOLOGY

In this exploration, positivist reasoning has been utilized and a quantitative examination technique is used. It's a cross-sectional examination. Which uses observational data conveyed genuinely to communicate the acumen or experience of the respondents. As needs be, quantitative data is gathered, gathered, encoded, and quantifiably dealt with to look at and measure the relationship of variables through a logical cycle. This connection point of factors might provoke the likelihood of the ascent of one wonder or result communicated in speculation (Malik et al., 2020). In this study logical methodology is used as it generally begins with a hypothesis, while an inductive philosophy will regularly use research requesting to restrict the level of the evaluation. For keen procedures, the significance is typically on causality, while for inductive frameworks the reality of the situation is for the most part established on investigating new contemplates or looking at explored considerations as shown by a substitute perspective (Malik et al., 2020).

Population

According to (Krejcie & Morgan, 1970), the known objective population of this research is employees of different advertising companies of Lahore, Pakistan

Sample Size

The example size of a quantifiable model is how many observations that contain it. The example size is commonly inferred by n and it is dependably a positive number. It can change in various exploration conditions. Regardless, expecting all the other things to be equivalent, an enormous estimated test builds the exactness of evaluations of different populace qualities. (Mohamed Adam, 2020).

Sampling

According to Morgan Table (Krejcie & Morgan, 1970), it’s sample size is 500.

Technique

A basic arbitrary testing strategy has been utilized. In this review, a basic irregular examining strategy is used because the populace is known. The quantitative method has been utilized to assemble the data from the scholastic companions. A review was led to accumulate the information. 500 close-finished electronic surveys dispersed among different workplaces/programs allies to get the data.

DATA ANALYSIS

PLS, exhibiting using the Shrewd PLS 3 variant is used as the genuine device to view the assessment and fundamental model as it needn't bother with an assumption of commonness and study research is routinely not normally coursed (Jawline et al., 2003). The information was assembled utilizing Factual Programming Bundles for Sociologies (SPSS). As needs be, essential condition showing will be used. Two choices exist to do essential condition illustrating, either the use of covariance-based (CB-SEM) showing or (PLS-SEM). Lately, analysts are logically using Savvy PLS for the examination of Green HRM rehearses. Featured the accompanying pay of utilizing PLS-SEM:

PLS-SEM can utilize a minor example size.

Models with formatively shown constructs ought to be taken apart with PLS-SEM.

PLS-SEM is superior to backslide examination while assessing intervention.

Table 1: Demographic Analysis

Demographic Variables	Categories	Frequency	Percentage
Gender	Male	156	33.2
	Female	314	66.8

Age	20-25	239	50.9
	25-30	112	23.8
	30-35	32	6.8
	35-40	78	16.6
	Above	9	1.9
Qualification	Bachelor's	129	27.4
	Master's	163	34.7
	MPhil	144	30.6
	PhD	34	7.2
Experience	1 -5 Years	283	60.2
	5-10 Years		
	10-15	108	23.0
	Years	26	5.5
	15-20	35	7.4
	Years	1	3.8
	Above		

Table 1 denotes demographic data in terms of frequency distribution, percentage, and cumulative percentage of respondents' gender. According to Table 1, 33.2 percent (156) of the 400 respondents were male and 66.8% (314) were female. The proportion of female respondents is higher than the proportion of male respondents. The distribution of respondents by age is shown in the results. The survey accounted for 50.9% (239) of respondents who had their aged up to 20 -25 years. Moreover, 23.8% (112) of respondents were between the age group 25 to 30, 6.8% (32) were between the age group 30 to 35, 16.6% (78) were between the age group 35 to 40, and 1.9% (9) were above from age of 40, Results shows that majority of respondents are between the age group of up to 20-30. Discoveries show segment qualities of study members regarding their instructive level. It is apparent that 27.4% (129) of the respondents had the four-year certification, 34.7% (163) members hold a graduate degree 30.6% (144) members hold the MPhil degree while just 7.2% (34) of the respondents got their Ph.D. degree. Examination further suggests that a greater part of members hold a Graduate degree. The finding about experience is that 60.2% (283) of the respondents have experience between 1 to 5 years, 23% (108) participants hold 5 to 10 years, 5.5. % (26) participants held 10-15 years, 7.4%, (35) participants held 15 to 20 years, whereas only 3.80% (18) of the respondents had more than 20 years' experience. The analysis further implies that the majority of participants hold 1-5 years of experience.

