

THE EFFECT OF PERSON ORGANIZATION FIT AND PERSON JOB FIT ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT PT. PLN (PERSERO) UIKL SULAWESI

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Abstract

Performance is a major concern, especially in huge organizations like PLN, the sole supplier of energy in Indonesia and a sizable BUMN. Using organizational commitment at PT. PLN, this study sought to ascertain the impact of Person Organization Fit and Person Job Fit on employee performance (UIKL Sulawesi). This study employs a quantitative survey methodology. Employees of PT. PLN (Persero) UIKL Sulawesi participated in the survey as respondents. 112 employees participated in this study as responders. According to the findings, Person Organization Fit positively and significantly influenced organizational commitment, Person Job Fit positively and significantly influenced organizational commitment, Person Organization Fit positively and significantly influenced employee performance, At PT. PLN (Persero) UIKL Sulawesi, Person Organization Fit has a positive and significant effect on employee performance through organizational commitment, Person Job Fit has a positive and significant effect on employee performance through employee organizational commitment, and all three variables together have a positive and significant impact on employee performance.

Keywords: *Person Organization Fit, Person Job Fit, organizational commitment, employee performance*

Abstrak

Kinerja menjadi perhatian utama, terutama di organisasi besar seperti PLN, satu-satunya pemasok energi di Indonesia dan BUMN yang cukup besar. Menggunakan komitmen organisasi pada PT. PLN, penelitian ini berusaha untuk mengetahui dampak Person Organization Fit dan Person Job Fit terhadap kinerja pegawai (UIKL Sulawesi). Penelitian ini menggunakan metodologi survei kuantitatif. Karyawan PT. PLN (Persero) UIKL Sulawesi berpartisipasi dalam survei sebagai responden. 112 karyawan berpartisipasi dalam penelitian ini sebagai responden. Berdasarkan hasil temuan, Person Organization Fit berpengaruh positif dan signifikan terhadap komitmen organisasi, Person Job Fit berpengaruh positif dan signifikan terhadap komitmen organisasional, Person Organization Fit berpengaruh positif dan signifikan terhadap kinerja karyawan, Pada PT. PLN (Persero) UIKL Sulawesi, Person Organization Fit berpengaruh positif dan signifikan terhadap kinerja pegawai melalui komitmen organisasi, Person Job Fit berpengaruh positif dan signifikan terhadap kinerja pegawai melalui komitmen organisasi pegawai, dan ketiga variabel secara bersama-sama berpengaruh positif dan signifikan berdampak pada kinerja karyawan.

Kata Kunci: *Person Organization Fit, Person Job Fi, Komitmen Organisasi, Kinerja Pegawai*

A. INTRODUCTION

Every year PT. PLN (Persero) reports their annual performance results in an annual report book uploaded on the PLN official website. From observing PLN's yearly report, it

obtained yearly reports from 2017-2021. The annual report is based on PLN's performance. Reports followed in terms of the number of assets per year, profit and loss statements, operational performance reports, and other performance reports related to the performance or achievements of their boats. PLN's annual performance report can be seen in the following table:

Table 1: Performance Assessment Based on the Annual Report of PT. PLN (Persero):

PLN Annual Performance Results	Year				
	2017	2018	2019	2020	2021
Financial Statements (Assets)	1.334.957.657	1.492.487.745	1.585.055.013	1.588.914.720	1.613.216.456
Income statement	(20.178.851)	(35.291.147)	44.164.942	44.407.942	45.055.145
Operational Overview	95,35%	98,30%	98,89%	99,20%	99,45%
More Performance Overview	88,52%	89,16%	91,09%	90,75%	95,17%

Source: Annual Report of PT. PLN (Persero)

The data table 1.1 shows that achievements over the last few years have experienced a significant increase except for 2020. Regarding asset reports, income statements, and operational summaries, it is evident that the 2020 data has seen very little growth. Even in other performance reports, it has decreased. The results of the overall performance of PT PLN (Persero) are the results of the performance of the company's units, one of which is the performance of PT. PLN (Persero) UIKL Sulawesi, which is inseparable from employee performance.

The performance of employees is a matter of great concern, especially in large companies such as PLN, a vast state company and the only electricity provider in Indonesia. Suppose a human resources company or employee has discrepancies with the organization or the job. In that case, it will lead to extra performance from the employee in helping the organization improve.

Person Organization Fit, often known as the compatibility between people and organizations, is the alignment of an organization's values with the values of its individual employees. According to (Bowen et al., 1991), sustaining a flexible and dedicated workforce in a cutthroat business environment and labor market depends on having a good person organization fit. Employees who feel that their values align with those of the organization are more likely to stay with it and be committed to it, which is why Person Organization Fit influences organizational commitment. According to Sari & Helmy's research (2020), organizational commitment was considerably and favorably impacted by a person's organizational fit.

