

THE EFFECT OF PERSON ORGANIZATION FIT ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT MEDIATION VARIABLES

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Abstract:

The role of employees in fulfilling the company's strategy is shown through performance. How well the performance shown by employees is adjusted to the standards set by the company and can be determined by the management of the performance itself. It is essential for companies to carry out a performance management process and then conduct an employee performance appraisal within a certain period of time. So that in the end, the performance of an organization depends on the performance of its employees. This study aimed to determine the effect of personal organization fit on employee performance and the indirect effect through organizational commitment. This study uses quantitative methods by distributing questionnaires in data collection. The sample of this study was taken from the results of questionnaires to employees of as many as 105 people. The analytical tool used is path analysis (path analysis). The results of this study support the four hypotheses proposed: first, person organization fit has a positive and significant effect on employee performance. Second, personal organization fit positively and significantly affects organizational commitment. Third, organizational commitment has a positive and significant effect on employee performance, and fourth organizational commitment mediates the effect of the personal organization fit on employee performance. So, paying attention to personal organization fit and organizational commitment to improving employee performance is necessary.

Keywords: Person-Organization Fit, Employee Performance, Organizational Commitment.

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INTRODUCTION

Competition between organizations becomes inevitable during a constantly changing environment and conditions that experience uncertain turbulence. An organization is also challenged to review the condition of its resources or inputs to develop development steps. It is necessary so that the organization can avoid becoming slumped from competition which can lead to bankruptcy. An organization can not be separated from the role of humans, commonly known as human resources (HR) (Sukarti & Kistyanto, 2014).

Human resources are a very valuable company asset. In the era of global competition, H.R. is the only key to sustainable success for a company. Companies can experience sustainable growth depending on how their human resources perform. In addition to person-job fit, companies also need to pay attention to person-organization fit in hiring someone. Companies need to pay attention to a person's suitability in the context of work and the organization as a whole. The existence of similarities and compatibility between employees and the organization can produce more effective performance.

Every organization has goals to be achieved. To see how far the company has achieved its goals, we can look at the performance aspect of the company itself. Furthermore, the good and bad performance of the company will be determined by the conditions and work spirit of the

employees at the company. Human Resource Management has come closer to being recognized as an intrinsic part of management, which deals with the human wealth of an organization. The goal of human resources is to maintain better human relations in the organization by evaluating policies, procedures and applications, development and programs related to human resources to make their involvement effective towards recognizing organizational goals. Human Resource Management helps the most profound individual development, effective working relationship between employer and employee, employee and employer, and the molding of desirable human resources. It is the organization's recruitment, selection, utilization, development, motivation and compensation of human resources.

In managing its human resources, the company will experience various challenges, generally found in attracting, retaining and developing. One way to meet this challenge is to match organizational and employee values. Understanding Person-Organization Fit can help companies select employees with values and beliefs compatible with the organization and shape experiences that can strengthen that fit. Person-organization fit is broadly defined as the compatibility or suitability between an individual and the organization or company where he works regarding his values and goals (Kristof, 1996).

The importance of person-organization fit can be seen in the organization's policies to regulate its human resources so that they can play a significant role in working together and supporting organizational strategy. In the selection stage, the company must look for prospective employees who are the best in abilities and knowledge. In addition, the company must also pay attention to the suitability of employees to the company to be entered. It is usually termed person organization fit. In addition to the selection process, the level of individual conformity with the organization is very dependent on the company's ability to meet the needs of its employees. The fulfillment of employees needs to be considered by the company because the company requires employee contributions in the form of performance.

Srimulyani (2009) states that organizational commitment is a condition that characterizes the employee's relationship with the company and its environment and has a relationship with the decision to continue or quit organizational membership. Organizational commitment does not only mean passive loyalty but also involves a dynamic relationship and the desire of employees to make a meaningful contribution to the organization (Fitriastuti, 2013). According to Wartini and Harjiyanti (2014), organizational commitment implies employee loyalty to the organization, employees who have a high commitment are willing to give more energy and responsibility to encourage organizational success.

