ANALYSIS OF THE EFFECT OF PERSON ORGANIZATION FIT AND PERSON JOB FIT IN IMPROVING JOB SATISFACTION PERFORMANCE OF HEALTH SERVICE EMPLOYEES IN NGASEM COMMUNITY HEALTH CENTER, KEDIRI REGENCY IN 2024

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Article info	ABSTRACT
Corresponding Author: Aris Dwi C. arisdc81@gmail.com Stikes Pamenang Kediri Kediri	The complex role and function of the Community Health Center requires the availability of competent human resources at the Community Health Center. Therefore, Person job fit needs to be applied to adapt to employees' abilities in motivating their performance to achieve organizational goals. The aim of this research is to determine the influence of person organization fit and person job fit in increasing job satisfaction on the performance of health service employees at the Ngasem Community Health Center, Kediri Regency. Data analysis in this research used the Partial Least Square (PLS) method. PLS can be used on all types of data scales (nominal, ordinal, interval, ratio) as well as more flexible assumption requirements. PLS is a structural equation model (SEM) that is component or variant based. that person-organization fit has an insignificant effect on job satisfaction. Person-organization fit has no effect on job satisfaction in this research sample, so H1 which states that person-organization fit has a significant positive effect on job satisfaction is not supported. Person-job fit has an effect on job satisfaction in this research sample, so that H2 which states that person-job fit has a significant positive effect on job satisfaction is supported. The suggestion in this research is to re-evaluate the introduction of organizational values so that they can be understood well by employees. Provide training related to emotional labor management to employees.

INTRODUCTION

The Health Center provides health services by empowering various trained and educated employees in dealing with and handling medical problems for the recovery and maintenance of good health (Nyuyen, et.al, 2018). The complex role and function of the Health Center requires the availability of competent human resources in the Health Center. One of the factors that influences the quality of service of a Health Center is the role of human resources as service actors. The attitude, ability and integrity of employees at the Health Center affect the success of organizational governance. (Wulandari and Windy,

2021) Good organizational governance in an organization, especially a health service agency, of course, depends heavily on the human resources owned by the agency (Sheeraz et.al, 2021). Therefore, the task of human resource management that represents it requires preparation and development of its human resources by placing a job with employees who are competent in their fields. employees are expected to be able to provide good service to have good work enthusiasm, work ethic, and performance, and which are consistent for the benefit of the wider community. Each individual in a company and agency has a different background, so it is very important for the agency to see what the needs and expectations of its employees are. If the agency can fulfill this, it will be easier for the agency to place its employees in the right position so that it can improve employee performance so that the organization's vision and mission will also be achieved (Anindita, 2019). Human Resource Development is one of the most important goals in an organization because it has an important role in improving company performance. The excellent performance of these employees will have a tremendous impact on them. Thus, the organization highly values employees with great potential to create superior and competitive human resources and be able to achieve organizational goals (Utami and Zakiy, 2020).

Performance is the behavior displayed by employees according to their role in the organization (Harahap and Tirtayasa, 2020). Improving employee performance can be done by paying attention to Person job fit, person organization fit, and job satisfaction. Job satisfaction is important in an organization (Indriyani and Sutanto, 2021), especially for health care workers. Job satisfaction is a description of what a person feels about their job. Employee job satisfaction at work leads to creativity in the workplace (Saxena, et al, 2019). Job satisfaction is caused by several factors such as the work environment, job characteristics, and the suitability of employees to the organization itself. Person job fit is the concept of the suitability between individual knowledge, skills, and abilities with job demands or individual needs with work (Majid, et.al, 2021). Therefore, Person job fit needs to be applied to match the employee's ability to motivate their performance to achieve organizational goals. Person job fit is based on the employee's personality with their job. In this case, a person will understand the meaning of the work he is doing so that he can have the opportunity to develop himself in the world of work.