From data on work experience for UIKL Sulawesi employees, it was found that the most extended working period was 33.2 years. Five employees have worked for more than 30 years, and the most significant number are in their 10-20 year working period. The tenure data proves that employees have high organizational commitment.

It is not only the compatibility of people with the organization that must be considered in the organization, but the compatibility of people with work must also be a concern. Person Job Fit matches the suitability of employees and the work performed. If an employee has a personality appropriate to the job, it will impact the employee's performance. With good performance produced by employees, there is pleasure in the work being done so that it can form a behavior of commitment to the organization or company where the individual works. According to Kristof-Brown et al. (2005) said that Person Job Fit

affects organizational commitment and employee performance because if the match between people and jobs is terrible in the organization, then they may try to develop their skills with work internally or even be demoted, and if Person Their Job Fit is worse, so, in the end, they will choose to leave the company. Meanwhile, Holland's theory (P. Robbins & A. Judge, 2008) states that when personality and work are very compatible, it will increase employee satisfaction.

According to Edward (1991), Person Job Fit has several favorable results in improving performance, motivation, and attendance. From the employee absentee data at UIKL Sulawesi, it was found that there was a decrease in working hours in semester 1 of 2022. Absenteeism problems also always decrease in May every year. The research results by Bangun et al. (2017) found that Person's Job Fit had a positive and significant effect on organizational commitment. Similar to the results of Jaya et al.'s research (2019), Person's Job Fit also positively and significantly impacts employee performance.

Employees are more likely to stay with an organization when they feel a strong emotional connection to it. This emotional connection is known as organizational commitment. According to Jehanzeb & Mohanty (2018), keeping employee commitment to stay competitive in a demanding business climate depends on person organization fit. In keeping with Astuti's (2010) findings, which showed that Person Organization Fit has a favorable impact on both employee performance and organizational commitment. Employee performance is more strongly and favorably impacted by organizational commitment than by person-organization fit.

Person Organizational Fit

Person Organization Fit means that people are attracted and selected by organizations that are by their values. They leave organizations that are not by them (Robbins & Judge, 2018), in line with the thoughts of Robert N & John R (2015), which say that if a person does not fit in with a good company, they will probably be unhappy and more likely to leave as soon as they can find another opportunity that they think fits their personality better.

Given that the mismatch frequently results in specific regulatory resources, low performance, and lower adaptability, there can be a severe value mismatch between an employee and the organization. The ideal staffing system for the organization prioritizes Person Job Fit first since these evaluations provide a concrete determination and agreement of the nature of the employment relationship. While hiring new employees, the possibility of Person Organization Fit can be investigated once these conditions are established (Herbert G et al., 2019).

Person Job Fit

Person Job Fit, or personality-job fit, is a theory from John Holland. This theory is the suitability of employees with their jobs. Holland states that employee satisfaction will increase when personality and work are well matched (P. Robbins & A. Judge, 2008). Meanwhile, Terri A (2019) states that the lack of compatibility between these people and the work they do is significantly associated with higher work fatigue and physical symptoms. Thus, Person's Job Fit or poor fit can harm employee welfare. Kristof-Brown et al. (2005) said that if the match of people with jobs is poor in the Organization, then they may try to develop their skills change jobs internally, or even get demoted, and if their Person Job Fit is worse, then in the end, they will choose to leave the company

Organizational Commitment

Employee commitment is an emotional quality. Commitment arises when the organization satisfies basic and universal human needs. Commitment cannot be developed through logical argument. To stimulate this needs a manager or leader with heart and wisdom. For good organizational sustainability, a leader must be open about fulfilling needs

so that the policies they design can be tested for pressure through honest conversations. Leaders can also explain the organization's problems (Michael, 2013).

The typical definition of organizational commitment or loyalty is a partnership between an employee and the organization. In certain instances, it is based on the premise that organizational leaders may manipulate it. According to the social network perspective, employees are devoted to the company, the individuals who work there, and the social network of which they are a member. Social networks depend on frequent interactions with coworkers and are difficult for organizational leaders to shape (Donald P, 2007).

