



Person-Organization Fit and Employee Performance: Mediation Role Job Satisfaction and Organizational Commitment

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Abstract

Purpose – This study aimed to investigate and assess the effect of person-organization fit (POF) on employee performance (EP), with job satisfaction (JS) and organizational commitment (OC) acting as mediators.

Methodology – Questionnaires were used in this quantitative study, to obtain information from 61 employees, with subsequent analysis implementing the Structural Equation Model SmartPLS 4.0.

Results – The results showed that EP was significantly influenced by POF, JS, and OC. This indicated that POF relevantly influenced employee JS. POF and JS also significantly influenced OC. Moreover, the compatibility between employees and organization significantly influenced EP through JS and OC. POF also substantially influenced OC, mediated by JS. Based on the mediation by OC, JS then significantly influenced EP.

Originality – This study investigated the employee issues that significantly and widely impacted organizational performance. It also provided a deeper comprehension of the personal relationships between organization fit, employee engagement, and JS.

1. Introduction

A wide range of sources is necessitated for national development, such as the human resources playing a significant role in accelerating enhancements, due to possessing the necessary talent, energy, and innovation. Human resources are also directly engaged in organizational and agency tasks (Piwowar-Sulej, 2021), playing several significant, prominent, and active responsibilities in all organization activities. In this case, humans in every organization are considered determinants, actors, and planners in attaining goals and determining organization progress or decline. These actors are different from other production components, due to possessing conflicting emotions, thoughts, ambitions, and histories. Moreover, humans have limitless needs, leading to the perpetual expansion of demands. From this context, *human requirements* are defined as everything possessed, accomplished, and appreciated, leading to encouragement to engage in productive activities (Chien et al., 2020).

Performance is also commonly obtained from the efforts of employees, to complete assigned tasks based on skills, experience, sincerity, and time constraints. This phenomenon emphasizes three essential influential components, namely (1) skills and interests, (2) understanding and accepting explanations about delegating tasks, as well as (3) roles and motivations (Maas & Shi, 2023). Moreover, performance is linked to the job of an employee, with human resources being considered the most crucial factor toward strong achievement. This indicates that even when a plan is effectively and efficiently organized, the incompetency and low morale of the assigned employees often causes uselessness (Jutras & Mathieu, 2016). Employee performance is also acquired from their qualitative and quantitative job, emphasizing the actualization of duty goals according to the assigned tasks. In addition, efficiency emphasizes the accurate level of employee performance, regarding the quality, quantity, job time, and collaborative activities with others to meet organization goals (Sumenge, 2016).

In organization, employee performance is commonly improved by ensuring the unity of organizational and employee values. This indicates that the knowledge of person-organization fit can assist firms in selecting employees capable of sharing organizational values and beliefs, as well as shaping experiences deepening the fit (Kaur & Kang, 2021). The congruence between employees and organization has also become an interesting topic for various scholars and practitioners of human resource management (Vigoda & Cohen, 2003). This shows that the works of literature have examined the recruitment of suitable employees and the effect of ideal employees on organization (L'opez-Cabarcos et al., 2022). Furthermore, POF shows the patterns by which person and organization have similar qualities good for meeting employee needs (Sekiguchi, 2004). This fit concept emphasizes the congruence between employee values and the characteristics of organization (Biswas & Bhatnagar, 2013). Based on previous studies, such as (Farooqui & Nagendra, 2014; Hamstra, Van Vianen, & Koen, 2019; Sørli, Hetland, Bakker, Espevik, & Olsen, 2022) POF also influenced EP. Moreover, (Prasetyaningrum & Hendarsjah, 2022; Rifqi & Ningsih, 2022; Yeni, Situngkir, Amin, & Edward, 2022) did not determine any influence of POF on EP. Since differences are observed from these previous reports, subsequent analyses are expected to prove the influence of POF on performance.

Job satisfaction, known as employee self-actualization, is also responsible for impacting the patterns by which employees perform their jobs. This explains that dissatisfied employees are commonly unable to develop psychologically, while happy ones often yield higher attendance, turnover, and performance. Furthermore, JS prioritizes the improvement of EP by providing a pleasant working environment. This shows that training, JS, promotion, and leadership commonly influence performance (Ali et al., 2023). Employee satisfaction is also a sensation every employee possesses while sadly or happily completing their job. In this case, satisfaction is frequently observed in each EP, as high efficiency represented maximum job fulfillment (Sabahi & Dashti, 2016). Based on (Adhan, Jufrizen, Prayogi, & Siswadi, 2020; Jufrizen, 2017) performance was influenced by JS. This was not in line with (Hardiyanti, Absah, & Ginting, 2022; Husein & Hanifah, 2018; Triwahyuni & Ekowati, 2017b), where JS did not influence performance. Since differences are observed from these reports, subsequent analyses are then expected to prove the influence of JS on performance. In line with the descriptions, this present study is similar to the analysis of (Wahono, 2012), where POF, JS, and OC simultaneously and partially influence performance. According to the previous report, POF, JS, and OC were considered independent variables. However, JS and OC are implemented as mediators in this present study, emphasizing the evaluation of POF effect on EP.