Person organization fit is a match between an individual and his organization, from thoughts to vision and mission, because the organization plays a very important role in the values held by each individual who has an influence on the level of performance of the individual. So that factors are needed that support good adjustment between individuals and their organizations. So it can be concluded that person organization fit is a match felt between employees who work in a company or government agency which is proven by the conformity of values, goals, fulfillment of employee needs and personality characteristics (Kooji, et.al, 2018). Person organization fit also contributes to improving employee performance. This is defined as the match between organizational values and individual values (Istianti, 2018). If Person organization fit is not implemented properly, employees will not feel in tune with their work because different values can negatively affect their performance. Thus, there is a need for a match between individuals and organizations, so that they can feel comfortable and motivated to work optimally. After the suitability of the person's job and the suitability of the person's organization, organizational culture can also affect employee performance. Therefore, the above factors need to be considered by the

managers of an organization in improving employee performance. The human resource management section in a health organization must maintain employee performance and performance, among others, by motivating employees to carry out their duties in accordance with applicable provisions (Badran and Akeel, 2019).

Nowadays, organizations, both government and non-governmental sectors, are so aggressively implementing human resource management development programs in their organizations that aim for members of the organization to be able to maintain their performance. Job satisfaction is one of the elements that influences the performance of members of the organization, for that, efforts are made to improve this performance by adjusting Person job fit and Person organization fit. One effort to collaborate in developing human resources, especially in health service institutions that are currently being faced by the global world, is to increase the publication and application of research results in the community, both from academics and practitioners. With the Tridharma of Higher Education, especially in research in accordance with one of the missions, namely building a research culture to improve science and problem solving in the field of health management with a priority in human resource management and health sector performance, it has the responsibility to actively involve itself according to its ability to strive to improve knowledge and contribute to providing alternative solutions to problems regarding human resource management and its performance in this case Job satisfaction, Person job fit and Person organization fit experienced by the organization, especially in the health service Puskesmas. Through research activities, Stikes Pamenang seeks to realize its role in national development and as evidence of sensitivity to current organizational problems. Improving organizational knowledge, especially human resource management and employee performance, from research results found as alternative organizational solutions.

METHOD

This type of research is quantitative descriptive research, namely with an approach carried out by analyzing ordinal data from the results of respondents' questionnaire answers and the ratio obtained from data collection (Sugiyono, 2017). Data analysis using descriptive can provide an overview of how much influence Person job fit and Person organization fit have on Job satisfaction and performance. The study was conducted at the Ngasem Health Center, Kediri Regency. Sampling used purposive sampling, namely a sampling technique based on certain criteria, namely with a minimum working period of 2 years. In this study, the respondents to be studied were employees of the Ngasem Health Center, both medical and non-medical personnel. The number of samples in this study was 38 employees. The variables in this study are the Independent Variables Person-job fit and Person-organization fit. The Bound Variable is Performance. Intervening variables are variables that theoretically affect the relationship between independent and dependent variables, but cannot be observed and measured, but rather help conceptualize and explain the influence of independent variables on dependent variables. This variable is an intervening or intermediate variable in the relationship between the independent variable (X) and the variable (Y), so that the independent variable (X) does not directly affect the dependent variable (Y) (Sugiyono, 2017). In this study, the variable that acts as an intervening or intermediate variable is Employee Job Satisfaction. The instrument used in

the study was a questionnaire, with an ordinal measurement level, the answer categories consisted of four levels (Likert Scale).