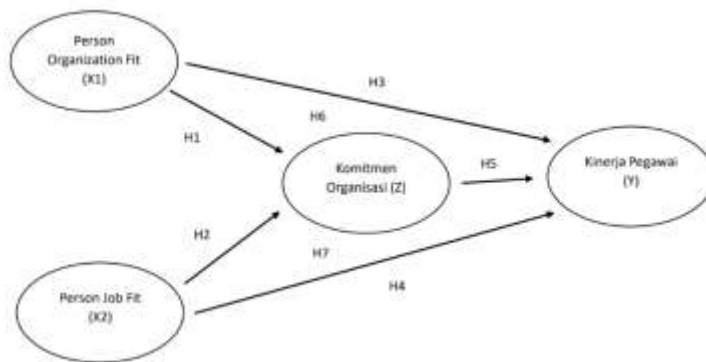
Employee Performance

The performance level of an employee is determined by six external elements, according to Timple in B.Uno & Lamatenggo (2012). Environment, management style, work design, performance evaluation, feedback, and pay administration are some of these drivers. A nice work environment is crucial to promoting the best possible employee performance, according to Timple.

Six major factors, according to Bernardin and Russell in Fauzi & Hidayat Na (2020), can be used to evaluate performance: quality, quantity, timeliness, cost-effectiveness, necessity for supervision, and interpersonal impact.

Conceptual Framework Overview

Figure 1: Conceptual Framework



B. METHOD

Research design

This study uses a quantitative approach, using survey methods. This quantitative approach focuses on symptoms with specific characteristics called variables. In the quantitative approach, the nature of the relationship between variables is analyzed using an objective theory.

Location and Time of Research

The research will be conducted at one of the BUMN institutions in Sulawesi, precisely at PT. PLN (Persero) UIKL Sulawesi is one of the PLN Units under the Sulawesi Regional Business Directorate, which focuses on the supply and distribution of Electric Power. The research time will be carried out in 1-2 months.

Saturated Population and Sample

1. Population

The population of this study is all permanent employees at PLN UIKL Sulawesi, totaling 157 employees..

2. Sample

Among a total of 157 employees, 112 employees made up the study's sample. The purposive sample strategy was employed in this study. Purposive sampling is a method for selecting a sample based on the researcher's

evaluations of which sample is most useful, appropriate, and thought to be representative of a community (representative). This technique tends to be of higher sample quality because researchers have made a grid or boundaries based on specific criteria that will be used as research samples.

The sample size is determined using the Slovin formula:

$$n = \frac{n}{1+ne^2}$$

$$n = n / 1+(n \times e^2)$$

$$n = 157 / (1+ (n \times e^2))$$

$$n = 157 / (1+157 \times 0,05^2)$$

$$n = 157 / (1+157 \times 0,0025)$$

$$n = 157 / (1+0,40)$$

$$n = 157 / 1,40$$

$$n = 112,142$$

Data Type

There are two types of data used in this study, namely:

1. Quantitative data, namely data obtained from the company in the form of numbers such as data on the number of employees and other data related to the research to be carried out.
2. Qualitative data, namely data obtained not in the form of numbers but in the form of information both obtained verbally from the leadership and data on the official website of PLN UIKL Sulawesi.

Instrumen Data Test

Testing the data used in this study includes testing the quality of the data. Promising research results must have good data quality for testing the data carried out in this study to answer the formulation of the problem in this study.

- a. Validity test is used to determine the legitimacy or validity of a questionnaire. If the loading factor value is ≥ 0.5 , the indicator is valid and significant for measuring a construct. The correlation matrix has a significant correlation with several variables if significant ≥ 0.5 .
- b. A questionnaire's reliability can be evaluated using the reliability test. If a respondent's response to a question is constant or stable throughout time, a questionnaire is considered to be dependable. The Cronbach Alpha () statistical test can be used to conduct accurate measurements. If the Cronbach's Alpha value is more than 0.6, it is considered dependable.

Data analysis method

The Partial Least Square (PLS) method of data analysis was employed in this investigation. With SmartPLS, PLS is a structural equation modeling (SEM) model. They are applied to determine how different variables relate to one another.

Structural Model or Inner Model

Based on substantive theory, the inner model (inner relation, structural model, and substantive theory) describes the link between latent variables. The R-square test for the dependent construct, the Stone-Geisser Q-Square test for predictive relevance, the t-test, and the significance of the structural path parameter coefficients were used to assess the structural model. The R-square for each latent dependent variable is the first thing to be considered when evaluating the PLS model. Regression interpretation is the same as this interpretation. The R-square value can be used to determine the significance of specific independent latent variables and their impact on the latent dependent variable. In addition

to considering the R-square value, the F-square predictive relevance for the constructive model is used to assess the PLS model. The F-square gauges how effectively the model produces the estimated parameter values and observed values (Ghozali & Latan, 2014).