Understanding Person Organizational Fit (P.O. fit) can help companies choose employees with values and beliefs under the organization and form experiences that can strengthen this conformity (Astuti, 2010). Person Organizational fit is the suitability between organizational and individual values (Guntur, 2012). Farzaneh et al. (2014) stated that there is a positive influence between person-organization fit on organizational commitment. It means that the higher the person-organization fit in the employee, the higher the employee commitment. The lower the person-organization fit in the employee, the lower the organizational commitment.

There are various ways to increase organizational commitment, namely by paying attention to employee work motivation. According to Permansari (2013), motivation can come from within or outside to do a job with high enthusiasm using all the abilities and skills. Motivation is also a process that affects behavior, and the motivation that exists in a person will realize a behavior directed at achieving the ultimate goal (Ranihusna, 2010). Galletta et al. (2011) stated that there is a significant influence between motivation and organizational commitment. High work motivation will foster high organizational commitment and vice versa.

Employee performance is about employees achieving results, goals or standards as expected by the organization. Compared to established performance standards, employees are rated on how well they do their jobs. In short, the achievement of a given task is measured against the established standards of accuracy, completeness, cost, and speed, the initiative they take, their

creativity in solving problems and resources in the way they utilize their resources, time and energy (Rothman & Coetzer, 2003).). Performance is defined as the level of qualitative and quantitative achievement of a job and the evaluation of all related efforts and the resulting ratios to realize the targets or missions set (Johari, Yahya 2009). Since performance is a basic phenomenon in achieving organizational and personal goals, it is important for both organizations and employees. An employee's high-performance indicator as a source of personal pride and honor motivates that person more at work and ultimately increases job satisfaction, earns a higher income, achieves a better career and gains social dignity (Vogel, Feldman 2009).

The commitment factor for the company, or in general terms, is the appropriate organizational commitment to analyze related to improving employee performance. Allen & Meyer (1997) define organizational commitment as a psychological construct characteristic of the relationship between organizational members and their organizations and has implications for individual decisions to continue membership in organizations. Organizational commitment is a "behavioral perspective " defined as a consistent line of activities so that higher employee commitment to the organization can improve employee performance. Wright (1992) supports that higher personnel committed to their tasks will be higher performance. To be generated leads to a higher rating level. Organizational commitment is the state that employees identify with a particular organization with a goal and desire to maintain membership in the organization (Tolentino, 2013).

Employee performance has a significant role in the success of an organization. So that to achieve organizational goals, every organization must improve the performance of its employees. An employee's performance is still a problem considered necessary to be resolved by the company, so the company needs to analyze the various causes of the ups and downs of a performance. The suitability of individual values with the organization can be seen from the employee's tenure, the longer the employee's tenure in the sense of more than five years of service it indicates a match between individual values and organizational values. The match between individual values and organizational values will foster employee commitment to the organization.

An employee who commits to the organization is an employee who becomes involved in the organization because of the similarities, among others, the values he adheres to with the values of the organization (Meyer & Herscovitch, 2002). Employees with high organizational commitment have several characteristics, including a strong belief in the organization and accepting the organization's goals and values, a desire to work, and a strong desire to stay in the organization (Mowday et al., 1983). The role of employees in fulfilling the company's strategy is shown through performance. How well the performance shown by employees is adjusted to the standards set by the company and can be determined by the management of the performance itself. It is essential for companies to carry out a performance management process and then conduct an employee performance appraisal within a certain period. So that in the end, the performance of an organization depends on the performance of its employees (Aguinis, 2005).

The criteria for evaluating employee performance at a contractor company, namely P.T. Sumber Makmur Adiprayoga (Electrical Construction), P.T. Synergy Aini Jaya (Building Construction), and P.T. Tekniko Indonesia (Water Construction) in Bandar Lampung. If the performance is excellent, the assessment weight is 91-100, with perfect work, no errors, no revisions, and service above the specified standard. Performance appraisal is good if it gets a weighted value of 76-90, with work results having 1-2 small errors, no major errors, revisions, and service according to the specified standards. The performance is quite good with a weight of 61-75, with the work results having 3-4 small errors, no major errors, revisions, and the service does not meet the specified standards. Poor performance gets a weight of 51-60, The work results have five minor errors, and there are major errors, revisions, and services that do not meet the specified standards. Moreover, suppose the poor performance appraisal gets a weight of 50 and below. In that case, the work results have more than five minor errors, and there are major errors, revisions, and unsatisfactory service, below the specified standard.

