

# The Effect of Person Job Fit and Person Organization Fit of Pusat Penelitian Kelapa Sawit (PPKS) Medan Employee Performance

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## ABSTRACT

The purpose of this study is to analyze the effect of person job fit and person organization fit of PPKS Medan employee performance. The sampling method is probability sampling technique, which means that each member of the population has the same opportunity to be chosen as a sample. Respondents in this study are 100 PPKS Medan employees from class I & II. The data analysis technique is the method of validity test, reliability test, correlation coefficient, coefficient of determination, multiple linear analysis, and hypothesis tester (partial t test and simultaneous F test) using SPSS Software 22.00. The results of this study indicate that there is effect of person job fit and person organization fit on employee performance both simultaneously and partially. From the result of hypothesis test, the value of R-Square regression is 0.675, which means that the two independent variables affect the result of employee performance, and the value of R regression is 82.10%, which means that the two independent variables significantly affect employee performance.

**Keywords:** *Person Job Fit, Person Organization Fit, Employee Performance*

## INTRODUCTION

Organizations are human systems and activities that work together. Correspondingly, the organization is said to be the rational coordination of the activities of a number of people to achieve some common goals through the division of work and function through a hierarchy of authority and responsibility (Robbins, 2006). To be able to achieve organizational goals, each organization requires a variety of resources.

Resources are sources of energy, energy and strength needed to create various activities. Resources needed include natural resources, financial resources, scientific and technological resources and human resources. Among these resources, human resources are the most important resources

(Wirawan, 2009). Organizations are no longer only required to have employees with above average abilities, but organizations must also have an employee who is able to invest himself to be fully involved at work, proactive, and have a high commitment to quality standards of performance (Bakker, 2011).

Mangkunegara (2007) states that performance is the result of quality and quantity of work achieved by a worker in carrying out his duties in accordance with the responsibilities given to him. To achieve organizational goals, of course, employees are required to maximize their performance. Employee performance is important for the organization to pay attention to, because it can affect the achievement of organizational goals and progress in a global competition

that often changes. States that performance is doing an activity and perfecting it according to its responsibilities with the results as expected. Good performance can be seen from the results obtained, in accordance with organizational standards.

Practitioners and researchers believe that the organization fit (P-OF) is the main key to maintaining and maintaining employee commitments that are indispensable in a competitive business environment (Kristof, 2005). The appropriateness of values between employees and organizations in this study is the ability of employees to see that the performance achieved by employees can advance the company where employees work. A job certainly has a standard regarding the abilities and expertise such as what is needed to complete the job. The suitability between an individual's abilities and expertise with the work he does is called individual fit with his work or person job fit (P-JF) (Pramesti, 2013).

One company that really needs P-JF and P-OF in achieving high work performance is PPKS (Medan Palm Oil Research Center). This company was established on September 26, 1916. In accordance with the Decree of the Indonesian Association for Research and Development (KDHAP) Daily Council (AP3I) No. 084 / KPTS / DHP / XII / 92 dated 24 December 1992 concerning the structuring of the AP3I environmental research implementation unit, on February 4, 1993 the Palm Oil Research Center (PPKS) was established in Medan, which is a combination of the Medan Plantation Research Center (Puslitbun).

The main task that must be carried out by PPKS is to conduct research and development of oil palm commodities covering all aspects from assembling plant materials and cultivation techniques to managing yields, conducting research on coconut and cocoa, providing superior palm oil seeds in the form of sprouts for the needs of large plantations and smallholder plantations, providing services to service

users both plantations, researchers, students, agencies, government and other parties. On this basis PPKS employees are required to have the expertise and ability to think creatively and innovate.

PPKS must enhance career development if it wants to achieve organizational goals through employee performance. In fact, the performance of Medan's PPKS employees has declined, which will affect work engagement. This happens because PPKS Medan does not have a standardized performance appraisal system in the form of a key performance indicator (KPI) to determine good and good employee performance. Most PPKS Medan employees also do not have a good attitude of work integrity. Whereas one of the work cultures adopted by PPKS is work integrity and has innovation and creativity. Employees do not do their work responsibly. This can be seen from employees working when there is a boss, employees work if told by superiors, lack of coordination of tasks with colleagues, employees do not have the motivation to work like employees do other activities outside the responsibilities that should be done, as well as employees who are not performing well rarely get punishment by superiors.

## **LITERATURE REVIEW**

### **Employee Performance**

Performance is the result of a person as a whole during a certain period in carrying out the task, such as work standards, targets or target criteria that have been determined in advance and have been mutually agreed upon. Employee performance is not just information for the promotion or determination of salaries for the company. But how companies can motivate employees and develop a plan to improve performance degradation can be avoided.

