

**The Effect of Person-Organization Fit (P-O Fit) and Job Satisfaction on Employee Performance with Organizational Commitment as Intervening Variables at Bukit Asam Medika Hospital, Tanjung Enim**

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**Abstract:** The purpose of this study was to determine and analyze the influence of Person-Organization Fit (P-O Fit) and Job Satisfaction on employee performance and Organizational Commitment as Intervening Variables. The samples of this study were all employees of Bukit Asam Medika Hospital (BAM Hospital) in Tanjung Enim total of 126 employees. The data collections were conducted by distributing a questionnaire; a list of statements submitted to respondents to obtain data relating to study. The analysis of this study used Structural Equation Modeling (SEM). The results of the study showed that the magnitude of the direct influence of PO FIT on Organizational Commitment of 0.45, the direct effect of PO FIT on Employee Performance of (0.02). Direct Effect of Job Satisfaction on Organizational Commitment of 0.50. Direct Effect of Job Satisfaction on Employee Performance of 0.28, and the effect of Direct Organizational Commitment on Employee Performance of 0.50. The magnitude of the indirect effect of PO FIT on Employee Performance of 0.23 and the Indirect Effect of Job Satisfaction on Employee Performance of 0.25.

**Keywords :** Person-Organization Fit, Job Satisfaction, Employee Performance, Organizational Commitment

## 1. INTRODUCTION

### 1.1. Background

Human resources in organizations are a crucial aspect that determines the effectiveness of an organization. The performance of a company is largely determined by the conditions and behavior of its employees. Therefore the organization always needs to invest by carrying out the function of Human Resource Management (HRM), which is starting recruitment to retain human resources.

Employee performance according to (Mahsun, 2014) is an illustration of the level of implementation achievement from an activity / a program / a policy in realizing the goals, objectives, mission and vision, and organizational commitment contained in the strategic planning of an organization. According to (Mathis & Jackson, 2006) the factors influence employee performance are (1). Competence, (2). Motivation, (3). Support received, (4). The existence of work conducted, and (5). Employee relations with the organization. One way to cope with with these challenges is to ensure compatibility between organizational values and employee values. Understanding of Person-Organization Fit (P-O Fit) help companies to choose employees with appropriate values and beliefs to the organization and shape experiences that can strengthen that suitability.

Person Organization Fit (PO Fit) is the suitability between individuals and organizations, when: at least there is seriousness to meet the needs of others, or they have similar basic characteristics. In recruiting employees, companies often use a conformity approach between individuals and the work offered, (Donald & Sanjay, 2007; Hadiwijaya, 2017). Person-Organization Fit is a match between individuals and organizations where they work. (Kristof-Brown, Zimmerman, & Johnson, 2005) define Person-Organization Fit as compatibility between employees and organizations that occurs when there is at least one entity that provides other needs or they have similar characteristics. Researchers have studied many aspects of Person-Organization Fit (P-O Fit). According to (Purnamasari & Palupiningdyah, 2017) state that partially, Person-Organization Fit has a positive and significant effect on organizational commitment. In addition, job satisfaction proved to be an intervening variable. In research (Maulidar, Musnadi, & Yunus., 2012) factors that influence employee job satisfaction are (1) relationships with leaders; (2) relationships with colleagues; (3) physical work environment; (4) suggestions or criticism from coworkers; (5) results of completion of duties and responsibilities.

Job satisfaction according to (Mangkunegara, 2009) is a pleasant or unpleasant condition of an employee, which is related to his job and to the conditions to him. Feelings related to work involve aspects such as; salary, career, age, health, ability, education and relationships between employees. Whereas job satisfaction according to (Ivancevich, et al, 2007): is an attitude held by someone, as a result of their perception of their work. A person with positive perceptions about his job will result positive satisfaction too. Conversely, when someone has a negative perception of work, their attitude will also be negative. According to (Suwardi & Utomo, 2011) Job satisfaction has an important role in order to support the achievement of organizational goals. Organizational commitment contributes greatly to organizational effectiveness, and stimulates work morale and loyalty.