Measurement Method or Outer Model

Based on the correlation between the item/component score and the construct score derived by PLS, the convergent validity of the measurement model with the reflecting indicator model is evaluated. If the reflective measure has a correlation with the construct you want to test of greater than 0.70, it is regarded to be high. Nonetheless, a loading value between 0.5 and 0.60 is regarded as enough for research at the early stages of developing a measurement scale (Ghozali & Latan, 2014).

Based on the cross-loading of measurements with the construct, the discriminant validity of the measurement model with reflecting indicators is evaluated. Assume that the measurement item's correlation with the construct is more significant than the correlations with the other construct measures. In that situation, it will show that the latent construct predicts the block's size more accurately than it predicts the sizes of the other blocks. Comparing the Square Root of Average Variance Extracted (AVE) value of each construct with the correlation between other constructs in the model is another way to evaluate discriminant validity. Each construct is said to have good discriminant validity if its AVE root value is higher than the correlation between it and the other constructs in the model. This test can be used to measure the reliability of latent variable component scores, and the results are more conservative than composite reliability.

Hypothesis testing

Testing the hypothesis in this study uses the PLS data analysis method, which is based on the Bootstrapping method when managing the structural model developed by Geiser & Stone. The possibility of using Bootstrapping results in the application of free distribution data, so it does not require average distribution assumptions and does not require large samples.

By examining the statistical and probability values, hypotheses are tested. The t-test or t-statistical test is used as the statistical test for this approach. How much the independent variable affects the dependent variable is demonstrated by the t-test. At an alpha of 5%, the probability value (P-Value) is less than 0.5. With an alpha of 5%, the t-table value is 1.96. When t-statistics exceed t-table in this test, the hypothesis is said to be correct. When using the t-test, significant data is defined as having a P-Value of 5% or higher.

C. RESEARCH RESULTS

Data Instrument Test

PLS-SEM (Partial Least Square – Structural Equation Model) analysis

This study uses PLS to calculate the effect of the relationship between variables. The variables in this study are Person Organization Fit (X1) and Person Job Fit (X2), and the other variable is Employee Performance (Y), while Organizational Commitment (Z) is the intervening variable. The results of testing the data using PLS can be seen in the **following**

figure:

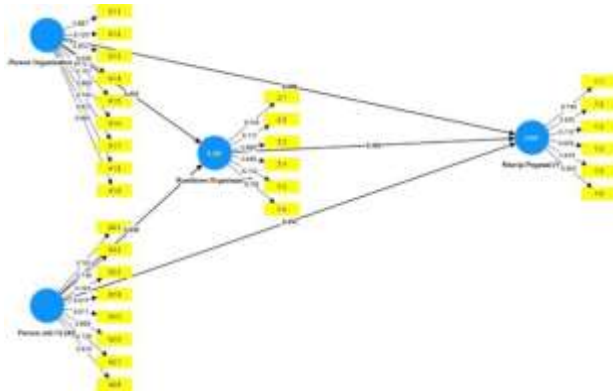


Figure 2: Data processed by SmartPLS, 2023

Loading Factor

The processing is completed by calculating the loading factor value, which illustrates the association between the indicator and the construct, based on the research findings. Low loading values for indicators suggest that they are ineffective in the measuring model (Ghozali & Latan, 2014). When utilizing the SmartPLS Software to test, the reliability score may be found in the Outer Loading test results. If the score is at least 0.5 or (≥ 0.5), the indication can be categorized as reliable. The dependability of each indicator of the variables examined is displayed in the table below.

Table 3: Loading factor value

Indicators	Employee Performance (Y)	Organizational Commitment (Z)	Person Job (X2)	Person Organization(X1)	Information
X1.1				0,687	Valid
X1.2				0,729	Valid
X1.3				0,832	Valid
X1.4				0,626	Valid
X1.5				0,707	Valid
X1.6				0,609	Valid
X1.7				0,744	Valid
X1.8				0,673	Valid
X1.9				0,665	Valid
X2.1			0,762		Valid
X2.2			0,715		Valid
X2.3			0,703		Valid
X2.4			0,617		Valid
X2.5			0,617		Valid
X2.6			0,608		Valid
X2.7			0,728		Valid
X2.8			0,678		Valid

Y.1	0,719			Valid
Y.2	0,855			Valid
Y.3	0,714			Valid
Y.4	0,828			Valid
Y.5	0,818			Valid
Y.6	0,651			Valid
Z.1		0,703		Valid
Z.2		0,737		Valid
Z.3		0,686		Valid
Z.4		0,648		Valid
Z.5		0,732		Valid
Z.6		0,742		Valid

Source: Primary data (questionnaire), processed in 2023

Based on the table above, all indicators in the latent variable are said to be valid because the values contained in the test results are reliability values resulting from the PLS-SEM test.

