

THE INFLUENCE OF PERSON-JOB FIT, PERSON-ORGANIZATION FIT, AND ORGANIZATIONAL SUPPORT ON ORGANIZATIONAL COMMITMENT IN EDUCATORS AND EDUCATIONAL PERSONNEL BOYOLALI UNIVERSITY

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ABSTRACT

The purpose of this study is to investigate the impacts of organizational support, person-job fit, and person-organization fit, both separately and in combination, on organizational commitment at Boyolali University's academic and administrative personnel. Saturated sampling was used to get the data from a questionnaire, with 58 individuals in the overall sample size. This study used a case study technique in conjunction with quantitative research methodology. Using SPSS 25, the instrument data and hypothesis testing were carried out. The findings showed that, with a sig. value of $0.116 > 0.05$ and a t-value of $1.599 < t\text{-table of } 1.672$, the variable (X1) Person-Job Fit had no significant impact on the variable (Y) Organizational Commitment. However, with a sig. value of $0.001 < 0.05$ and a t-value of $3.409 > t\text{-table of } 1.672$, the variable (X2) Person-Organization Fit had a positive and significant effect on the variable (Y) Organizational Commitment. Additionally, with a sig. value of $0.127 > 0.05$ and a t-value of $1.549 < t\text{-table of } 1.672$, the variable (X3) Organizational Support had no discernible impact on the variable (Y) Organizational Commitment. With a sig. value of $0.000 < 0.05$, the F-test showed that Organizational Support, Person-Job Fit, and Person-Organization Fit all together had a significant influence on Organizational Commitment. An adjusted R² value of 0.750 was found in the determination test, indicating that 75% of the variance in the dependent variable can be explained by the independent factors, with the remaining 25% being impacted by other independent variables.

Keywords: Person-Job Fit, Person-Organization Fit, Organizational Support, Organizational Commitment.

Introduction

In business management, human resource management is crucial to accomplishing organizational objectives. A company's ability to succeed truly hinges on how well its employees perform, as they are essential to the organization's operations (Daulay, Kurnia, & Maulana, 2019). One thing that can influence is organizational commitment. Commitment can improve employee performance, reduce employee turnover rates, and create a productive work environment. Therefore, companies need to pay attention to factors that can influence employee organizational commitment. As

a higher education institution, in carrying out the vision and mission of the organization, Boyolali University is very dependent on the contributions made by employees both from teaching staff and educational staff. Therefore, employee organizational commitment is a very relevant aspect of research. In increasing organizational commitment, human resource management needs to pay attention to factors such as Person-Job Fit (suitability of the individual to the task), Person-Organization Fit (suitability of the individual and organizational values) as well as the support provided by the company. The suitability of the individual to the task being carried out can increase employee motivation to stay in their job. Likewise, an individual's alignment with the organization's values and culture can strengthen employee engagement with the company. Organizational support, both from superiors and policies that support employees, also plays an important role in building organizational commitment. These factors are important to pay attention to in managing human resources at Boyolali University in order to create strong organizational commitment from employees.

Given the context, the researcher's goal was to determine whether organizational commitment was influenced partially or concurrently by person-job fit, person-organization fit, and organizational support. This research aims to find out how these variables influence them partially and simultaneously based on the results that have been studied. The benefits of this research are expected to provide practical guidance in increasing employee organizational commitment to achieve sustainable organizational success.

Theoretical Foundations

Person-Job Fit

Person-job fit, as described by Cable Derue in (Widyastuti & Ratnaningsih, 2020), is the degree to which an individual is compatible with the work or tasks they undertake at work. The Person-Job Fit theory states that employees' attachment to their job will be strengthened and they will be more devoted to it if there is a fit between the requirements of the tasks and the individual's needs to complete them.