Organizational commitment according to (Luthans, 2007) is an attitude that reflects employee loyalty to the organization and an ongoing process where members of the organization express their concern for the organization and ongoing success and progress. While according to (Hadiwijaya & Hanafi, 2013; Robbins & Judge, 2008) Organizational commitment is the level to which an employee sided with an organization and its goals and desires to maintain membership in the organization. Commitment to a high organization can be interpreted as high alignment of employees (loyalty) to organizations. The research conducted by (Silvia, 2012), at Sainsbury's Store concluded: The human resources department must be provided with relevant training in the reward system to increase employee loyalty in implementing the reward system, and other benefits fairly and efficiently.

Bukit Asam Medika Hospital is one of the state-owned hospitals Muara Enim in form of General Hospital (RSU), managed by PT. Bukit Asam Medik and included in Type C Hospital. In order to maintain its existence and develop its services, the hospital must improve and guarantee the quality of its products and services. Developing values in Bukit Asam Hospital by prioritizing patient care based on Senyum, Salam, Sapa dan Bantu (3S1B) (Smile, Greeting, and Assistance) and Tepat Tindakan, Tepat Obat dan Tepat Waktu (3T) (Precise Action, Precise Medication and Punctual). It will be realized when supported by the quality of its resources, especially HR. PT. Bukit Asam, Tbk as the management authority has set a target so that the hospital work unit must change its employee Profit Center paradigm where financial performance is not in good condition that it absorbs much of the Corporation's costs. Table 1.1 below illustrates the level of performance of medical services at Bukit Asam Tanjung Enim Hospital from 2015 until 2017.

**Table 1. Performance of Medical Services at Bukit Asam Hospital, Tanjung Enim in 2015 - 2017**

No	Indicators	Target	Realization		
			2015	2016	2017
1	BOR (%)	60 %	24,6 %	28,1 %	30,3 %
2	BTO (x)	40 – 50 kali	27,1	30,7	30,3
3	LOS (hari)	6 – 9 hari	3,2	12,9	6
4	TOI (hari)	1 – 3 hari	10,1	8,6	8,4
5	NDR (%)	4,5 %	-	0,7	1,1
6	GDR (%)	2,5 %	-	1,5	2,0

Source: Bukit Asam Medika Hospital, Tanjung Enim

Overall, the performance of Bukit Asam Hospital has decreased and has not reached the target achievement. This performance indicator is closely related to the quality of human resources owned by hospitals as a service industry that always relies on HR competencies. One of the most important factors to ensure that the human resources can support the performance of the hospital, the hospital does not only pay attention to the compatibility between the individual with the job offered (person-job fit) but also needs to consider the compatibility between individual values and organization because it will have implications for increasing individual commitment and outcomes so that it will lead to sustainable strategic excellence for the hospital.

Based on the background that had been described, the writer was intended to conduct a research entitled the effect of Person-Organization Fit (P-O Fit) and employee performance on job satisfaction and organizational commitment as an intervening variable at Bukit Asam Medika Hospital, Tanjung Enim.

## 1.2. Formulation of the Problems

- How did the effect of Person-Organization Fit (P-O Fit) and job satisfaction on organizational commitment?
- How did the influence of Person-Organization Fit (P-O Fit) and job satisfaction on employee performance?
- How did the influence of Person-Organization Fit (P-O Fit) and job satisfaction to employee performance and Organizational commitment as an intervening variable?

## 2. LITERATURE REVIEW

### 2.1. Person-Organization Fit (P-O Fit)

Person-Organization Fit (P-O Fit) in general is defined as the suitability of organizational values with individual values (Kristof-Brown et al., 2005) (Hadiwijaya, 2016; Kristof-Brown et al., 2005). So far, the company in recruiting employees is based on a traditional approach, namely the suitability between individuals and the work offered (Person-Job Fit). (Kristof-Brown et al., 2005) and (Sekiguchi, 2004) argue that the person-job fit approach is not good in the employee selection process, they argue that organizational effectiveness is not only supported by the success of employee work but needs to pay attention to employee behavior in general. However, the Person-Organization Fit (P-O Fit) approach can support this.