Reliability Test

The reliability test evaluates each variable's consistency in reliability. Internal consistency reliability is evaluated using Cronbach Alpha and Composite Reliability values. If both the Cronbach Alpha and Composite Reliability variable values are at least 0.6, reliability is deemed to pass. the Counting the thess the the the Counting the Counting the Counting in the Counting of the Counting ofs thess and the., in the Consequently, all research variables were successful.

Table 4: Reliability Test Results

Variabel	Cronbach's alpha	Composite reliability	Reliabilitas
Person Organization (X1)	0,868	0,867	Reliabel
Person Job (X2)	0,833	0,835	Reliabel
Organizational Commitment (Z)	0,801	0,802	Reliabel
Employee Performance (Y)	0,857	0,859	Reliabel

Source: Primary data (questionnaire), processed in 2023

Validity test

Examining the strength of the connection between the construct and the indicators that make up the construct, as well as the weak association with other constructs, can be done to test the validity of the construct. It can be concluded that the variable fulfills convergent validity because it has a value above 0.5 based on the processing results of the PLS Algorithm, which found that all AVE values were above 0.5.

Table 5: Validity Test Results

Variabel	Average variance extracted (AVE)	Validitas
Person Organization (X1)	0,591	Valid
Person Jobs (X2)	0,563	Valid
Organizational Commitment (Z)	0,502	Valid
Employee Performance (Y)	0,589	Valid

Source: Primary data (questionnaire), processed in 2023

Collinearity Test

The Collinearity Test is a test by calculating the VIF (Value Inflation Factor) value. This test aims to find out whether other indicators can predict an indicator. The indicator for each variable must have a value of less than 5 (<5) so that it is said to have passed.

Table 6: Collinearity Test

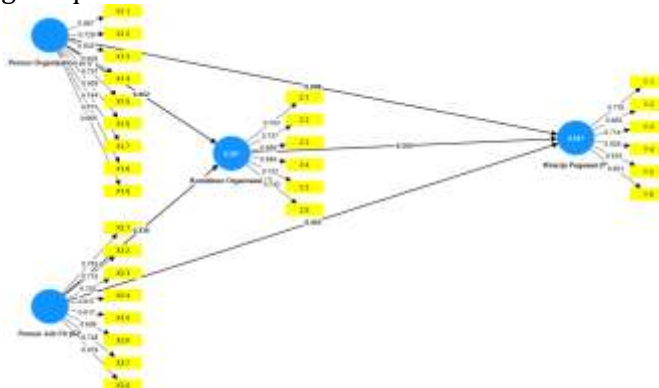
Variabel	Variance Inflation Factor (< 5)	Status
Person Organization Fit -> Komitmen Organisasi (Z)	1.540	Lulus
Person Job Fit (X2) -> Komitmen Organisasi (Z)	1.540	Lulus
Person Organization Fit -> Kinerja Pegawai (Y)	1.873	Lulus
Person Job Fit(X2) -> Kinerja Pegawai (Y)	1.630	Lulus
Komitmen Organisasi (Z) -> Kinerja Pegawai (Y)	1.630	Lulus

Source: Primary data (questionnaire), processed in 2023

Based on the data from the table above, it was found that the Variance Inflation factor value was below 5, so it can be stated that all variables passed the collinearity test and did not have problems such as multicollinearity.

Significant Pathway

After all the Validity, Reliability, and Collinearity tests were carried out, and there were no problems, the Bootstrap test continued. In testing on SmartPLS, the Bootstrap process used to analyze is used to evaluate the relationship of the hypotheses and determine whether the hypothesis is accepted or rejected. The Person organization Fit variable (X1) has four indicators representing nine questions. The Person Job Fit variable has four indicators representing eight questions, the organizational commitment variable has three indicators representing six questions, and employee performance has three indicators representing six questions..



The value of the path coefficient is evaluated using the bootstrap method to see if it is statistically significant and has a favorable impact. The bootstrapping method of hypothesis testing uses the t-statistic to determine the degree of significance. If the T-statistic value is higher than 1.96, the test of the hypothesis may be significant.