Data collection was carried out using a questionnaire. The questionnaire provided closed statements and open questions. Closed statements are statements that have been provided with alternative answers, so that respondents only choose one alternative answer that is considered appropriate. Open questions are questions that must be answered by respondents. In addition, data collection was also carried out using the Literature Study method by collecting data and information sourced from books, literature, journals and previous research related to Person job fit and Person organization fit on Job satisfaction and performance. Validity in this study is calculating the correlation price of each item with the Pearson Product Moment formula, making decisions by comparing r count with r table, decision rule: if r count> r table means valid and if r count <r table means invalid. The reliability carried out is calculating the cronbach alpha value, making decisions by comparing the cronbach alpha value with the limit value used in testing reliability, the limit value commonly used in reliability testing is 0.6. According to Sekaran (in Priyatno), reliability less than 0.6 is not good, while 0.7 is acceptable, and above 0.8 is good. Decision rule: if the Cronbach α value> 0.6 means reliable, and if the Cronbach α value <0.6 means unreliable. Data analysis in this study used the Partial Least Square (PLS) method. PLS can be used on any type of data scale (nominal, ordinal, interval, ratio) and more flexible assumption requirements. PLS is a structural equation model (SEM) based on components or variants. Partial Least Square (PLS) is a powerful analysis method because it can be applied to all data scales, does not require many assumptions and the sample size does not have to be large. PLS is used as a confirmation of theory and can also be used to build relationships that do not yet have a theoretical basis for proposition testing (Ghozali, 2008). Jogiyanto (2016) added that PLS aims to predict the effect of variable X on Y and explain the theoretical relationship between the two variables.

There are two types of indicators used in PLS. The first is a reflective indicator, namely an indicator that is considered to be influenced by the latent construct. This indicator also observes the effects caused by the latent variable. The second indicator is formative, namely an indicator that is considered to influence the latent variable and observes the cause of the latent variable (Ghozali, 2008). The use of this PLS analysis technique is because PLS can manage all types of data, data does not have to be multivariate normal distribution, PLS has two tests in it, namely the measurement model test, namely construct validity and construct reliability and the structural model test, namely the t-test of the partial least square itself, so that it can present various complete results and be analyzed thoroughly, this study uses a complex model with many indicators, where the model can be solved using SEM. However, SEM must require a large number of respondents, which is not possible for the respondents in this study, while PLS can cover these shortcomings. PLS is an alternative approach that shifts from a covariance-based SEM approach to a variance-based one. Covariance-based SEM generally tests causality or theory while PLS is more of a predictive model. Questionnaire Data Processing The stages of questionnaire data processing to analyze employee work stress levels are as follows: Scoring each respondent's answer based on a certain weight for each answer with a Likert scale. The Likert scale relates to a person's attitude towards something, namely: Strongly Disagree = 1; Disagree = 2; Agree = 3; Strongly Agree = 4. Each respondent's answer to the

questions in the questionnaire is given a weight (average score). Transferring answers from the questionnaire sheet to the tabulation sheet and calculating the total value of each variable with the Microsoft Excel computer program. Transferring data to a worksheet to be processed and analyzed using the PLS test assisted by the AMOS version 5.0 application.

RESULT AND DISCUSSION
Finding

Ngasem Health Center is a health center located in the Ngasem District area, located at Jalan Pamenang No. 516, Ngasem District, Kediri Regency, Postal Code 64182 with the working area boundaries of the Ngasem Health Center UPTD bordering Pagu District to the north, Gurah District to the east, Kediri City to the south, and Gampengrejo District to the west. The Ngasem Health Center's working area consists of 12 Fostered Villages with 24 Hamlets, 83 RW and 405 RT with a population in 2020 of 82,740 people with details of 40,897 men and 41,843 women. The Ngasem Health Center UPTD is a regional work unit that carries out the main task of carrying out regional government affairs in the field of health services. In carrying out its duties, the Ngasem Health Center UPTD carries out its functions based on number 188/267/418.25.384/SK/2023. The number of employees is 38 people. Descriptive Analysis is an explanation of the description of the characteristics of respondents and the description of the respondents' answers. The description of the characteristics of respondents includes a description of the characteristics of respondents based on gender, age, status, education and length of service. The description of the respondents' answers consists of a description of the respondents' answers for the variables person-organization fit (X1), person-job fit (X2), deep acting (Z1), surface acting (Z2) and job satisfaction (Y). The following is description of respondents' answers regarding Person-Organization Fit:

Deskrispsi Jawaban Responden Mengenai *Person-organization fit*

Item	Skor Jawaban					Mean	Keterangan
	STS	TS	KS	S	SS		
	1	2	3	4	5		
POF$_1$: Saya merasa memiliki nilai-nilai yang sesuai dengan nilai organisasi	0	0	21	37	2	3,68	Tinggi
POF$_2$: Saya merasa memiliki cita-cita dan harapan yang sesuai dengan tujuan yang ingin dicapai organsiasi	0	2	10	32	16	4,03	Tinggi
POF$_3$: Saya merasa memiliki karakteristik kepribadian yang sesuai dengan nilai organisasi	0	0	13	33	14	4,02	Tinggi
Mean Total						3.91	**Tinggi**

Sumber : Data primer diolah

Based on the table, the average respondent's answer to the person-organization fit variable is 3.91 which is included in the high category. This shows a high employee perception regarding the suitability of values, ideals, hopes and personal characteristics possessed by the organization where the employee works, namely the Ngasem Health Center, Kediri Regency. The POF2 indicator has the highest average for the person-organization fit variable, which is 4.03 which is included in the high category. This means

that employees feel that their ideals and hopes are in accordance with the goals that the organization wants to achieve. The following is a description of the respondents' answers regarding Person-Job Fit.

Deskrispsi Jawaban Responden Mengenai *Person-job fit*

Item	Skor Jawaban					Mean	Keterangan
	STS	TS	KS	S	SS		
	1	2	3	4	5		
PJF1: Saya merasa terdapat kesesuaian antara kebutuhan saya terkait pekerjaan dengan yang ditawarkan oleh pekerjaan saat ini	0	0	9	39	12	4,05	Tinggi
PJF4: Saya merasa keterampilan yang saya miliki sesuai dengan tuntutan pekerjaan	0	0	9	43	8	3,98	Tinggi
PJF5: Saya merasa pelatihan yang ditawarkan oleh pekerjaan sesuai dengan kebutuhan saya	0	2	9	39	10	3,95	Tinggi
PJF6: Saya merasa kemampuan yang saya peroleh dari pendidikan dan pengalaman sesuai dengan tuntutan pekerjaan saya saat ini	0	0	9	44	7	3,97	Tinggi
Mean Total						3.98	Tinggi

Sumber : data primer diolah

Based on the table, the average respondent's answer to the person-job fit variable is 3.98 which is included in the high category. This shows a high employee perception regarding the suitability of their abilities with the demands of the job in carrying out their work. The PJF1 indicator has the highest average for the person-job fit variable, which is 4.05, which states that employees feel that there is a match between their needs related to work and what is offered by the current job.

The following is a description of respondents' answers regarding Job satisfaction.

Deskrispsi Jawaban Responden Mengenai *Job satisfaction*

Item	Skor Jawaban					Mean	Keterangan
	STS	TS	KS	S	SS		
	1	2	3	4	5		
JS1: Saya merasa pekerjaan yang saya kerjakan sangat berarti	0	4	3	25	28	4.28	Sangat Tinggi
JS2: Saya menyukai hal-hal yang saya lakukan di tempat kerja	0	1	10	34	15	4.05	Tinggi
JS3: Saya merasa bangga dalam melakukan pekerjaan sebagai perawat	0	4	5	23	28	4.25	Sangat Tinggi
JS4: Saya merasa pekerjaan menjadi perawat menyenangkan	0	4	7	39	10	3.92	Tinggi
Mean Total						4.13	Tinggi

