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Person-Job Fit, Person-Organization Fit And The Effect On Employee Performance: Organizational Commitment As Mediator Role

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ABSTRACT

Regional autonomy gives greater responsibility on the region to fulfil their own need for its people. As a consequence, productivity and performance of state apparatus become a major problem to resolve. Bengkulu which is located at Bengkulu Province becomes the area that requires an attention in terms of state apparatus performance. Many aspects affecting performance improvement both task performance and contextual performance in HR include individual compatibility level with the organization that shelter it (person-organization fit), individual compatibility level with the work they perform (person-job fit) and organizational commitment factors making the individual survives the organization.

The research aims to analyze the relationship between person-organization fit and person-job fit on organizational commitment and performance improvement both in task performance and contextual performance. The research population was civil servant from Bengkulu Government, Indonesia. The number of samples consisted of 180 people took by convenience sampling method. The research method began with validity and reliability through Confirmatory Factor Analysis. Then, the researcher conducted goodness of fit and tested the hypothesis with SEM method. The results indicated a significant relationship between P-O fit and P-J fit on organizational commitment, task performance and contextual performance. However, the relationship between P-J fit and P-O fit mediated by organizational commitment was significantly lower compared to direct relationship without mediation.

Keywords

Person-Organization Fit; Person-Job Fit; Organizational Commitment; Contextual Performance; Task Performance

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Introduction

Law No. 22/1999 with an amendment to Law No. 32/2004 on Regional Government provide a new perspective in implementation of regional autonomy. This situation occurs because the law provides full and broader authority for regional governments to regulate their regions to open an opportunity for inter regions competition. One important aspect for regional autonomy policy to increase regional competitiveness with other regions in Indonesia is conducted by increasing public services to meet the needs of the people in the area. The policy certainly gives impact for local governments who are required to have good performance both organization and resources within the state apparatus in it. In addition, remuneration procurement plan based on the productivity of civil servants, certainly becomes one of the top priorities.

Performance is divided (Borman & Motowidlo, 1993) into (Bish & Kabanoff, 2014) task performance, which means the activity of producing goods and services from an organization that comes from processing raw materials, distributing finished goods, or performing staffing function to run the organization effectively and efficiently. Further, it also requires skill and ability factors as task performance measurement and contextual performance including behavior that creates a good work atmosphere where task performance is performed with personality as measuring factor. For example, hard work, making constructive suggestions, and others.

From the various problems above, human resources who have good and consistent task performance over a long

period of time certainly depend on the suitability between work and individual employees who runs it (person-job fit). P-J fit consists of two main components, those are needs-supplies fit, meaning the compatibility between the needs of employees and the offers given by their work. Employees needs include psychological needs, values, goals, preferences while job offers include salary, benefit, training, job promotion, recognition, good work climate and an authority to make decisions ((Cable & DeRue, 2002; Muchinsky & Monahan, 1987) in (Boon & Biron, 2016)). (Chi & Pan, 2012) in the results of his research urged a positive correlation between person-job fit and task performance by involving leadership elements. (Lauver & Kristof-Brown, 2001) even suggest using P-J fit elements that are more relevant than P-O fit in relation to task performance, where P-J fit can explain variants in task performance.

Another factor to consider to improve performance in terms of contextual performance is the suitability factor between the individual and the organization where he/she belongs (person-organization fit). Person-organization fit is assessed by goal congruence between employees, their organization, and their superiors (Supeli & Creed, 2014) and the similarity of shared values by individuals with their organizations (value congruence) (Cable & DeRue, 2002). Furthermore, employee perceptions regarding the compatibility between ideal organizational culture values and owned organizational culture values become important predictors in the formation of contextual performance (Goodman & Svyantek, 1999). This is supported by (Han, Chiang, McConville, & Chiang, 2015) in his research on 168 Bayer employees in Taiwan

that have a working match with their organization indicated by a sense of ownership that has a positive correlation with contextual performance.