Based on the previous descriptions, OC is used as an intervening variable, due to the need to re-prove its intervention levels. This was similar to the development of (Suciati et al., 2021), where

the effect of POF on EP was mediated by OC. Meanwhile, (Widodo et al., 2020) showed that EP was not influenced by POF through OC. Since differences are observed from these reports, subsequent analyses are expected to prove the influence level of OC as a mediator. JS is also used as an intervening variable, due to the need to re-establish its mediation levels. This was supported by (Prasetyaningrum & Hendarsjah, 2022), where POF indirectly influenced EP through JS. However, (Farooqui & Nagendra, 2014) stated that POF did not influence EP through the mediation of JS. Since differences are observed from these reports, subsequent analyses are expected to prove the influence level of JS as a mediator.

OC, similar to JS, is also essential in determining EP. This is because performance level is commonly analyzed and quantified by measuring OC in the management of organizational tasks and responsibilities. Furthermore, commitment is a value orientation emphasizing employee commitment to their job and organization. This is because the human resources always yield every effort to assist organization in achieving its goals (Muis et al., 2018). From these descriptions, several factors influencing performance have been explored, including OC (Handoko, Setiawan, Surachman, & Djumahir, 2010; Harwiki, 2016; Jufrizen, Lumbanraja, Salim, & Gultom, 2017b), JS (Hidayah & Harnoto, 2018; Jufrizen & Hutasuhut, 2022; Nurhasanah, Jufrizen, & Tupti, 2022), and POF (Farooqui & Nagendra, 2014; Sørлие et al., 2022; Sudaryanto & Rijanti, 2017). However, the report emphasizing the influence of POF, JS, and OC on EP in government agency remains incomplete, leading to the necessity for subsequent analyses.

In organization and development of staff members, OC describing employee confidence is subsequently responsible for emphasizing the achievement of progress and success. This explains that employees often contribute to the success of organization because greater extraordinary commitment causes higher job quality and productivity in attaining organization goals (Luthans, 2012). According to (Adhan et al., 2020; Eliyana, Ma'arif, & Muzakki, 2019; Paais & Pattiruhu, 2020), OC improves EP. This was not in line with (Triwahyuni & Ekowati, 2017a), where performance was not influenced by OC. Since differences are observed from these reports, subsequent analyses are expected to determine the influence level of OC on performance. Furthermore, POF is considered the conformity of relevant fundamental values maintaining the characteristics of employees and organization. This variable emphasizes the compatibility between employees and organization, indicating that the congruence of both parties causes great attraction. In this case, the staff recruitment in the business and employee attitudes toward job selection are substantially influenced (Kaur & Kang, 2021). Based on (Farooqui & Nagendra, 2014; Sørлие et al., 2022), POF influenced EP. Therefore, the following hypothesis is formulated:

H₁: Person-organization fit influences employee performance

JS is also crucial to employee productivity, with dissatisfaction frequently related to high job demands and complaints. This indicates that highly dissatisfied employees are more likely to engage in sabotage and passive aggression (Raziq & Maulabakhsh, 2015). In organization, EP also requires JS, which is commonly acquired through basic salary, compensation, income rise and promotion opportunities, rewards, international travel, employment relationships, etc (Dilig-Ruiz et al., 2018). This explains that employees will perform optimally when delighted with their job, salary, co-workers, etc. When organization is capable of meeting all aspects of JS, employees often optimize organizational tasks. According to (Adhan et al., 2020; Eliyana et al., 2019; Jufrizen & Kanditha, 2021), JS significantly influenced performance. These descriptions lead to the formulation of the following hypothesis:

H₂: Job satisfaction influences employee performance

The ambitions, needs, and previous experiences of various individuals often significantly influence their private and organizational employment expectations when joining any organization. These factors commonly function jointly to achieve mutual goals, with OC completely required for effective progress and collaboration (Hajipour et al., 2021). Employees committed to organization goals will also feel secure and believe that organization values and goals are supported by employee expectations, leading to increased performance. This indicates that the clarity of organization aims and policies should be essentially handled effectively and accurately, for the development of employee commitment and focused job efforts (Rousseau & ten Have, 2022). Furthermore, OC is considered a promise (contract/agreement) to complete a task, emphasizing the fulfillment of vows through various actions. The variable is also a profound appreciation, a genuine disposition born of human nature (Herrera & De Las Heras-Rosas, 2021). Based on several previous reports, such as (Adhan et al., 2020; Eliyana et al., 2019; Goetz & Wald, 2022; Paais & Pattiruhu, 2020), OC positively influenced EP. These descriptions cause the formulation of the following hypothesis:

H3: Organizational commitment influences employee performance

POF is defined as the consistency of employees with a company, emphasizing the extent to which their ideals and behaviors are supported by the organizational culture (Haider et al., 2022). This variable emphasizes the arrangement of relevant fundamental values maintaining the characteristics of employees and organization (Sudibjo & Prameswari, 2021). The selection of employees with organizational-based personalities is also capable of developing a flexible employee attitude. Moreover, POF strongly predicts JS and OC (Kristof, 1996). This was in line with (Chen, Sparrow, & Cooper, 2016; Farooqui & Nagendra, 2014; Yeni et al., 2022), where POF significantly influenced employee JS. Based on these descriptions, the following hypothesis is formulated:

H4: Person-organization fit influences job satisfaction

OC is related to POF (Kristof, 1996), due to the increase of employee conformity sentiments. Regarding the person-organization relationship, employee commitment to organization is maintained, emphasizing the continuity of joint activities with organization (Rameshkumar, 2020). Employees having a shared worldview with their employers are also less likely to experience internal strife and highly invested in organization (Margaretha & Wicaksana, 2020). According to (Astakhova, 2016; Biswas & Bhatnagar, 2013; Margaretha & Wicaksana, 2020), a relationship was found between POF and OC. This proved that higher suitability of employee values with organizational values caused increased OC. Based on these descriptions, the following hypothesis is formulated:

H5: Person-organization fit influences organizational commitment

JS is frequently exhibited when completing job and other factors, such as interactions with co-workers and employers, adhering to regulations, and the job environment. This variable emphasizes the positive or negative emotional attitude of employees toward their jobs. Employee attitude toward job and other workplace features also reflects on a job behavior emphasizing satisfaction (Rosmaini & Tanjung, 2019). For example, minimal commitment level is often observed when employees do not achieve several job expectations, such as fair promotion possibilities, excellent pay, pleasant colleagues and employers, as well as satisfaction (Sopiah,

2012). This was in line with previous studies, such as (Silitonga et al., 2020) and (Loan, 2020), where JS influenced OC. Therefore, the following hypothesis is formulated:

H₆: Job satisfaction influences organizational commitment

Organizational entity values are the arrangements of qualities crucial to POF, due to being fundamentally suitable toward the maintenance of private and organizational characteristics. POF also emphasizes the arrangement between employees and organization, leading to the occurrence of mutual attraction. This significantly influences organization recruitment efforts and employee attitudes towards selecting employment (Kaur & Kang, 2021). Furthermore, POF is the arrangement of relevant fundamental values emphasizing the maintenance of private and organization characteristics. This indicates that the selection of employees with organizational-based personalities is capable of developing a flexible employee attitude (Wang & Klassen, 2023). According to previous reports, such as (Amarneh & Muthuveloo, 2020) and (Khalida & Safitri, 2018), POF significantly influenced employee JS. This was in line with (Farooqui & Nagendra, 2014) and (Yeni et al., 2022), where employee performance was influenced by POF through JS. Therefore, the following hypothesis is formulated:

H₇: Person-organization fit influences employee performance with mediation by job satisfaction

Organizational entity values are the arrangement of qualities crucial to POF, due to being fundamentally suitable toward the maintenance of private and organizational characteristics. This is because employees do not arbitrarily accept conditions, emphasizing the acceptance of only appealing events. The workers participating in a condition are also expected to thrive and contribute to their environment (Kristof, 1996). Moreover, a suitable match is considered part of several survivability resources by several workforces, leading to organizational abandonment when organization fit level is not met (Sekiguchi, 2004). Based on (Silverthorne, 2004) and (Nuansa et al., 2018), a positive relationship was observed between POF and OC. This was in line with (Bangun et al., 2017) and (Sudaryanto & Rijanti, 2017), where POF influenced EP. From these descriptions, the following hypothesis is formulated:

H₈: Person-organization fit influences employee performance with mediation by organizational commitment

POF is the compatibility between employees and organization, with the congruence of both parties leading to mutual attraction. This significantly influences organization recruitment of employees and attitudes towards employment selection (Astuti, 2010). Organizational entity values are also the arrangements of qualities crucial to POF, due to being fundamentally suitable toward the maintenance of private and organizational characteristics. This is because employees do not arbitrarily accept conditions, emphasizing the acceptance of only appealing events. The staff members participating in a condition are also expected to thrive and contribute to their environment (Kristof, 1996). Furthermore, an appropriate combination is considered part of various survivability resources by several workforces, causing organizational abandonment when company fit level is not met (Sekiguchi, 2004). These descriptions lead to the formulation of the following hypothesis:

H₉: Person-organization fit influences employee performance with mediation by job satisfaction and organizational commitment

POF is helpful in selecting employees whose values and abilities correlate with the job descriptions of organization, enhancing the relationship between employee qualities and

organization goals. This relationship is crucial for JS and employee commitment, as high employee suitability with organization positively influences JS and employee retention (Krisna & Adnyani, 2021). According to (Krisna & Adnyani, 2021; Ren. & Hamann, 2015; Rumangkit. & Maryati, 2017; Sari & Helmy, 2020), JS mediated the influence of POF with OC.

