

## ORGANIZATIONAL COMMITMENT: PERSON ORGANIZATION FIT AND QUALITY OF WORK LIFE

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**Abstract:** Human resource management (HR) is one of the key factors to get the best performance, because in addition to dealing with skills and expertise, HR management is also obliged to build conducive behavior for employees to get the best performance. In order to increase the organizational commitment of ASN (State Civil Apparatus) employees, it is necessary to analyze the factors that can support the increase in organizational commitment. The object of this research is ASN Employees. The sample used in this study is 137 respondents. The finding that partially organizational fit and quality of work life has a significant effect on job satisfaction, while person organization fit has no effect on organizational commitment. The variables of quality of work life and job satisfaction have an effect on organizational commitment. Job satisfaction as a mediation between the variable person organization fit and the quality of work life on organizational commitment

**Keywords:** *person organization fit*, quality of work life, job satisfaction, organizational commitment

### 1. Introduction

An organization consists of various kinds of resources that support various operational activities. One of the resources in an organization is human resources, where with existing human resources the company in carrying out organizational management can plan, compile and carry out the duties and responsibilities of work for each individual company's human resources. Human resource management in an agency is not easy because it will involve various internal elements of the agency, namely the leadership, staff (employees) and the agency's system. These elements must be integrated with each other to be able to create a conducive work environment so that all parties in the organization can carry out their work optimally in terms of creating or forming good human resources and in accordance with the needs of the agency, namely by recruiting qualified and skilled prospective employees and by improving the quality of existing employees. In addition, creating a good agency climate, a good participatory leadership style, good and fair compensation and high work motivation will affect employee satisfaction at work and will ultimately affect employee performance.

Tepeci (2011), Hendarti (2017) say that an organization can run effectively if it is supported by HR. An organization can experience sustainable development based on the contribution of human resource performance. The form of the performance of an organization can be reflected in the existence of a commitment between human resources and the organization.

Robbins (2011) states that organizational commitment is an individual condition which is the relationship between human resources and the company or organization and its environment and has a bearing on the decision to continue or quit organizational

membership. Through person organization fit, it can help companies or organizations to select individual human resources with values and beliefs that are in accordance with the organization and form experiences that can strengthen this suitability (Astuti, 2010). Person organization fit can also be interpreted as a match between organizational values and individual values (Guntur, 2012).

Quality of work life refers to the pleasant or unpleasant state of the work environment for a person. Its main goal is the development of an excellent working environment for employees as well as for production. The main focus of the quality of work life itself is that the work environment and all the work in it must be compatible with people and technology (Mosahegrad, 2013).

Job satisfaction is the result of employees' perceptions of how well their work provides things that are considered important (Luthans, 2005). Job satisfaction is an emotional attitude that is pleasant and loves work as reflected by work morale (Sartika, 2014)

According to Robbins et al. (2013) organizational commitment as a condition in which employees identify with a particular organization and its goals, and desire to maintain membership in the organization. Commitment refers to one's dedication to a person, job or organization which is reflected in one's intention to persevere in an action (Tolentino, 2013).

## **2. Literature**

### **a) Organizational Commitment**

According to Robbins and Judge (2012:116) organizational commitment is defined as a condition in which an employee sided with a particular organization and its goals and desires to maintain membership in the organization. According to Yorulmaz and Yucel, (2016) organizational commitment refers to the psychological attachment that workers feel to their organization. The organization's own commitment comes from their interest (workers) in their work, their loyalty, and their strong belief in the culture and values of the organization. which is organizational commitment, reflecting acceptance of goals and organizational values from workers, this can be seen from as far as the organization looks at

Robbins and Judge (2012) describe 3 items that are used to measure employee commitment to the organization, namely:

#### **a) Affective commitment.**

Occurs because employees want to be part of the organization because of an emotional bond.

#### **b) Continuance commitment**

Occurs when employees remain in an organization because they need a salary and other benefits, or because the employee cannot find another job.

#### **c) Normative commitment**

Arises from the values in employees. Employees remain members of the organization because of the awareness that commitment to the organization is something that should be done.