Organizational commitment is another important factor beside two previous factors to improve performance both in terms of task performance and contextual performance. Organizational commitment has three dimensions of commitment, consists of affective commitment, normative commitment and ongoing commitment (Bagraim, 2003) in (Fu & Deshpande, 2014) have very strategic function, as the employees who have high organizational commitment will improve the performance on both task performance and contextual performance of public service employees to the public (Kim, 2005; Turkyilmaz, Akman, Ozkan, & Pastuszak, 2011). Organizational commitment can also be established when the individual has a good match with the organization/P-O fit and with their duty/P-J fit (Bogler & Nir, 2015; Greguras & Diefendorff, 2009; Silverthorne, 2004).

From various description and related to phenomena, based on empirical evidence from previous studies, the background of this research is to examine and analyze the relationship between person-job fit and person-organization fit variables on task performance and contextual performance through organizational commitment mediation.

Theoretical Background

Person-organization fit

Theory of conformity between an employee and the organization where he/she works has been started since the concept of Person-environment fit was urged (Muchinsky & Monahan, 1987). They argue that P-E fit is the level of compatibility between personal variables and situation variables that play an important role in producing significant output. In its development, experts consider the factors that play a role in the P-E variable are too complex and confusing. The experts then divided the theory of P-E fit theory into two different types, namely supplementary fit, that is the suitability or individual characteristics similarity with their around environment and complementary fit, that is the differences in characteristics that occur between individuals and their work environment, but the differences are co-exist and complete each other (Kristof, 1996). From the division, the experts according to (Sekiguchi, 2004) in (Abdalla, Elsetouhi, Negm, & Abdou, 2018) divide the P-E fit concept into several concepts namely person-job/P-J fit (J. Werbel & Gilland, 1999), person-organization fit/P-O fit (Kristof, 1996), person-person/P-P fit (van Vianen, 2000), person-group/ P-G fit (J. D. Werbel & Johnson, 2001) and person-vocation/ P-V fit (Holland, 1997).

P-O fit is defined as the compatibility between a person and the organization that houses it (Kristof, 1996). (A. Kristof-Brown, Li, & Schneider, 2018) complement this definition by adding several conditions, including: (a) at least one party provides what the other party needs, (b) they have basic characteristics that complement the other party or (c) both complement each other. In other word, (George, 1992) assumes P-O fit can be measured by comparing the characteristics of individuals and the characteristics of organization. The comparison will produce a suitability

assessment that occurs between individuals and organization. (Greguras & Diefendorff, 2009) in his opinion, P-O fit can only be measured by regarding to the effects caused by someone who contributes to the output of the organization rather than the output related to technical work. In the end, if we make an assessment to measure the level of P-O fit, we must also look at the positive reciprocal effects that occur both by the employees and companies (A. L. Kristof-Brown, Zimmerman, & Johnson, 2005) in (Memon, Salleh, & Baharom, 2015).

There are several aspects to assess P-O fit within an organization. First, looking at the goal congruence between the employees and organization and their superiors (Supeli & Creed, 2014). This is important because unequal and out of tone goals between employees and the company will cause agency problems that affect the efficiency and contextual performance in the organization. (Abdalla et al., 2018). Conversely, if the employee's personal goals are relevant with the goals of the organization, the employee will feel convenience and happy in their work to make a great effort in achieving progress for their organization and they will have a commitment to stay in the organization (Su, Murdock, & Rounds, 2015). The second is related to the values similarity and suitability held by individuals with their organizations (value congruence) (Cable & DeRue, 2002). The value congruence is considered important because it symbolizes self-identity and becomes a dominant factor in determining personal attitudes, decisions and behavior (Hoffman & Woehr, 2006).

Person-job fit

Theories of P-J fit and P-O fit are part of the P-E fit theory that has been explained above. P-O fit can be distinguished from P-J fit by the different aspects of conformity between the individual and what is around them. P-O fit focuses on conformity between individuals and broader organizational environment while P-J fit itself explains the level of conformity between individuals and specific work environments that are responsible for (A. L. Kristof-Brown, 2000; A. L. Kristof-Brown & Guay, 2011). In other word, it is stated that P-J fit focuses on level analysis in the field of technical expertise possessed by a person to complete his/her work and produce significant performance (J. D. Werbel & DeMarie, 2005).