H₁₀: Person-organization fit influences organizational commitment with mediation by job satisfaction

JS is a favorable disposition towards the employment originating from a systematic evaluation of various characteristics. This indicates that the enhancement of employee commitment is capable of causing an increase in employee JS. OC is also a significant inclination to maintain affiliation with a specific organization. This emphasizes organization readiness to actively comply with its orders while embracing relevant values and purposes. The ambitions, needs, and previous experiences of various individuals also essentially influence their private and organizational employment expectations when joining any organization. This proves that employees need to be strongly committed to organization for appropriate collaboration and effective performance. Moreover, employees committed to organization goals are capable of being confident, believing that organization values and goals are supported by the expectations emphasizing improvements. This explains that the clarity of organization goals and policies is a very important factor requiring appropriate and effective implementation. This leads to In this case, the efficient development of OC is observed, with employees focused on the performance of the assigned jobs (Hartawan & Sriathi, 2023). Based on (Hartawan & Sriathi, 2023; Syauta, Troena, Setiawan, & Solimun, 2012; Triwahyuni & Ekowati, 2017b), OC positively influenced the mediation of JS on EP. These descriptions lead to the following hypotheses:

H₁₁: Job satisfaction influences employee performance with mediation by organizational commitment

The description of the conceptual framework is implemented to show the patterns by which each independent variable influences the dependent determinant, as shown in Figure 1.



Figure 1. Conceptual Framework

2. Research Methods

A study method was often observed based on specific discussion, to determine a relationship between independent and dependent variables while describing various underlying analyses. In this study, both associative and quantitative methods were implemented, with the participants comprising all 67 employees of the Public Works and Housing Office of Langsa City. All the

population members, excluding the author and the head of the service, were also sampled using the saturated sampling method. Furthermore, the primary data obtained and reprocessed from the questionnaire distribution were experimentally implemented. Data were also obtained through the questionnaire method, which was widely used to acquire responses and relevant information.

In line with the previous descriptions, 4 indicators with 8 statements adapted from (Kristof, 1996) were used to measure POF, namely employee need fulfillment, as well as value, goals, and culture personality congruences. This was accompanied by the measurement of JS using 4 indicators, namely satisfactions with the job, promotions, employer attitudes, and co-workers, emphasizing the 8 statements adapted from (Robbins, S., 2018). OC was also measured using 3 indicators, namely affective, continuing, and normative commitments (Meyer & Allen, 1991), with performance analyzed through 4 determinants including job quality, quantity, dependability, and attitude (Mangkunegara, 2017). The data were quantitatively evaluated through statistical analysis, specifically the partial least squares-structural equation model (PLS-SEM) performing route experiment with latent variables. Besides these descriptions, the subsequent iteration of multivariate analysis was constituted (Ghozali & Latan, 2015).

3. Results and Discussions

In this analysis, the questionnaire data were processed and analyzed, with 8, 8, 6, and 8 statements prioritizing the variables of POF, JS, OC, and EP, respectively. The Langsa City Public Works and Housing Office also distributed 67 questionnaires to state civil servants, with only 65 copies returned after completion.

3.1 Characteristics of Participants

Questionnaires were distributed to 67 participants, with only 65 copies returned after completion. Based on gender characteristics, 34 and 31 employees were male and female, emphasizing 52,31% and 47.69%, respectively. Approximately 25 (38.46%) were aged between 30 and 39, with a total of 55 (84.62%) having a Strata-1 (S1) education.

3.2 Evaluation of Measurement Model (Outer Model)

The observable indicators of a construct was expected to exhibit strong relationship during the analysis of convergent validity. In this analysis, the evaluation of loading factors and the Average Variance Extracted (AVE) metric was performed, with the outcomes shown in Table 1.

Table 1. Outer Model Evaluation based on Average Variant Extracted

Variable/Construct	AVE	Test results
Person-Organization Fit	0.606	Valid
Job Satisfaction	0.546	Valid
Organizational Commitment	0.681	Valid
Performance	0.555	Valid

Source: processed data

Based on Table 1, the AVE value of each variable exceeded the threshold of 0.5. This indicated that the implemented variables or constructs were considered valid and appropriate. Furthermore, discriminant validity proved that the variables comprising distinct notions should not

exhibit substantial similarity. This validation analysis was conducted through a statistical technique known as cross-loading, with the outcomes presented in Table 2.