### **b) Person Organization Fit**

*Person Organization Fit* (PO Fit) is the match between individual values and the organization (Kristof, 1996). In research on employee selection, person organization fit can be interpreted as a match or suitability between prospective employees and the character of the organization. Person Organization Fit is based on the perceived desire of

individuals to maintain their conformity with the values of the organization. Kristof-Brown and Billsberry (2013) person organization fit as a fit between personal and organizational, which occurs when one party provides for the needs of the other party, or both parties share the same personality. Person organization fit has been defined in a number of ways including value congruence, goal congruence, and a match between employee needs (Ahmadi et al., 2014). According to Edwards and Billsberry (2010), *person-organization fit* namely the suitability of employees with the organization related to the size of a person's values and character to conformity with the culture of the organization or company.

The indicators for person organization fit are as follows: Kristof (1996), Dian Hidayat (2018), suggests that there are four concepts that are used as indicators, namely:

1) Value Conformity

Conformity between the values that unite between individuals and organizations, Robbins J (2008) that to connect the personality and values of an individual is based on the suitability between characters.

2) Purpose Fit

The match between individual goals and the organization in this case is the leader and co-workers. Organizations have certain goals, as well as people in the organization also have certain goals.

3) Compliance with Employee Needs

Conformity between the needs of employees and the strengths contained in the work environment with the system and organizational structure.

4) Conformity of culture-personality characteristics

The suitability between the personality (non-values) of each individual and the climate or organizational culture. The meaning of organizational culture or culture is the norms, values, beliefs, philosophies, habits of the organization.

**c) Quality of Work Life**

According to Bakti (2018), the definition of quality of work life is a description of employees regarding the condition of individual prosperity of employees both physically and mentally in carrying out their work in an organization/company. By creating a good quality of work life, an organization/company must have a goal in a materialized work climate so that later it can encourage its work in motivating employees in their work so as to optimize their performance in order to fulfill their needs in order to fulfill their needs. the good one. According to Christiany (2015), In fact, the quality of work life is a technique in developing a company designed to improve the function of an organization/company that humanizes workers and their work environment, so that later it will be democratic and involve its employees directly in the decisions taken by the organization/company. If it's the employees who give priority to their organization within the company, then they will be happy and loyal to the brand of workers. Therefore, they will be happy if they have to be involved in the organization of the company. In this research, referring to the indicators according to Chrisienty (2015) mentions namely: growth and development, participation, physical environment, supervision, salary, work integrity. so that later it will be democratic and involve its employees directly in the decisions taken by the organization/company. If it's the employees who give priority to their organization within the company, then they will be happy and loyal to the brand of workers. Therefore, they will be happy if they have to be involved in the organization of the company. In this research, referring to the indicators according to Chrisienty (2015)

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### **Dimensions of Quality of Work Life**

According to Walton (1975), Kanten (2012) mentions that there are eight dimensions of Quality of Work Life. The dimensions are:

*a). Adequate and fair compensation*

The salary received by employees from the company can meet the generally accepted salary standards, sufficient to meet a decent standard of living and have the same ratio as the salaries received by other people in the same position. On the other hand, adequate and fair pay refers to the basic components of quality of work life that are useful for motivating, attracting, and retaining employees.

*b). Safe and healthy environment*

A safe and healthy environment relates to the employee's work environment including the comfort of the situation for their physical and health. Unhealthy and hazardous working conditions can also cause problems for employers. Therefore, employees are not placed in a situation that can endanger themselves, but in a condition that minimizes the risks arising from accidents. This is also related to proper working time or hours in accordance with a predetermined schedule.

*c). Development of human capacity*

The human capacity development component refers to the company's tendency to provide a work environment that allows employees to have opportunities to learn and gain autonomy. The quality of employee's work life will be better if the company allows employees to use their skills, expertise, and provides autonomy to get the job done.

*d). Growth and security*

Characterized as several important factors related to maintaining the quality of work life are classified as job security, personal growth, and career advancement. A job can contribute in establishing and developing individual capacities. Individual skills and capacities can be fully developed and used, further increasing the chances of promotion and promotion can be noticed and guaranteed income.