The most common definition of P-J fit is proposed by (Edwards, 1991) who compares the suitability between the job requirement including knowledge, skill and ability with qualifications owned by employees or in other words P-J fit refers to the relationship between the needs of employees and the offer of work/need -Supplies fit (Kristof, 1996). From these opinions, it can be concluded that the P-J fit consists of two main components, namely the needs-supplies fit, the suitability between the needs of employees and the offer by their work. Employees' needs include psychological needs, values, goals, preferences while job offers themselves include salary, benefit, training, job promotion, recognition, good work climate and authority to make decisions ((Cable & DeRue, 2002; Muchinsky & Monahan, 1987) in (Boon & Biron, 2016)).

The next component is the suitability between the job requirement and the capabilities of the employee or referred

to as demand-abilities fit (Cable & DeRue, 2002; A. L. Kristof-Brown, 2000; Vogel & Feldman, 2009). Abilities are often measured based on talent, experience, education, workload capability, performance criteria and instrument activities (Boon & Biron, 2016).

The concept of P-J fit is very important to apply in organizations because it becomes the basic foundation in employee selection process (J. Werbel & Gilland, 1999). In addition, in previous research (Park, Monnot, Jacob, & Wagner, 2011) on 90 Asian bank employees who worked in New York, it was found that employees would look fitter and healthier and more successful (in terms of performance) if the work was matching with their personal attributes and characteristics.

Organizational commitment

(Meyer & Allen, 1991) defines organizational commitment as a psychological expression (will, needs, obligation) that explains the relationship between employees and the organization where employees feel they are the members of the organization and they decide whether to continue or leave the organization. In addition, experts also define organizational commitment in many understandings such as expression and loyalty, (C. A. O'Reilly & Caldwell, 1980) motivation and involvement (Scholl, 1981), and also behaviors such as performance and high compliance with organizational rules (Angle & Perry, 1981).

In its development, organizational commitment as a psychological process has many stages starting from the process of instruments or involvement to obtain extrinsic reward, identification or referred to as involvement in organizational activities due to the growing desire in individuals and internalization or involvement due to the compatibility between the adopting values and applicable values in the company. (C. O'Reilly & Chatman, 1986). Commitment is also illustrated in three characteristics including trust in the organization's values, the desire to contribute in the organization, and the desire to always become a part of any organization's activities (Mowday, Steers, & Porter, 1979). (Curtis & Wright, 2001) Expressing commitment has been defined as the power of individual identification in the organization. (Curtis & Wright, 2001) explain that the concept can be broken down into three components, willingness to remain a member of the organization, confidence and acceptance of the organization's values and goals, and willingness to work hard and contribute as part of the organization.

From the various opinions with many different understandings, there are several points that actually become a collective agreement to explain the meaning of organizational commitment. First, organizational commitment involves the suitability of individual employees in the form of motivation, positive effects, compensation or values held by various points in the organization. This situation gives the impact that employee will feel as an important part of the organization, contribute, and grow the organization through its activities. In the end, the employee feels at home and sees the organization as a place to channel his/her potential, so, they will choose to stay in the organization

(Dessler, 1999) concludes that employees who are highly committed have a high level of attendance and a longer service life in the organization than people with lower commitment. They work harder and have higher task performance and contextual performance than employees with lower commitment.

Over time and adapted from many experts opinions, (Meyer & Allen, 1991) in (Fu & Deshpande, 2014), formulate organizational commitment dimension that includes three issues, namely affective commitment, the feeling of love for the organization, emotional attachment and involvement in the organization so that it decides to contribute in the organization because of the work factors suitability or because of the values adopted by the organization (Neubert & Halbesleben, 2015). Then the continuance commitment adopted from the side batch (Becker, 1960) theory, the heavy feeling to leave the organization because of the need for costs and jobs in the organization. The third dimension is the normative commitment which comes from refining the (Wiener, 1982) theory with a definition as a feeling to survive in the organization because they feel responsible to stay and improve the organizational performance. This situation is usually based on consideration of employees' norms, values and beliefs that are in accordance with the values adopted by the organization (Shen, Li, Sun, & Zhou, 2018).

