

RESEARCH ARTICLE

Explaining citizenship behavior among government librarians through organizational fit and commitment

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ABSTRACT

Background: The shifting professional demands, digital transformation and changing service expectations of librarians in government institutions have progressively made Organizational Citizenship Behavior (OCB) a crucial aspect for sustaining organizational effectiveness. However, the functions of Person–Organization Fit (P-OF), Affective Commitment (AC) and Perceived Organizational Support (POS) in explaining OCB has been little researched within this professional environment.

Purpose: The purpose of this study is to assess the influence of P-OF on OCB, and to test whether AC and POS modify this relationship among government librarians.

Method: This study used a cross-sectional quantitative survey involving 185 librarians working in government institutions in Jakarta and selected through purposive sampling. Data were collected through a web-based questionnaire using a five-point Likert scale and analysed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS. Measurement quality was assessed through indicator loadings, composite reliability, Average Variance Extracted (AVE), and the Heterotrait–Monotrait ratio (HTMT) before the direct and moderating effects were evaluated.

Findings: The results show that P-OF has a positive and significant effect on OCB. However, neither AC nor POS significantly moderates the relationship between P-OF and OCB.

Implication: These findings indicate that value congruence can directly encourage citizenship behavior among government librarians, while AC and POS do not strengthen or weaken this relationship.

Article History

Received: 08 June 2026

Revised 1: 12 August 2026

Revised 2: 23 August 2026

Accepted: 25 August 2026

Published: 6 September 2026

Keyword

Librarian; public library; organizational citizenship behavior; affective commitment; person-organization fit.

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How to cite:

Yuniarto, Y., Christian, M., Halder, T., & Thaib, D. (2026). Explaining citizenship behavior among government librarians through organizational fit and commitment. *Bulletin of Educational Management and Innovation*, 4(2). 396-415. <https://doi.org/10.56587/bemi.v4i2.152>

INTRODUCTION

Government librarians increasingly work in an environment characterized by rapid technological change, evolving service expectations, and expanding professional demands.

Recent studies indicate that library professionals face challenges related to job security, professional recognition, staffing constraints, and the long-term sustainability of the profession (Merga & Mat Roni, 2026). At the same time, librarians are expected to develop new technological capabilities to support data-intensive activities, research data management, and AI-enabled services (Ashiq & Warraich, 2023; Garoufallou & Gaitanou, 2021). The COVID-19 pandemic further accelerated digital service delivery and changed how users access information and develop information literacy (Ashiq et al., 2022; Guo & Huang, 2021). Consequently, librarians are increasingly expected to move beyond traditional roles and contribute to technology-supported, collaborative, and user-oriented services (Andrikopoulou et al., 2022; Lo, 2024).

Within this changing work environment, government libraries depend not only on librarians' formal role performance but also on their willingness to contribute beyond prescribed job responsibilities. However, the organizational conditions that encourage such citizenship behavior remain insufficiently understood in government library settings. In particular, it remains unclear whether compatibility between librarians' personal values and organizational values is sufficient to encourage Organizational citizenship behavior (OCB), or whether this relationship changes according to their levels of affective commitment and perceived organizational support. Previous studies have more frequently examined affective commitment (AC) and perceived organizational support (POS) as direct predictors or mediating mechanisms, while their potential moderating roles in the relationship between Person of Fit (P-OF) and OCB remain less established, especially among government librarians. This lack of context-specific evidence represents the main problem addressed in this study. Accordingly, the study uses a quantitative survey and PLS-SEM to examine the direct relationship between P-OF and OCB and the proposed moderating effects of AC and POS.

OCB is widely investigated because of its high influence on organizational effectiveness in various fields (Alshaabani et al., 2021; Sumardjo & Nur Supriadi, 2022). Several antecedents, such as POS, AC, and fit-related traits have been identified as antecedents that motivate employees to engage in extra-role activities beneficial to their organizations. POS has been found to foster worker's willingness to go "above and beyond" their official job obligations through psychological processes like commitment and engagement (Dinc et al., 2025; Park & Kim, 2024). AC has become one of the most reliable indicators of OCB. Research has supported the alignment of individuals' values and their positive attitudes with organizations (Chen et al., 2026; Huang et al., 2023). Previous studies have established that P-O F is positively associated with citizenship and helping behaviors, while affective commitment (AC) and perceived organizational support (POS) have also been linked to OCB through direct or mediating mechanisms (Alshaabani et al., 2021; Chen et al.,

