

DO PERSON-ORGANIZATIONAL FIT AND JOB CHARACTERISTICS CREATE EMPLOYEE PERFORMANCE: THE MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT

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Abstract: This study aims to investigate the effect the person-organizational fit and job characteristics on organizational commitment, and its impact on employee performance. The sample used in the research were employees working in the Department of Cooperatives, MSME, Industry, and Trade Pemalang Regency. A total sample size of 95 respondents, was collected through proportional random sampling. The data collected was calculated using Structural Equation Modeling-Partial Least Square. The main results show organizational commitment mediates the essential factors of P-O-fit and job characteristics in influence human resource performance. The findings highlight the essential factors of P-O-fit, job characteristics, and organizational commitment in creating high employee performance. The study contributes to the Person-Environment Fit Theory witch offers theoretical implications by validating the employee performance model in the public sector.

Keywords: Person-Organizational Fit, Job Characteristics, Organizational Commitment, Employee Performance

Abstrak: Penelitian ini bertujuan untuk mengetahui pengaruh kecocokan person-organisasi dan karakteristik pekerjaan terhadap komitmen organisasi, serta dampaknya terhadap kinerja pegawai. Sampel yang digunakan dalam penelitian ini adalah pegawai yang bekerja di Dinas Koperasi, UMKM, Perindustrian, dan Perdagangan Kabupaten Pemalang. Jumlah sampel sebanyak 95 responden, dikumpulkan melalui metode proporsional random sampling. Data yang dikumpulkan dihitung menggunakan Structural Equation Modeling-Partial Least Square. Hasil utama menunjukkan komitmen organisasi memediasi faktor-faktor penting kecocokan person-organisasi dan karakteristik pekerjaan dalam mempengaruhi kinerja sumber daya manusia. Temuan penelitian menyoroti faktor-faktor penting kecocokan person-organisasi, karakteristik pekerjaan, dan komitmen organisasi dalam menciptakan kinerja pegawai yang tinggi. Penelitian ini berkontribusi pada Teori Kecocokan Person-Lingkungan yang menawarkan implikasi teoritis dengan memvalidasi model kinerja pegawai di sektor publik.

Keywords: Person-Organizational Fit, Karakteristik Pekerjaan, Komitmen Organisasi, Kinerja Pegawai

INTRODUCTION

To create an effective government, the public organization must focus on improving its image and encouraging employee professionalism. To achieve these goals, human resources play a central role (Hidayah et al., 2018; Rafia & Achmad Sudiro, 2020), in producing services according to their duties and responsibilities (Ismail et al., 2019). Hence, it is important for human resource management (HRM) to understand the determinant factors that increase employee performance.

Several determinant factors can influence employee performance, including person-organization fit (P-O-Fit) (Jufrizen et al., 2023; Sylvana et al., 2024), job characteristics (Evelyne et al., 2018; Sandi et al., 2021), and organizational commitment (Ahakwa et al., 2021; Aminin & Rijanti, 2022; Ramli, 2017). P-O-Fit is the congruence between organizational culture and

individual values (Kristof-Brown & Billsberry, 2012). P-O-Fit is a condition where individual values can maintain good employees. It can make better the organizational environment, leading to a positive work attitude, intention to stay, and higher performance (Winata & Suhana, 2023). Job characteristic factors make employees able to identify the characteristics of the tasks of the job, how those characteristics are combined to form different jobs, and their relationship to motivation, job satisfaction, and human resource performance. Furthermore, organizational commitment encourages employees to be loyal to the organization (Luthans, 2011). The commitment of human resources to the organization will be a more essential contribution on performance (Rivai, 2016).

Previous studies have proven P-O-Fit and job characteristics on performance of employee (Purbaningrum & Tjahjaningsih, 2024; Suciati et al., 2021). Other studies revealed that organizational commitment can mediate the effect of P-O-Fit on employee performance (Prasetyaningrum & Hendarsjah, 2022; Winata & Suhana, 2023). Several research find that organizational commitment has significant effect of job characteristics on human resource performance (Aryania & Widodo, 2020; Ningrat & Sumartik, 2023). Other prior study also proved the effect of P-O-Fit and job characteristics on human resource performance (Bedagama & Tjahjaningsih, 2021).