Task performance

There are various kinds of views and theories that provide definitions and understandings of task performance by many experts. Initially (Campbell, 1990) develops a performance system based on the research on the United States Army and dividing performance measurements based on the ability to do specific tasks and skills in performing non-specific jobs such as how to communicate, the discipline and leadership manners and others. Based on that division (Borman & Motowidlo, 1993) in (Bish & Kabanoff, 2014) task performance, this is the activity of producing goods and services from an organization from processing raw materials, distributing finished goods, or performing staffing function to run the organization effectively and efficiently and also requires skill and ability factors as a measuring factor of task performance. While other discussing performance is contextual performance, including the behavior that creates a good work atmosphere where the performance of the task is conducted for example hard work, making constructive suggestions, and others. The measuring factor for contextual performance is personality factor.

(Stephan J. Motowidlo & Van Scotter, 1994) emphasize that the division is a must because the two factors have contrast differences. The task performance is defined as the level of effectiveness conducted by someone related to technical aspects, the use of technology and the use of resources while contextual performance is directed to behavioral factors that affect social aspects, organizational climate and psychological factors (Borman & Motowidlo, 1993) in (Hosie & Nankervis, 2016). (Van Scotter, Motowidlo, & Cross, 2000) simplify the division by associating task performance with all points of technical expertise and knowledge of tasks and functions in work while contextual performance aspects

are related to the interaction between coworkers, boss or customers and other behaviors such as the desire to work hard, patience and discipline.

(Torrington & Hall, 1995) argue that the task performance is the number of products or services in a certain duration. (Dessler, 1999) approves that opinion by interpreting this performance as work performance, which is derived from a comparison between work output and work standards. This opinion is also supported by (McNeese-Smith, 1996) stating that employee performance is the productivity generated by individuals as a contribution to the organization. It can be measured quantitatively and qualitatively. (McNeese-Smith, 1996) also state that productivity is related to various kinds of outcome items such as: output, goals, meetings, number of working hours and other items related to output.

(Stephan J Motowidlo & Kell, 2012) in its development, divide the task performance into two aspects. First, there are activities that directly convert raw material into products and services by the organizations. For examples selling souvenirs, operating production machines and teaching in schools. The second aspect of task performance relates to all activities that support the production and sale of products or services such as determining the supply of raw materials from supplier, distributing products or making plans, coordination and staffing within the organization. From this division, it can also be concluded that the performance of a task can vary in its assessment depending on the types of work. Task performance focusses on how a job can be completed, so, it requires knowledge, skills and special abilities possessed by someone. ((Borman & Motowidlo, 1997; Bozionelos & Singh, 2017).

The task performance must ultimately be measured based on an evaluation of the process that occurs to produce an item (Stephan J. Motowidlo, Borman, & Schmit, 1997) because it is assumed as an objective criterion for assessing employees who have high potential in conducting technical aspects of their work (Cappelli, 2008). (Lin, Yu, & Yi, 2014) in their research of 212 employees in 10 life insurance companies in Taiwan found the fact that task performance could be directly improved by balancing job demands and individual capabilities (Person-job fit). In addition, organizational commitment is very helpful in improving task performance both in mediation and direct relationship (Yousaf, Yang, & Sanders, 2015).

Contextual performance

As it develops, experts are likely to argue that performance is also measured by the civil servant's behavior work in terms of contextual performance and develop into several theories such as performance as a multidimensional concept that divides performance into performance based on job behavior and performance based on social behavior and employee motivation to create a good atmosphere outside the work environment, but ultimately it helps improve work process within the organization. (Borman & Motowidlo, 1997; S. J. Motowidlo & Schmit, 1999). Contextual performance is identified by (Stephan J Motowidlo & Kell, 2012) as a behavior that contributes to organizational effectiveness through psychological, social and organizational effects on the job. For example, individual behavior in positively interact with coworkers, avoid

conflict, establish trust and other behaviors that positively affect organizational progress. Organizations can be affected by this positive behavior because this action will affect communication at work, build cooperation and it is easier to coordinate someone to perform certain work. So, it can be said that this contextual aspect becomes a measurement of a performance (Coleman & Borman, 2000). From the definition, then (Aguinis, 2013) divides two behavioral characteristics that underlie contextual performance: evaluative (positive, negative or neutral) for organizational goals and work, and multidimensional (there are many types of behavior that can be performed to achieve organizational goals).