Performance is a fundamental phenomenon in achieving organizational and personal goals, which is essential for organizations and employees (Vogel, Feldman 2009). The better the performance of employees based on the category of very good, good, quite good, less good, and bad at P.T. Sumber Makmur Adiprayoga, PT. Synergy Aini Jaya, and P.T. Tekniko Indonesia in Bandar Lampung are seen from employee achievements, employee orientation toward students, commitment, discipline, and cooperation. This poor employee performance affects P.T. Sumber Makmur Adiprayoga, PT. Synergy Aini Jaya and P.T. Tekniko Indonesia in Bandar Lampung because poor performance scores can affect the quality of the agency and will affect the agency's accreditation. Building a professional high school requires human resources who have good performance. Therefore, it is essential to use performance as an evaluation material for the organization. Performance can be seen from the quality and quantity based on employee achievements, employee service orientation to students, commitment, discipline, and cooperation.

The most critical factor in ensuring that the human resources owned can support the performance of P.T. Sumber Makmur Adiprayoga, PT. Synergy Aini Jaya, and P.T. Tekniko Indonesia in Bandar Lampung, not only pay attention to the compatibility between the individual and the job offered (person-job fit) but also needs to consider the compatibility between individual values and the organization (person-organization fit) because this will have implications for increasing organizational commitment to supporting strategic advantage. sustainable for P.T. Sumber Makmur Adiprayoga, PT. Synergy Aini Jaya, and P.T. Indonesian technician in Bandar Lampung.

Based on the description above, the authors chose the study's title, "The Effect Of Person Organization Fit On Employee Performance With Organizational Commitment Mediation Variables".

METHOD

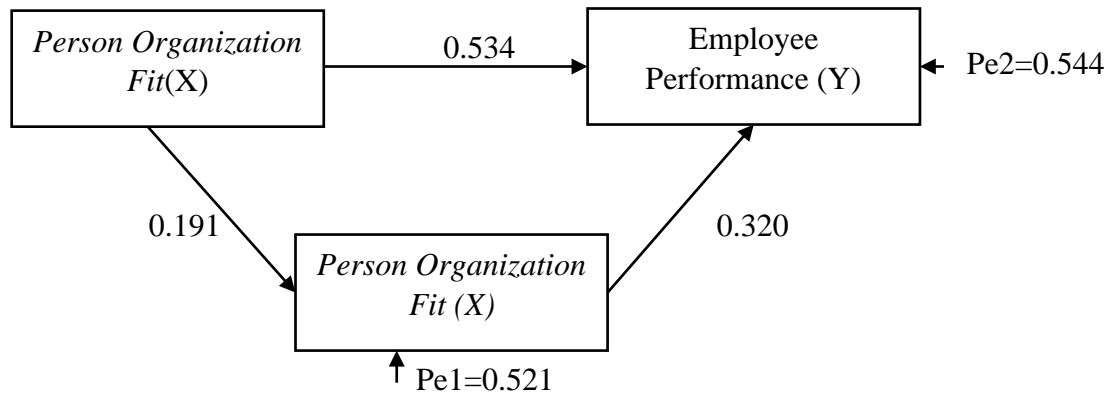
The research variable is an attribute or value trait of people, objects or activities with certain variations set to be studied and conclusions drawn (Sugiyono, 2013). In human resource research proposed by Oei (2010), this research belongs to the casual research category, a research design whose primary purpose is to prove a causal relationship or relationship that affects and is influenced by the variables studied. Variables that affect this are called independent, while variables that are affected by changes in independent variables are called dependent variables. In this study, the independent variable is Person organization fit (X), the dependent variable is Performance (Y), and the mediating variable is Organizational Commitment (Z).