2026; Dinc et al., 2025; Park & Kim, 2024). However, evidence remains limited among librarians, particularly those working in government institutions, where formal procedures, public accountability, and changing service demands may shape extra-role behavior differently. Existing studies have also more often examined AC and POS as direct predictors or mediating mechanisms than as moderators of the P–O F–OCB relationship (Alshaabani et al., 2021; Dinc et al., 2025; Gorostiaga et al., 2022). As a result, it remains unclear whether the positive effect of P–O fit on OCB becomes stronger or weaker at different levels of AC and POS. To address this gap, this study examines the direct effect of P–OF on OCB and tests whether AC and POS moderate this relationship among government librarians in Jakarta.

However, despite the growing corpus of literature, these links have been hardly examined among librarians and library professionals working in specialized sectors. Hence, there is a shortage of empirical knowledge on the combined influence of POS, AC and person–organization fit (P–OF) on OCB in various occupational settings, thus providing an essential route for future research. One emerging problem in the OCB literature concerns under what situations P–OF leads to higher citizenship behavior

P–OF is a driver of OCB, but its effect can be mitigated by characteristics such as job dedication and adaptive performance (Chen et al., 2026; Gorostiaga et al., 2022). Supporting others and emotional engagement are the two most effective approaches to improve OCB (Alshaabani et al., 2021; Sumardjo & Nur Supriadi, 2022). However, these characteristics have been studied as mediators but not as moderators in earlier investigations. Therefore, little is known about whether POS and AC serve as reinforcement or attenuation to the effect of P–OF on OCB, especially among librarians and library workers in specialized sectors. Filling this gap may contribute a new perspective to the existing theories of OCB and organizational behavior. The phenomena and research gaps revealed, this study seeks to explore the factors of OCB by looking at the consequences of P–O F. Moreover, it intends to investigate whether AC and POS are the modifiers that strengthen or weaken the influence of P–O F on OCB.

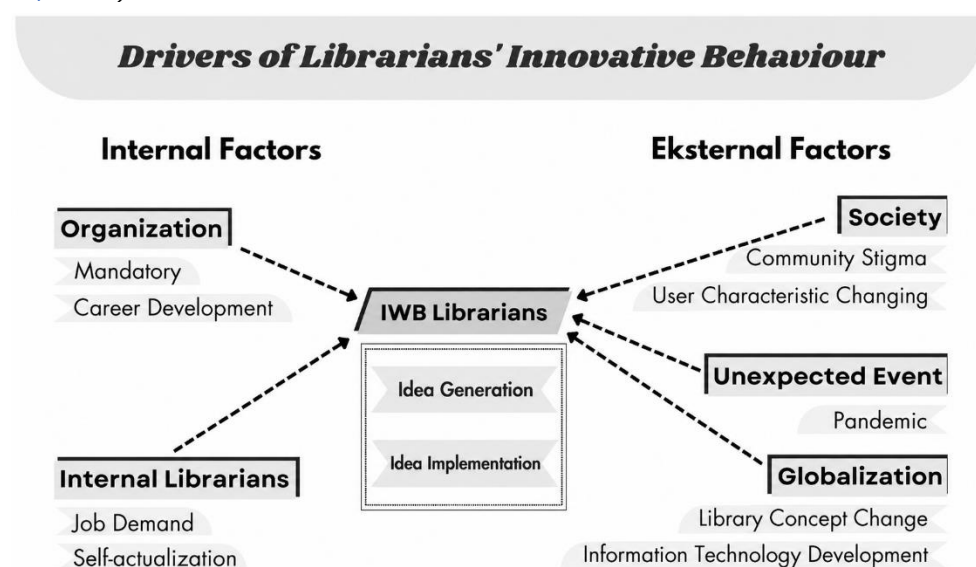
Comparing Educational and Public Librarianship in a Changing Information Environment

Academic, school, public, and even government libraries have different organizational settings that influence the jobs, responsibilities, and professional identities of librarians. For instance, university librarians have shifted from managing collections to collaborating with researchers on issues such as open access, digital services, information literacy programs, and scholarly communication (Ashiq & Warraich, 2023; Hadad & Aharony, 2024; Hu et al., 2022). School libraries, on the other hand, work with teachers to enhance students' learning,

literacy, and well-being as well as critical thinking and reading skills (Centerwall, 2024; Merga, 2022; Webber et al., 2025). The setting in which government librarians operate is more formal and information governance, records management, public accountability and regulatory compliance are the core of daily practice. The professional responses of librarians are affected by internal drivers such as organizational mandates, career development opportunities, job demands, and self-actualization, and external drivers such as changing user characteristics, societal expectations, technological developments, globalization, and unexpected events, as illustrated in the framework of librarians' innovative work behaviour proposed by Sridadi et al. (2025) (Figure 1).