However, several studies demonstrate contradictive, that P-O-Fit and job characteristics have no positive and significant effect on human resource performance (Aminin & Rijanti, 2022; Andriani, 2021; Ningrat & Sumartik, 2023; Yeni et al., 2022). Likewise, other studies demonstrated that job characteristics had a positive but insignificant effect on human resource performance (Andriani, 2021; Tanjung et al., 2020).

The novelty of this study is to re-examine the three factors of employee performance in government organizations. The study location is namely the Cooperatives and MSME, Industry and Trade Service of Pematang Regency. Based on the pre-survey, various efforts have been made so that employees work optimally. However, these efforts are not easy, because many obstacles are experienced. The indication is the percentage of growth in the contribution of the trade sector to GDP, where the performance achievement in 2021 was 89.30% and the performance achievement in 2022 was 89.13%. In addition, the data explains the percentage of people's markets that meet the criteria for a healthy market, where the performance achievement in 2021 was 91.17% and the performance achievement in 2022 was 91.64%. The percentage of growth in Small and Medium Industries (SME), in 2021 was 57.53%, while the performance achievement in 2022 was 58.20%.

Based on the previous description, the current study's purpose is to influence P-O-Fit and job characteristics on the mediating variable of organizational commitment. The next objective is to analyze the influence of P-O-Fit, job characteristics, and organizational commitment on human resource management and employee performance. The results are expected to theoretically contribute to the development of human resource management theory like Person-Environment Fit Theory. The study is expected to be used as input, evaluation, and consideration in compiling human resource performance policies.

LITERATURE REVIEW

Person-Organizational Fit

This study uses person-environment fit theory (J. F. Rauthmann, 2021) processes, and functioning better, knowledge on the relations between persons and environments needs to advance. First, this chapter outlines basic elements of persons (short-term Image 105 as states and long-term Image 106 as traits) to explain the relationship between P-O-fit and employee performance. According to the theory, P-O-Fit can be explained as the similarity of organizational values with the values of (Ergun & Tatar, 2018). P-O-Fit is the match between the values held by employees and the company (Sekiguchi, 2007). This match indicates that employees and the company have compatible values, goals, and personalities (Andriani, 2021). The principle of P-O-Fit illustrates that individuals tend to be attracted to organizations that align with their values, and they are more likely to leave environments that do not match their personalities (Boon, 2023). When recruiting employees, companies often consider the suitability of individuals to the tasks offered (Robbins & Judge, 2018). P-O-Fit is generally defined as the match between organizational values and individual values (Kristof-Brown & Billsberry, 2012).

Job Characteristics

Job characteristics are the nature and tasks that include responsibilities, types of tasks, and the level of satisfaction obtained from the work itself (Tanjung et al., 2020). Job characteristics are a job design used to provide individuals with the opportunity to develop creativity in doing work (Hasibuan & Hasibuan, 2016). Job characteristics can be interpreted as attributes of skill variation, task identity, task significance, autonomy, and job feedback (Andriana et al., 2022). Job characteristics are characteristics that differ between one type of job and another and are found in every job implementation. Every profession must have unique qualities that distinguish it from others (Ridwan & Hasanah, 2022). Job characteristics can also be considered as a way to motivate employees to work well and enthusiastically according to employee duties and the demands of superiors or leaders ((Setyawan & Bagis, 2021).

Organizational Commitment

Organizational commitment is a person's attitude that shows loyalty to an organization and the process by which a person expresses that concern for the organization (Luthans, 2011). Organizational commitment is a form in which employees have involvement, accept existing environmental conditions, and strive to excel and serve the organization (Edison et al., 2017). Organizational commitment is a strong desire that an employee has to remain a member of a particular organization, where the strong desire to strive is following what is desired in an organization and a definite belief and acceptance of the values and goals of the organization (Fatmawati & Azizah, 2022).