This research was conducted at P.T. Sumber Makmur Adiprayoga (Electrical Construction), P.T. Synergy Aini Jaya (Building Construction), and P.T. Tekniko Indonesia (Water Construction) in Bandar Lampung. There is a way to collect the data needed to conduct this study's analysis. The primary data collection method uses a questionnaire/questionnaire method to get data about the dimensions of the constructs being developed in this research. The questionnaire used is a combination of questionnaires that have been patented and have been published in international journals. The measurement of the independent variable in the study, namely person organization fit, using the basis of an International journal written by Demir et al. (2015).

The sample is a subset or subgroup of the population (Sekaran, 2006). In this study, the sample used a questionnaire. According to Hair et al. (2010), the number of samples is at least 5 (five) times the number of indicators. Hair et al. (2010) also suggested that the appropriate sample size ranged from 100-200 respondents. In this study, the number of samples was 105 respondents, where respondents were taken from 35 respondents from each population in P.T. Sumber Makmur Adiprayoga, PT. Synergy Aini Jaya, and P.T. Indonesian Technician. This study uses research instrument tests, namely validity and reliability tests and path analysis, to determine the effect of person organization fit and employee performance with partial hypothesis testing (t-test) and simultaneous test (F test).

RESULTS AND DISCUSSION

The results of the regression calculation above can be calculated as the indirect effect of Person organization fit (X) on employee performance (Y) through organizational commitment (Z), for the path coefficient value can be seen in Figure 1 below:



Source: SPSS output processed 2019
 Figure 1. Lane Path

$$Z = 2.890 + 0.191X$$

$$Y = 3.008 + 0.544X + 0.320Z$$

The Influence of Person Organizational Fit (X) and Organizational Commitment (Z) on Employee Performance (Y).

Table 1. Results of Analysis of the Effect of X, Z on Y

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	3.008	.326	-	9,220	.000
Person Organization Fit (X)	.403	.065	.534	6,242	.000
Organizational Commitment (Z)	.022	.011	.320	2.109	.017

Bound Variable = Employee Performance (Y)

R = 0.753

R Square (R2) = 0.728

Source: SPSS output processed 2019

Table 1 above, the first equation model can be obtained as follows:

$$Y = 3.008 + 0.534X + 0.320Z$$

R2 = 0.753 means that 75% of the variation in firm value is explained by the variables Person organization fit (X) and Organizational Commitment (Z).

The effect of Person organization fit (X),) on Organizational Commitment (Z). Table 2 shows the results of the regression analysis on the influence of Person organization fit (X) on Organizational Commitment (Z)

Table 2. Results of Analysis of the Effect of X on Z

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2,890	.457	-	6.322	.000
Person Organization Fit (X)	.206	.102	.191	2013	.002

Bound Variable: Organizational Commitment (Z)

R = 719

R Square (R2) = 704

Source: SPSS output processed 2019

Table 2 above, the first equation model can be obtained as follows:

$$Z = 2.890 + 0.191X$$

R² = 0.719 means that the Person Organizational Fit variable explains 71% of the variation in organizational commitment.

1. **Path Analysis P1.** The path of person organization fit (X) to organizational commitment (Z) is the P1 path with a Beta value = 0.191 and a Sig t level = 0.002 (less than 0.05). These results can be interpreted that the variable person organization fit (X) significantly affects the variable organizational commitment (Z).
2. **Path Analysis P2.** Person organization fit path (X) to employee performance (Y) is path P2 with Beta value = 0.534 and Sign level t = 0.000 (less than 0.05). These results can be interpreted that the variable person organization fit (X) significantly affects the employee performance variable (Y).
3. **Path Analysis P3.** The path of organizational commitment (Z) to employee performance (Y) is the P3 path with a Beta value = 0.320 and a Sign level t = 0.017 (less than 0.05). These results can be interpreted that the organizational commitment variable (Z) significantly affects the employee performance variable (Y).