Figure 1.

Framework of Organizational and Environmental Drivers of Librarian Innovation (Sridadi et al., 2025)



Librarians in all sectors encounter rising demand to adjust, develop new ideas, and update their competences to deal with these forces. Like many other institutions, libraries are also limited by ever-changing technology, limited resources, and constant professional development (Andrikopoulou et al., 2022; Ashiq & Warraich, 2023; Fagan et al., 2021). However, the working conditions, innovation triggers and challenges of government librarians have not been researched to the same extent as educational librarians and need further research in both fields (Tóth et al., 2025; Webber et al., 2025).

CONCEPTUAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

Social Exchange Theory and Organizational Support Theory

Concepts of social exchange and organizational support offer a helpful perspective from which to better grasp the impact of P-O F, AC and POS on OCB in the modern workplace. Employees who feel valued and encouraged and who share the ideals of the firm, according to their views, are more inclined to do things that are good for the company on

their own (Alshaabani et al., 2021; Prysmakova & Lallatin, 2023). AC enhances worker's emotional attachment to organizational goals (Dinc et al., 2025; Park & Kim, 2024). However, POS builds a feeling of duty, trust, and well-being. P-O F also encourages value congruence that inspires people to exceed the requirements of their formal jobs (Hue et al., 2022). These theories function well together to allow us to comprehend OCB in librarians and library professionals who work in specialized government institutions. Theories suggest that organizational ideals, professional commitment and institutional support are very important in shaping extra-role activity.

Person–Organization Fit

P-O F concept is defined as congruence between worker's values, goals and company characteristics as viewed by the employees (Gonlepa et al., 2023; Zhu et al., 2022). It has been well-studied in the context of professional settings where shared values and a service orientation are vital for employee engagement and organizational effectiveness. Research has shown that workers who feel that they fit well with their organizations are more probable to engage in voluntary behaviors that are useful to the workplace aside from the formal expectations of the job (Chen et al., 2026; Christian, Yuniarto, Wibowo, Yulita, Melati, et al., 2023; Hue et al., 2022). P-OF is related to more favorable perspectives, better organizational identification and a greater willingness to support common goals. It is also associated to prosocial behaviors, higher job engagement and higher levels of OCB in different occupational circumstances (Christian, Yuniarto, Wibowo, Yulita, & Manurung, 2023; Duarte & Mouro, 2022; Vila-Vázquez et al., 2023). From the explanation above, this investigation presents the hypothesis that P-O F has a positive effect on OCB, particularly between librarians working in specialized settings such as government institutions (**H1**).

Affective Commitment

AC is the feelings of attachment, a sense of identity and connection with the company that causes the employee to continue to participate and contribute to the organization beyond his/her formal job tasks (Alshaabani et al., 2021; Zhao et al., 2022). AC has been positively related to OCB in different organizational contexts. AC is generally depicted with voluntary and beneficial actions for the organization (Dinc et al., 2025; Wang et al., 2021; Yulita et al., 2022). Further, research findings have indicated a positive association between P-O F, organizational commitment and positive work attitudes, hence the AC may be an important boundary condition between P-O F and OCB (Hasan et al., 2021; Hue et al., 2022). Although this moderating effect has not been empirically tested among librarians in government or specialized library settings, the current evidence suggests that AC could either amplify or diminish the extent to which value congruence is translated into citizenship behavior. Based on the foregoing arguments and theoretical explanations, this study tries

to investigate whether AC moderates the association across P-O F and OCB among librarians and library professionals working in specialized organizational settings, such as government institutions **(H2)**.