Employee performance needs an assessment with a view to providing a good opportunity for employees on their career plans in terms of strengths and weaknesses,

so that the company can set salaries, provide promotions, and can see employee behavior. Performance appraisal is known as "performance rating" or "performance appraisal". Performance appraisal is the process of evaluating personality traits, work behavior, and work results of a workforce or employee (workers and managers), who are considered to support their performance, which is used as consideration for decision-making about actions on the labor field.

### **Person Organization Fit**

Person organization fit is considered as an important part of the organization and general selection is defined as compatibility between individuals and organizations (Kristof, 2005). Mathis and Jackson (2010) define that person organization fit is an agreement between an individual and organizational factors.

Person organization fit is based on the compatibility between personal and organizational beliefs or individual and corporate goals (Kristof, 2005). The degree of conformity can also depend on how well the company supports the needs of employees, and how satisfied the employee is with his organization or how to precisely match an individual's personality (Kristof, 2005).

### **Job Fit Person**

Person job fit is a match between the characteristics of the task / job with the ability of individuals to carry out these tasks, will strengthen the bond of employees to their work, ie employees will be more committed to the job. Person job fit implies the suitability of the workforce needed by the company (Kristof, 2005). Mathis and Jackson (2010) state that the person job fit takes into account the types of individuals needed with qualifications: suitability of knowledge, skills, abilities, social skills, personal needs (individual needs), values, interests and personality traits (individual attitudes).

From the explanation of some of the figures above, it can be concluded that the person job fit is a match between the

knowledge, skills and abilities possessed by individuals and in accordance with the demands of work and organization.

## **RESEARCH METHODS**

### **Types of Research**

This type of research uses associative research. According to Sugiyono (2012), associative research is research that aims to determine the effect or relationship between two or more variables, and also this study uses quantitative data that is research by obtaining data in the form of numerical data or qualitative data.

### **Research Location and Time**

In conducting a study, data is needed that is taken from the location where the researchers examined. The research must also state where the researchers conducted the research, because every location even with the same research will not get the same results. This research was conducted at the PPKS office in Medan.

### **Population and Sample**

The population and sample of the study were all employees of Medan PPKS who were classified I & II totaling 203 people. The large number of samples taken from the population was determined using the Slovin formula.

Based on the above calculation, the number of samples that will be examined by researchers is 67 employees of class I&II as respondents. But to get better results, the sample was made into 100 employees of Group I&II. As explained by Sugiyono (2012) that the number of suitable samples used in general research is 30 to 100 samples.

### **Data Analysis Method**

The data analysis method uses multiple linear regression analysis. This analysis is used to determine the positive and negative effects of the independent variable ( $X_1, X_2, \dots, X_n$ ) on the dependent variable (Y).

## **RESULT AND DISCUSSION**

### **RESULT**

#### **Partial Test (t Test)**

T test or partial function to see whether each of the independent variables namely

person job fit and person organization fit partially has a significant effect on the

performance of employees of group I&II PPKS.

**Table 1 Result Partial Test (t Test)**  
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	54,045	4,257		12,696	,000
	Person_Job_Fit	1,373	,121	,657	11,343	,000
	Person_Organization_Fit	1,015	,116	,509	8,782	,000

a. Dependent Variable: Kinerja\_Karyawan

Source: Primary Data (Processed)

### Hypothesis Test 1

Based on Table 1 above it can be seen that the calculated value for the P-JF variable is 11,343 while the table is 1,984. These results indicate that  $t_{count} > t_{table}$ , with a probability value of  $0.000 < 0.05$ , then  $H_0$  is rejected and  $H_1$  is accepted. In other words, the conclusion is that the person job fit variable partially has a significant effect on employee performance.

### Hypothesis Test 2

Based on Table 1 above, it can be seen that the  $t_{count}$  for the person organization fit variable is 8,782 while the table is 1,984. These results indicate that  $t_{count} > t_{table}$ , with a probability value of  $0.000 < 0.05$ , then  $H_0$  is rejected and  $H_1$  is accepted. The conclusion is the person organization fit variable partially influences and significantly affects employee performance.