Table 2. Outer Model Evaluation based on Cross Loading

Statement Items	Job Satisfaction	Performance	Organizational Commitment	P.O. Fit Model	Test results
Person-Organization Fit					
POF.2	0.588	0.676	0.676	0.716	Valid
POF.3	0.495	0.572	0.394	0.699	
POF.4	0.645	0.772	0.642	0.851	
POF.5	0.528	0.710	0.538	0.791	
POF.7	0.620	0.750	0.617	0.819	
POF.8	0.521	0.652	0.557	0.784	
Performance					
EP.1	0.630	0.751	0.539	0.750	Valid
EP.2	0.685	0.704	0.610	0.477	
EP.3	0.625	0.761	0.648	0.735	
EP.4	0.510	0.674	0.549	0.778	
EP.5	0.601	0.783	0.706	0.740	
EP.6	0.598	0.794	0.763	0.701	
EP.7	0.724	0.769	0.831	0.633	
EP.8	0.696	0.714	0.736	0.462	
Job Satisfaction					
JS.1	0.726	0.578	0.548	0.548	Valid
JS.2	0.750	0.583	0.601	0.504	
JS.3	0.698	0.651	0.581	0.453	
JS.4	0.587	0.637	0.550	0.592	
JS.5	0.816	0.728	0.611	0.654	
JS.6	0.721	0.580	0.579	0.538	
JS.7	0.744	0.538	0.586	0.443	
JS.8	0.840	0.680	0.662	0.556	
Organizational Commitment					
OC.2	0.596	0.761	0.808	0.709	Valid
OC.3	0.707	0.732	0.851	0.600	
OC.4	0.660	0.704	0.776	0.499	
OC.5	0.682	0.797	0.862	0.635	

Source: processed data

According to Table 2, each indicator had a greater cross-loading value in their respective variables, indicating a strong discriminant validity. The Heretroit-Monotrait Ratio (HTMT) was also another measurement criterion whose value of <0.90 led to high discriminant validity (Juliandi, 2018).

Table 3. Outer Model Evaluation based on Heretroit-Monotrait Ratio

	Job satisfaction	Organizational Commitment	Performance
Job Satisfaction			
Organizational Commitment	0.833		
Performance	0.862	0.847	
Person-Organization Fit	0.829	0.855	0.806

Source: processed data

In Table 3, the relationship between the discriminant validity or HTMT of each indicator was less than 0.90. This indicated that the location of indicators for each variable was appropriate. Moreover, the internal consistency of the measurement device was analyzed using a reliability test. In this case, reliability showed the accuracy, consistency, and precision of the measuring device, as presented in Table 4.

Table 4. Outer Model Evaluation based on Cronbach's Alpha and Composite Reliability

Variable/Construct	Cronbach's Alpha	Composite Reliability	Test results
Person-Organization Fit	0.869	0.905	Reliable
Job Satisfaction	0.879	0.895	
Organizational Commitment	0.843	0.909	
Performance	0.885	0.902	

Source: processed data

Based on Table 4, all variables had Cronbach's alpha and composite reliability values above 0.60, indicating the appropriateness of the analytical determinants.

3.3 Inner Model Test

Table 5 shows the patterns by which smartPLS 4.0 data processing yields the R-Square value.

Table 5. Inner Model Evaluation based on R-Square and R Square Adjusted

	R Square	R Square Adjusted
Performance	0.938	0.935
Job Satisfaction	0.536	0.529
Organizational Commitment	0.695	0.685

Source: processed data

According to Table 5, the proposed model was significant (good), with other variables influencing Y. This was because POF, JS, and OC. explained 93.8% of the variance in Y. The effect of POF on JS with R-squared value of 0.536 also showed that the variable with variation was capable of explaining the differences in JS. From these descriptions, the model was significant (good) at 53.6%, with 46.4% influenced by other variables, as well as the effect of POF and JS on OC. through the R-squared value. Furthermore, the predictive relevance (Q^2) of the model was measured after determining the effect size (f^2) values. In this case, (Hair Jr, et al., 2016) claimed that Q^2 evaluated both the parameter estimates and the built-around values of the model. Q^2 was also computed by using the blindfolding procedures of PLS, where variable scores were used to estimate the outcomes. This was accompanied by the derivation of variable scores from cross-validated redundancy values. Based on the extracted cross-validation, the prediction of the endogenous constructs and the model quality were determined. In this case, (Hair Jr. et al., 2016) stated that $Q^2 > 0$ in a reflective endogenous variable denoted the model predictive relevance, with $Q^2 < 0$ representing the lack of predicting power.

Table 6. Inner Model Evaluation based on Q square

	SSO	SSE	Q ² (=1-SSE/SSO)
Job Satisfaction	520.000	381.081	0.267
Organizational Commitment	260.000	145.592	0.440
Performance	520.000	269.240	0.482
Person-Organization Fit	390.000	390.000	

Source: processed data

Based on Table 6, the model had predictive significances of 0.267, 0.440, and 0.482 for JS, OC, and performance, respectively. This indicated that the Q² values of both endogenous constructs were substantially greater than zero, emphasizing a high degree of predictive validity for the model. The goodness of fit (GoF) method was also presented by (Tenenhaus, 2004), to validate the model, as well as jointly verify measurement and structural model performance. The multiplication of the model R² by the average communalities index also yielded the GoF value, with subsequent outcomes presented in Table 7.

