

## THE MEDIATION ROLE OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT IN INFLUENCE PERSON-ORGANIZATION FIT (P-O FIT) AND EMPLOYEE PERFORMANCE

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**Abstract:** This study aims to empirically prove the relationship between person-organization (P-O-Fit) on employee performance with job satisfaction and organizational commitment as mediating variables. The importance of conducting research to deepen the understanding of Person-Organization Fit and job performance both directly and indirectly, in this case, mediating job satisfaction and organization commitment, which leads to the overall employee job performance and indisputably on increasing performance productivity of the Madiun City Government. The research sample was carried out by purposive sampling with 354 respondents, consisting of several regional officials, the Madiun City Government. Testing the research hypothesis used the Baron and Kenny method, with a series of multiple linear regression models. The results uncovered that (1) there was an influence of P-O Fit on job satisfaction of 8.1%. (2) There was an effect of P-O Fit on organizational commitment of 11.7%. (3) There was an influence of job satisfaction on employee performance of 13.2%. (4) There was an effect of organizational commitment on employee performance of 10.6%. However, (5) there was no effect of P-O Fit on employee performance. In addition, (6) there was a mediating effect of job satisfaction on the relationship between P-O Fit and employee performance. (7) There was also a mediating effect of organizational commitment on the relationship between P-O Fit and employee performance.

**Keywords:** employee performance, person organization fit (P-O Fit), job satisfaction, organizational commitment, productivity performance.

**Abstrak:** Penelitian ini bertujuan untuk membuktikan secara empiris hubungan person organization (P-O-Fit) terhadap kinerja pegawai dengan kepuasan kerja dan komitmen organisasi sebagai variabel yang memediasi. Pentingnya melakukan penelitian untuk memperdalam pemahaman tentang Person-Organisastion Fit dan Kinerja Pegawai (Job Performance), pada pegawai baik secara langsung maupun secara tidak langsung dalam hal ini mediasi Kepuasan Kerja (Job Satisfaction) dan Komitmen Organisasi (Organization Commitment) yang berujung pada kinerja kerja pegawai secara keseluruhan dan tentunya untuk peningkatan produktifitas kinerja. Sampel penelitian dilakukan dengan purposive sampling, dengan responde sebanyak 354 orang yang terdiri dari beberapa Perangkat Daerah, Pemerintah Kota Madiun. Pengujian hipotesis penelitian menggunakan menggunakan metode Baron dan Kenny, dengan rangkaian model regres linear berganda. Hasil penelitian menunjukkan bahwa: (1) terdapat pengaruh antara P-O Fit terhadap kepuasan kerja sebesar 8,1%; (2) terdapat pengaruh antara P-O Fit terhadap komitmen organisasi sebesar 11,7%; (3) terdapat pengaruh antara kepuasan kerja terhadap kinerja pegawai sebesar 13,2%; (4) terdapat pengaruh komitmen organisasi terhadap kinerja pegawai sebesar 10,6%; (5) tidak terdapat pengaruh P-O Fit terhadap kinerja pegawai; (6) Terdapat pengaruh variabel mediasi kepuasan kerja terhadap hubungan P-O Fit dan Kinerja Pegawai; dan (7) Terdapat pengaruh variabel mediasi komitmen kerja terhadap hubungan P-O Fit dan kinerja pegawai.

**Kata kunci:** person organization fit (P-O Fit), kepuasan kerja, komitmen organisasi, kinerja pegawai, produktivitas kinerja

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## INTRODUCTION

As an institution trusted in providing for the needs of employees within its scope, the Madiun City Government has made efforts to fulfill qualified employees and improve the quality of human resources for the existing apparatus for the smooth implementation of government tasks. Specifically, in the implementation of public services, the Madiun City Government is very dependent on the quality and capability of the human resources of the apparatus. Strategic issues (strategic issued), namely the availability of qualified Civil Servants or apparatus reflected in the skills, abilities, knowledge, professionalism and disciplinary behavior of employees have strong implications for something that supports success in achieving the planned goals. Therefore, civil servants in the perspective of personnel management are the main drivers of organizational performance in government, they need to be used optimally.

In an organization, the need for human resources is vital as it involves the main problems of the organization. Hence, employee/labor selection is needed to continue the organization's goals. However, the biggest challenge facing an organization is recruiting, retaining, and developing employees. One way to meet this challenge is to ensure a match between organizational values and employee values. Research has shown that applicants' perceptions of fit with an organization are predictors of job choice (Kristof-Brown, 2011).