*e). Social integration*

*Social integration* refers to an important component related to how employees have a feeling of ownership of the company, for example, if employees feel free, open, and there is trust in the relationship and there is a feeling of togetherness then they will feel satisfied with their work life and have an attachment to the company.

f). *Constitutionalism*

*Constitutionalism* refers to the rights that employees have and how these rights can protect employees. These rights can be categorized as personal rights that must be respected, freedom of expression, and labor law.

g). *Total life space*

Characterized as one of the important components of the quality of employee work life related to employee leisure time. Such as time to rest, time with family, and balance time for work and rest. This is because employees have other roles outside of work, such as a husband or father, or wife, and children who need to have time with family.

h). *Social relevance*

*Social relevance* refers to the attitude of the company's responsibility to maintain the quality of working conditions. This behavior includes ethical behavior such as practical behavior that does not damage the environment and is responsible for the product. This relates to customers and the wider community in which the company operates. Organizations or companies that ignore their social roles and responsibilities will cause employees to lack respect for their work

**d) Job satisfaction**

According to Becti (2018), the personal life satisfaction of an employee is a very important component in the level of employee job satisfaction with an organization. So it is necessary to pay more attention to what efforts have been made by an organization/company in developing and maintaining its employees. Employees with a high level of satisfaction will be able to interact well with the work environment in their work later and they will work with enthusiasm high and full of deep sincerity achieve the goals of the organization/company where he works. According to Changgriawan (2017), based on employee perceptions, job satisfaction is a positive feeling formed by the individual values of employees for the work they do in how well the work they have done. This research refers to job satisfaction indicators according to Changgriawan (2017) including: employee satisfaction with salary/wages, employee satisfaction with the work itself, employee satisfaction with the promotion, satisfaction with the job. .

**1) Factors that affect job satisfaction**

There are several factors that affect job satisfaction according to As'ad (2004), Melani (2012), among others:

1) Psychological Factor

Factors related to employee psychology which include interest, peace of mind, attitudes towards work, and work feelings.

2) Physical Factor

Factors related to the physical work environment and the physical condition of employees, including the type of work, working time arrangements, work equipment, air circulation, and employee health.



3) Financial Factor

Factors related to guarantees and employee welfare, which include the payroll system, social security, amount of allowances, facilities provided, promotions and others.

4) Social Factor

Factors related to social interaction between fellow employees, with their superiors, as well as employees with different types of work.

Job satisfaction is an individual thing. Each individual will have a different level of satisfaction according to the system that applies within him. This is due to the differences in each individual. The more aspects of work that are in accordance with individual desires, the higher the level of perceived satisfaction, and vice versa.

### **3. Hypothesis Development**

#### **a. The Influence of Person Organization Fit on Job Satisfaction**

*Person organization fit* can also be divided into need-supplies and demand capabilities. Need supplies person organization fit occurs when the organization is able to satisfy individual needs, wants and preferences. On the other hand, based on demand abilities, it states that conformity occurs if individuals can meet the demands of the organization. Person organization fit in a company that has conformity with individual and organizational values can have a positive impact on increasing job satisfaction and will reduce employee work pressure (Mount and Muchinsky, 1978; O'Reilly et al, 1991; Guntur, 2006). According to Chatman (1991) states that individuals who are able to fit into their organization will feel job satisfaction in every work activity.

Previous research has provided theoretical assessments and empirical evidence that proves that person organization fit (PO Fit) has a positive effect on job satisfaction (Kristoff, 1996; Netemeyer et al., 1997; Chatman, 1991). Research conducted by Istianti (2018) found the results that Person organization fit had an effect on job satisfaction and Sugiyanto (2014) in his research on person organization fit (PO Fit) on job satisfaction, in his research found the results that person organization fit (PO Fit) had an influence on job satisfaction. positive on employee job satisfaction.

**H1 :Person Organization Fitpositive effect on job satisfaction.**

#### **b. The Relationship of the Effect of Quality of Work Life on Job Satisfaction**

According to Bernardin and Russell (2003), the quality of work life relates to the level of satisfaction, motivation, involvement, and personal commitment experienced with regard to their lives at work. Quality of working life is the degree to which individuals (employees) meet their personal needs (a need for freedom) as long as they are employed. The quality of work life (Quality of Work Life) or what is commonly referred to as the quality of work life is divided into 9 indicators (Cascio, 2015), namely employee involvement (employee participation), balanced compensation (equitable compensation), pride in the agency (pride), job security, work environment safety (safe environment), welfare (wellness), career development (career development),

Previous research conducted by Beki (2018), Setiyadi and Wartini (2016) stated that the quality of work life has an influence on job satisfaction. Research from Winasih, Nursalam and Kurniawati (2015) states that the quality of work life has a significant

effect on job satisfaction. The better the quality of the employee's work life, the better job satisfaction will be. Based on several previous studies, the hypothesis in this study is

**H2 :Quality of Work Life has a positive effect on Job Satisfaction**

**c. The Influence of Person Organization Fit on Organizational Commitment**

Robbins (2001) argues that employee attitudes and behavior can be influenced by norms and culture formed from the values that exist within the organization. This is supported by research conducted by Sugianto (2012) which states that employees who have conformity with the organization will continue to be in the organization for a long period of time.