Table 7. Inner Model Evaluation based on Average Communalities Index

	AVE	rho_A
Person-Organization Fit	0.606	
Job Satisfaction	0.546	0.529
Organizational Commitment	0.681	0.685
Performance	0.555	0.935
Average	0.597	0.716
Goodness Of Fit (GoF)		0.792

Source: processed data

According to Table 7, the average output for commonalities was 0.597, with the R² multiplied and rooted. The calculated GoF value was also 0.653 and more significant than 0.36, indicating that the model was excellent (high aptitude) to represent empirical data.

3.4 Path Analysis

Path analysis was conducted to determine the structural model coefficient. This analysis aimed to examine all relationships significance or test hypotheses. The hypothesis testing was also categorized into two distinct types, namely direct and indirect effects. Subsequently, the data obtained were processed using the SmartPLS 4.0 tool, as shown in Figure 2.

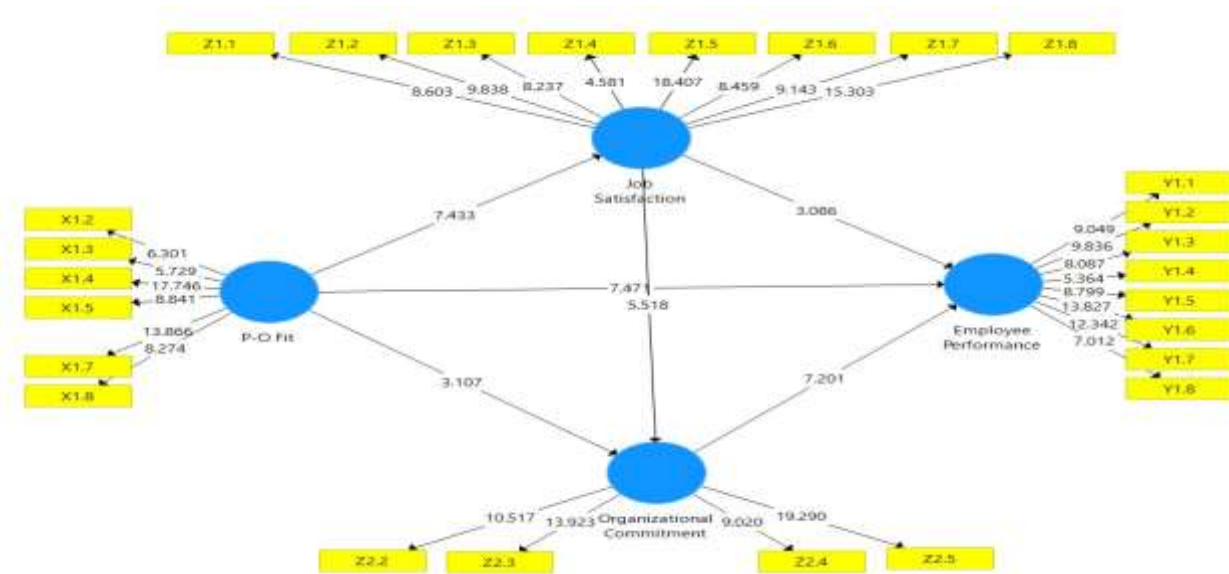


Figure 2. The Structural Model Test Result

In Figure 2, all t-statistics had a value of more than 1.96, indicating a significant relationship. Table 8 presents the outcomes of the direct effect hypothesis test.

Table 8. Results of The Hypotheses Testing

	Original Sample (O)	Sample Mean (M)	Standard Error (STERR)	T Statistics (O/STERR)	P Values
Direct Effect					
PO Fit → EP	0.428	0.425	0.055	7.850	0.000
JS → EP	0.174	0.182	0.059	2,944	0.003
OC → EP	0.451	0.451	0.062	7.212	0.000
PO Fit → JS	0.732	0.722	0.100	7,290	0.000
PO Fit → OC	0.335	0.325	0.109	3.067	0.002
JS → OC	0.556	0.552	0.108	5.142	0.000
Indirect Effect					
PO Fit → JS → EP	0.127	0.131	0.045	2.813	0.005
PO Fit → OC → EP	0.151	0.147	0.056	2,703	0.007
PO Fit → JS → OC → EP	0.183	0.180	0.050	3,690	0.000
PO Fit → JS → OC	0.407	0.405	0.097	4,209	0.000
JS → OC → EP	0.251	0.255	0.052	4,813	0.000

Source: processed data

Based on Table 8, the analysis of the first hypothesis regarding the influence of person-organization and performance obtained a probability value of $0.000 < 0.05$, indicating a significant effect between both variables. This showed that POF improved EP, with various employees becoming more thorough in carrying out their job when their values matched organization goals, leading to increased productivity. Furthermore, POF emphasized the compatibility and synergy between employees and organization. During the occurrence of this congruence, a natural attraction was often established, significantly influencing organization recruitment processes and employee sentiments toward their roles (Astuti, 2010). These results were in line with Sørliie et al.