Perceived Organizational Support

POS is the employees' perception of the organization's commitment to them as a contribution to the organization and their commitment to their well-being, and the organization offers suitable assistance for them to work and develop professionally (Alshaabani et al., 2021; Ho & Chan, 2022). POS is an indicator of how supported employees feel. The employees who are supported are more positive, more committed, and prepared to work harder than what the organization expects from them (Park & Kim, 2024; Sumardjo & Nur Supriadi, 2022). Previous research has repeatedly shown that POS has a good effect on OCB through involvement, motivation and mutually beneficial actions that benefit the business. POS also has the evidence to be able to alter the intensity of the association among fit-related parameters and work attitudes, meaning that POS can be a boundary condition in organizational behavior (Prysmakova & Lallatin, 2023). In specialized government library settings, POS can either enhance or diminish the impact of P-O F on OCB, but this moderating effect is mostly ignored. Based on the above conceptual and theoretical considerations, the current investigation intends to evaluate whether POS moderates the influence of P-O F on OCB among librarians and library professionals working in specialized institutional contexts, especially in government organizations **(H3)**.

METHODS

This study employed a cross-sectional explanatory survey design to examine the hypothesized relationships among P-OF, AC, POS, and OCB among librarians working in government institutions in Jakarta. A cross-sectional survey was considered appropriate because the study examined perceptions of organizational conditions and employee behavior at a defined point in time, while the explanatory approach allowed the proposed direct and interaction relationships to be statistically evaluated. PLS-SEM was subsequently used because the study involved latent constructs and moderation relationships that were tested simultaneously within the proposed structural model. Data were collected through a web-based questionnaire (with a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree)) administered using Google Forms and directed to the study's target group, namely librarians working in government institutions in DKI Jakarta. At the beginning of the questionnaire, respondents provided screening information regarding their occupational role and institutional setting, age, educational background, and length of work experience. Responses were retained only when respondents identified themselves as librarians working in government institutions and met the predefined eligibility criteria.

Before statistical analysis, the dataset was further screened for incomplete responses, duplicate entries, and responses that did not satisfy the eligibility requirements. These procedures were used to reduce the inclusion of respondents outside the intended study population. The measurement model used eight indicators across four constructs, with two indicators retained for each construct. All indicators were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), as summarized in Table 1.

Table 1.

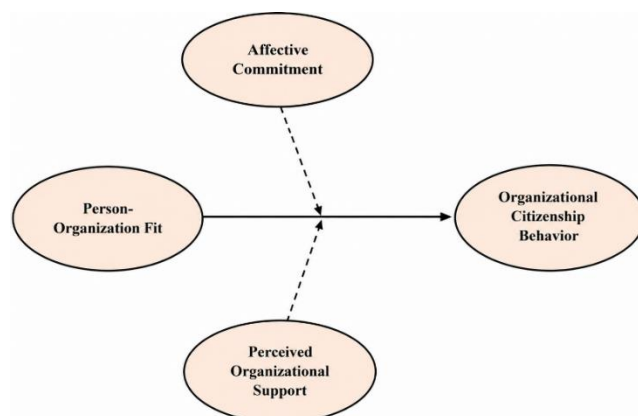
Constructs and items

Construct	Item code	Number of items	Scale	Source
Person–Organization Fit	POF1–POF2	2	Five-point Likert	Cable & DeRue (2002).
Affective Commitment	AC1–AC2	2		Allen et al. (2000)
Perceived Organizational Support	POS1–POS2	2		Lynch et al. (1999)
Organizational Citizenship Behavior	OCB1–OCB2	2		Organ (1997); Organ et al. (2006)

All items were adjusted to reflect the context of librarians employed in government libraries. As illustrated in Figure 2, Person–Organization Fit is specified as the independent variable and Organizational Citizenship Behavior as the dependent variable. Affective Commitment and Perceived Organizational Support are positioned as moderating variables. Accordingly, H1 examines the direct relationship between P–O F and OCB, H2 examines the interaction between P–O F and AC in predicting OCB, and H3 examines the interaction between P–O Fit and POS in predicting OCB. No mediating variable is included in the proposed model.

Figure 2.