According to (Kristof-Brown et al., 2005) Person-Organization Fit (P-O Fit) can be interpreted in four concepts, as follows: a). Value congruence, is a fit between the intrinsic value of individuals and organizations, b). Suitability goals (goal congruence), is the suitability between the

individuals goals and organizations in this case are leaders and co-workers, c). Fulfillment of employee needs (employee need fulfillment) is a fit between employee needs and the strength contained in the work environment with the system and organizational structure, d). The suitability of the characteristics of culture personality congruence is the compatibility between personality (non value) of each individual and the climate or culture of the organization.

## 2.2. Job Satisfaction

Job satisfaction according to (Ivancevich et al., 2007): is the attitude held by someone, as a result of their perception of their work. A person with positive perception about his job, of course, has positive satisfaction too. In contrast, when someone has a negative perception of their work, they also have negative satisfaction. While according to (Mangkunegara, 2009) Job satisfaction is a pleasant or unpleasant condition of an employee, which is related to his job and to the conditions on himself. Feelings related to work involve aspects such as; salary, career, age, health, ability, education and relationships between employees.

According to (Hadiwijaya & Hanafi, 2016; Rivai, 2009) theoretically, there are many factors affecting job satisfaction, such as leadership styles, work productivity, behavior, fulfillment of expectations, payroll and work effectiveness. The factors usually used to measure an employee's job satisfaction are; (1) work Conditions; (2) supervision; (3) organization and management; (4) advance opportunities; (5) salaries and incentives; (6) coworkers; (7) work conditions. Medium according to (Mangkunegara, 2009): There are several factors that influence job satisfaction. The first employee factor includes; (1) IQ intelligence; (2) special skills; (3) age; (4) gender; (5) physical condition; (6) education; (7) work experience; (8) working period; (9) personality; (10) emotions; (11) ways of thinking; (12) perception; (13) work attitude. Second, namely the factor of work itself which includes; (1) type of work; (2) organizational structure; (3) rank / class; (4) position; (5) quality of supervision; (6) financial guarantees; (7) promotion opportunities; (8) social interaction; (9) work relations. "

## 2.3. Organizational Commitment

Organizational commitment according to (Robbins & Judge, 2008) is the level to which an employee sided with an organization and its goals and desires to maintain membership in the organization. Commitment to high organization can be interpreted from the alignment of employees (high loyalty) to organizations that employ them. Whereas according to (Mathis & Jackson, 2006) organizational commitment is a level up to where employees are being confident and accepting organizational goals and are willing to live together with the organization. (Luthans, 2007) defines organizational commitment in other words an attitude that reflects employee loyalty to the organization and a continuous process where members of the organization express their concern for the organization and ongoing success and progress.

Three main components regarding the measurement of organizational commitment according to (Arfan, 2010) are: a). Affective commitment, it occurs when employees want to be part of an organization because of emotional or psychological ties to the organization, b). Continuance commitment (sustained commitment), it arises when employees persist in an organization because they require salaries and other benefits, or the employee does not find another job. In other words, the employees live in the organization because they need the organization, c). Normative commitment, it arises from employee self-values. Enduring employees become members of an organization because they have awareness that commitment to the organization must be done. So, the employees live in the organization because they feel obliged to do so.

## 2.4. Employee performance

Performance according to (Mangkunegara, 2009) is the result of work in quality and quantity, which is achieved by an employee in carrying out his duties, in accordance with the responsibilities given to him. It means that the weight of individual abilities to fulfill the provisions in his work. Performance is the result of one's efforts determined by ability, personal characteristics and perceptions of their role in the job. Whereas according to (Mahsun, 2014), performance is a description of the achievement level in the implementation of an activity / a program / a policy in realizing the goals, objectives, mission and vision as well as organizational commitment contained in the strategic planning of an organization. According to (Mathis & Jackson, 2006) factors that influence individual workforce performance are: Competence, Motivation, Support received, Existence of the work, and their relationship with the organization

The standard measurements for employee performance stated by (Gomes, 2008) include: a). Quantity of work, the number of works conducted in a specified period, b). Quality of work, the quality of work achieved based on the conditions of conformity and readiness, c). Job Knowledge, the knowledge about work or skills, d). Creativeness, the authenticity of ideas raised and actions to solve problems that arise, f). Cooperation, namely the availability to work with other people or members of the organization, g). Dependability, the awareness to be trusted in terms of attendance and work completion, h). Initiative, the enthusiasm for carrying out new tasks and in enlarging its responsibilities, i). Personal Quality, which concerns with personality, leadership, hospitality and personal integrity.