## DISCUSSION

### The Influence of Person Job Fit on Employee Performance

Based on the results of this study it was found that the calculated value for the P-JF variable was 11,343 while the table was 1,984. These results indicate that  $t_{count} > t_{table}$ , with a probability value of  $0.000 < 0.05$ , then  $H_0$  is rejected and  $H_1$  is accepted. In other words, the conclusion is that the person job fit variable partially has a significant effect on employee performance. In this study the level / category of person job fit PPKS employees in group I&II are in the high category which means that although the person job fit does have a

significant effect on employee performance, it is not the person job fit that causes the performance of PPKS employees to decline. This is supported by a statement from Bohlander and Snell suggesting that person job fit is a process of job specifications in an effort to help identify individual employee competencies needed to achieve success, such as knowledge, abilities, expertise and other factors that can refer to performance gains superior, therefore this variable is very important to be considered by the company. States that it is important for companies to make individual-work adjustments so as to obtain optimal individual performance.

The results of this study are also supported by the results of research conducted by Izam and Lius (2014) on "Analysis of the Effect of Person Job Fit and Job Satisfaction on Employee Performance of CV.Pion Pring". The results of this study indicate the effect of Job-Fit Person ( $X_1$ ) on Employee Performance ( $Y$ ) is a significant effect of 72.9%. The Person-Job Fit ( $X_1$ ) Relationship to Employee Performance ( $Y$ ) is 0.854 which means it has a very strong relationship. With a probability value (sig) of  $0,000 < 0.05$ , the decision is that  $H_0$  is rejected and  $H_a$  is accepted, which means that it is significant. Where if employees feel the Person-Job Fit in the company well, then the level of Employee Performance increases, and vice versa if employees do not feel a good Person-Job Fit in the company, then the level of employee performance will decrease.

### **Effect of Fit Person Organization on Employee Performance**

The results of this study indicate the tcount for the person organization fit variable is 8,782 while the table is 1,984. These results indicate that  $t_{count} > t_{table}$ , with a probability value of  $0.000 < 0.05$ , then  $H_0$  is rejected and  $H_1$  is accepted. In other words, the conclusion is that the person organization fit variable partially has a significant effect on employee performance. The results of this study are supported by the statement from Kristof (Astuti, 2010), saying that the organization fit is generally described as the level of similarity between individual values and organizational values is one of the basic factors needed for the success of an organization so that employee performance can maximum. The interaction between Person-Organization Fit (P-O Fit) variables and positive employee performance shows that the application of Person-Organization Fit (P-O Fit) will improve employee performance. The suitability of individual values with company values ensures individuals are more comfortable and calm in working so that this will have a positive impact on employee performance. Person-Organization Fit (PO Fit) variables are in the low category based on the results of the categorization for P-OFs formed by four indicators namely value congruence, goal congruence, employee needs fulfillment, culture personality congruence.

Based on the questionnaire data obtained, it was found that the four statements with the frequency of responses disagree and strongly disagree, this shows that the four things are the main cause of the decline in the performance of PPKS employees. As many as 64% of respondents said they were not proud to tell others that they were working at PPKS, as well as respondents' answers by 53% said they did not agree to the absence of rewards given by superiors / companies if their employees perform well. Pride and the absence of reward becomes one of the causes of

employees not working optimally, resulting in a decline in the performance of the employee concerned specifically and also the company's performance in general. Therefore, PPKS needs to immediately take strategies and concrete actions to build a sense of pride for employees. Building a sense of pride of employees can be done in various ways, including providing information about company development, providing a good understanding of employees about clear career development patterns and career potential that can be achieved, rewarding employees who excel, providing and providing adequate facilities and employee welfare, and so on.

The next thing that is the main cause of the decline in the performance of PPKS employees is the culture in PPKS and also the goals or targets given by the company to employees. This is indicated by the large number of respondents stating that corporate culture is not really in accordance with their personalities that is 70% answered disagreeing and 3% answering strongly disagreeing. The incompatibility of the company's culture with the employee's personal causes the employee concerned is uncomfortable and unable to enjoy his work properly, thus impacting on the deterioration of employee performance. In this regard and in order to improve employee performance, the PPKS needs to conduct an evaluation and improvement of the current culture. PPKS can make various efforts in building a good corporate culture, including doctrining employees about the company's vision and mission and ensuring all employees get a good understanding of the vision and mission. Furthermore PPKS also needs to set a standard of attitude that must be carried out in order to realize the vision and mission. The attitude standard must be written and can be measured, socialized to all employees so that it is truly understood and made a culture in the company.

The suitability of employees with the organization is a factor that is no less important than the other requirements in the acceptance of employees in an organization,

"person organizational fit refers to management's perception of the degree to which the prospective employee will fit in with the firm's culture or value system ". So that we will get employees who really have the competencies desired by the organization, namely those who are able to change with development. Some research suggests that people often work for companies that can make them use their best skills and abilities and provide an environment that matches their personal attributes (Kristof, 2005), so organizations can make employees feel they can do their best skills and abilities and the environment which in accordance with their personal attributes will support better performance.