Table 2: Descriptive Analysis

Variables	Mean	S. D	Skewness	Kurtosis
Person Vocation Fit	4.0286	.62596	-1.417	0.377

Person Organization Fit	3.8255	.71903	-.726	2.602
Person Group Fit	4.0759	.66571	.044	-1.042
Person Job Fit	4.0912	.65210	.019	.310
Work Engagement	4.0814	.69640	-.492	-.410
Organization Citizenship Behavior	4.0081	.68217	-.494	.101

Table 2 presents the study variables' descriptive statistics. It displays the mean values and standard deviations of all of the variables under study, along with an acceptable range of kurtosis and skewness. The data's central point is shown by mean values. The central values are 4.02, 3.82, 4.07, 4.09, 4.08, and 4.08 respectively. The table also shows skewness and kurtosis values which are in an acceptable range. A normality test is used to determine whether sample data has been drawn from a normally distributed population. To fulfill the hypothesis of normality Skewness and Kurtosis of the data are checked. The acceptable value for Kurtosis is between +2 to -2 and for skewness is +1 to -1. The histogram which is in bell shape shows that the data are normal (Joseph Hair, 2009).

Because the values for skewness between -1 and +1 and kurtosis between -2 and +2 are sufficient to demonstrate the normal distribution, all of the variables had a normal distribution. And their graphs are also in bell shape.

Reliability

Table 3: Alpha Reliability Coefficients of All Scales (N= 470)

Variables	No. of Items	Alpha Coefficient
Person Vocation Fit	11	0.913
Person Organization Fit	8	0.908
Person Group Fit	3	0.754
Person Job Fit	3	0.777
Work Engagement	4	0.857
Organization Citizenship Behavior	9	0.466

Table 03 shows reliability indicates between thing consistency of the scale. The dependability of instruments is estimated by computing the alpha coefficients and between thing connection of concentrate on factors. Shows the unwavering quality examination by utilizing Cronbach's alpha coefficients. The aftereffect of Cronbach's alpha ought to be between 0.6, 0.7, and 0.8. Then the review will be solid and adequate. It is most generally involved when you have various Likert inquiries in a review/poll that structure a scale and you wish to decide whether the scale is dependable. Assuming you are worried about between rate unwavering quality. It implies that how the respondents have answered the inquiries connected with a particular variable. Assuming the respondents have more comparable responses the information will quite

often be more dependable. For instance, assuming that the respondents have replied (Emphatically Concur, Concur, Deviate, Unequivocally Dissent) to any of the given sets for the most part, the information will show greater dependability. Assuming the response of the respondents is more dispersed all things considered there is an opportunity the information will be less solid (Taber, 2018).

The data of coefficient alpha of variable has reliability in their items because their inter-item values are greater than 0.70. According to (Ursachi et al., 2015) if the value of reliability is 0.60, that value is also considered at an acceptable value level. Whereas the value 0.80 and greater is considered at a very good level. This means that all the variables inter items have consistency among themselves.

Table 4: Correlation Analysis / Correlation Matrix

Variables	1	2	3	4	5	6
Person Vacation Fit	1					
Person organization Fit	.852**	1				
Person Group Fit	.417**	.524**	1			
Person Job Fit	.327**	.465**	.595**	1		
Work Engagement	.458**	.438**	.579**	.547**	1	
Organization	.351**	.471**	.612**	.736**	.660**	1
Citizenship Behavior						

Table 4 signifies the correlation between the study's variables. On a minimum of an interval scale, the correlation coefficient is a measure of the strength and direction of the relationship that exists between two variables. The correlation matrix identifies the association between two variables. "r" is used to define the degree of correlation between two variables. The value of correlation should be between -1 to +2. It can be a positive association, a negative association, and a zero association (Yufang & Jingwen, 2021).

The result of this study correlates 1 which means it is highly correlated and shows that there is a significant and positive association between the Person Vacation Fit, Person Organization Fit, Person Group Fit, Person Job Fit, Work Engagement, and Organization Citizenship behavior.

Table 5: Regression Analysis

Variables	B	SD	β	t-value	Sig.	VIF
Constant	1.363	.186		7.318	.000	
Person Vacation Fit	-.210	.077	-.193	-2.740	.006	4.004
Person organization Fit	.242	.071	.255	3.425	.001	4.479
Person Group Fit	.479	.044	.467	10.967	.000	1.462

Person Job Fit	.160	.049	.182	3.237	.001	2.542
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Dependent Variable: Creative Behavior
 $R^2 = .423$
 $F = 85.251$

According to (Uyanık & Güler, 2013) linear correlation and linear regression are the next step up. It is utilized when we need to foresee the worth of a variable in light of the worth of another variable. Direct relapse is the following stage after the relationship. It is used when we want to predict a variable's value based on another variable's value.