Proposed model



The target population consisted of librarians working in government library institutions across DKI Jakarta. Purposive sampling was applied using three eligibility criteria. First, respondents were required to be no older than 40 years to maintain a relatively comparable early- to mid-career professional cohort within the study, particularly in relation to the current period of rapid digital and service transformation in library work. Second, respondents were required to hold at least a diploma qualification, which was used as a minimum formal educational criterion consistent with professional qualification requirements commonly applied to librarian roles in Indonesia. Third, respondents were required to have at least one year of work experience to ensure that they had sufficient exposure to the organization to form meaningful perceptions of organizational fit, organizational support, affective attachment, and citizenship behavior. These criteria were used to maintain greater comparability among respondents and to ensure that they had sufficient professional and organizational experience to evaluate the constructs examined in the study. An indicator-based approach suggested by [Hair et al. \(2022\)](#), in which the total number of measurement items is multiplied by five to ten, indicated that the 185 valid responses obtained in this study were sufficient. Additionally, a conventional multiple-regression power calculation for the largest OCB equation, which included up to five predictors—P-OF, AC, POS, P-OF × AC, and P-OF × POS—showed that, with $f^2 = 0.15$, $\alpha = 0.05$, and statistical power of 0.80, the approximate minimum sample size was 92 observations; therefore, the sample of 185 respondents was comfortably above this benchmark. Data were checked for incompleteness, duplication and ineligibility before analysis. Hypotheses were evaluated by Partial Least Square Structural Equation Modeling (PLS-SEM) in SmartPLS. Moreover, the measurement and structural models were assessed including the reliability and validity tests. The hypothesis testing was relied on path coefficients and p-value lower than 0.05. The moderation effects were also tested by slope evaluation to corroborate the interpretation of the interaction effects ([Hair et al., 2022](#)).

RESULT AND DISCUSSION

[Table 2](#) shows the demographic profile of the respondents, which suggests that there has a higher female than male librarians in the survey. The sample comprises 67.57% female and 32.43% male librarians. The majority of the respondents are rather young, with 74.05% falling inside the 25 to 30 years age bracket, which suggests that the sample is formed of young professionals. The workforce is generally well-educated with 55.14 percent of the respondents being married and 75.68 percent of them having a bachelor's degree. Regarding work experience, 72.43% of the respondents had between one and five years of experience while a minor number have above ten years of experience. In general, the sample

is representative of young, educated and relatively experienced government librarians in Jakarta.

Table 2.

Respondent profile category

Profile	Category	Freq	%
Gender	Male	60	32.43%
	Female	125	67.57%
Age (year)	25-30	137	74.05%
	31-40	48	25.95%
Status	Married	102	55.14%
	Unmarried	83	44.86%
Educational background	Diploma	45	24.32%
	Bachelor's degree	140	75.68%
Work experience duration (years)	1-5	134	72.43%
	6-10	49	26.49%
	> 10	2	1.08%

Outer model evaluation

The outer model assessment (Table 3) indicates that all constructs have acceptable reliability and validity. Outer loading (OL) numbers spanned 0.832 to 0.956 and are over the acceptable cut-off value of 0.70 indicating strong indication reliability. The composite reliability (CR) spanned 0.855 to 0.953 demonstrating strong internal consistency among the measurement items. Average Variance Extracted (AVE) numbers span from 0.748 to 0.911 and are over the minimum criteria of 0.50 proving convergent validity. Discriminant validity was also achieved since all HTMT values were below the suggested limit of 0.85, meaning that each construct is in fact different from the rest.

As depicted in Table 4, the inner model assessment confirms the predictive relevance of all constructs since all the Q^2 numbers are positive. The predictive relevance of OCB is the highest ($Q^2 = 0.597$), suggesting a strong ability of the proposed model to predict changes in citizenship behavior. P-O F ($Q^2 = 0.489$) and POS ($Q^2 = 0.438$) also show a large predictive relevance, whereas AC has a moderate predictive relevance ($Q^2 = 0.247$). The outcomes confirm that the structural model has an adequate predictive accuracy and meaningful explanatory power for the endogenous constructs studied in this paper, given that all the Q^2 numbers are higher than zero.

Table 3.
Outer model evaluation

Construct	Item	OL	CR	AVE	HTMT			
					AC	OCB	POS	P-OF
Affective Commitment	AC1	0.832	0.855	0.748	-	-	-	-
	AC2	0.896						
Organizational Citizenship Behavior	OCB1	0.956	0.953	0.911	0.639	-	-	-
	OCB2	0.953						
Perceived Organizational Support	POS1	0.923	0.911	0.837	0.552	0.439	-	-
	POS2	0.906						
Person-Organization Fit	POF1	0.929	0.926	0.862	0.668	0.343	0.119	-
	POF2	0.927						

Table 4.
Inner model evaluation

Construct	Item	Q ²
Affective Commitment	AC1	0.244
	AC2	0.250
Organizational Citizenship Behavior	OCB1	0.593
	OCB2	0.602
Perceived Organizational Support	POS1	0.433
	POS2	0.443
Person-Organization Fit	POF1	0.491
	POF2	0.487

The model fit assessment (Table 5) indicates that the proposed PLS-SEM technique has an adequate overall fit. The SRMR for both saturated and estimated models is 0.064; less than the cut-off of 0.08, suggesting that observed and predicted correlations are sufficiently close (Hu & Bentler, 1999). The difference metrics d_ULS (0.149) and d_G (0.206) are reasonably low indicating a moderate model misspecification. The NFI values of 0.639 and 0.637 also indicate a moderate model fit. Overall, the outcomes imply that the recommended framework is stated well enough to be used for evaluating the hypothesized correlations.