According to the theory of Bohlander and Snell in (Alfani & Hadini, 2018) there are indicators of suitability between the characteristics of an individual and their work environment, namely:

- a. Demand-abilities fit or Demand-Ability suitability commonly abbreviated as D-A Fit, (Kumar, Akbar, & Khan, 2021) Demand-ability suitability is related to employee information, skills, and abilities that coordinate with their work and what is actually needed.
- b. Need-supplies fit, In (Kumar et al., 2021) Needs-Fulfillment fit usually abbreviated as N-S Fit is related to the enthusiasm of employees who are working with what is provided by the company. There is a match between the employee's desires or what the employee expects from their position, and when the employee's needs, desires, or tendencies can be fulfilled by the company where they work.

Person-Organization Fit

According to McCulloch & Turban (Chairunisa & Susilarini, 2022), person-organization fit refers to the compatibility between fundamental characteristics, namely

the values held by employees and the company. Schneider (Sudarmono et al., 2022) states that an organization is a condition that is attractive to individuals so that individuals feel part of it, which makes the individual survive if they have a suitable match with the individual and stop if the individual feels they do not have a match with the organization.

Kristof in (Chairunnisa & Susilarini, 2022) formulates that there are indicators of Person-organization fit as follows:

- a. Value congruence is the compatibility between the intrinsic values of an individual and the organization.
- b. Goal congruence is the compatibility between individual goals and the organization, in this case, the leader and co-workers.
- c. Fulfillment of employee needs (employee need fulfillment) is the match between employee needs and the strengths contained in the work environment and the organizational system and structure.
- d. Congruence of personality culture characteristics (culture personality congruence), is the match between the personality of each individual and the culture of the organization.

Organizational Support

According to Robbins in (Lubis & Nurhayati, 2020) perceived organizational support is the extent to which employees believe that the organization values employee contributions and cares about employee welfare. Research results from Rhoades & Eisenberger in (Sudarmono & Edris, 2022) state that perceptions of organizational support also have a positive effect on commitment to the organization.

According to Rhoades & Eisenberger, in (Nurchahyo, 2021) stated that there are 3 (three) indicators of organizational support, namely:

- a. The Justice Factor, is procedural justice which concerns fairness issues regarding the method that should be used to distribute existing resources in the organization.
- b. Supervisor Support, This is the general view of employees towards the role of superiors which involves superiors who value contributions and care about employee welfare.
- c. Rewards from the Organization and Working Conditions. Rewards in the form of awards, salaries, and promotions are considered capable of communicating a positive assessment of employee contributions which of course will also contribute to increasing organizational support felt by employees.

Organizational Commitment

Another way to define organizational commitment is as an employee's attitude of loyalty toward the organization, demonstrated by their continued employment, assistance in achieving organizational goals, and lack of desire to leave the organization for any reason (Yusuf & Syarif, 2018:32). According to Allen and Mayer in stating that organizational commitment can be described in the form of emotional closeness, involvement and individual identification in the implementation of organizational operations.

According to Mayer & Allen's theory in (Widyastuti & Ratnaningsih, 2020) the three components of organizational commitment are grouped into 3 large groups, namely:

- Affective component, this component shows the employee's emotional attachment, identifies him, and shows his involvement in the organization.
- Continuance component, this component shows awareness of the losses a worker faces if he leaves his job.
- Normative component, this component reflects feelings of obligation to continue doing one's job.

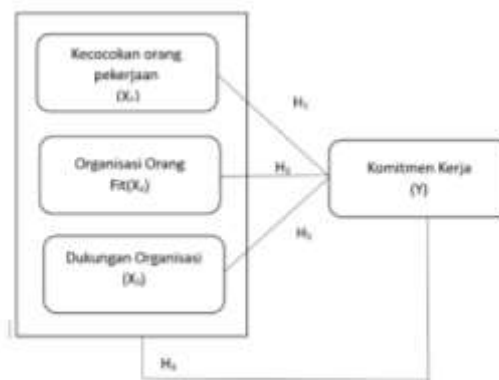


Figure 1
Framework

Hypothesis Development

In accordance with the variables to be studied, the hypotheses that will be proposed in this research are:

H₀₁: Person-job fit has no positive effect on organizational commitment

H_{a1}: Person-job fit has a positive effect on organizational commitment

H₀₂: Person-organization fit has no positive effect on organizational commitment

H_{a2}: Person-organization fit has a positive effect on organizational commitment

H₀₃: Organizational encouragement has no positive effect on organizational commitment

H_{a3}: Organizational encouragement has a positive effect on organizational commitment

H₀₄: Person-job fit, Person-organization fit, and Organizational Encouragement have a positive effect on organizational commitment simultaneously

H_{a4}: Person-job fit, Person-organization fit, and Organizational Encouragement have a positive effect on organizational commitment simultaneously has a positive effect on organizational commitment simultaneously

Research Method

This study used a case study approach in conjunction with quantitative research methodology. by producing information that is measurable and amenable to statistical testing through the use of quantitative methodologies. Information gathered from visitors via a questionnaire was used to compile survey findings. "Population is a

generalized area consisting of objects or subjects that have quantities and characteristics determined by researchers to be studied and conclusions drawn," (Sugiyono, 2018). There were 58 teaching and educational staff members in the population. The researchers utilized a saturated sampling strategy, which indicates that every member of the sampling technique is used as a sample because the population they used was rather small (Sugiyono, 2018).

A questionnaire was used as the technique of data collection. The validity, reliability, and classical assumption tests are used in the data instrument testing. Then, using SPSS 25 statistical software, data processing, and analysis procedures include multiple regression tests, determination tests, simultaneous (f-test), and partial significance tests (t-test).

Result And Discussion

Instrument Test

a) Validity Test

The Validity Test aims to evaluate the validity of a questionnaire. The validity of a questionnaire can be confirmed if the questions contained in the questionnaire accurately reflect the concept you want to measure.

The computed r value for each question is higher than the table r-value, which is set at 0.2542 with a Sig value, according to the findings of data processing using SPSS 25. 0.05 (2-tailed) or less. All questions pertaining to the variables Person-Job Fit (X1), Person-Organizational Fit (X2), Organizational Support (X3), and Organizational Commitment (Y) exhibit sufficient validity, according to these findings.

b) Reliability Test

A reliability test is used to assess a questionnaire's degree of consistency or reliability as a proxy for the variable or construct you wish to measure. If a person consistently or steadily responds to the questionnaire's claims throughout time, it is considered dependable. Moreover, if a variable has a Cronbach's Alpha value higher than 0.70, it is regarded as dependable.

The results of the data processing carried out produced Cronbach's Alpha values
 $X1 = 0.870$ $X2 = 0.945$

Classic Assumption Test

a. Normality Test

One method commonly used to test the Normality Test is the Kolmogorov-Smirnov (KS) method. The Normality Test is used to check whether the variables are confounding or residual in the regression model

Table 1
One-Sample Kolmogorov-Smirnov normality test results

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		58
Normal Parameters ^{a,b}	Mean	,0000000
	Std.Deviation	3,12805278
Most Extreme differences	Absolute	,054
	Positive	,054
	Negative	-,047
Kolmogorov-Smirnov		,415
Asymp. Sig. (2-tailed)		,995
Kolmogorov-Smirnov Z		
Asymp. Sig. (2-tailed)		

The One-Sample Kolmogorov-Smirnov Test findings showed that a significant value (2-tailed) of 0.995 was attained. In the event that the two-tailed significance value exceeds 0.05, a normal distribution of the study data can be estimated. In this instance, it may be said that the study data is typical because the value of 0.995 > 0.05.that.

b. Heteroscedasticity Test

The heteroscedasticity test is used to check whether there is an inequality in the variation or distribution of residual data in the regression model. There are several ways to determine whether there is heteroscedasticity in the regression model. In this study, the Glejser test was used with the results above.