Table 5 shows the Regression Analysis. Independent variables are Person Vacation Fit, Person Organization Fit, Person Group Fit, and Person Job Fit and the dependent variable is Organization Citizenship Behavior. The results in this table reveal the beta coefficient, standard error, t-value, significance value, and F value. Results show that a Person's Vacation Fit has positively influenced the Organization's Citizenship Behavior ($\beta = -.193, p < .05$) thus, it is supported. The p-value for the beta of Person Vacation Fit is .006 which is significant at 5%.

So, it has been supported by results which described that there is a positive relationship between Person organization Fit has positively influenced the Organization Citizenship Behavior ($\beta = .255, p < .05$) thus, it is supported. The p-value for the beta of Person organization Fit is .001 which is significant at 5%. Person Group Fit has significantly and positively influenced the Organization's Citizenship Behavior ($\beta = .467, p < .05$) thus, It is supported. The p-value for the beta of Person Group Fit is .000 which is significant at 5%.

It also tells that there is a .500 change by Person Job Fit in Organization Citizenship Behavior. So, it has been supported by results which described that there is a positive relationship between Person Job Fit and OCB. Person Job Fit has positively influenced the CB ($\beta = 0.182, p < .05$) thus, It is supported. The p-value for the beta of Person Job Fit is .001 which is significant at 5%.

Multiple Collinearity

Collinearity is a connection or relationship between two indicator factors in a model multicollinearity is the place where over two indicator factors are related. The value of collinearity is that the Variance Inflation Factor (VIF) value should be less than 5, there is no multicollinearity. If the VIF is greater than 5 - 10, there is multicollinearity (Johnston et al., 2018). In this model, Person Vacation Fit, Person Organization Fit, Person Group Fit, and Person Job Fit values are less than 5 that's means there is no multicollinearity, which means that there is no issue in the data.

Measurement Model Assessment

The measurement model evaluation steps in PLS-SEM, contrast these means with confirmatory factor analysis (CFA), convergent validity was evaluated by utilizing loadings, average variance extract, and competitive reliability and afterward depict the means to apply the technique, including dependable guidelines to manage the researcher in understanding each phase of the investigation for both philosophical and developmental measurement models (Joe F. Hair et al., 2020).

Table 6: Convergent Validity

Constructs	Items	Loadings	CR	AVE
Person Vacation Fit	PVF1	0.774	0.93	0.626
	PVF10	0.774		
	PVF2	0.754		
	PVF4	0.797		
	PVF6	0.791		
	PVF7	0.8		
	PVF8	0.757		
	PVF9	0.877		
Person Organization Fit	POF1	0.781	0.927	0.614
	POF 2	0.845		
	POF 3	.0779		
	POF 4	0.816		
	POF 5	0.822		
	POF 6	0.641		
	POF 7	0.804		
	POF 8	0.765		
Person Group Fit	PGF1	0.846	0.878	0.706
	PGF2	0.787		
	PGF3	0.835		
Person Job Fit	PJF1	0.848	0.903	0.7
	PJF2	0.812		
	PJF3	0.884		
	PJF4	0.801		
Work Engagement	WE1	0.775	0.777	0.636
	WE2	0.819		
	WE3	0.773		

Organization				
Citizenship Behavior	OCB1	0.79	0.903	0.651
	OCB2	0.808		
	OCB3	0.856		
	OCB4	0.715		
	OCB5	0.858		

Table 6 shows External Stacking, Composited Dependability (CR), and Normal Fluctuation Extricated (AVE) that were utilized to take a look at the concurrent legitimacy of the builds. The worth of External Stacking ought to be more prominent than 0.50. Also, the worth of Figured Dependability (CR) ought to be more noteworthy than 0.70. Furthermore, the worth of Normal Difference Extricated (AVE) ought to be more noteworthy than 0.50 (Joe Hair et al., 2016).

The table outcome shows that there is a concurrent legitimacy in the information because the upsides of External Stacking are more prominent than 0.50, Composited Unwavering quality is more noteworthy than 0.70 and AVE is above 0.50.