The R² value of OCB is 0.307 (Table 6) suggesting that the P-O F, AC and POS combined explain 30.7% of the divergence in OCB. This is a moderate level of explaining strength, indicating the proposed model explains a meaningful amount of the factors influencing citizenship behavior among librarians, but also that approximately 69.3% of the variance is

unexplained suggesting that other organizational, psychological or contextual variables may contribute to OCB. In general, the findings corroborate the relevance of the predictors offered and suggest avenues for expanding the model in future research.

Table 5.

Model fit assessment

Description	Saturated Model	Estimated Model
SRMR	0.064	0.064
d_ULS	0.149	0.149
d_G	0.205	0.206
Chi-Square	256.094	257.715
NFI	0.639	0.637

Table 6.

R² value

Construct	R ²
Organizational Citizenship Behavior	0.307

The path coefficient (Table 7) analysis supports H1, showing that P-OF has a positive and significant effect on OCB ($\beta = 0.261$, $t = 3.756$, $p < 0.001$). This indicates that librarians who perceive stronger compatibility between their personal values and organizational values are more likely to engage in voluntary behaviors beyond their formal job responsibilities. H2 and H3 are not supported. The interaction between P-OF and AC is not significant ($\beta = -0.061$, $t = 0.891$, $p = 0.374$), and the interaction between P-OF and POS is also not significant ($\beta = -0.004$, $t = 0.063$, $p = 0.950$). Thus, neither AC nor POS significantly changes the strength of the relationship between P-OF and OCB.

Table 7.

Path coefficient results

Path	H	OS	M	STDEV	t	p
Perceived Organization Support → Organizational Citizenship Behavior	H1	0.261	0.259	0.070	3.756	0.000
Person–Organization Fit × Affective Commitment → Organizational Citizenship Behavior	H2	-0.061	0.064	0.069	0.891	0.374
Person–Organization Fit × Perceived Organizational Support → Organizational Citizenship Behavior	H3	-0.004	0.003	0.064	0.063	0.950

Person–Organization Fit as a Driver of Organizational Citizenship Behavior among Government Librarians

The significant effect of P–OF on OCB (H1; $\beta = 0.261$, $t = 3.756$, $p < 0.001$) indicates that government librarians are more likely to engage in voluntary and extra-role behaviors when they perceive a strong match between their personal values and those of the organization. This finding is consistent with previous studies showing that value congruence can encourage employees to identify more strongly with organizational goals and contribute beyond formal job requirements (Chen et al., 2026; Christian, Yuniarto, Wibowo, Yulita, Melati, et al., 2023; Vila-Vázquez et al., 2023). In government libraries, where service quality depends not only on formal procedures but also on cooperation, initiative, and willingness to assist users and colleagues, such alignment can provide an important basis for citizenship behavior.

The finding also suggests that P–OF can operate as a meaningful driver of OCB even in a highly structured public-sector setting. Librarians who feel that their professional values are compatible with institutional priorities may be more willing to share knowledge, support coworkers, respond proactively to service needs, and contribute to organizational improvement beyond their assigned responsibilities. This supports the view that fit is not simply a matter of employee comfort but can translate into behaviors that benefit the wider organization (Duarte & Mouro, 2022; Hue et al., 2022). For government library management, the result highlights the importance of strengthening value alignment by clearly communicating institutional goals and creating work practices that connect librarians' professional values with public-service objectives.