Furthermore, contextual performance is believed by (Organ & Paine, 1999) representing the psychological relationships among coworkers in the organization and the performance contribution can only be judged by the organization's discretion which usually provides indirect rewards for services that is different from task performance. Contextual performance also has some characteristics, such as: (1) The activities related to contextual performance do not have any differences even when the type of work is different. The hard working, collaborating, and establishing trust are basically applied similarly both by employees in HR field or marketing (2) Contextual performance is related to personality and motivation (3) It is closely related to one's wisdom and individual's extra role behavior who wants to give more important role for the organization than limited to their field of work. (Conway, 1999; Johnson, 2001).

From several definitions and characteristics above, (Borman & Motowidlo, 1997) state five types of activities from contextual performance, namely volunteering to participate in activities that are not part of their work; work with enthusiasm and work hard to complete the task successfully; help and cooperate with others; obey organizational procedures and rules even if they do not like them; and support and maintain all organization policies. Contextual performance also has several assessment standards seen from various perspectives including the individuals behavior who perform the work, supervisor behavior who oversees the work and the output behavior from the performance standards set by the organization (Sonnentag, 2005).

Contextual performance can also increase dramatically if there are various encouraging issues such as the suitability relationship between employees and the organization (Goodman & Svyantek, 1999), suitability level between employees and their work (Han et al., 2015) and organizational commitment that makes employees feel they are part of the organization and valued by the organization, so, they are actively involved in the organizational processes (Cichy, Cha, & Kim, 2009).

The research model that the author wants to develop is as follows:

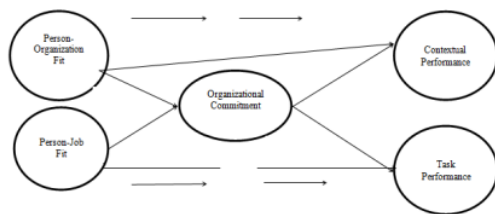


Figure 1. Research Framework

Research framework explaining the research hypothesis is as follows:

H1: There is a significant effect between the person-organization fit and organizational commitment

H2: There is a significant effect between the person-job fit and organizational commitment

H3: There is a significant effect between person-organization fit and contextual performance

H4: There is a significant effect between person-job fit and task performance

H5: There is a significant effect between organizational commitment and contextual performance

H6: There is a significant effect between organizational commitment and task performance

H7: There is a significant effect between person-organization fit and contextual performance through organizational commitment mediation

H8: There is a significant effect between the person-job fit relationship and task performance through organizational commitment mediation

Research Objective and Methodology

In measuring the Person-Organization Fit variable, the researcher used a questionnaire and adopted the questionnaire used by (Supeli & Creed, 2014). While the dimensions in this study were the dimensions of values conformity and dimensions of objectives conformity by 9 statements. While in measuring the Person-Job Fit variable, the researcher used an adopted questionnaire of research by (Cable & DeRue, 2002) that divided the P-J fit variable into two dimensions, namely the dimensions of need-supplies fit and demand-abilities fit. This questionnaire consisted of 9 statements.

The questionnaire in measuring organizational commitment variable was the modification and adoption of Organizational Commitment Questionnaire (OCQ) developed by (Allen & Meyer, 1993) by changing negative statements into positive statements. The validity and reliability measurements have been recognized through a research conducted by (Chen & Francesco, 2003). In its development, this questionnaire was used again by (Fu & Deshpande, 2014) in which the questionnaire divided the organizational commitment into three dimensions, namely affective, normative and continuance commitment. This questionnaire consisted of 9 statements.