Table 7: Discriminant Validity (HTMT)

Variables	1	2	3	4	5	6
Work Engagement	0.888					
Person Vacation Fit	1.08	0.851				
Person Organization Fit	0.626	0.521	0.52			
Person Group Fit	0.746	0.644	0.61	0.892		
Person Job Fit	0.62	0.445	0.519	0.953	0.900	
Organization Citizenship Behavior	1.025	0.712	0.753	0.608	0.638	0.569

Table 7 shows discriminant validity which is tested by Heterotrial Monotrait Ratio (HTMT). (Henseler et al., 2015) Suggest the value of HTMT should be less than 0.90. The result in the table shows that all variable's HTML values are less than 0.90 which respectively conforming the discriminant reliability.

Structural Model Assessment

Structural modeling was performed to appraise hypotheses with regards to confirming the validity and significance of the model through an evaluation of the measurement model, and advertising agencies Standard errors, t-values, and path coefficients are registered to ensure that the model and its connections are essential to the information gathered. The values of path coefficients showed if the hypotheses were defended or not (Joe F. Hair et al., 2020).

Table 8: Path Analysis

	Relationships	Original Sample (β)	Std. Deviation	T Statistics	P Values	Decision
H1.	Person Vacation Fit -> Organization Citizenship Behavior	0.868	0.018	49.479	0	Supported
H2.	Person Organization Fit -> Organization Citizenship Behavior	0.771	0.03	25.938	0	Supported
H3.	Person Group Fit -> Organization Citizenship Behavior	0.488	0.076	6.4	0	Supported
H4.	Person Job Fit -> Organization Citizenship Behavior	0.017	0.078	0.218	0	Supported
H5.	Person Vacation Fit-> Work Engagement-> Organization Citizenship Behavior	0.291	0.077	3.803	0	Supported
H6.	Person Organization Fit-> Work Engagement-> Organization Citizenship Behavior	0.015	0.067	0.221	0.413	Not Supported
H7.	Person Group Fit-> Work Engagement-> Organization Citizenship Behavior	0.441	0.066	6.69	0	Supported
H8.	Person Job Fit-> Work Engagement-> Organization Citizenship Behavior	0.225	0.056	4.007	0	Supported
H9.	WE -> OCB	0.403	0.047	8.584	0	Supported

Table 8 path analysis shows the direct hypothesis and moderator hypothesis of the study. The t value should be greater than 1.645 and the P value should be less than 0.05. In this study, there are independent variables Person Vacation Fit, Person Organization Fit, Person Group Fit, Person Job Fit, and mediator which is Work Engagement and there is one dependent variable Organization Citizenship Behavior in the study. H1 shows the effect of Person Vacation Fit on OCB. H1 is supported because it has a P value of 0 and a T value of 49.479; the P value ought to be less than

0.05, while the T value ought to be greater than 1.645. H2 shows the impacts of Individual Association Fit on OCB. H2 is supported because it has a P value of 0 and a T value of 25.938, and its P value and T value should be less than 0.05 and greater than 1.645, respectively. Person Group Fit's effects on OCB are depicted in H3. H3's P value of 0 is less than 0.05, and its T value of 6.4 is greater than 1.645, supporting the hypothesis. The effects of Person Job Fit on OCB are shown in H4. H4 isn't upheld because its P esteem is 0.414 which is more noteworthy than 0.05 and its T esteem is 0.218 which is under 1.645.

Person Vacation Fit and Work Engagement have an impact on OCB, as shown in H5. H5's P value is 0 and its T value is 3.802—the P value should be less than 0.05 and the T value should be greater than 1.645—support this hypothesis. Person Organization Fit and Work Engagement have an impact on OCB, as shown in H6. H6 isn't upheld because its P esteem is 0.413 which is more noteworthy than 0.05 and its T esteem is 0.221, P worth ought to be under 0.05 and T worth ought to be more prominent than 1.645. H7 shows the impacts of Individual Gathering Fit and Work Commitment on OCB. H7's P value is 0 and its T value is 0.221, which is lower than 1.645, supporting the hypothesis. Person Job Fit and Work Engagement's effects on OCB are shown in H8.

H8 is upheld because its P esteem is 0, which is under 0.05 and its T esteem is 4.007 which is more noteworthy than 1.645. The impact of Work Engagement on OCB is depicted in H9. H9 is supported because its T value of 8.584 is greater than 1.645 and its P value of 0 is less than 0.05.