Sumber : data primer diolah

Based on the table, the average respondent's answer to the job satisfaction variable is 4.13, which means it is in the high category, so it can be explained that Ngasem Health Center employees are satisfied with their current work. The JS1 indicator is a job satisfaction indicator that has the highest average value of 4.28, which is in the very high category. This explains that Ngasem Health Center employees feel that the work they do is

very meaningful. In addition to feeling that the work they do is very meaningful, employees also feel that their profession as health service workers creates a sense of pride which can be indicated by the high value of the JS3 indicator. The next step is hypothesis testing by estimating the path coefficient which can be evaluated based on the T-statistics value. The path coefficient estimation shows the estimated value that describes the relationship between latent variables obtained by the bootstrapping procedure. The measurement items used are said to be significant if the T-statistics value is greater than 1.96 and the p-value is less than 0.05 at a significance level of 5%. While the parameter coefficient shows the direction of influence by looking at the positive or negative original sample as well as the magnitude of the influence of the independent variable on the dependent variable (Ghozali, 2008). The following is a table of path coefficients to see the T-statistic value.

Path Coefficients

	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Signifikan/ Tidak Signifikan
DA -> JS	0.495	7.165	0.000	Signifikan
PJ -> DA	0.490	3.358	0.001	Signifikan
PJ -> JS	0.207	2.169	0.031	Signifikan
PJ -> SA	-0.419	4.225	0.000	Signifikan
PO -> SA	-0.512	5.902	0.000	Signifikan
SA -> JS	-0.397	3.908	0.000	Signifikan
PO -> DA	0.139	1.190	0.234	Tidak Signifikan
PO -> JS	0.068	0.678	0.498	Tidak Signifikan

Sumber : Hasil olah data dengan PLS

Based on the results of the path coefficient test above, it can be used to prove the following research hypotheses:

1. The effect of person-organization fit on job satisfaction. The table above shows that person-organization fit has an insignificant effect on job satisfaction. This can be seen from the results of the path coefficient which shows a T-statistic value of 0.678 <1.96 and a p-value of 0.498> 0.05. Based on these statistical calculations, it can be concluded that person-organization fit does not affect job satisfaction in this research sample, so H1 which states that person-organization fit has a significant positive effect on job satisfaction is not supported.

2. The effect of person-job fit on job satisfaction. The table above shows that person-job fit has a positive effect on job satisfaction, with a parameter coefficient value of 0.207. This shows that if person-job fit increases, job satisfaction will also increase. The significant influence of both variables can be seen from the results of the path coefficient which shows a T-statistic value of 2.169 > 1.96 and a p-value of 0.031 < 0.05. Based on the statistical calculations, it can be concluded that person-job fit has an effect on job satisfaction in this study sample, so that H2 which states that person-job fit has a significant positive effect on job satisfaction is supported.

Discussion

The Influence of Person-organization fit on Job satisfaction. Based on the results of hypothesis testing through the help of the PLS application, it is known that person-organization fit is not proven to have a significant relationship with job satisfaction. From these results, it can be said that the compatibility of the values held by nurses with the values applied by the organization is not able to influence their job satisfaction. Thus, the hypothesis stating that person-organization fit has a positive and significant effect on job satisfaction is not supported (rejected), meaning that the higher the perception of employee person-organization fit does not affect the level of job satisfaction of Ngasem Health Center employees. The results of this study explain that job satisfaction felt by nurses cannot be influenced by attendant variables that focus more on overall organizational values (person-organization fit), because organizational values are not directly related to individual satisfaction related to their profession as nurses (Chou, 2012). The results of this study differ from Kristof (1996; Kristof-Brown et al., 2005) in his research which states that there is empirical evidence that supports the positive consequences of person-organization fit on job satisfaction. Krisof-Brown's statement is also supported by the results of Chatman's (1991) study which used the accounting profession as respondents, with results showing the significance of the influence of person-organization fit on job satisfaction. Another study conducted by O'Reilly III et al. (1991) has found that there is a correlation between person-organization fit and job satisfaction. Another empirical study conducted by Cable and Derue (2002) also stated that person-organization fit has a positive and significant effect on job satisfaction, using respondents from 11 catering service organizations in Beijing. The difference with the results of this study can be triggered by the context of the study and the characteristics of the respondents. On the other hand, the difference in the results of the studies that have been explained above is supported by the statement of Lauver and Kristof-Brown (2001), which explains that although both variables between person-organization fit and person-job fit influence job satisfaction, there is little difference in their relative influence on job satisfaction. More clearly, Saks and Ashforth (2006) added based on the results of their research that only the perception of person-job fit significantly influences job satisfaction, while person-organization fit does not have a significant influence.