In its development, employee performance was divided into two aspects, namely task performance and contextual performance (Borman & Motowidlo, 1993). The validity and reliability of this questionnaire has been tested through the research by (Williams & Anderson, 1991). Task

performance had the dimension of skill and ability with 5 Contextual performance statements were examined through the adapted research questionnaire by (Stephan J. Motowidlo & Van Scotter, 1994) using personality dimension with 6 statements.

The number of samples based on the calculation of formula were 180 respondents. The samples were taken from a predetermined population, they were State Civil Apparatus, and they were not honorary employees or outsourcing employees. The sampling techniques were using convenience sampling method, a method of selecting samples from population elements whose data was easily obtained by researcher and the probability sampling because each respondent who had population criteria had the same opportunity to become a sample. Then, the researcher conducted validity test by using a factor loading value (LF) indicated a correlation between the indicator and the variable with an LF value ≥ 0.50 . The loading factor value illustrated the variable measurement representation with indicators. While to measure reliability value, the researcher checked Variance Extract (VE) value. A good indicator of reliability was indicated by a value of $VE \geq 0.50$. One more important point was the testing fit associated with testing the suitability between the model and the data. Regarding the model of goodness of fit, according to (Hair, Black, Babin, & Anderson, 2010) the use of 4 - 5 goodness of fit criteria were considered sufficient to assess model feasibility, provided that each criterion of goodness of fit represented absolute fit indices, incremental fit indices, and parsimony fit indices. Absolute fit indices consisted of Chi-Square, Goodness of Fit Indices (GFI), and Root Mean Square Error of Approximation (RMSEA). Incremental fit indices consisted of Adjusted Goodness of Fit (AGFI), Normal Fit Index (NFI), Comparative Fit Index (CFI) and Incremental Fit Index (IFI). While parsimony fit indices was measured by Persimoniaus Goodness of Fit Index (PGFI), Persimoniaus Normed Fit Index (PNFI), and Expected Cross Validation Index (ECVI).

To conduct the data analysis, data processing was conducted by using path analysis with SEM method. SEM (Structural Equation Modelling) in this research was operated by LISREL 8.7 software. All variable indicators were tested using commonly used factor analysis to reduce and infer data. This technique was conducted to identify dimensions or factors that explain the correlation in a variable and to identify factors that did not have any correlation with the variable (Malhotra, 2010). Some indicators of factor analysis testing were Bartlett's test of sphericity, loading factor, score factor and Kaiser-Meyer-Olkin (KMO) measurement. In addition, all the research indicators were also tested for its reliability with the expected value of Cronbach Alpha at 0.60.

To see the effect of mediation in the model, the researcher compared path coefficient number of direct effect and mediation effect path coefficient. The path coefficient value of mediating effect was obtained by multiplying the value of path coefficient of each direct effect between independent variable and mediation variable and direct effect of path coefficient between mediation variable and dependent variable. The higher the produced path coefficient value, the stronger the produced effect. In the lisrel technique the path coefficient results were obtained by using maximum

likelihood approach. So, the estimation results were conducted simultaneously.

Testing on the mediation effect was conducted by comparing statistical t-value of direct effect between independent variable and dependent variable (path c), with independent variable effect on mediation variable (path a) and mediation variable effect on dependent variable (path b). A variable had a function as a mediator, when a) the independent variable affected suspected-mediator variable (path a), b) a suspected-mediator variable had a significant effect on dependent variable (path b), and c) when path a and line b were controlled, the relationship between the dependent variable and the independent variable (path c) was not significant, the mediation effect that occurred was the effect of total mediation, but if (path c) was not zero, it still had a significant but weak effect, then the next step occurred was multiple mediation (Baron & Kenny, 1986).