Table 2
Results of the heteroscedasticity test using the Glejser test

Model		Coefficients ^a			t	Sig
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std.Error	Beta		
1	(Constant)	1,249	1,753		,712	,479
	X1	,141	,071	,370	1,994	,051
	X2	,046	,090	,157	,514	,610
	X3	-,167	,084	-,565	-1,986	,052

a. Dependent Variable: RES2

The results above show that all independent variables do not have symptoms of heteroscedasticity, all of which have significance values greater than the significance standard of 0.05.

c) Autocorrelation Test

To determine if there is a link or reliance between the regression model's residual values, the autocorrelation test is employed. Using the data in the preceding table, do the Durbin-Watson test (DW test) to see if there is autocorrelation.

Table 3
Autocorrelation test results with the Durbin-Watson test

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,873 ^a	,763	,750	3,21377	1,889

a. Predictors: (Constant), X3, X1, X2
b. Dependent Variable: Y

The results above show that it has a Durbin-Watson value of 1.889. In determining whether there are symptoms of autocorrelation, it is necessary to determine the dL value and dU value as a comparison. From the Durbin-Watson table, you can get a dL value of 1.4325 and dU of 1.7259. Data that does not have autocorrelation symptoms is data that has a Durbin-Watson (d) value that is between dU and (4-dL). With the known values of dL, dU, and d, the results are $1.7259 < 1.889 < 2.3675$. So it can be said that the data does not have symptoms of autocorrelation.

d) Multicollinearity Test

Table 4
Autocorrelation test results with multicollinearity test

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig	Collinearity Statistics	
		B	Std.Error	Beta			Tolerance	VIF
1	(Constant)	2,164	3,062		,707	,483		
	X1	,197	,123	,115	1,599	,116	,470	2,128
	X2	,537	,158	,542	3,409	,001	,174	5,759
	X3	,227	,147	,230	1,549	,127	,200	5,002

a. Dependent Variable: Y

To determine if the regression model detects a connection between the independent variables, the multicollinearity test is used. The Variance Inflation Factor (VIF) value produced by SPSS data processing may be used to detect whether multicollinearity exists in the regression model. The data processing results indicate that there are no multicollinearity symptoms found in any of the data for each independent variable. The fact that each variable's VIF value is more than 0.1 but not greater than 10 demonstrates this.

Hypothesis Testing

Table 5
Table of coefficients from SPSS data processing

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig	Collinearity Statistics	
		B	Std.Error	Beta			Tolerance	VIF

1	(Constant)	2,164	3,062		,707	,483		
	X1	,197	,123	,115	1,599	,116	,470	2,128
	X2	,537	,158	,542	3,409	,001	,174	5,759
	X3	,227	,147	,230	1,549	,127	,200	5,002
a. Dependent Variable: Y								

a. Analisis Regresi Berganda

The dependent variable and the independent variable are related to each other, and this analysis is used to determine the direction and intensity of that relationship. This examination will result in an equation, the answers to which are given below:

$$Y = 2,164 + 0,197 X1 + 0,537 X2 + 0,227 X3 + \epsilon$$

From the equation above, it can be used as a reference to be interpreted as follows:

- 1) The X1 coefficient is positive, meaning that if the Person-Job Fit variable increases assuming the Person-Organization Fit and Organizational Support variables remain constant, then Organizational Commitment will also increase.
- 2) The X2 coefficient is positive, meaning that if the Person-Organization Fit variable increases assuming the Person-Job Fit and Organizational Support variables remain constant, then Organizational Commitment will also increase.
- 3) The X3 coefficient is positive, meaning that if the Organizational Support variable increases assuming the Person-Job Fit and Person-Organization Fit variables remain constant, then Organizational Commitment will also increase.

b. Partially Significant Test (t Test)

The purpose of this test is to determine the significance of the influence of individual independent variables in explaining variations in the dependent variable. The condition for a variable to be declared to have a significant effect or not can be seen from the value of $t_{count} > t_{table}$ with t_{table} 1.672 and the sig value. < 0.05 . To partially explain the effect, use the t test with the results listed in Table 5 above. From this table, it can be described as follows:

- 1) The resulting calculated t value for variable X1 is 1.599 which is smaller than the t table with sig. 0.116 which is greater than 0.05 means that X1, namely Person-Job Fit, does not have a significant effect on Organizational Commitment.
- 2) The resulting calculated t value for variable X2 is 3.409 which is greater than the t table with sig. 0.001 which is smaller than 0.05 means that X2, namely Person-Organization Fit, has a significant effect on Organizational Commitment.
- 3) The resulting calculated t value for variable X3 is 1.549 which is smaller than the t table with sig. 0.116 which is greater than 0.05 means that X3, namely Organizational Support, has no significant effect on Organizational Commitment.

c. Simultaneous Significant Test (f Test)

Table 6
Results of data processing using the ANOVA model

ANOVA ^a						
	Model	Sum Of Square	df	Mean Square	F	Sig
1	Regression	1793,047	3	597,682	57,868	,000 ^b
	Residual	557,729	54	10,328		
	Total	2350,776	57			

a. Dependent variable: Y

b. Predictors: (Constant), X3, X1, X2

The purpose of this test is to ascertain how much the dependent variable can be explained by the independent factors taken together. The test use the ANOVA model and the SPSS data processing program; the findings are displayed in Table 6 above. The sig value appears in the table above. If 0.000, less than 0.05, then H0 is not accepted. It is possible to take this as meaning that organizational support, person-job fit, and person-organization fit all have a major and influencing impact on organizational commitment at the same time.

Determinant Coefficient Testing

The best coefficient of determination test results can be determined through the Adjusted R2 value. The use of Adjusted R2 rather than R2 is because the Adjusted R2 value can increase or decrease when one variable is added to the model (Ghozali, 2018). The Adjusted R2 value is 0 to 1. If the Adjusted R2 value is small, it means that the ability of the independent variable to predict the dependent variable is very limited.

Table 6
Coefficient of determination test results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,873 ^a	,763	,750	3,21377	1,889

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

From the table above, Adjusted R2 is 0.750, so it can be interpreted that the ability of the variables Person-Job Fit (X1), Person-Organization Fit (X2), and Organizational Support (X3) in explaining variations in the variable Organizational Commitment (Y) is 75% and the rest is influenced by variables. other independents by 25%.

Conclusion

Based on the research results, the following conclusions can be drawn: Variable (X1) Person-job Fit does not affect variable (Y) Organizational Commitment, as indicated by a sig value of 0.116 and a t_{count} of 1.599, which is less than the t_{table} of 1.672. Variable (X2) Person-Organization Fit positively and significantly affects Organizational

Commitment, with a sig value of 0.001 and a rcount of 3.409, greater than the rtable of 1.672. Variable (X3) Organizational Support has no effect on Organizational Commitment, shown by a sig value of 0.127 and a rcount of 1.549, which is less than the rtable of 1.672. The F test indicates a sig value of 0.000, meaning that simultaneously, Person-Job Fit, Person-Organization Fit, and Organizational Support significantly influence Organizational Commitment. The Adjusted R2 value of 0.750 indicates that 75% of the variation in Organizational Commitment can be explained by Person-Job Fit, Person-Organization Fit, and Organizational Support, with the remaining 25% influenced by other variables.

Suggestions

According to research results, Person-Organization Fit has a significant positive influence on organizational commitment. This shows that the higher the Person-Organization Fit felt by employees, the higher the level of employee organizational commitment to staying at Boyolali University. Boyolali University is expected to improve Person-Organization Fit by fulfilling employee rights, maintaining trust, creating a family, creating a comfortable work environment, and involving employees in decision-making. By implementing this strategy, Boyolali University can increase Person-Organization Fit so that it can strengthen employee commitment to the organization.

For further research, it is hoped that there will be additional variables that might also influence research with the same theme. By including other variables, researchers can gain a more complete understanding of organizational commitment. Also, considering additional variables can enrich the analysis and provide deeper insights in the same research context.

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