The inconsistent results regarding the relationship between the influence of person-organization fit on job satisfaction, it is possible to indicate some level of inaccuracy in the individual's perception of the values and culture of the organization (Cable and Judge, 1997). In addition, this variability can result from natural fluctuations in the work environment or the person, as well as active efforts made by individuals to change the environment or themselves in order to influence their fit (Yu, 2013; Gabriel, Diefendorf et.al, 2013). Basically, job satisfaction is influenced by factors that include the work itself, while person-organization fit refers more to the suitability between workers and the organization where they work, so it will not affect job-related satisfaction as a health center employee. The Influence of Person-job fit on Job satisfaction. Based on the results of hypothesis testing through the help of the PLS application, it is known that person-job fit has been proven to have a significant relationship with job satisfaction. From these results, it can be said that the suitability of KSA (knowledge, skill, ability) possessed by health center employees with job characteristics, as well as between the needs of health center employees and the things that can be provided by health center employees can have a major

influence on their job satisfaction. Thus, the hypothesis stating that person-job fit has a positive and significant effect on job satisfaction is supported (accepted), meaning that the higher the perception of nurses' person-job fit, the more it affects the level of job satisfaction of Ngasem Health Center employees in Kediri Regency. The results of this study support the results of previous studies, such as studies conducted by Caldwell, O'Reilly (1991), Kristoff (1996), Saks and Ashforth (2006), Sekiguchi, 2004, Kristoff-Brown. et. al, (2005) which states that person-job fit has a positive correlation with job satisfaction. Where the definition of person-job fit is the suitability between a person's high needs and the characteristics of the job or individual skills, personality and job demands (Lauver & Kristof-Brown, 2001). Job demands that include individual knowledge, skills, and abilities are needed so that individuals are able to provide the best performance to complete work given according to level acceptable to the organization (Sekiguchi, 2004).

In this study, Ngasem Health Center employees are certainly required to be able to provide the best service for their patients. Therefore, for employees who do not have KSA according to what is needed, it will certainly be difficult to perceive person-job fit. Based on the results of the description of the respondents' answers, it is known that person-job fit has a high mean value, this indicates that employees feel that they have KSA in accordance with job demands, as well as the suitability of needs and fulfillment of health services. When employees feel that their abilities can meet job demands, they will feel more satisfied in their performance, so that job satisfaction is achieved. This is supported by the statement of Saks and Ashforth (2006) regarding the perception of person-job fit felt by individuals positively related to job satisfaction. This statement is also evident from the respondents' answers to the job satisfaction variable which is also included in the high category, so that the positive relationship between person-job fit and job satisfaction is proven. When associated with field conditions, the results of the hypothesis test are in accordance with the statements of some employees who are happy with their profession and consider their work meaningful.

CONCLUSION

Based on the results of data processing and descriptive and statistical analysis, the following conclusions can be drawn from this study, namely that Person-organization fit has a positive and insignificant effect on job satisfaction. Person-job fit has a positive and significant effect on job satisfaction. Based on the discussion of the results of the hypothesis testing and the conclusions above, the suggestions in this study are to conduct a re-evaluation related to the introduction of organizational values so that they can be well understood by employees and provide additional time for employees who have just entered the organization in the process of recognizing the values in the organization. Provide training related to emotional labor management to employees, with the aim that employees are more consistent in providing services.

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