(2022) (Farooqui & Nagendra, 2014), and Sudaryanto & Rijanti (2017), where POF influenced EP.

The analysis of the second hypothesis concerning the effect of JS on EP also obtained a probability value (p-value) of $0.003 < 0.05$, indicating a significant effect between both variables. This proved that an increase in employee JS positively influenced performance. From these contexts, content employees established a constructive communication with management, leading to heightened job commitment and improved performance. Optimal performance also occurred when employees were highly satisfied with their job, compensation, colleagues, and other factors. In this case, employees were capable of striving to optimize their contributions to organization when all aspects of satisfaction were met. Moreover, JS was a significant factor in job productivity, with dissatisfaction often originating from elevated job expectations and complaints (Davidescu et al., 2020). These results were in line with Jufrizen & Hutasuhut (2022), Jufrizen et al. (2018), and Adhan et al. (2020), where JS influenced performance.

According to the experimental data, the analysis of the third hypothesis concerning the effect of OC on performance derived a probability value (p-value) of $0.000 < 0.05$, indicating a significant influence between both variables. This proved that EP improved when a strong commitment to organization was observed. Engaged employees were also commonly confident that their values were supported by organization goals. In enhancing performance, the improvement of employee efforts was subsequently important, conforming their goals, needs, and previous experiences with organization goals through collaboration. Furthermore, appropriate OC was a prerequisite for effective collaboration and high performance. This proved that the employees having organizational-based personalities were secure toward improved performance, believing their values and expectations conformed with organization qualities. In this case, the effective and precise handling of organization goals and policies was crucial to increasing employee commitment and their willingness toward job commitment. These results were supported by (Adhan et al., 2020, Paais & Pattiruhu, 2020, and Muis et al., 2018), where OC positively influenced EP.

The analysis of the fourth hypothesis about the effect of POF on JS also obtained a probability value (p-value) of $0.000 < 0.05$, indicating a significant effect between both variables. This explained that POF enhanced employee JS by conforming their values with organization goals. As the conformity of values, POF was also significant in maintaining the main characteristics of employees and organization. Moreover, employees having organizational-based personalities exhibited a flexible job attitude. In this case, POF strongly predicted both JS and OC (Kristof, 1996). These results were in line with (Farooqui & Nagendra, 2014), (Yeni et al., 2022), and (Chen et al., 2016), where POF significantly influenced employee JS.

Based on the experimental data, the analysis of the fifth hypothesis about the relationship between POF and OC derived a probability value (p-value) of $0.002 < 0.05$, emphasizing a significant influence between both variables. This indicated that POF enhanced employee OC. When employee values conformed with organization values, a great level of satisfaction was also observed within the workplace environment. The conformity subsequently improved a ownership entitlement among employees, enhancing their commitment to organization. Moreover, the effect of person-organizational congruence on OC prioritized the conformity between employee values and organization goals, facilitating smoother job collaboration. This confirmed that the actualization of employees needs played a very important role. Employees obtaining support from employers and colleagues while perceiving their workplace as comfortable were less likely to experience discomfort and conflict. The competence of employees within organization also significantly influenced their commitment. These results were supported by (Astakhova, 2016),

(Silverthorne, 2004), and (Farzaneh et al., 2014), where a relationship was found between OC and POF.

The analysis of the sixth hypothesis about the effect of JS on OC also obtained a probability value (p-value) of $0.000 < 0.05$, confirming a significant effect between both variables. This indicated that OC of employees increased with the elevation of JS. Employees were also satisfied with their compensation, improving a stronger ownership entitlement within organization and enhancing job commitment. Furthermore, JS manifested in various aspects, including task completion, interactions with colleagues and employers, regulatory adherence, and the general job environment. This variable emphasized the emotional disposition of individuals during employment processes, reflecting their attitudes towards job and the workplace (Jufrizen et al., 2023). When employees did not meet appropriate job expectations, such as fair promotion possibilities, excellent pay, pleasant colleagues and employers, as well as JS, OC was subsequently minimal (Sopiah, 2012). These results were consistent with (Astuti & Surya, 2020), (Jufrizen et al., 2017), and (Margahana et al., 2018), where JS influenced OC.

According to the experimental data, the analysis of the seventh hypothesis regarding the influence of POF on performance through JS obtained a probability (p-value) of $0.005 < 0.05$, indicating a significant effect among all variables. This proved that POF enhanced EP through JS. POF also emphasized the conformity of fundamental values toward the maintenance of employees and organization characteristics. Moreover, the selection of employees having organizational-based personalities exhibited an adaptable job attitude. POF also significantly anticipated both JS and OC (Kristof, 1996). These results were supported by (Farooqui & Nagendra, 2014), (Yeni et al., 2022), and (Chen et al., 2016), where POF significantly influenced employee JS. (Farooqui & Nagendra, 2014) and (Yeni et al., 2022) also stated that POF improved EP through JS.