Several previous studies on the relationship between person organization fit and organizational commitment have been carried out, such as: research conducted by Chen et al (2016), Ahmadi et al. (2014), Sugianto et al. (2012) found that person organization fit has a positive relationship with organizational commitment. This shows that person organization fit has an influence on organizational commitment to a company. The better the employee's person organization fit, the higher the employee's organizational commitment.

**H3 :Person Organization Fit positive effect on Organizational Commitment**

**d. The Influence of Quality of Work Life on Organizational Commitment**

According to Chrisienty (2015), actually quality of work life is a technique in developing a company designed to improve the functions of organizations/companies that humanize workers and their work environment, so that later it will be democratic and involve employees directly in decisions taken by the organization/company. the. If it's the employees who put their organization first in the company, then they will be happy and loyal to the brand of workers. Therefore, they will be happy if they have to be involved in the organization of the company. Research conducted by Kaunang, Pio, and Roring (2017), Indaswasri (2014) that has been carried out can be seen that the quality of work life has a positive effect on organizational commitment.

**H4 :Quality of Work Life has a positive effect on Organizational Commitment**

**e. The Relationship of the Effect of Job Satisfaction on Organizational Commitment**

Various research studies show that employees who are relatively satisfied with their work will be more committed to the organization (Mathis and Jackson, 2011). Research from Huang and Hsiao (2007) states that there is a significant and positive relationship between job satisfaction and organizational commitment. Employees will have a high organizational commitment when they are satisfied with their work, supervision, salary, promotion and co-workers (Harrison and Hubbard, 1998; Puspitawati and Riana, 2014). Employees who have job satisfaction will create organizational commitment, so that company goals can be achieved because this is fully supported by employees. Employees who are satisfied with their work will carry out tasks at a higher level than employees who are less satisfied (Hartatik, 2014).

Research conducted by Puspitawati, Dwi and Riana (2014) found that job satisfaction has an effect on organizational commitment. This is also supported by Hidayat's research (2018) which states that the results of his research show that there is a significant effect of job satisfaction on organizational commitment. Job satisfaction reflects how employees feel about their work and are committed to the organization.

**H5 :Job Satisfaction has a positive effect on Organizational Commitment**

**f. Job Satisfaction Relationship Mediates the Effect of Person Organization Fit on Organizational Commitment**

Job satisfaction is able to direct person organization fit into a form of organizational commitment. Thus, job satisfaction is a variable that can mediate the relationship between person organization fit and organizational commitment. Research conducted by Sugianto et al (2012) shows that job satisfaction is able to mediate the relationship between person organization fit and organizational commitment. The existence of a high suitability of individual values with the organization will increase employee job satisfaction, which in turn will encourage employees to increase organizational commitment. Previous research on mediating job satisfaction in the relationship of person organization fit to organizational commitment conducted by Rumangkit and Maryati (2016) stated that satisfaction mediates the effect of person organization fit on organizational commitment. Ren and Hamann (2013) state that when there is a value match between individuals and organizations, individuals will have a sense of togetherness to achieve common goals. When the goal must be achieved, the individual will release all his knowledge, abilities, and expertise. Thus, when employees bring out their full potential for the achievement of these common goals, the individual gets a reward in the form of work performance. In the end, employees will have a high level of job satisfaction. Ren and Hamann (2013) state that when there is a value match between individuals and organizations, individuals will have a sense of togetherness to achieve common goals. When the goal must be achieved, the individual will release all his knowledge, abilities, and expertise. Thus, when employees bring out their full potential for the achievement of these common goals, the individual gets a reward in the form of work performance. In the end, employees will have a high level of job satisfaction. Ren and Hamann (2013) state that when there is a value match between individuals and organizations, individuals will have a sense of togetherness to achieve common goals. When the goal must be achieved, the individual will release all his knowledge, abilities, and expertise. Thus, when employees bring out their full potential in order to achieve these common goals, the individual gets a reward in the form of work performance. In the end, employees will have a high level of job satisfaction. When employees unleash their full potential in order to achieve these common goals, individuals get rewards in the form of work performance. In the end, employees will have a high level of job satisfaction. When employees unleash their full potential in order to achieve these common goals, individuals get rewards in the form of work performance. In the end, employees will have a high level of job satisfaction.