Table 7: Direct Influence Analysis

Variabel	T statistics	P values <0,5
Person Organization (X1) -> Komitmen Organisasi (Z)	4.722	0
Person Job (X2) -> Komitmen Organisasi (Z)	2.391	0,017
Person Organization (X1) -> Kinerja Pegawai (Y)	3.027	0,002
Person Job (X2) -> Kinerja Pegawai (Y)	6.678	0
Komitmen Organisasi (Z) -> Kinerja Pegawai (Y)	4.637	0

Source: Primary data (questionnaire), processed in 2023

Based on the data in table 5.11, it is found that the value of all T-statistics is at more than 1.96, and the value of the P-value is below 0.5, so all hypotheses are acceptable.

Hypothesis Testing

Based on the results of the analysis as follows:

H1. Person Organization Fit (X1) has a significant effect on Organizational Commitment (Z) at PLN UIKL Sulawesi

It can be seen from the coefficient path relationship between Person Organization Fit (X1) to Organizational Commitment (Z) has a T-statistic value of 4,722 or more than 1.96. It can be said that the path coefficients of both variables are significant, and the hypothesis is accepted.

H2. Person Job Fit (X2) has a significant effect on Organizational Commitment (Z) at PLN UIKL Sulawesi

It can be seen from the relationship between the coefficient path between Person Job Fit (X2), and Organizational Commitment (Z) has a T-statistic value of 2.391 or more than 1.96, it can be said that the path coefficients of both variables are significant and the hypothesis is accepted.

H3. Person Organization Fit (X1) has a significant effect on Employee Performance (Y) at PLN UIKL Sulawesi

It can be seen from the coefficient path relationship between Person Organization Fit (X1) to Employee Performance (Y) has a T-statistic value of 3.027 or more than 1.96. It can be said that the path coefficients of both variables are significant, and the hypothesis is accepted.

H4. Person Job Fit (X2) has a significant effect on Employee Performance (Y) at PLN UIKL Sulawesi

It can be seen from the relationship between the coefficient path between Person Job Fit (X2), and Employee Performance (Y) has a T-statistic value of 6,678 or more than 1.96, so it can be said that the path coefficients of both variables are significant and the hypothesis is accepted.

H5. Organizational Commitment (Z) has a significant effect on Employee Performance (Y) at PLN UIKL Sulawesi

It can be seen from the coefficient path relationship between Organizational Commitment (Z) to Employee Performance (Y) has a T-statistic value of 4,637 or more than 1.96. It can be said that the path coefficients of both variables are significant, and the hypothesis is accepted.

R-Square

The structural model can be measured using the R-Square to see the level of variation in the independent variable changes to the dependent variable. According to Ghazali & Latan (2014), the R-Square values of 0.75, 0.50, and 0.25 indicate or conclude that the model is robust, moderate, and weak. R-Square values can be presented in the following table:

Table 8: R-square results

Variabel	R-square	R-square adjusted
Employee Performance (Y)	0,647	0,637
Organizational Commitment (Z)	0,387	0,375

Source: Primary data (questionnaire), processed in 2023

F Square Size

Based on the analysis of the F-square to determine the significance of the association between the latent variables. Three categories of exogenous latent variable influence are

used in the F-square test to predict latent variables at the structural level: 0.02 small, 0.15 moderate, and 0.35 vigorous.

Table 9: F-square results

Variabel	Kinerja Pegawai (Y)	Komitmen Organisasi (Z)
Person Organization (X1)	0,014	0,216
Person Jobs (X2)	0,36	0,059
Organizational Commitment (Z)	0,267	
Employee Performance (Y)		

Source: Primary data (questionnaire), processed in 2023

Total Effect

The total effect is the next step in the bootstrapping process on SmartPLS. In this method, it is done to calculate the percentage of direct influence of the independent variable on the dependent variable. The data from bootstrapping processing results are as follows:

Table 10: Total Effect

Variabel	Original sample (O)
Person Organization (X1) -> Organizational Commitment (Z)	0,452
Person Job (X2) -> Organizational Commitment (Z)	0,236
Person Organization (X1) -> Employee Performance (Y)	0,275
Person Job (X2) -> Employee Performance (Y)	0,547
Organizational Commitment (Z) -> Employee Performance (Y)	0,392

Source: Primary data (questionnaire), processed in 2023

Mediation Test

After carrying out the direct influence test, the next step is mediation testing. This test will determine how strong the mediating variable's influence is Organizational Commitment (Z) in this study. In this test, the results must be signed with a t-statistic (> 1.96) and a p-value (<0.05). Based on the results of the mediation test that has been carried out, the following results are obtained:

Table 11: Mediation Test

Jalur	T statistics	P values
Person Organization (X1) -> Organizational Commitment (Z) -> Employee Performance (Y)	3.414	0,001
Person Job (X2) -> Organizational Commitment (Z) -> Employee Performance (Y)	1.985	0,047

Source: Primary data (questionnaire), processed in 2023

Based on the findings of the aforementioned data, it can be concluded that the organizational commitment variable can mediate the independent variables, namely person organization fit and person job fit, on employee performance as the dependent variable, as demonstrated by the T-Statistic and P-Value values that are above the T-Statistic standard (>1.96) and P-Value (0.05).