Employee Performance

Human resource management and employee performance are closely related (Wood, 1999), and especially related to HRM, encouraging employee performance to be follow certain applicable criteria (Nursam, 2017). Performance is an achievement of a process that refers to and is measured over a certain period and is based on provisions and agreements that have

been determined (Hatry, 2006). Performance refers to the work results that can be achieved by individuals or groups in a company (Elena-Juliana & Maria, 2016). It in line with the authority and responsibility given to them, intending to achieve organizational targets legally, by the law, and by moral and ethical values (Mangkunegara, 2011; Sari & Saputra, 2022). Performance of employee is a description of the level of achievement of him/his in his work (Sigalingging & Pakpahan, 2021). It is carried out to achieve targets and goals, as well as implementing the vision and mission of the organization (Fauziyyah & Rohyani, 2022).

Person-Organization Fit, Organizational Commitment, and Employee performance

P-O-Fit refers to the fit between the values, needs, and characteristics of employees with the values, culture, and goals of the organization where they work (Treviño et al., 2020). When an employee feels a fit between the employee's values and the values held by the organization, this can result in a strong commitment to the organization (Finegan, 2000). The fit between employees and the organization in terms of values, common goals, and work culture, the individual tends to feel more satisfied and emotionally attached to the organization where they work (O'Reilly III et al., 1991). This fit can also result in feelings of mutual support between individuals and organizations, which in turn can strengthen long-term commitment to the organization (Kristof, 1996). The results of prior studies revealed that P-O-Fit will have a positive effect on organizational commitment and performance of employee (Prasetyaningrum & Hendarsjah, 2022; Purbaningrum & Tjahjaningsih, 2024; Suciati et al., 2021; Winata & Suhana, 2023).

H1: Person-Organization Fit has a positive effect on organizational commitment.

H2: Person-Organization Fit has a positive effect on employee performance.

Job Characteristics and Organizational Commitment, and Employee performance

Job characteristics include various aspects that affect a person's level of commitment to the organization (Sabella et al., 2016). Job characteristics are based on individual preferences and needs, so this can increase the commitment of employees to the organization (Saud, 2020). Supportive job characteristics will increase employee engagement and commitment to the organization (Gillet & Vandenberghe, 2014). Conversely, incompatible job characteristics can reduce the level of employee commitment to contribute to the organization (Goetz & Wald, 2022). The results of previous studies that concluded that the better the job characteristics in an organization, the more positive the increase in organizational commitment (Aryani & Widodo, 2020; Bedagama & Tjahjaningsih, 2021). This is reinforced prior research which revealed that the job characteristics have a significant contribution toward organizational commitment and performance of employee in organization (Ningrat & Sumartik, 2023).

H3: Job characteristics has a positive effect on organizational commitment.

H4: Job characteristics has a positive effect on employee performance.

Organizational Commitment and Employee Performance

Employees who have a high commitment tend to show better performance (Astuty & Udin,

2020). In addition, employees with high commitment to their jobs will have better contributions to the organization (Loan, 2020). The statement is reinforced by several studies that state organizational commitment has a positive contribution to increasing employee performance (Aryania & Widodo, 2020; Bedagama & Tjahjaningsih, 2021; Tanjung et al., 2020). This is in line with the finding of several scholars that concluded organizational commitment has a positive impact on employee performance (Aminin & Rijanti, 2022; Ningrat & Sumartik, 2023; Prasetyaningrum & Hendarsjah, 2022; Suciati et al., 2021; Winata & Suhana, 2023).

H5: Organizational commitment has a positive effect on human resource performance.

The hypothesis development in this study can be illustrated as the conceptual framework as shown in Figure 1.

METHOD

Sample

The population of this study is employees from the Cooperatives, UMKM, Industry, and Trade Service (Diskoperindag) of Pemalang Regency, Central Java, Indonesia. Based on the database, the number of employees was 125 people. Furthermore, using the Slovin calculation, the number of respondents was 95 people that collected which done through proportional random sampling.

Measure

Person Organization Fit is measured according to prior studies namely value congruence, goal congruence, employee need fulfillment, and cultural personality congruence (Kristof, 1996). The indicators used to measure job characteristics consist of skill variation, task identity, task significance, autonomy, and feedback (Puryana & Cahyati, 2020). Organizational commitment operationalization with five items, i.e. the desire to stay with their job, loyalty to the organization, feeling happy at work, feeling proud to be part of the organization, and employee attachment to work (Amri & Ramadhi, 2021). Finally, employee performance is measured using eight items, namely work accuracy, task execution, timely required, effectiveness, efficient workflow, and attendance (Darmanto & Supriyanto, 2018). The five Likert scale used for the study is from Strongly Disagree (SD) with a value of 1 toward Strongly Agree (SA) with a value of 5.