Understanding Person-Organization Fit (P-O Fit) can help organizations select employees with values and beliefs compatible with the organization and shape experiences that reinforce that fit. Studies on Person-Organization Fit (P-O Fit) have provided an in-depth understanding of how to improve the fit between employees and the organization, retain employees in the long term by increasing employee commitment to the organization, and improve individual outcomes, which have implications for the company's sustainable strategic growth (Kristof, 1996; Chatman, 1991; O'Reilly et al. 1991). Person-Organization Fit (P-O Fit) is defined as the match between organizational and individual values (Kristof, 1996). Practitioners and researchers argue that P-O Fit is the main key to maintain and retain employee commitment, which is indispensable in a competitive business environment (Kristof, 1996; Bowen Jr and Nathan, 1991). The level of individual conformity with the organization is also highly dependent on how the organization can meet the needs of employees (Judge

and A, 1994; Keon and L, 1993). Furthermore, Kristof affirmed that the fulfillment of employee needs by the organization, such as compensation for the physical work environment and opportunities for advancement, is very much needed by employees (Kristof, 1996). On the other hand, organizations need employee contributions in the form of their commitment, expertise, and abilities. Person-Organization Fit (P-O Fit) is positively associated with organizational commitment (O'Reilly et al. 1991; Kristof, 1996; Chatman, 1991). Previous research has also indicated that P-O Fit is associated with reactions to work (Kristof, 1996). In addition, O'Reilly examined the congruency of individuals and organizations with performance, finding that P-O Fit is positively related to job satisfaction and performance (O'Reilly et al. 1991).

Further, this study attempts to confirm the research conducted by Tepeci by trying to include the variables of organizational commitment and job satisfaction as suggested by previous research on Person-Organization Fit (P-O Fit) that P-O Fit is a strong predictor of organizational commitment and job satisfaction, which in turn will affect employee performance (Tepeci, The Effect of Personal Values, Organizational Culture, Person Organization Fit on Individual Outcome in Restaurant Industry, 2001). Tepeci and Barlett also found that the higher the consistency of employees' values with their organizations, the more satisfied employees experience from their jobs (Tepeci and Barlett, 2002). Departing from the above background, to determine the suitability of individuals with organizations (Person-Organization Fit) and their effect on organizational commitment, job satisfaction, and employee performance, this study took the object of research on employees in the Madiun City Government environment, considering that the Madiun City Government requires the role of human resources (HR) as a very significant factor.

In addition, one of the essential factors to ensure that human resources owned can support organizational performance, it not only pays attention to the match between the individual and the job offered (Person-Job Fit) but also needs to consider the compatibility between individual values and the organization (Person-Organization Fit). It is because it will have implications for increasing individual commitment and outcomes, which will lead to a sustainable strategic advantage for the organization.

After conducting this research, it is expected that it will deepen the understanding of Person-Organization Fit and Job Per After conducting this research, it is expected that it will deepen the understanding of Person-Organization Fit and job performance both directly and indirectly, in this case, mediating job satisfaction and organization commitment, which leads to the overall employee job performance and indisputably on increasing performance productivity of the Madiun City Government. In general, this study aims to analyze between Person Organization fit (P-O Fit) and employee performance (job performance) with mediating variables of job satisfaction (job satisfaction) and organizational commitment (commitment organization) (Study on Civil Servants of Madiun City Government).

## METHODS

This research is a field study, a correlational study conducted in an unregulated study situation. The population in this study was 3,088 employees of the Madiun City Government, which were divided into several agencies in Madiun City. The research sample consisted of 354 respondents, covering several regional officials in the Madiun City Government.

The data collection method in this study was by distributing questionnaires either face-to-face/ offline or online to employees/PNS (civil servants) of Regional Apparatus Organizations within the

Madiun City Government. The consideration of disseminating questionnaires online utilizing a google form questionnaire was due to the ongoing COVID-19 pandemic situation at the time of the study.

Furthermore, the reliability test used the Cronbach Alpha method, while the validity test employed factor analysis. To test the hypothesis, the Baron and Kenny mediation model was utilized, with a series of multiple linear regression models:  $Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$ . Meanwhile, the hypotheses of this study are as follows:

- H1 : The effect of P-O Fit on job satisfaction.
- H2 : The effect of P-O Fit on organizational commitment.
- H3 : The effect of job satisfaction on employee performance.
- H4 : The effect of organizational commitment on employee performance.
- H5 : The effect of P-O Fit on employee performance.
- H6 : The effect of the mediating variable of job satisfaction on the relationship between P-O Fit and employee performance.
- H7 : The effect of the mediating variable of organizational commitment on the relationship between P-O Fit and employee performance.