The results of this study provide empirical evidence regarding the importance of aspects of fit between individual values and organizational values in efforts to improve employee performance. This statement is supported by the results of research conducted by Oka (2005) entitled "Person Organization Fit, Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior and Employee Performance of PT. Bali Regional Development Bank Singaraja and Seririt Branches. The results of this study indicate that the Person Organization Fit has a positive and significant effect on the performance of the employees of PT. Bali Regional Development Bank Singaraja Branch and Seririt Branch. Can be seen from the Standardized Estimate which shows Person Organization Fit = 0.560 employee performance. C. R (identical to the t-count value) is 3.324 > 2.00 and is at the level of significance (\*\*\*) < 0.05.

## **CONCLUSION AND SUGGESTION**

Based on the results of research and discussion in the previous chapter it can be concluded as follows:

1. Employee performance is influenced by person job fit and person organization fit of 0.675 (the result of the coefficient of determination "R Square"), which means that 67.50% of employee performance is

influenced by these two independent variables, while 32.50% is influenced by other variables outside the variables used in this study such as organizational culture, workload, relationships between superiors, subordinates, and others.

2. Person Job Fit and person organization fit simultaneously influence the performance of PPKS Medan employees.

3. Person job fit has a positive and significant effect on the performance of PPKS Medan employees.

4. Person organization fit has a positive and significant effect on the performance of PPKS Medan employees.

5. Employees' perceptions of person job fit baik shown by 10.2% of respondents answered the statement strongly agree and 73.40% of respondents answered the statement agree, the majority of employees agreed and strongly agreed with a number of statements provided on the variable person job fit, so it can be concluded that the decline of PPKS employees was not caused by person job fit.

6. The decline in performance of PPKS employees is caused by person organization fit, where the four main causes of performance decline are employees who answer statements not feeling proud to work at PPKS by 66% and employees who respond to statements that the company culture is not in line with personal employees by 70%, employees do not feel fit / match the target given by PPKS that is equal to 57%, and so does the answer disagree with the statement of employees feel that PPKS has not been able to support good employee performance by giving rewards to employees who have good performance by 53% . The results of the person organization fit category indicate that PPKS employees are in the low category, which means that PPKS employees do not feel fit with PPKS institutions.

## CONCLUSION

Based on the results of research and discussion in the previous chapter it can be concluded as follows:

1. Person job fit has a positive and significant effect on the performance of PPKS Medan employees.
2. Person organization fit has a positive and significant effect on the performance of PPKS Medan employees.

## SUGGESTION

The alternative strategies that can be applied to improve performance include:

1. It is important for PPKS to understand the suitability of values between individuals and the company because employees will work more successfully when they feel there is a conformity of the characteristics and values possessed by PPKS. Employees who have a conformity with the values of the company will be easy to get higher job satisfaction so as to create a sense of security and conducive to work and will improve the performance of employees themselves. PPKS must also understand the suitability of individual values with their work so that employees also feel that their personal values are in accordance with the work held by the employee so that employees are able to provide the best results to advance PPKS.
2. The leadership of the PPKS should understand and apply the principle of fairness in decision making. Justice is the need for all elements of the organization. The existence of a feedback system in controlling the organization is needed in the framework of organizational internal health. Employees who are treated fairly in terms of giving awards, recognition of achievements, career opportunities compensation policies will increase job satisfaction for employees at work.
3. In improving employee performance, the company pays attention to things that can affect employee performance such as the suitability of values between individuals and companies, a sense of security, satisfaction with work, and getting the opportunity to grow and develop. PPKS also needs to

implement a balanced reward and punishment system and conduct disciplinary action for violations of things that are not in accordance with company values (values, professionalism and social).

4. PPKS need to carry out employee career development that aims so that employees can develop their potential and explore their abilities when completing the given work. Developing employee competencies can be done by updating information from outside so that employees can make breakthroughs or new information to support work activities. The PPKS leadership also assigns tasks or work to employees who are more motivating and increasingly develop employee insight and knowledge. This will make employees feel more recognized for their ability to complete work, so they will be increasingly challenged to develop their abilities in completing their work.

5. PPKS should set standards in the recruitment or recruitment system of prospective employees by determining the requirements for prospective employees to be hired, and also making assessment standards for employee performance so that they get qualified employees and can provide good results for PPKS.

6. For further research, the two variables in this study have an effect of 67.50%, which means that employee performance is influenced by person job fit and person organization fit. Other researchers can develop other variables that might affect employee performance such as workload, culture in the organization, relationships between superiors and subordinates or can also develop it in more detail, for example by adding factors or deepening the discussion of factors that have been studied.

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