Data analysis

The analysis technique used is Structural Equation Modeling-Partial Least Square (SEM-PLS). This study uses the PLS-SEM approach with a measurement model and structural model

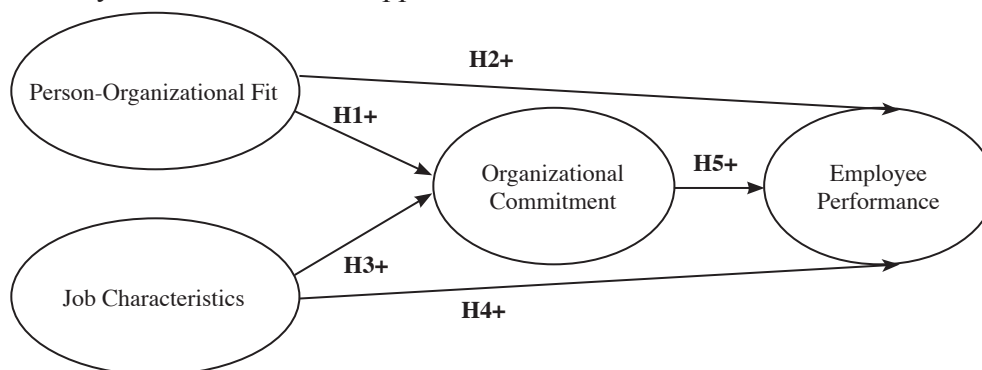


Figure 1. Research Framework

(Hair Junior et al., 2014), and it uses the SmartPLS version 4.1.0.8. The analysis measures the intensity of each variable, and the structural model analyzes the hypotheses (Ghozali, 2018).

RESULT

Profile of Respondent

Table 1 shows that, out of 95 employees, 53 are male (55.8%), while the rest 42 are female (44.2%). The majority of employees are over 50 years old, 23 are female (24.2%), while the fewest are under 21 years old, 1 is female (1.1%). Most employees have a bachelor's degree, 45 are female (47.4%), while the fewest have a junior high school education, 2 are female (2.1%). Most have worked for 11 to 20 years, 47 are female (49.5%), while the fewest employees have worked for 21 to 30 years, 14 are female (14.7%). These results indicated that employees have matured, have a long working period, and have higher education.

Measurement Model Evaluation

The measurement model test through outer loading can be shown in Figure 2. The loading factor value shows all in the range greater than 0.70 so that it can declare valid (Ghozali, 2018). Furthermore, Table 2 supported the finding that the loading factor for each indicator is above 0.70. These results can be concluded if the indicators of each variable of person-organization fit, job characteristics, organizational commitment, and human resource performance are declared valid.

The discriminant validity test in this study will be carried out by looking at the output results of the Fornell-Larcker Criterion, which compares the square root value of the Average

Table 1. Identity Respondents

Information	F	%
Sex		
Man	53	55.8
Woman	42	44.2
Age		
< 21 years	1	1.1
21 – 25 years	14	14.7
26 – 30 years	6	6.3
31 – 35 years	7	7.4
36 – 40 years	10	10.5
41 – 45 years	16	16.8
46 – 50 years	18	18.9
> 50 years	23	24.2
Education		
Junior high school	2	2.1
Senior high school	40	42.1
Diploma	5	5.3
Bachelor	45	47.4
Postgraduate	3	3.2
Experience		
1 – 10 years	34	35.8
11 – 20 years	47	49.5
21 – 30 years	14	14.7

Table 2. Results of Outer Loading

Construct	Item and Indicator	Loading
Person-Organization Fit	PO1-congruence	0.811
	PO2-goal congruence	0.829
	PO3-employee need fulfillment	0.855
	PO4-cultural personality congruence	0.811
Job Characteristics	JC1- skill variation	0.748
	JC2-task identity	0.818
	JC3-task significance	0.700
	JC4-autonomy	0.789
	JC5-feedback	0.894
Organizational Commitment	OC1-the desire to stay with their job	0.851
	OC2-loyalty to the organization	0.881
	OC3-feeling happy at work	0.798
	OC4-feeling proud to be part of the organization	0.864
	OC5-employee attachment to work	0.877
Performance of Employee	EP-work accuracy	0.863
	EP2-task execution	0.817
	EP3-timely required	0.850
	EP4-effectiveness,	0.829
	EP5-efficient workflow	0.822
	EP6-attendance or discipline	0.869