**H6 :Job Satisfaction is able to mediate the influence of Person Organization Fit on Organizational Commitment**

**g. Job Satisfaction Relationship mediates the effect of Quality of Work Life on Organizational Commitment**

According to Ace (2017), in a good company, a company that is able to create and maintain job satisfaction so that it will stimulate employees to work according to the standards that have been set and employees' high commitment to the company. Basically, employees are individual in determining the level of satisfaction they feel, where each



individual has different levels in accordance with the values that have been imposed on the individual employees. For employees who are already satisfied with what they get from an organization/company, employees strive to exceed what the company expects by increasing their commitment and employees will always try to evaluate to work better in their performance. Previous research conducted by Sudiq and Wijayanti (2020), Kholik (2016) stated the results that job satisfaction was able to mediate the effect of quality of work life on organizational commitment.

**H7 :Job Satisfaction is able to mediate the effect of Quality of Work Life on Organizational Commitment**

#### 4. Research Model

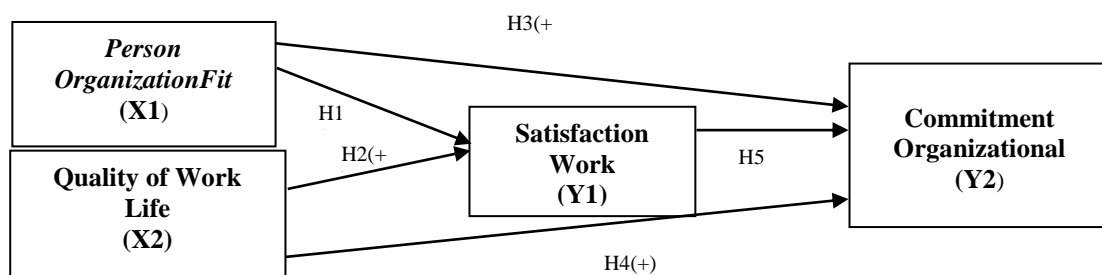


Figure 1: Research Model

#### 5. Research Methods

Determination of the number of samples using a saturated sample or census technique, which is a sampling technique by taking all members of the population used as a sample of 137 ASN employee respondents. Mediation hypothesis testing can be done with the Sobel test procedure.

#### 3.1.Results

##### Respondent Profile

Table 1: Description of Respondents

Information	Gender	Amount	Percentage (%)
Gender	Man	96	70%
	Woman	41	30%
Age	21-40 Years	37	27%
	41-55 Years	85	62%
	>55 Years	15	11%
Educational stage	SD-D3	66	48%
	S1	50	36%
	S2	21	15%
	S3	-	-
	TOTAL	137	100%

Source: Central Java Provincial DPRD Staffing Data

Based on Table 1 shows that the profile of the respondents in this study was dominated by male employees, namely 70% (96 people). Judging from the age character,

most of the respondents are employees with an age range of 41–55 years. The level of education owned by the majority of respondents is elementary school education to D3 education by 48%. Most of the respondents have primary education up to D3 education with the job being administration.

The education level of employees based on their job duties is generally more administrative in nature. The highest level of education will do the job as the head of the organizational structure in which the work activities monitor and evaluate the work carried out by the staff under him. The employees are dominated by men where the work activities carried out are external services in various series of work activities and occupy as the head of the section in the organizational structure.

### Validity and Reliability Test

**Table 2: Validity Test**

Variable	KMO Value	Significance
<i>Person organization fit</i>	0.762	0.000
Quality of work life	0.740	0.000
Job satisfaction	0.737	0.000
Organizational commitment	0.760	0.000

Source: Processed Primary Data, 2021

Based on Table 2 that the KMO test  $> 0.4$  and a significance of  $0.05 < 0.000$ , it shows that the sample is sufficient. The next process, to find out whether or not a variable being tested is valid, is done by comparing the component matrix value or loading factor with 0.4. If the result is greater than 0.4, it means that it is valid and if it is smaller, then the item from the variable being tested is omitted and is not re-tested. All indicators of each variable are declared valid, as shown in Table 3