## 3. HYPOTHESES

1. Person-Organization Fit (P-O Fit) and Job Satisfaction had a significant and positive influence on organizational commitment.
2. Person-Organization Fit (P-O Fit) and Job Satisfaction had a significant and positive influence on employee performance
3. Person-Organization Fit (P-O Fit) and job satisfaction had a significant and positive influence on employee performance with organizational commitment as an intervening variable

## 4. METHODS

The samples of this study were all employees of Bukit Asam Medika Hospital (BAM Hospital) Tanjung Enim total of 126 samples. Data collection was conducted by distributing a questionnaire, namely a list of statements submitted to respondents to obtain data relating to research. The analysis of this study used Structural Equation Modeling (SEM). With structural equations, as follows: Structural model equation / inner model:

$$\eta = \beta_{\phi} + \beta_{\eta} + \Gamma\xi + \zeta$$

**Description:**  $\eta$  is an endogenous construct vector,  $\xi$  is an exogenous construct vector.  $\Gamma$  is a path coefficient matrix,  $\zeta$  is an unexplained variance vector,  $\beta$  is an endogenous variable path coefficient ( $\eta$ ) and exogenous variable ( $\xi$ ).

## 5. RESULT AND DISCUSSION

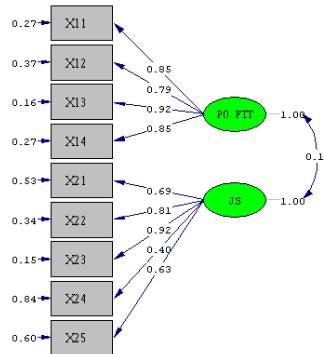
### Confirmatory Factor Analysis (CFA)

Confirmatory factor analysis is designed to test the unidimensionality of a theoretical construct. This analysis is often called testing the validity of a theoretical construct (Ghozali, 2008:

121). Indicators are defined valid when the standard factor load value is greater than 0.5. While the level of reliability received when the construct reliability value is  $\geq 0.7$ . Confirmation analysis was conducted between exogenous constructs and endogenous constructs. In this study consisted of two exogenous constructs and two endogenous constructs. PO FIT variables and Job Satisfaction were exogenous constructs, while Organizational Commitment (KO) and Employee Performance variables were endogenous constructs.

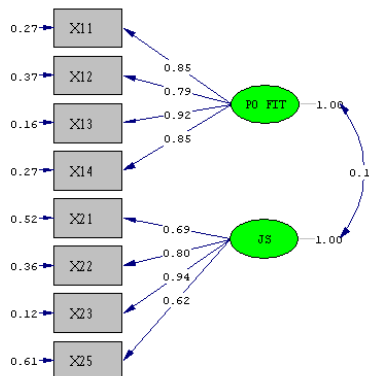
**a). Confirmatory Factor Analysis (CFA) Exogenous Constructions.**

The Exogenous CFA Construct Model can be seen in the following figure:



**Figure 1. Model\_1 CFA Exogenous Construct.**

Based on Figure 1. above, it can be seen that in Model\_1 CFA Exogenous Constructions there is still a loading factor value of less than 0.5, that is X24 in the Job Satisfaction variable, it means that the indicator is not valid and must be evaluated in the subsequent analysis. So, to obtain the Model\_2 CFA Endogen construct as follows:



**Figure 2. Model\_2 CFA Exogenous Constructions**

Based on Figure 2. above indicates that in Model\_2 CFA Exogenous constructs have no loading factor value that is less than 0.5, so, all indicators on the Exogenous variable have shown valid. The calculation results of reliability with Construct Reliability from Confirmatory Analysis / CFA Factors endogenous variables are seen as in Table 2.