Table 9: Indirect Effect

	Relationships	Original Sample (β)	S. D	T Statistics	P Value	LLC I	ULC I	Decision
H1	PF-> PVF ->					.2123	.3662	Not
	WE	0.015	0.067	0.221	0.413			Supported
H2	PF-> POF ->					.2844	.4151	Supported
	WE	0.225	0.056	4.007	0			
H3	PF-> PGF ->					.2323	.3933	Supported
	WE	0.215	0.025	8.441	0			
H4	PF-> PJF ->					.1414	.3306	Supported
	WE	0.282	0.045	6.252	0			

Table 9 shows the indirect effects which indicate to mediator of the model. The study used the indirect boots-trapping effect to check the mediation. It shows whether the mediator is supported or not supported (Preacher et al., 2008; Preacher & Hayes,

2004). In this study, there is one mediator (WE). H1 shows the indirect effects of PF on PVF towards WE. H1 is not supported because its P value is 0.413 which is greater than 0.05 and its T value is also less than 1.645 and Lower Limited (.2123) and Upper Limited (.3662). H2 shows the indirect effect of PF on POF on WE. H2 is supported because its P value is 0 which is less than 0.05 and its T value is greater than 1.645 and Lower Limited (.2844) and Upper Limited (.4151).

H3 shows the indirect effects of PF on PGF on WE. H3 is supported because its P value is 0 which is less than 0.05 and its T value is also greater than 1.645 and Lower Limited (.2323) and Upper Limited (.3933). H4 shows the indirect effects of PF on PJF on WE. H4 is supported because its P value is 0 which is less than 0.05 and its T value is greater than 1.645 and Lower Limited (.1414) and Upper Limited (.3306).

DISCUSSION

With the acknowledgment of expanding environmental obligations, private universities have understood the way that not considering human or social components in their ecological drives will prompt wasteful environmental execution. However, restricted research is accessible to direct the practical execution of measures in advertising agencies through conduct intercessions. Generally, this study was a work to join the knots of person Fit with advertising with an emphasis on Work Engagement and organization citizenship Behavior. Agencies ought not judge simply by the measure of organizational environmental mindfulness they make however the amount they are focused on proceeding organizational behavior at their doorstep.

This study has featured the extending the idea of "Person Fit towards Organization Citizenship behavior" as a cluster of ability building, motivation enhancing, teamwork, work-life balance, and opportunity-providing practices that have the influence organizational behavior of employees. The findings of the study had the option to exhibit the positive results of Person Fit and OCB.

This examination adds to the current group of information as far as narrowing the hole by researching the level of significance and utilization of person-fit practices and key empowering agents in the HEI setting. The curiosity of this examination is that insofar, as this has not been tended to in earlier exploration. It is trusted that the discoveries would assist the HEIs with going through a self-check of the different PF practices and key vital empowering agents so that moves can be made to propel them and close the holes. As focused by Melton et al. (2006), appropriate administration of information can give a chance to a learning KM in a state-funded college climate that improves and thusly makes an upper hand for an association as it responds to the authoritative requests in a significantly more powerful climate today. In Malaysia, HEIs with further developed execution will help the country accomplish its status as

the provincial instruction center point of Asia. Moreover, the investigation likewise opens up the road for future examination prospects.

Maybe one of the significant shortcomings of this investigation is the small example size. A bigger example size across all the HEIs, both public and private might approve the contentions introduced in this paper. It is workable for future investigations to consider other significant empowering influences, for example, worker preparation, representative inclusion, collaboration, worker strengthening, hierarchical limitations, benchmarking, information structure, authoritative system, and such which have gotten huge PF research consideration in the corporate area (Chong and Lin, 2009). A longitudinal instead of a cross-sectional investigation might be helpful to catch the subtleties expected by this examination.

RECOMMENDATIONS

Recommendations are part of every research study due to different factors; however, those can serve as future research guidelines. First, the quantitative method was used in the study. The online closed-ended questionnaires were filled out by faculty and staff members regarding their behavior and effects on an organization. Different individuals should report the independent and dependent variables to get a more unbiased result. A simple random technique was used to collect data from the staff. The mixed method technique can be used in the future to get data intensely.

This study collected data from the location Lahore; it is suggested to enhance the area and number of agencies to increase generalizability. It's a cross-sectional study, so in the future, it might be a longitudinal study. In this study AMO theory Person Fit OCB. However, work engagement is not the only variable to use as mediation. In future studies, other variables like management support (Levy & Marans, 2012), organizational culture (Harvey et al., 2013), and employee attitude (Ramus, 2002) can be used. The target population of this research was only employees of advertising agencies. However, advertising agencies are involved in big populations with composite activities that can influence the organization's citizenship Behavior of the organization. Furthermore, future studies can consider the cultural differences by replicating this research in more advanced countries with more mature higher organizations. Future studies could use other antecedents relating to institutions to get a sustainable competitive advantage.

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