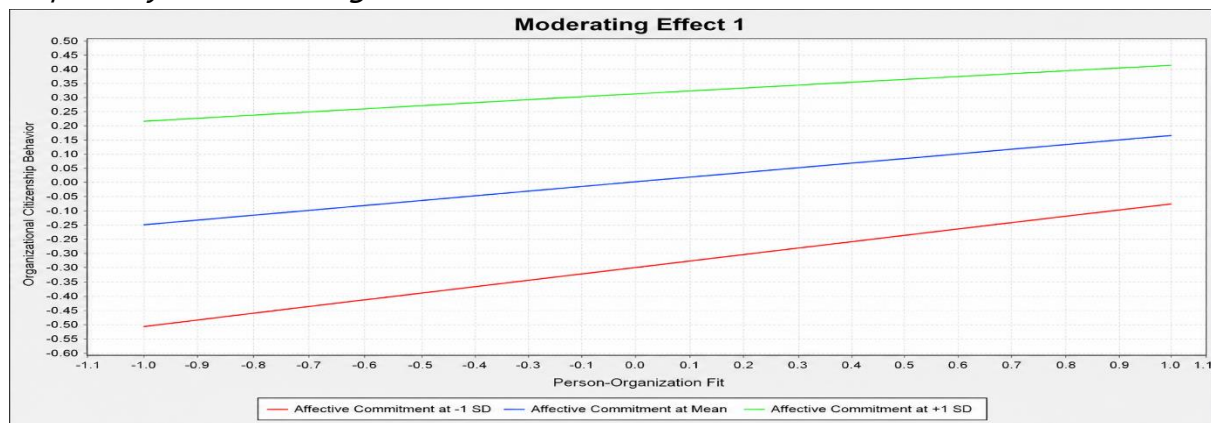
The Limited Moderating Role of Affective Commitment in the Person–Organization Fit–OCB Relationship

The finding showed that H2 was not supported, which shows that AC has no significant moderation effect on the link between Person – Organization Fit and OCB by government librarians ($\beta = -0.061$, $t = 0.891$, $p = 0.374$). Although P-O F has been generally agreed upon as an important predictor of OCB, the present study suggests that its influence on citizenship behavior remains relatively consistent regardless of employees' level of emotional attachment to the organization. This result differs from theoretical expectations that stronger commitment would amplify the favorable influence of value conformity on extra-role behavior. The research results supported the favorable impact of AC on OCB and the mediating effect of AC on the connection between positive organizational factors and citizenship behavior (Hue et al., 2022; Wang et al., 2021; Yuwono et al., 2023). The finding is not surprising because most of the previous investigations seeks the effect of AC as a mediating factor rather than as a moderating factor (Manita Kusi et al., 2021; Ratiu et al.,

2021; Tremblay, 2021). Further, the slope analysis (Figure 3) shows that the three lines for low (-1 SD), average and high (+1 SD) levels of AC are nearly parallel, with no significant change in the direction or steepness of the slope along levels of commitment. The nearly parallel slopes indicate that the relationship between P-OF and OCB remain similar across low, average, and high levels of AC. This pattern is consistent with the non-significant interaction effect and suggests that AC does not meaningfully change the strength of the P-OF-OCB relationship. Moreover, this result is in line with the broad literature, which suggests that other variables (e.g. However, the effect of fit on OCB is probable to be moderated by the organizational climate or perceived support (adaptive performance, career commitment, organizational climate or perceived support) than AC (Chen et al., 2026; Gorostiaga et al., 2022; Vila-Vázquez et al., 2023). Therefore, the positive relationship between P-OF and OCB appear to remain relatively stable across different levels of affective commitment among government librarians.

Figure 3.

Slope analysis: Moderating effect 1



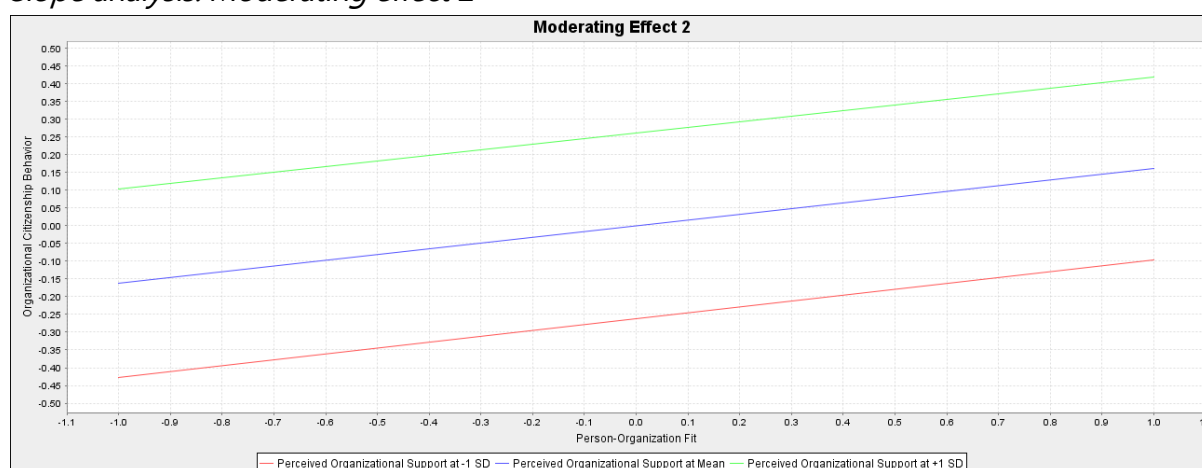
When Organizational Support Does Not Alter the Impact of Person–Organization Fit on Citizenship Behavior