**Table 3  
Research Variable Validity Test Results**

Variable	Indicator	Loading Factor		
		Count	stipulation	Information
Person Organization Fit	X1.1	0.547	0.4	Valid
	X1.2	0.447	0.4	Valid
	X1.3	0.584	0.4	Valid
	X1.4	0.665	0.4	Valid
	X1.5	0.616	0.4	Valid
	X1.6	0.642	0.4	Valid
	X1.8	0.697	0.4	Valid
Quality of Work Life	X2.1	0.613	0.4	Valid
	X2.2	0.656	0.4	Valid
	X2.3	0.649	0.4	Valid
	X2.4	0.598	0.4	Valid
	X2.5	0.524	0.4	Valid
	X2.6	0.531	0.4	Valid
	X2.7	0.500	0.4	Valid

Job satisfaction	X2.8	0.628	0.4	Valid
	Y1.2	0.539	0.4	Valid
	Y1.3	0.583	0.4	Valid
	Y1.4	0.492	0.4	Valid
	Y1.5	0.575	0.4	Valid
	Y1.6	0.495	0.4	Valid
	Y1.7	0.471	0.4	Valid
	Y1.8	0.500	0.4	Valid
	Y1.9	0.630	0.4	Valid
	Y1.10	0.652	0.4	Valid
Organizational Commitment	Y2.1	0.666	0.4	Valid
	Y2.2	0.626	0.4	Valid
	Y2.3	0.638	0.4	Valid
	Y2.4	0.688	0.4	Valid
	Y2.5	0.587	0.4	Valid
	Y2.6	0.653	0.4	Valid

Source: data processed, 2021

Based on table 4.10 shows that the indicators in each of these research variables have a loading factor value  $> 0.4$  which can be explained that when the first validity test was carried out there was an indicator X1.7 and an indicator Y1.1 which was not valid, then the test was carried out. returned by removing the two invalid indicators so that each indicator of the person organization fit variable, the indicator of the quality of work life, the indicator of job satisfaction and the indicator of organizational commitment has a valid category.

**Table 4: Reliability Test Results**

Variable	Alpha Value	Information
<i>Person organization fit</i>	0.716	Reliable
Quality of work life	0.731	Reliable
Job satisfaction	0.718	Reliable
Organizational Commitment	0.716	Reliable

Source: Primary data processed 2021

Based on Table 4, the reliability test shows that the variables of person organization fit, quality of work life, job satisfaction and organizational commitment get a Cronbach alpha value greater than 0.70. These results indicate that the variables in the study are reliable, in other words the variables used in this study have high consistency in measurement. Variables that are considered reliable, can be used in the next research step.

**Table 5: Results of Model 1 Regression Analysis**

Dependent variable	Independent Variable	Regression Coefficient	Sig	Hypothesis
Job satisfaction (Y1)	<i>Person organization fit</i> (X1)	0.265	0.002	H1 Accepted
	Quality of work life (X2)	0.188	0.048	H2 Accepted
<b>F value :</b> 21,777				
<b>Significance:</b> 0.000				
<b>RSquare :</b> 0.245				

Source: Research Results, Data Processed 2021

From the table above, it can be seen that for model 1 the calculated F value is 21.77 with a significance value of  $0.000 < 0.005$ , this explains that the variable Person organization fit and the quality of work life together or simultaneously affect the job satisfaction variable. The coefficient of determination of 0.245 means that person organization fit and quality of work life contribute weakly to variations in job satisfaction by 24.5%, the rest is influenced by other variables of 75.5%.

$$Y1 = 0,265 X1 + 0,188 X2$$

The coefficient of Person Organization Fit is 0.265 and has a positive sign indicating that the better the Person Organization Fit, the higher the effect on job satisfaction. This proves that hypothesis 1 is accepted because the probability value is  $0.02 \leq 0.05$ . The coefficient on the quality of work life is 0.188 and has a positive sign indicating that the better the quality of work life, the higher the effect on job satisfaction. This proves that hypothesis 2 is accepted because the probability value is  $0.048 \leq 0.05$ .