Table 3. Results of Fornell Larcker Criteria

Construct	Job Characteristics	Employee Performance	Organizational Commitment	Person Organizational Fit
Job Characteristics	0.793			
Employee Performance	0.785	0.842		
Organization Commitment	0.787	0.801	0.855	
Person Organization Fit	0.771	0.800	0.780	0.827

Table 4. Results Test Reliability

Construct	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Person Organization Fit	0.846	0.896	0.684
Job Characteristics	0.850	0.894	0.628
Organizational Commitment	0.908	0.931	0.731
Employee Performance	0.918	0.936	0.709

Variance Extracted (AVE) of each variable with the correlation between other variables. The research variable will be said to be discriminantly valid if the root value of the AVE is greater than the correlation value with other variables (Ghozali, 2021). Table 3 shows that the output results of the Fornell-Larcker Criterion show that the root value of the AVE of each variable is greater when compared to the correlation value between the variables. This can be seen from the Fornell-Larcker Criterion value of job characteristics of 0.793, where this value is greater than the correlation value with other variables. This applies to the variables of human resource

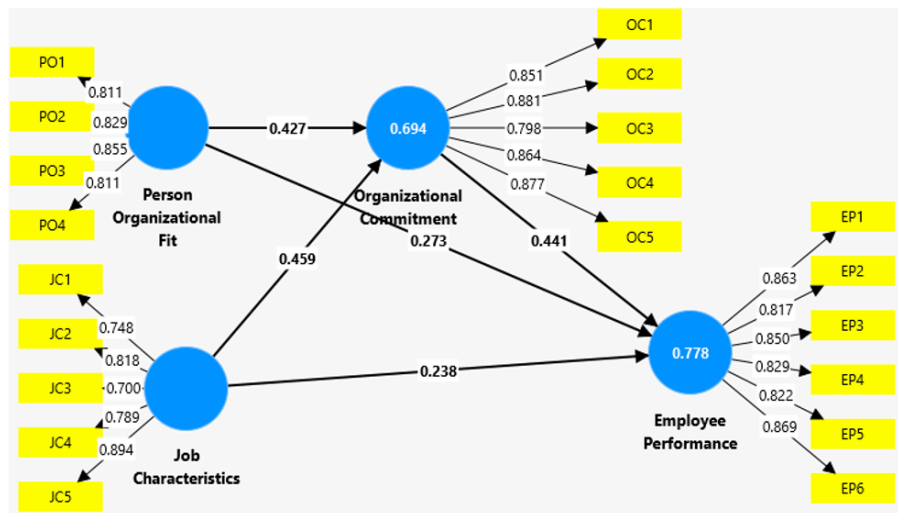


Figure 2. Structural Model Result

performance, organizational commitment, and person-organization fit. It can be concluded that discriminantly, all variables used can be said to be valid.

The reliability test will be carried out by looking at Cronbach's alpha and composite reliability values. The criteria are where Cronbach's alpha and composite reliability values must be greater than 0.70 so that they can be said to be reliable. The second method is done by looking at the Average Variant Extracted (AVE) value, if the AVE value is greater than 0.5 then it meets the criteria (Ghozali, 2021). Table 4 demonstrated that, based on the output results, Cronbach's alpha and composite reliability values of each variable of person-organization fit, job characteristics, organizational commitment, and human resource performance are greater than 0.70, so the measure of each variable can be said to be reliable. Furthermore, the AVE value of each variable is greater than 0.5. This means that each variable measure has met the requirements.