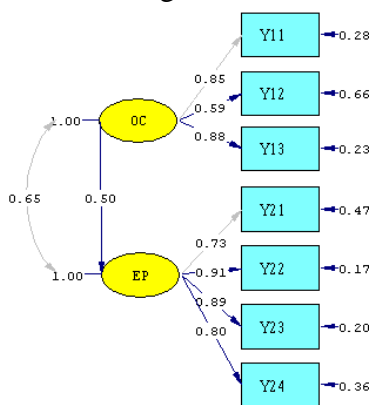
**Table 2. Test Results for Validity of Indicators and Construction Reliability Exogenous Variable\_2**

Dimensions	Indicators	$\lambda$	Error = $1-\lambda^2$	$CR=(\sum\lambda)^2 / ((\sum\lambda)^2 + \sum Error)$
<b>PO FIT</b>	X11	0,85	0,27	<b>0.916</b>
	X12	0,79	0,37	
	X13	0,92	0,16	
	X14	0,85	0,27	
<b>Job Satisfaction (JS)</b>	X21	0,69	0,52	<b>0.852</b>
	X22	0,80	0,36	
	X23	0,94	0,12	
	X25	0,62	0,61	

Based on Table 2 shows that the construct reliability (CR) value of all exogenous constructs is above 0.7. Thus it can be concluded that all dimensions and research variables in Ful Model have good reliability and validity.

**b). Confirmatory Factor Analysis (CFA) Endogenous construct.**

Analysis of confirmatory factors in endogenous constructs as seen in Figure 4.3. as follow:



**Figure 3 Model\_1 CFA Endogenous Construct.**

Based on Figure 3. above indicates that the Model\_1 CFA Endogen construct has no load factor loading value that is less than 0.5, so that all indicators in the Endogen variable have shown to be valid. The calculation results of reliability with Construct Reliability from Confirmatory Factor Analysis) / CFA endogenous variables are seen as in Table 2.

**Table 3. Test Results for the Validity of Indicators and Construction Reliability Endogenous variable**

Dimensions	Indicators	$\lambda$	Error = $1-\lambda^2$	$CR=(\sum\lambda)^2 / ((\sum\lambda)^2 + \sum Error)$
<b>ORGANIZATIONAL COMMITMENT (OC)</b>	Y11	0,85	0,28	<b>0,821</b>
	Y12	0,59	0,66	
	Y13	0,88	0,23	
<b>EMPLOYEE PERFORMANCE (EP)</b>	Y21	0,73	0,47	<b>0,902</b>
	Y22	0,91	0,17	
	Y23	0,89	0,20	
	Y24	0,80	0,36	

Based on Figure 3. and Table 3. indicate that in Model\_1CFA the Endogenous construct has no loading factor value that is less than 0.5, so that it shows that all indicators on endogenous variables are valid. While the Construct Reliability (CR) value indicates that all exogenous constructs above 0.7. Thus it can be concluded that all dimensions and research variables in Ful Model have good reliability.

### Analysis of Structural Equation Modeling (SEM)

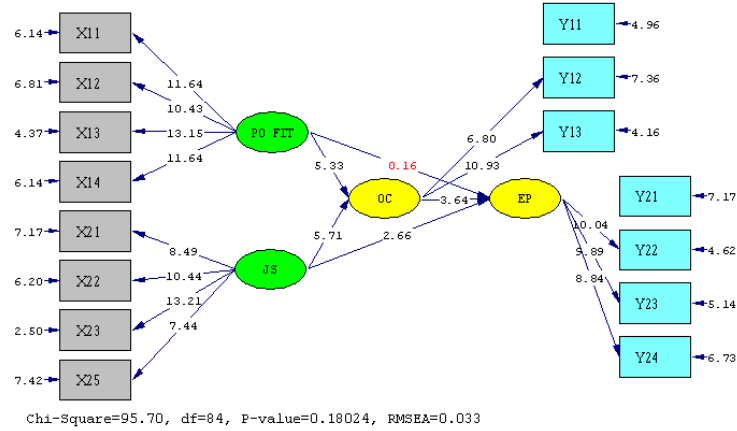
The next analysis is the analysis of Structural Equation Modeling (SEM) in full model (without involving invalid indicators). The test refers to the model fit criteria contained in the following Table of Goodness of Fit Index:

**Table 4. Goodness of Fit Index**

No	Goodness Of Fit Index	Nilai	Cut off Value (Nilai Batas)	Criteria	Descriptions
1.	<i>Chi-Square</i>	95,70	< $\alpha$ .df	Good Fit	Marginal Fit
	<i>Probability</i>	0,180	> 0,05	Marginal fit	
2.	RMSEA	0,033	$\leq 0,08$	Good Fit	Good Fit
			0,08 – 0,10	Merginal Fit	
3.	NFI	0,96	$\geq 0,90$	Good Fit	Good Fit
			0,80 – 0,89	Merginal Fit	
4.	NNFI	0,99	$\geq 0,90$	Good Fit	Good Fit
			0,80 – 0,89	Merginal Fit	
5.	CFI	0,99	$\geq 0,90$	Good Fit	Good Fit
			0,80 – 0,89	Merginal Fit	
6.	IFI	0,99	$\geq 0,90$	Good Fit	Good Fit
			0,80 – 0,89	Merginal Fit	
7.	RMR	0,033	$\leq 0,05$	Good Fit	Good Fit
			0,05 – 0,10	Merginal Fit	
8.	GFI	0,91	$\geq 0,90$	Good Fit	Good Fit
			0,80 – 0,89	Merginal Fit	
9.	AGFI	0,87	$\geq 0,90$	Good Fit	Marginal Fit
			0,80 – 0,89	Marginal Fit	

Based on Table 4 and the results of the analysis from Lisrel above, it shows that the overall model (Ful Model) has Good Fit of Goodness criteria, they are the goodness of fit index RMSEA, NNFI, CFI, IFI, RMR and GFI. Marginal Fit criteria are good at Chi-Square Probability and AGFI. It shows that the overall model (Ful Model) produced has good goodness of fit, which means that all the structural models produced are Fit, so that it can be continued to the next analysis. The estimation results for full SEM model analysis based on t-value are shown in the following figure:

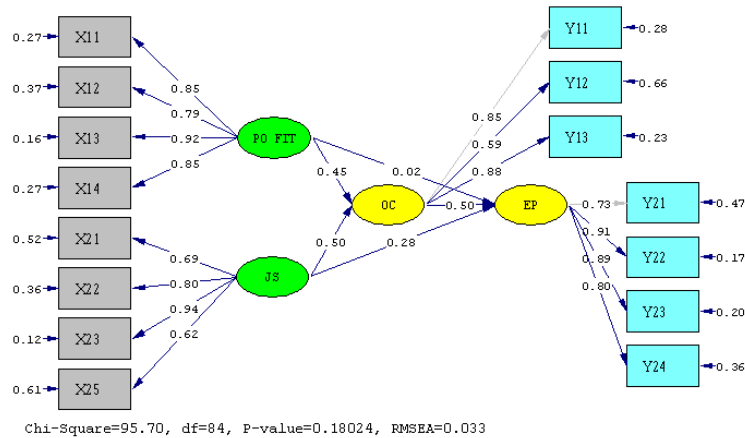




**Figure 4. Full Model Estimation Results based on t-value**

Based on Figure 4, it is shown that almost all parameters in the Full Model are all significant (t-count values greater than 1.96), except for the effect of PO FIT on Employee Performance is not significant at the 0.05% level.

Estimation results for full SEM model analysis based on loading standards are shown in the following figure:



**Figure 5 Estimated Full Model Results based on Standard Loading**

Based on the results of the loading standard above, structural equations are obtained as follows:

**Sub-Structural Equation:**

$$OC = 0.45 * PO FIT + 0.50 * JS + 0.47$$

Based on the structural model, it can be explained that Organizational Commitment (OC) is directly influenced by FIT PO and Job Satisfaction (JS). It means that the better the FIT PO and job satisfaction (JS), the higher the Organizational Commitment of BAM Hospital. The level of the effect of PO FIT on Organizational Commitment is 0.45, while Job Satisfaction with Organizational

Commitment is 0.50. It shows that Job Satisfaction has higher influence on Organizational Commitment than PO FIT.