D. DISCUSSION

Based on the research results that were previously presented, this chapter will explain each of the hypotheses contained in this study. The seven hypotheses will be described in the following table:

The Effect of Person Organization Fit on Organizational Commitment

The results showed that Person Organization Fit affected the organizational commitment of PLN UIKL Sulawesi employees. It can be seen from the T-statistic, which shows a value of 4,722 or above 1.96, and a P-value of 0 is more significant than 0.05.

The results of respondents' answers related to Person Organization Fit are very high, where respondents agree it reaches 50% and strongly agrees reaches 46%, meaning that the values and culture applied at PLN are the values possessed by PLN UIKL Sulawesi employees. Person Organization Fit is indeed essential in a company because when an employee feels that he or she conformity with the values that exist in the company, it will affect self-pleasure so that they will tend to like the environment of the organization and will maintain themselves in the organization or company.

In line with the research results (Santoso & Irwantoro, 2014), which concluded that Person's Organization Fit positively and significantly affects organizational commitment. This statement means that the better the Person's Organization Fit in the company affects the employee's organizational commitment.

Effect of Person Job Fit on Organizational Commitment

The results showed that Person Job Fit affected the organizational commitment of PLN UIKL Sulawesi employees. It can be seen from the T-statistic, which shows a value of 2,391 or above 1.96 and a P-value of 0.017, less than 0.05.

From the respondents' answers regarding the high Person Job Fit, respondents agreed to reach 44%, strongly agreed to reach 40%, and neutral (disagree) 13.7. of the four research variables that have the most respondents' statements that disagree. This means that the competencies and requirements proposed by the organization are not all owned by PLN UIKL Sulawesi employees and are in line with and by the requirements that must be met.

In line with the study's results (Putri & Parmin, 2022), which concluded that Person Job Fit has a positive and significant effect on employee organizational commitment. This means that the more employees feel fit for their job, the higher the desire to continue working for the company.

Effect of Person Organization Fit on Employee Performance

The results showed that Person Organization Fit affected the performance of PLN UIKL Sulawesi employees. It can be seen from the T-statistic, which shows a value of 3.027 or above 1.96 and a P-value of 0.002, less than 0.05.

Person Organization Fit can affect the employee's self-based performance. Person Organizational Fit is closely related to the values possessed by employees. Value in a person is an important attribute that builds a company and is an essential factor in evaluating work. It was found that the values within PLN UIKL Sulawesi employees aligned with the values and culture set by PLN UIKL Sulawesi.

In line with the results of research (Nugroho & Raharja, 2018) which concluded that Person Organization Fit has a positive and significant effect on employee performance. This means that the more the quality of conformity between employees and the company is improved, the higher the employee's performance.

Effect of Person Job Fit on Employee Performance

The results showed that Person Job Fit affected the performance of PLN UIKL Sulawesi employees. It can be seen from the T-statistic, which shows a value of 6,678 or above 1.96 and a P-value of 0 is less than 0.05.

Every company must consider conformity between work and employee characteristics. Then, seen from the observation of the questionnaire results, the respondent's answers to the performance questions were indeed high, even more than 50%. However, on the question item, the performance variable's employee quantity indicator has a few answers. In carrying out his work, an employee also needs appreciation and support from the leadership and colleagues. Getting support will bring up optimal, efficient, and effective performance in carrying out the work carried out..

In line with the study's results (Nurtjahjono et al., 2020) concluded that Person's Job Fit simultaneously has a positive and significant effect on employee performance. From the study results, it can be concluded that the higher the match between the employee's personality and the work performed, the higher the resulting performance.

The Effect of Organizational Commitment on Employee Performance

The results showed that Organizational Commitment affected the performance of PLN UIKL Sulawesi employees. It can be seen from the T-statistic, which shows a value of 4,637 or above 1.96 and a P-value of 0 is less than 0.05.

Organizational commitment to employee performance positively affects performance, meaning that when it increases or decreases, it will affect employee performance. When highly committed employees will view work as a means to work and develop themselves so that employees will work wholeheartedly and try to provide the best for the company.

In line with the results of research (Nursafitri & Helmy, 2022) which concluded that organizational commitment significantly affects employee performance. To increase organizational commitment, companies can carry out activities that create a sense of being part of the PLN UIKL Sulawesi family.