The results reveal that H3 is unsupported in that POS does not significantly moderate the integrations between P-O F and OCB of government librarians ($\beta = -0.004$, $t = 0.063$, $p = 0.950$). While prior investigations have suggested that POS can enhance the connection between fit perceptions and positive work-related outcomes, the outcomes imply that the influence of P-O F on OCB is less sensitive to changes in perceived support (Jo & Hong, 2022; Vila-Vázquez et al., 2023). This outcome is in line with the dynamics of evidence that POS may influence employees indirectly via AC, engagement, or motivational mechanisms, rather than operating as a direct moderator in the fit-behavior relationship (Alshaabani et al., 2021; Dinc et al., 2025; Park & Kim, 2024). Further, the slope analysis (Figure 4) reveals that the slopes for the low (-1 SD), average and high (+1 SD) levels of POS are almost parallel and only differ in intercepts and slightly in the size of the slopes. The nearly parallel slopes

indicate that the relationship between P-OF and OCB remains broadly similar across low, average, and high levels of POS, which is consistent with the non-significant interaction effect. Past research has produced mixed findings on POS, reporting a moderating effect of POS on some but not all fit-related outcomes and sometimes complex or non-linear effects (Huang et al., 2023; Kao et al., 2023). Taken together, these results suggest that the positive effect of P-OF on OCB is not contingent on librarians' level of perceived organizational support.

Figure 4.

Slope analysis: Moderating effect 2



CONCLUSION

This study examined the effect of P-OF on OCB and tested whether AC and POS moderate this relationship among government librarians in Jakarta. The findings indicate that P-O Fit is positively and significantly associated with OCB, whereas neither AC nor POS significantly moderates the relationship between P-OF and OCB. This implies that librarians who are emotionally committed are far more inclined to take part in independent actions that enhance the efficiency of the company. However, no significant moderation impact of AC and POS was observed in the links between P-OF and OCB, implying that value congruence is relevant to citizenship behavior regardless of these contextual conditions. The novelty of the present study is the testing of two rarely studied moderators in a librarian context, particularly in governmental library institutions. The findings contribute to the OCB literature by providing empirical evidence on the relationship between P-OF and OCB in the context of government librarians and by demonstrating that the proposed moderating effects of AC and POS are not statistically significant. This suggests that value congruence may operate as a relatively direct source of citizenship behavior in this occupational setting rather than depending strongly on employees' levels of affective commitment or perceived organizational support. From a practical perspective, government libraries should strengthen alignment between librarians' professional values and institutional goals through

recruitment, orientation, internal communication, and work practices that reinforce public-service values. Supportive management practices, meaningful employee involvement, recognition, and opportunities for organizational participation may also help maintain librarians' affective attachment to the institution. However, the present findings indicate that AC does not significantly change the strength of the relationship between P-OF and OCB. The investigation has limitations of cross-sectional design; single sector setting and highlights on librarians in Jakarta. Future research may include larger geographical scope, longitudinal designs and more contextual variables such as organizational climate, leadership or work engagement.

DECLARATIONS

Author Contribution

Yuniarto, Y., & Christian, M., contributed to the conceptualization and methodology of the study. **Yuniarto, Y., Christian, M., Halder, T., & Thaib, D.** contributed to the provision of resources and visualization. **Yuniarto, Y., & Christian, M.**, were responsible for writing – review and editing. **Thaib, D.**, provided supervision, while **Halder, T.**, was responsible for project administration. All authors reviewed and approved the final version of the manuscript.

Funding Statement

This research received no external funding.

Conflict of Interest

The authors declare no conflict of interest.

Declaration of AI Use

ChatGPT and QuillBot were used to improve the clarity and readability of the manuscript under the authors' supervision. The authors remain fully responsible for the content, interpretation, and final version of the manuscript.

Additional Information

The data is available upon reasonable request.

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