Result and Discussion

Table 1. Validity and Reliability Test

Latent Variable	Manifest Variable	Estimation Factor Loading	KMO	Barlett Test	Construct Reliability	Variance Extract
Person-Organization Fit	1	0.65	0.524	0.001	0.842	0.518
	2	0.63				
	7	0.60				
	8	0.72				
Person-Job Fit	6	0.78	0.633	0.000	0.798	0.568
	7	0.82				
	8	0.84				
	9	0.81				
Organizational Commitment	1	0.70	0.712	0.000	0.903	0.540
	2	0.55				
	4	0.68				
	5	0.55				
	6	0.75				
Task Performance	7	0.65	0.813	0.000	0.837	0.563
	9	0.55				
	1	0.81				
	2	0.78				
Contextual Performance	3	0.61	0.654	0.000	0.673	0.511
	4	0.52				
	5	0.65				
	6	0.63				
	8	0.63				

Based on the table above all construct dimensions and indicators have a standardized loading factor above 0.5. KMO results for all of variables above 0.50 and the Barlett test also indicates less than 0.05 significance. Meanwhile, Construct Reliability (CR) of all dimensions and constructs are above 0.5 and Variance Extract (VE) are all above 0.5. Therefore, it can be concluded that all research variables, dimensions and indicators on all variables have good reliability and validity.

Table 2. Loading Factor Value

Latent Variable	Dimension	Manifest Variable	Estimation Loading Factor
Person-Organization Fit	Value congruence	1	0.62
		2	0.63
	Goal congruence	7	0.60
		8	0.72
Person-Job Fit	Need-Supplies fit	6	0.78
		7	0.82
	Demands-abilities fit	8	0.84
		9	0.81
Organizational Commitment	Continuance commitment	1	0.70
		2	0.55
	Normative commitment	4	0.68
		5	0.55
	Affective commitment	6	0.75
		7	0.65
Task Performance	Ability	9	0.55
		1	0.81
	Skill	2	0.78
		3	0.61
Contextual Performance	Personality	4	0.74
		5	0.63
		6	0.58
		7	0.61
		8	0.52

The results indicate that loading factor of P-O Fit value with the highest factor loading value is on the goal congruence dimension while the P-J fit loading factor value has the highest value on the demands-abilities fit dimension. Organizational commitment has the highest loading factor, namely normative commitment. For the task performance variable, the highest loading factor value is the skill dimension.

Table 3. Goodness of Fit Index Model

No	GOF Size	Suitability Level	Result	Conclusion
1	Chi-Square (χ^2) P > 0.05	Low Expected P ≥ 0.05	141.67 P = 0.0001	Marginal
2	RMSEA	≤ 0.08	0.076	Good
3	NFI	≥ 0.90	0.97	Good
4	NNFI	≥ 0.90	0.98	Good
5	PNFI	High Expected	0.70	Good
6	CFI	≥ 0.90	0.99	Good
7	IFI	≥ 0.90	0.99	Good
8	RFI	≥ 0.90	0.96	Good
9	AGFI	≥ 0.90	0.82	Marginal
10	GFI	≥ 0.90	0.89	Good

As seen in table 2, all structural model of goodness fit values have a good value even there are some marginal such as Chi-Square and AGFI, but overall the estimated structural model is acceptable, so, the relationship of various constructs on this variable is structural relationship. This value is justified by (Hair et al., 2010) that the use of 4-5 goodness of fit criteria are considered sufficient to assess model feasibility, provided that each criterion of goodness of fit from absolute fit indices, incremental fit indices, and parsimony fit indices are represented.

Table 4. Research Result

Hypotheses	Estimated Value	t-Statistic	Result
H1	0.20	5.42	Accepted
H2	0.34	6.21	Accepted
H3	0.40	5.61	Accepted
H4	0.23	6.34	Accepted
H5	0.29	5.40	Accepted
H6	0.31	2.53	Accepted
H7	0.26	3.04	Accepted
H8	0.22	2.32	Accepted

In a direct relationship, P-O fit affects organizational commitment and contextual performance. P-O fit is very important factor for the employees who work in the public sector. Service policy by local government in Indonesia is oriented to tolerance, public orientation, respecting differences and prioritizing the unity and values of cooperation and community service is proven to be very suitable with the characteristics of employees in the public

sector. The existence of shared values and goals designed by individuals greatly affect the employee's survival in the organization. This is relevant with (Kristof, 1996) opinion in analyzing the P-O fit on several arising outputs and one of them is organizational commitment. It indicates that P-O fit role is very important in the organizational commitment. In addition, contextual performance factors are affected by P-O fit and is also suitable with the hypothesis (Borman & Motowidlo, 1997) that contextual performance measurements are measured based on the superior's perception on employees compatibility with their organizations. This situation leads to the need for performance appraisals that give direction or guidance rather than evaluation, so, the process of employees adaptation in their organization runs smoothly (Goodman & Syantek, 1999).