### **Structural Equations:**

$$EP = 0.50 * OC + 0.02 * PO\ FIT + 0.28 * JS + 0.53$$

According to the structural model above, it can be explained that Employee Performance is directly influenced by PO FIT, Job Satisfaction, and Organizational Commitment (OC). The three variables have a positive effect, it means that if PO FIT, Job Satisfaction and Organizational Commitment will increase, the Employee Performance at BAM Hospital Tanjung Enim will increase at 95% confidence level. The value for the influence of Organizational Commitment (OC) on Employee Performance is 0.50. The value for the influence of PO FIT on Employee Performance is 0.02, and the value for the influence of Job Satisfaction on employee performance is 0.28. Organizational Commitment has a higher influence on Employee Performance at Bukit Asam Medika Hospital (BAM Hospital) Tanjung Enim than FIT PO and Job Satisfaction (JS).

### **Analysis of Direct and Indirect Effects**

#### **a. Direct Influence**

**Table 5. Direct Effects.**

	<b>PO FIT</b>	<b>JS</b>	<b>OC</b>
<b>OC</b>	0.45	0.50	
<b>EP</b>	0.02	0.28	0.50

Based on Table 5. the value for direct influence of PO FIT on Organizational Commitment (OC) of 0.45, the direct effect of PO FIT on Employee Performance 0.02. Direct Effect from Job Satisfaction (JS) on Organizational Commitment (OC) of 0.50. Direct Effect from Job Satisfaction on Employee Performance (EP) of 0.28, and the effect of Direct Organizational Commitment (OC) on Employee Performance of 0.50.

#### **b. Indirect Effects**

**Table 6. Indirect Effects.**

	<b>PO FIT</b>	<b>JS</b>
<b>OC</b>		
<b>EP</b>	0,23	0,25

Based on Table 6. the value from the influence of PO FIT on Employee Performance on organizational commitment as an intervening variable at Bukit Asam Medika Hospital, Tanjung Enim of 0.23, and the influence of Job Satisfaction (JS) on Employee Performance (EP) with organizational commitment (OC) as an intervening variable at Bukit Asam Medika Hospital, Tanjung Enim of 0.25.

The result of this study showed a positive and significant relationship between PO FIT variables on Employee Performance with Organizational Commitment (OC) as an intervening variable at Bukit Asam Medika Hospital, Tanjung Enim of 0.23. and had a positive and significant influence between the variables of Job Satisfaction (JS) on Employee Performance and Organizational Commitment (OC) as an intervening variable at Bukit Asam Medika Hospital,

Tanjung Enim of 0.25. Thus empirically the results of this study supported the research conducted by (Bangun et al., 2017), (Hadiwijaya, 2016), (Santoso & Irwantoro, 2014), (Oka, 2015), (Maria & Yuniawan, 2016), (Hardiningsih & Yulianawati, 2011), (Hadiwijaya & Hanafi, 2013), (Enny, 2015), (Oktavianingrum et al., 2015) which stated that the Fit Person-Organization variable (PO Fit) and job satisfaction on Employee Performance with Organizational Commitment (CO) as an intervening variable was the result from employee efforts which was determined by ability, personal characteristics and perceptions of their role in their jobs.

## CONCLUSIONS

Based on the results of the study, conclusions can be drawn, as follows:

1. The value of the direct influence of PO FIT on Organizational Commitment (OC) was 0.45, the direct influence of PO FIT on Employee Performance was (0.02). Direct Effect of Job Satisfaction on Organizational Commitment (OC) was 0.50. Direct Effect of Job Satisfaction on Employee Performance was 0.28. and the effect of Direct Organizational Commitment (OC) on Employee Performance was 0.50
2. The value of the indirect effect of PO FIT on Employee Performance was 0.23 and the Indirect Effect of Job Satisfaction (BP) on Employee Performance was 0.25.

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