The significant path analysis can be seen as the indirect effect between the independent variables partially on the employee performance variable (Y) through organizational commitment (Z) as follows:

- a) **The indirect effect of variable X on Z.** The data was obtained by multiplying the path coefficient of the direct influence of the person organization fit variable (X) on organizational commitment (Z) (P1) with the path coefficient of the influence of the organizational commitment variable (Z) on employee performance (Y) (P3), namely $0.191 \times 0.320 = 0.06112$, this means that there is an indirect positive effect of the variable person organization fit (X) on employee performance (Y) through organizational commitment (Z) of 0.06112. The t-count value is compared with the t-table, and if the t-count is greater than the t-table value, it can be concluded that there is a mediation effect. The results of the study can be produced by Sobel test formulation with the following calculations:

Person organization fit equation formula (X)

$$\begin{aligned} Sp2p3 &= \sqrt{(0,320)^2(0,087)^2 + (0,191)^2(0,132)^2 + (0,087)^2(0,132)^2} \\ &= \sqrt{(0,1024)(0,0076) + (0,0365)(0,0174) + (0,0076)(0,0174)} \\ &= \sqrt{0,00078 + 0,00063 + 0,0001} \\ &= \sqrt{0,001315} \\ &= 0.03626 \end{aligned}$$

After calculating the size of the standard error of indirect influence, then proceed with calculating the t value with the following formula:

Test Calculation Results t Count

$$t\text{-count} = 2.013$$

Based on the Sobel formula and calculations above, the results of the intervening variable influence test are as follows:

Table 3. Mediation Effect Test Results

Person organization fit Towards Organizational Commitment				
Variable	Indirect Influence	Tcount	Ttable	Information
X	0.06112	2.013	1,659	There is Influence
Total Mediation Coefficient = 0.06112				

Source: Data processed, 2022

Table 3 shows that the variable person organization fit (X) has a T-count value of 2.013 > T-table 1.659 and a mediation coefficient of 0.06112, so it can be concluded that there is an intervening/mediation effect.

Person organization fit employees in this study used three indicators: the suitability of values, fulfillment of needs, and the suitability of personality culture characteristics. The task performance indicator became the highest, with a score of 4.77. With the question, I was allowed to carry out worship while working so that the suitability of personality culture characteristics becomes the dominant indicator in shaping employee performance variables.

Person organization fit high; the employee's performance will increase. Individuals with high person organization fit mean that there is a match between the individual and the organization, such as the compatibility between personal values and the company, there is a match between the employee's work goals and the company's goals, there is a match between what the employee provides with what the company needs and the existence of the suitability of the character of the employee with the company. Understanding a person's organizational fit helps companies select employees with values and beliefs compatible with the organization and create experiences that can strengthen that fit. When company employees have a good fit with the organization, they will easily interact efficiently with its value system and reduce uncertainty.

Meglino in Hidayat (2018) suggests that individuals with the same values as the organization will easily interact efficiently with the organization's value system, reduce uncertainty and conflict, increase satisfaction and commitment, and improve performance. The results of several studies using perceived congruency with perceived organizational culture indicate that perceived similarity is positively related to affective outcomes such as satisfaction, commitment and engagement (Cable & Judge, 1996). Demir's research (2013) found that Person's Organizational Fit significantly and positively affects employee performance. Research by Yulina et al. (2015) found that Person Organizational Fit positively affects employee performance.

According to Chatman (1991), his research with a sample of public accountants proved the compatibility between individuals and organizations, causing employee commitment to the organization to be maintained and wanting to continue joint activities with the organization. Another opinion says that individuals with the same values and beliefs as their organization can interact more comfortably with the organization's value system, reducing uncertainty and conflict, which will increase satisfaction and commitment (Meglino et al., 1989). Chaw et al. (2000) stated that the close match between the selected individual and the organizational culture, the higher the organizational commitment, job satisfaction and tendency to survive.

Person organization fit (PO. fit) is positively associated with organizational commitment (Valentine, 2002). The results of research conducted by Tugal and Kilic (2015) show that Personal organization fit positively affects organizational commitment. The results of Helena and Akhyar's research (2016) show that Personal organization fit has a positive and significant effect on organizational commitment because employees who have a good match with the company will feel comfortable and satisfied to be in the company. Similarly, research by Mahardika (2006) shows that Personal organization fit positively influences organizational commitment.

Mathis & Jackson (2001) formulated that organizational commitment is the level of trust and acceptance of workers towards organizational goals and a desire to remain in the organization, which is ultimately reflected in the statistics of attendance and turnover of workers from the organization (turnover). The results of this study are in accordance with the opinion of Wright (1992) that the higher the commitment to the task, the higher the resulting performance, which leads to a higher level of assessment.