Structural Model Evaluation

The structural model obtained from the Figure 2 shows that the R-squared values of the PLS-SEM results are 0.694 and 0.778. This means that personal organizational fit, job characteristics, and organizational commitment can explain the variation in human resource performance variables by 77.8%. The resulting R-Square coefficient value indicates that the model is included in the strong model category. The path coefficient aims to determine the extent to which the variables of organizational fit and job characteristics affect organizational commitment and human resource performance. Hypothesis testing in this study is used to determine the partial effect of the variables person-organization fit and job characteristics on organizational commitment, as well as the effect of person-organization fit, job characteristics, and organizational commitment on human resource performance. Hypothesis testing is carried out by comparing the calculated t-value and probability significant.

Table 5 explains the results of the Bootstrapping calculation. The influence of person-organization fit on organizational commitment show t-value is $3.339 > 1.96$, and the P-value is $0.001 < 0.05$. The decision to accept H1, namely person-organization fit has a positive effect on

organizational commitment. Hypothesis 2 testing shows that the t-statistic value is $2.018 > 1.96$, and the P value of $0.034 < 0.05$. Based on these results, H2 is accepted, mean person-organization fit has a positive influence on human resource performance. The next calculation explains the influence of job characteristics on organizational commitment having t-value $3.705 > 1.96$, and P values $0.000 < 0.05$. This finding proves that H3 is accepted, namely, that job characteristics have a positive effect on organizational commitment. Next, the t-value of the influence of job characteristics on human resource performance is $2.184 > 1.96$, and the P-value is $0.029 < 0.05$. The decision is to accept H4, namely the higher the job characteristics, the higher the human resource performance. The final test on the influence of organizational commitment on human resource performance shows a t-value of $3.083 > 1.96$ and a P-value of $0.002 < 0.05$. These results indicate that H5 is accepted, that organizational commitment has a positive effect on human resource performance.

Table 5. Hypothesis Result

Hypothesis	Original Sample(O)	Sample Mean(M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
H1: Person Organizational Fit -> Organization Commitment	0.427	0.428	0.128	3.339	0.001
H2: Person Organizational Fit -> Employee Performance	0.273	0.286	0.135	2.018	0.034
H3: Job Characteristics -> Organization Commitment	0.459	0.458	0.124	3.705	0,000
H4: Characteristics Job -> Employee Performance	0.238	0.235	0.109	2.184	0.029
H5: Commitment Organization -> Employee Performance	0.441	0.432	0.143	3.083	0.002

Table 6. Results of Mediation Role

Relationship	Original Sample(O)	T Statistics (O/STDEV)	P Values
Person-Organization Fit -> Organization Commitment ->Employee Performance	0.188	2.487	0.013
Job Characteristics ->Organization Commitment -> Employee Performance	0.202	2.302	0.026

Mediation Testing Result

The mediation test in this study aims to determine the effect of P-O-fit and job characteristics on human resource performance through organizational commitment variables. The calculation results in Table 6 show the mediation test of the effect of P-O-fit on human resource performance through organizational commitment. The calculated t-value is $2.487 > 1.96$, with a p-value of 0.013 smaller than 0.05. Other results show a t-table value of $2.302 > 1.96$, with a p-value of 0.026 smaller than 0.05 proving that job characteristics have a positive effect on human

resource performance through organizational commitment. This finding is that organizational commitment can play a mediating role.

DISCUSSION

The firsts finding of the study state that P-O-fit has a positive contribution on organizational commitment. These results mean that with the suitability between the values, personality, goals, and culture of an individual with the organization where the employee works, the organizational commitment will increase. The results indicate that P-O-fit can be a factor that plays an important role in increasing the commitment of employees. P-O-fit refers to the harmony between the values, personality, goals, and culture of an individual with the characteristics of the organization where the individual works so that when there is high suitability between the individual and the organization, the individual will feel more comfortable, satisfied, and emotionally attached to the organization. This will ultimately increase the organizational commitment of the individual. These results support the research by Suciati et al., (2021), Karmila et al., (2022), Prasetyaningrum & Hendarsjah (2022), and Winata & Suhana (2023) which state that P-O-Fit has a positive and significant effect on organizational commitment and human resource performance.