The Effect of Person Organization Fit on Employee Performance through Organizational Commitment

The findings demonstrated how organizational commitment among employees of PLN UIKL Sulawesi affects employee performance. The T-statistic, which displays a value of 3,414 or above 1.96 and a P-value of 0.001 that is less than 0.05, demonstrates this.

Workers who are matched with the organization's needs have a tendency to be more dedicated to their jobs than those who are not. Employees will consequently typically be more effective and productive at work. In this suitability, employees feel part of an organizational unit. The uniformity at PLN UIKL Sulawesi will boost staff motivation to give the business more by performing better. Employee performance is positively and significantly influenced by organizational commitment as well as person organization.

In line with the findings of research (Maria, 2017), which came to the conclusion that employee performance is positively and significantly impacted by person-organization fit. The impact of person-job fit on worker performance is unilateral. The findings indicate that employee performance is mediated by person-organization fit.

The Effect of Person Job Fit on Employee Performance through Organizational Commitment

The results showed that Person Job Fit affected employee performance through the Organizational Commitment of PLN UIKL Sulawesi employees. It can be seen from the T-statistic, which shows a value of 1,985 or above 1.96 and a P-value of 0.047, less than 0.05.

Workers who are hired based on their personality traits have a tendency to be more dedicated to their jobs than those who work under pressure because the work they are assigned is unrelated to their skills or knowledge. Owning appropriateness seems to increase productivity and effectiveness at work. Employees will feel more a part of the organizational unit if their work is enjoyable for them. The PLN UIKL Sulawesi's appropriateness will inspire employees to perform better so they can contribute more to the business. Person Employee performance is positively and significantly impacted by job fit as well as positively and significantly impacted by organizational commitment.

According to the study's findings, (Rudy, 2020) came to the conclusion that organizational commitment and person's job fit both have a significant and beneficial direction on employee performance. The findings demonstrate that organizational commitment can mitigate the impact of employee performance on person's job fit.

E. CONCLUSION

Conclusion

Based on the research results on the effect of Person Organization Fit and Person Job Fit on Employee Performance through Organizational Commitment at PT. PLN (Persero) UIKL Sulawesi, the following conclusions can be given:

1. Person Organization Fit positively and significantly affects the organizational commitment of PLN UIKL Sulawesi employees. By proving the results of testing, the first hypothesis is accepted.
2. Person Job Fit positively and significantly affects the organizational commitment of PLN UIKL Sulawesi employees. By proving the results of testing, the second hypothesis is accepted.
3. Person Organization Fit positively and significantly affects the performance of PLN UIKL Sulawesi employees. By proving the results of testing, the third hypothesis is accepted.
4. Person Job Fit positively and significantly affects the performance of PLN UIKL Sulawesi employees. By proving the results of testing, the fourth hypothesis is accepted.
5. Organizational commitment positively and significantly affects the performance of PLN UIKL Sulawesi employees. By proving the results of testing, the fifth hypothesis is accepted.
6. Person Organization Fit positively and significantly affects employee performance through the organizational commitment of PLN UIKL Sulawesi employees. By proving the results of testing, the sixth hypothesis is accepted.
7. Person Job Fit positively and significantly affects employee performance through the organizational commitment of PLN UIKL Sulawesi employees. By proving the results of testing, the seventh hypothesis is accepted.

Suggestion

Based on the results of research on employee performance at PT. PLN (Persero) UIKL Sulawesi can be advised PT. PLN (Persero) UIKL Sulawesi has provided a conducive work environment for employees.

- a. The Person Organization Fit variable has the item with the lowest answer value on the "fulfillment of employee needs" indicator. Management or leadership must be able to continue to make changes and develop so that the fulfillment desired or expected by employees is fulfilled and that employees carry out their duties properly and are highly committed to the company.
- b. The Person Job Fit variable has the item with the lowest answer value on the "fit between work and knowledge" indicator. It is expected that at the time of acceptance or transfer of employee placement, readjust the position or position of the employee by their last education or the employee's expertise.
- c. The organizational commitment variable has the item with the lowest answer value being on the "employee/employee willingness" indicator. This means that, in general, employees feel pretty responsible. However, some employees consider that it is not entirely the employee's responsibility if there is an error so that any problems that occur for management can be resolved together by maximizing communication.
- d. The employee performance variable has the lowest answer value item on the "employee quantity" indicator. This is so that it can further improve optimal, efficient, and practical work using which management needs to give appreciation to employees, utilize technology to improve performance, and apply employee work standards to work effectively and efficiently.

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