The results of the regression model 2 empirical test are as follows:

**Table 6: Results of Model 2 Regression Analysis**

Dependent variable	Independent Variable	Regression Coefficient	Sig	Hypothesis
Organizational Commitment	<i>Person organization fit</i>	-0.006	0.918	H3 Rejected
	Quality of work life	0.364	0.000	H4 Accepted
	Job satisfaction	0.748	0.000	H5 Accepted
<b>F value :</b> 116.029				
<b>Significance :</b> 0.000				
<b>R Square :</b> 0.724				

Source: Research Results, DataProcessed 2021

From the table above, it can be seen that for model 2 the calculated F value is 116.029 with a significance value of  $0.000 < 0.05$ . This explains that the variables of person organization fit, quality of work life and job satisfaction simultaneously or

simultaneously affect organizational commitment variables. The coefficient of determination of 0.724 means that person organization fit, quality of work life and job satisfaction contribute very strongly to organizational commitment variation of 72.4%, the rest is influenced by other variables of 27.6%.

$$Y2 = -0,006 X1 + 0,364 X2 + 0,748 Y1$$

*Person organization fit* does not have a direct effect on organizational commitment, because the probability value is  $0.918 > 0.05$  then H3 is rejected. the quality of work life shows a significance value of  $0.000 < 0.05$  that the quality of work life has a significant and positive effect on organizational commitment, then H4 is accepted. The better the quality of work life of employees will have a good effect on organizational commitment.

The coefficient of job satisfaction is 0.748 and has a positive sign indicating that the better job satisfaction, the better the effect on organizational commitment and the effect is very dominant. This proves that hypothesis 5 is accepted because the probability value is  $0.000 < 0.05$ . The variable quality of work life shows a significance value of  $0.000 < 0.05$  that the quality of work life has a significant effect on organizational commitment, so H4 is accepted.

#### **Mediation Test with Sobel Test**

##### **Path a : Sobel test of Person Organization Fit variable (X1) on Organizational Commitment (Y1) mediated by Job Satisfaction (Y2)**

Path 1: Person organization fit (X1) to organizational commitment (Y1). Based on the following output, the coefficient of path 1 is 0.3097 and is significant at the level of  $p < 0.005$

##### **INDIRECT EFFECT And SIGNIFICANCE USING NORMAL DISTRIBUTION**

Value se LL 95 CI UL 95 CI Z Sig(two)

Effect ,3097 ,0561 ,1998 ,4197 5,5212 ,0000

Based on the mediation test that job satisfaction has a strong influence in mediating the relationship between person organization fit and organizational commitment. A good level of employee organizational commitment must be supported by optimal job satisfaction felt by every employee and has a good value of person organization fit for every employee of a company/organization.

##### **Path 2: Sobel test of the variable Quality of Work Life (X2) on Organizational Commitment (Y1) mediated by Job Satisfaction (Y2)**

Path b: quality of work life (X2) to organizational commitment (Y1). Based on the following output, the path coefficient 2 is 0.2920 and is significant at the level of  $p < 0.005$

##### **INDIRECT EFFECT And SIGNIFICANCE USING NORMAL DISTRIBUTION**

Value se LL 95 CI UL 95 CI Z Sig(two)



Effect ,2920 ,0567 ,1809 ,4031 5,1528 ,0000

Based on the mediation test that job satisfaction has an effect on in mediating the relationship between quality of work life and organizational commitment. The level of employee organizational commitment can be achieved if it is supported by increased job satisfaction by each employee. Good job satisfaction must be supported by the creation of a good quality of work life so that it can be felt well for every employee of the company/organization.

### **3.2.Discussion**

The respondents of this research are ASN employees. Based on the results of this study with 137 respondents it can be explained that The level of person organization fit in most of the respondents is moderate (73.7%). These results indicate that out of 137 ASN employees have conformity with the organization related to the size of a person's values and character to conformity with the culture of the organization or company.

The level of quality of work life felt by respondents was mostly still in the moderate category (78.1%). Based on these results, it shows that ASN employees feel the right working life conditions with the level of individual prosperity both physically and mentally in carrying out their work in an organization/company.

Job satisfaction felt by some respondents is also still in the high category (85.4%). These results can be explained that ASN employees have a positive feeling that is formed by the individual value of the employees being satisfied with the work they do. Most of the respondents (70.1%) have a moderate level of organizational commitment. This shows that ASN employees have a degree of alignment with the organization where they work for their goals and desires to maintain membership in the company organization.