Another study by Chaterina & Intan (2012) proved and concluded that organizational commitment positively and significantly influences employee performance. Research conducted by Ciptodihardjo (2012) found that organizational commitment significantly influences performance. Another study was also conducted by Memari et al. (2013). The results show a positive relationship between organizational commitment and employee performance. The

research results above explain that the hypothesis of the influence of organizational commitment on employee performance at the company is acceptable and has been in line with previous studies. In other words, employees who have a high commitment to the organization are less likely to have turnover, and high organizational commitment will improve employee performance. The higher the commitment, the higher the organization's performance because they feel they have the organization.

Sobel test (intervening) stated that Personal Organization Fit significantly affects employee performance with organizational commitment as a mediating variable. These results support the suggestion of Winfred et al. (2006) to add outcomes to mediate the relationship between Person organization fit and employee performance. Employees who get a match will tend to be more committed to their work than employees who have yet to get a match between needs and the organization. Thus, employees will tend to be more productive and effective at work. This conformity will make employees feel part of a unified unit. This conformity will encourage the spirit of employees to be able to contribute more to the company through increased performance. Employees who commit to stay with and be part of an organization must have the desire and need to contribute more. Organizational commitment has a positive influence on employee performance.

It shows that if an employee has a person-organization fit with a high-value organization, he will further improve his performance and have less intention to leave the organization if his commitment to the company is also high. Organizational commitment will further reduce the intention of employees who have person-organization fit to leave the organization. The results of Demir et al. (2015) show that Personal organization fit has a significant and positive influence on job performance. The results of Helena and Akhyar's research (2016) show that Personal organization fit has a positive and significant effect on organizational commitment.

Demir et al. (2013) show a positive relationship between organizational commitment and employee performance. Based on the study's results, it can be concluded that Personal organization fit influences performance. Furthermore, organizational commitment to mediate (intervening) the relationship between Person organization fit with employee performance. The results of the research above can state that the hypothesis of the influence of organizational commitment on employee performance at the company is acceptable and has been in line with previous studies. In other words, employees who have high organizational commitment are less likely to have turnover in the organization, and high organizational commitment will improve employee performance. The higher the commitment, the higher the performance of the organization. Because they feel ownership of the organization, if individuals believe in their organization, anything will be done to make the organization more advanced because it is generated by the high commitment from individuals or employees (Azeez et al., 2016).

CONCLUSION

Person organizational fit has a positive and significant effect on employee performance. In other words, the better the implementation of person organizational fit, the better employee performance will be. Vice versa, if a Person organizational fit is appropriately implemented, employee performance will stay the same. Person organizational fit has a positive and significant influence on organizational commitment. In other words, the better the implementation of person organizational fit will increase employee commitment to the organization. The higher the Person organizational fit, the higher the organizational commitment. On the other hand, if a person's organizational fit is not implemented correctly, it will not increase employee commitment to the organization.

Organizational commitment has a positive and significant effect on employee performance. In other words, the higher the commitment to the task, the higher the resulting performance, which leads to a higher level of assessment. That is, organizational commitment can improve employee performance. The higher the organizational commitment, the higher the employee

performance. On the other hand, if the organizational commitment is low, the employee's performance will not increase appropriately. Person organizational fit on the indicators of suitability of goals that need attention is related to the suitability of goals against the suitability of goals for employees and the organization and between employees,

Employee performance on contextual performance indicators that need attention is related to work that demands more responsibility, for this problem the company needs to provide each responsibility according to their field so that other employees do not have to handle work with more responsibility. It makes the performance of employees according to the demands of work that require more responsibility. Organizational commitment on the indicators of normative commitment needs attention related to the distrust that one must always be loyal to one organization. For this problem, it is necessary to pay more attention to the company and its employees to have a high commitment to the organization. Organizations can contribute in the form of rewards so that employees feel ownership and loyalty to the organization so that turnover does not occur. So that later, it will increase organizational commitment to employees. Organizational commitment becomes a mediating variable from the influence of a Person's organizational fit on employee performance. That is, by adding organizational commitment, employee performance will increase.

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