In other relationship, P-J fit is proven to positively affect organizational commitment and task performance. Even (Sekiguchi, 2004) stated that P-J fit is included in one of the main criteria in making employee selection and employee development. KSA development (knowledge, skills, abilities) conducted by the organization is able to trigger employee loyalty to survive in the organization because employees were facilitated to develop their competencies. In the context of task performance, increasing P-J fit by developing individual employee capabilities is able to facilitate the completion of increasingly complex tasks due to several factors such as working age, technology, wider scope and other factors.

Organizational commitment also positively affects both contextual performance and task performance. Organizational commitment has a very strategic function because employees with high organizational commitment give the improvement on the task performance and contextual performance of public service employees to the community (Kim, 2005; Turkyilmaz et al., 2011). Organizational commitment is established with a good suitability between individuals and organization/P-O fit and the conducted work/P-J fit (Bogler & Nir, 2015; Greguras & Diefendorff, 2009; Silverthorne, 2004). Employee commitment and competency factors affect the quality and thoroughly conducted tasks implementation. In addition, the commitment factor that requires a long time to stay in the organization allows the employees to shape their behavior in working such as cooperative, active participation in completing tasks, and participation in establishing a positive working atmosphere.

P-O fit mediated by organizational commitment affects contextual performance even the relationship established by P-O fit on contextual performance is more directly influential than mediated by organizational commitment. It remains as an indication that organizational commitment becomes a mediator for P-O fit and contextual performance. The causing factors of organizational commitment have less effect in P-O relationships and contextual performance are by longer process in forming organizational commitment compared to the direct relationship between P-O and contextual performance. (Curtis & Wright, 2001) explained that the process of forming organizational commitment was divided into three components, starting from the willingness to remain as a member of organization, then proceed with the emergence of organization values and goals, and ended

with a willingness to work hard and contribute as a part of organization.

P-J fit which was mediated by organizational commitment also capable to affect the task performance, although, the research result found that the established relationship by P-J fit to task performance was directly greater than mediated by organizational commitment. The P-J fit factor mediated by organizational commitment caused the relationship between P-J fit and task performance to form relatively longer than direct relationship between P-J fit and task performance. In organizational commitment, the suitability between the needs of employees and the offerings provided by their work (need-supplies) could change as individuals commit to survive in the organization. Employee's needs included psychological needs, values, goals, preferences and supplies factors such as salaries, benefits, training, job promotions, recognition, good work environment and authority to make decisions (Boon & Biron, 2016; Cable & DeRue, 2002; Muchinsky & Monahan, 1987) would always change and updated in the employment contract. Renewal in the employment contract resulted in a reduced level of compatibility between the individual and his/her work.

Conclusions

It is expected that the results will contribute to the public sector management in making effective policies for employees, mainly in improving employee performance in public services. This research provided results that when an employee tried to increase the compatibility level with their organization and their work performance, then their commitment to provide their best effort and commitment to survive would increase. This situation would impact on improving performance both in shaping good work behavior or in completing tasks with improved quantity and quality. It can become the focus of management to always help employees in adapting to the organization and work environment. The support was conducted by assigning tasks in accordance with the competencies of its employees and facilitating the employee's competencies development, so, the conformity level between individuals and job descriptions were increased. In addition, it also needed to form a good work climate among employees, so, the employees were treated well in the organization.

The results also indicated that high organizational commitment factor was able to improve their performance both in completing tasks and establishing cooperative relationship with other employees in the organization. The individual factors in surviving in the organization should be rewarded by the institution through effective policy making related to employee progress in a career, while still considering work-life balance. The activities implementation for employees are expected to be right on target and effective. In addition, it is expected that this research will contribute to the management by improving the promotion system and its pay system, so, the employees are selected truly based on their performance results.

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