Empirical test results show that the better person organizational fit on job satisfaction can have an effect on increasing job satisfaction for these employees. This study obtained results in accordance with research by Istiyanti (2018) and Sugiyanto (2014) which found that person organization fit has a positive influence on employee job satisfaction. On the other hand, a low person organization fit will reduce job satisfaction. Yorulmaz and Yucel, (2016) stated that organizational commitment refers to the psychological attachment that workers feel to their organization. The organization's own commitment comes from their interest (workers) in their work, their loyalty, and their strong belief in the culture and values of the organization. Person organization fit is based on the perceived desire of individuals to maintain their conformity with the values of the organization. Kristof-Brown and Billsberry (2013)

Likewise, the quality of work life increases with job satisfaction. The level of quality of work life that is felt to be getting better by employees will have an impact on increasing job satisfaction for each individual employee. These results support the findings in the research of Bakti (2018), Setiyadi and Wartini (2016) and Winasih, Nursalam and Kurniawati (2015) about the significant positive influence of the quality of work life on job satisfaction. Improving the quality of work life will have an impact on increasing job satisfaction. The decrease in the quality of work life will result in decreased job satisfaction. Quality of work life is a technique in developing a company designed to improve the functioning of the organization/company that humanizes workers and their work environment,

The good job satisfaction of every employee on organizational commitment will have a better influence on the form of the employee's organizational commitment for the company or agency. This finding supports the results of Hidayat's research (2018) and the results of Puspitawati, Dwi and Riana's (2014) research which have a significant effect of job satisfaction on organizational commitment. Increased job satisfaction will increase organizational commitment. The personal life satisfaction of an employee is a very important component in the level of employee job satisfaction with an organization. So it is necessary to pay more attention to what efforts have been made by an organization/company in developing and maintaining its employees (Bekti, 2018).

*Person organization fit* does not directly affect organizational commitment. Employees who have a good level of personal organizational fit do not have an impact on increasing the organizational commitment of each employee. This is because there are still employees who in carrying out work activities are still oriented to the same goal at work and still have the desire to move to work to other agencies or other places. The results of this study are in line with the results of Rahmawati's research (2020) that person organization fit does not have a positive and significant effect on organizational commitment. Increased person organization fit does not significantly increase organizational commitment.

Quality of work life has a direct, significant and positive effect on organizational commitment. The higher the quality of work life that is felt directly by each employee, the more the employee's organizational commitment to the company or agency will increase. These results support the research of Kaunang, Pio and Roring (2017) and Indraswari (2014) which found a significant effect of quality of work life on organizational commitment. The higher the quality of work life will increase organizational commitment.

The role of job satisfaction as a mediation in the relationship between person organization fit and organizational commitment. Person organization fit does not directly have a significant effect on organizational commitment but through job satisfaction. These results support the research of Rumangkit and Maryati (2016) who found the mediating effect of job satisfaction on the relationship between person organization fit and organizational commitment. High person organization fit will increase job satisfaction which in turn will increase organizational commitment.

The effect of quality of work life on organizational commitment is statistically proven to be mediated by job satisfaction. Improved quality of work life will increase job satisfaction and will further increase organizational commitment. The findings in this study support the research of Sudiq and Wijayanti (2020) who found the mediating role of job satisfaction on the effect of quality of work life on organizational commitment. Stronger relationship quality of work life to organizational commitment when mediated by job satisfaction.

## **6. Conclusion**

*Person organization fit* positive and significant effect on employee job satisfaction. The better the level of person organizational fit for each employee, the more job satisfaction will be. Quality of work life has a positive and significant effect on employee job satisfaction. Every employee who feels a good quality of work life will have an influence on increasing employee job satisfaction. Job satisfaction has a positive and significant effect on organizational commitment. The higher the level of job satisfaction, the higher the

employee's organizational commitment. Person organization fit has no significant effect on organizational commitment. Employees who are able to have a good personal organizational fit have no effect on increasing employee organizational commitment. Quality of work life has a positive and significant effect on organizational commitment. Employees who are able to feel a good quality of work life will be able to increase employee organizational commitment.

The effect of person organization fit on organizational commitment is mediated by employee job satisfaction. The higher the level of person organizational fit of employees, it will have an influence on employee job satisfaction so that it will be able to increase employee organizational commitment to the company or agency. The effect of quality of work life on organizational commitment is mediated by employee job satisfaction. The better the form of quality of work life felt by employees, the better they will be able to increase job satisfaction so that the level of organizational commitment of each employee will be better.

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