The second result indicated job characteristics have a essential effect on organizational commitment. These results mean that with the variation of skills, autonomy, and clear feedback on work in an organization where employees work, the organizational commitment of employees to Diskoperindag Pematang Rejang Regency will increase. It indicate that the characteristics of the work they have will be a factor that plays an important role in increasing their organizational commitment. Employees who have sufficient autonomy in carrying out their duties, have a variety of interesting tasks, can identify their contribution to the final result, feel that their work has significance or an important impact, and get adequate feedback on their performance, tend to have higher organizational commitment. Good job characteristics can provide a sense of responsibility, achievement, and meaning for employees in carrying out their work. This can increase the emotional attachment of employees and ultimately encourage higher organizational commitment. These results support the studies by Aryania & Widodo (2020), Bedagama & Tjahjningsih (2021), and Ningrat & Sumartik (2023) which state that better job characteristics have a positive and significant effect on organizational commitment.

Finally, organizational commitment has a positive contribution on employee performance. These results mean that if employees feel more emotionally attached and have a sense of attachment and pride in the organization where they work, it will be able to improve the performance produced by employees. This shows that investing in building strong organizational commitment can be an effective strategy and plays a very important role in improving the performance produced by employees. Employees who have high organizational commitment tend to have a strong desire to remain and contribute to the organization, and strive to achieve the goals and values of the organization. Organizations need to pay attention to the factors that influence the organizational commitment of their employees. These factors include supportive management strategies, such as providing recognition for achievement, facilitating a healthy work-life balance, and providing clear career development opportunities, which can help maintain and improve employee commitment. When employees are committed to the organization, in turn, it can improve human resource performance positively. These findings have supported

the previous research by Tanjung et al., (2020), Aryania & Widodo (2020), Bedagama & Tjahjaningsih (2021), Suciati et al., (2021), Aminin & Rijanti (2022), Karmila et al., (2022), Prasetyaningrum & Hendarsjah (2022), Ningrat & Sumartik (2023) and Winata & Suhana (2023).

CONCLUSION

The study concludes that the increase in performance produced by employees of the Pematang Rejang Regency Trade and Industry Office is affected by person-organization fit and job characteristics. Besides that, the performance also requires commitment from employees to the organization. It means that P-O-fit, job characteristics, and organizational commitment must be combined to increase so that the performance produced by employees is higher. Based on these results, the conclusions drawn include, first, person-organization fit and job characteristics have a positive and significant effect on organizational commitment. Second, P-O-fit, job characteristics, and organizational commitment have a positive and significant effect on human resource performance. The last result concludes that organizational commitment can mediate the influence of person organization fit and job characteristics have a positive effect on human resource performance through organizational commitment.

Theoretical Implications

The study provides theoretical implication to support the theories that put forward the importance of well-being between individuals and organizations. The theory of person-organization fit has strong relevance in the context of increasing organizational commitment. The following results highlight the importance of the role of job characteristics in shaping organizational commitment. Theories that emphasize the importance of skill variation, autonomy, and clear feedback in the context of work indicate that good job design can strengthen individual bonds with the organization. The study also stated that a high level of organizational commitment has a positive impact on human resource performance. This is in line with theories that highlight the importance of emotional sustainability and a sense of organizational pride in increasing individual motivation and dedication to their work.

Managerial Implications

The managerial implications provided by the study include organizations must be able to maintain person-organization fit and be able to improve it. This can be done by holding activities such as seminars, workshops, or open discussion sessions involving leaders and employees, involving employees in the process of compiling and setting organizational goals, providing awards or incentives for high-achieving employees, conducting regular evaluations of goal conformity, improving a supportive organizational culture, providing training and capacity development to employees. In addition, organizations must be able to maintain job characteristics and be able to improve them, especially related to employee autonomy. This can be done by giving employees the freedom to make decisions related to their work methods, and work schedules, determining their performance targets within reasonable limits, daring to implement a more flexible work system, involving employees in the decision-making process related to their work, encouraging a culture of openness and mutual trust between superiors and subordinates.

Limitation And Futher Research

Based on the method and result that have been obtained, several limitations need to be considered. One of them is in the data collection method which only uses a questionnaire instrument, without direct interviews with respondents. This can result in results that tend to be biased. Considering the limitations of the research results, it is recommended for further research to use other data collection methods by including the direct interview process as part of the data collection method. Interviews can provide a deeper and contextual understanding of respondents' responses, thereby reducing the potential for bias and misunderstanding.

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