The analysis of the eighth hypothesis about the effect of POF and performance through OC also obtained a probability value (p-value) of $0.007 < 0.05$, prioritizing significant influence among the analyzed variables. This showed that POF improved EP through OC at the Public Works and Housing Office of Langsa City. In this area, the conformity of employee values with agency goals promoted satisfaction and improved a stronger ownership entitlement, leading to the enhancement of commitment. This caused a sense of security and conformity between employee expectations and organization values/goals, ultimately improving performance. The results were subsequently in line with (Wickramasinghe & Nishanthi, 2019) and (Silverthorne, 2004), where a relationship was found between POF and OC. (Bangun et al., 2017) and (Sudaryanto & Rijanti, 2017) also proved that POF influenced EP.

Based on the experimental data, the analysis of the ninth hypothesis regarding the effect of POF on performance through JS and OC obtained a probability (p-value) of $0.000 < 0.05$, confirming a significant effect on the analyzed variables. This indicated that POF enhanced EP by improving JS and OC. When employee values conformed with organization goals, increased JS was observed, leading to a stronger ownership entitlement within organization. From these descriptions, employee commitment continuously developed to organization. Furthermore, committed employees exhibited confidence and a belief that organization values and goals conformed with their expectations, promoting effective job commitment and complete performance improvement. As the conformity of values, POF played a crucial role in achieving appropriate synergy. Selecting individuals whose personalities match organization values promotes a flexible and positive job attitude. POF also specifically serves as a significant predictor of both JS and OC (Kristof, 1996). Since an organization served as an appealing environment for employees, a sense of belonging enabling sustained engagement was developed during the

congruence of values, with disenchantment stimulated through inadequate conformity (Sekiguchi, 2004).

The path analysis of the tenth hypothesis regarding the effect of POF on OC through JS also obtained the p-value and t-value of $0.000 < 0.05$ and $4,209 > 1.96$, emphasizing the rejection and acceptance of H_0 and H_a , respectively. This showed that POF significantly influenced OC with mediation by JS, through the path coefficient value of 0.127. In this case, the conformity of employees and organization values was the basis for JS and commitment. Furthermore, employees having high organizational suitability increased JS, impacting employee retention. These results were consistent with Krisna & Adnyani, (2021), Sari & Helmy, (2020), Rumangkit. & Maryati, (2017), and Ren. & Hamann, (2015), where JS mediated the influence of POF with OC.

According to the experimental data, the path analysis of the eleventh hypothesis about the effect of JS on performance through OC obtained the p-value and t-value of $0.000 < 0.05$ and $4,813 > 1.96$, prioritizing the rejection and acceptance of H_0 and H_a , respectively. This indicated that JS significantly influenced EP with mediation by OC, through the path coefficient value of 0.251. From these descriptions, the satisfied employees, whose job was consistently well-appreciated by leadership, determined fulfillment in their experiences and rewards from organization, enhancing high employee commitment. Employees also provided greater effort, leading to a substantial improvement in performance. These results were in line with Hartawan & Sriathi, (2023), Syauta, Troena, Setiawan, & Solimun, (2012), Triwahyuni & Ekowati, (2017), where OC was positively effective in mediating JS on EP.

4. Conclusions

In conclusion, EP was substantially influenced by POF, JS, and OC. POF also significantly influenced JS and OC, accompanied by its relevant effect on EP through JS and OC. This was accompanied by the substantial mediation of JS on the relationship between POF and OC. A significant mediation of OC was also observed on the relationship between JS and EP. Based on the results, several recommendations were provided for future analyses. First, the leadership should strive to uphold high levels of POF fit among employees while thoroughly avoiding diminishing factors. This was often achieved through recreational activities, such as outbound events or family gatherings, which enhanced employee well-being and cooperation among State Civil Apparatuses, ensuring their sustained satisfaction and optimal performance. Second, leaders should futuristically consider employee JS by providing awards for their performance achievements. The following events should also be considered, employee well-being, training provision, high achievers reward, as well as opportunity establishment for subsequent education promotions and career development. Third, the provision of training and workshops to futuristically increase employee OC. From these actions, the development of self-confidence was expected to increase employee boldness. Fourth, organizational commitment was expected to be enhanced through scholarships, pension programs, training, career planning, and ongoing education opportunities, to strengthen ownership within organization. Fifth, leaders should provide designed training based on each employee specific needs, to enhance future performance. Sixth, future studies were expected to improve the scope of independent variables related to human resources, compared to the factors implemented in this present analysis.

Several limitations were also observed aside from the analytical performance conducted through the implementation of a scientific method. Although many factors influenced performance, only POF, JS, and OC were used in this study. The distribution of questionnaires

was also limited to 65 instruments, emphasizing the concentration of the Langsa City Public Works and Housing Service leadership on assessing the impact of POF, JS, and OC on improving EP.

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