The research framework developed in this study is as Figure 1.

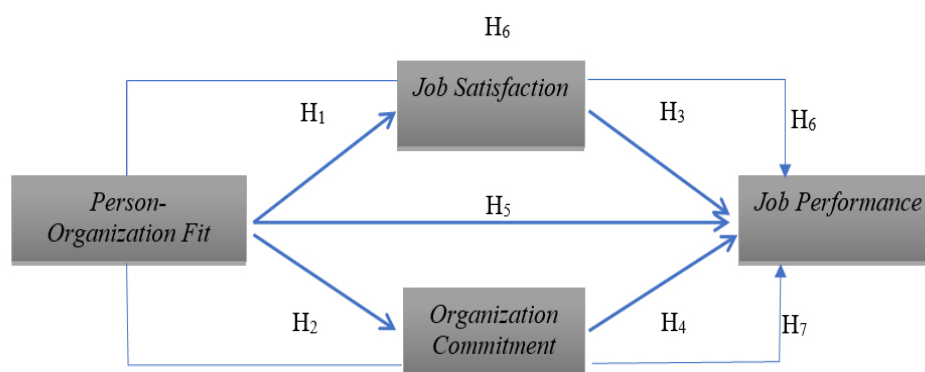


Figure 1. Research framework (Safia & Nagendra, 2014; Eliyana et al. 2019)

## RESULTS

### Characteristics of Respondents

Based on Table 1 below respondents used in the study were 337 people with the characteristics of Respondents Based on Position Groups. The position group is divided into several fields and agencies including the Secretariat Group, Inspectorate Service, Agency District and Hospital. Respondents with the Secretariat Group amounted to 130 respondents with a percentage of 5,04%, Inspectorates with a percentage of 1,48%, Service with a percentage of 77,1%, Service Agency with a percentage of 5.93%, Districts with a percentage of 7,7%, and Hospital (RSUD) with a percentage of 7,715%. Respondents in this study consisted of State Civil Apparatus in the Madiun City Government.

### Validity Test

The validity value is declared valid if calculated r value is greater than r table. Test the validity using factor analysis. Factor analysis is a multivariate statistical test technique to test the correlation between factors in research (Christof and Ke-Hai, 2005). The validity test is used to measure that the data is appropriate and relevant to research (Cooper and Schindler, 2014). The results of the validity test are shown in Table 2,3,4 and 5 indicates that all statement items are declared valid.

### Reliability Test

The results of the instrument reliability test using the minimum value perspective through Cronbach Alpha 0.6 can be seen that the reliability value is 0.742.

According to the results in Table 6. Based on the results shown in the table, according to established criteria, the instrument reliability value is good category. So it can be used for research.

### Hypothesis Test

In general, this study aims to analyze the relationship between Person Organization Fit (P-O Fit) and job performance by the mediating variables of job satisfaction and organizational commitment (study on civil servants of Madiun City Government). Meanwhile, the research hypothesis test results are shown in the table below:

### The Effect of P-O Fit on Job Satisfaction

The hypothesis testing results (Table 7) indicated an effect of P-O Fit on job satisfaction, specified by a significance value of  $0.000 < 0.05$ , and the t-count (5.583) was higher than the t-table (1.967). Based on the R Square values in the summary model, it is known that the contribution of the P-O Fit effect on job satisfaction was 8.1%. In this case, the P-O Fit theory of congruence suggests that shared values between individuals and organizations lead to employee job satisfaction and favorable outcomes concerning the achievement of organizational goals (Chatman, 1991). The organizational behavior literature supports the positive effect of P-O Fit on job satisfaction (Kristof, 1996; Kristof-Brown, 2011). Therefore, when employees perceive their values align with their organization's values, they will tend to have high job satisfaction and low intention to leave the company.

Table 1. Respondent statical data

Variable	Frequency	Sampel Proportion	Percentage (%)
Secretariat Group	130	17	5.04
Inspectorate	42	5	1.48
Service	2302	260	77.1
Service Agency	172	20	5.93
Districts	220	26	7.7
Hospital (RSUD)	222	26	7.7

Table 2. Test the validity of P-O Fit case processing summary

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

Table 3. Test the validity of job satisfaction case processing summary

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

Table 4. Test the validity of organization commitment case processing summary

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

Table 5. Test the validity of employee performance case processing summary

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	Total	30	100.0

Table 6. The result of reliability test

Variable	Alpha Cronbach	Criteria	Description
P-O Fit	0.826	Alpha Cronbach > 0,060 then reliable	Reliable
Job Satisfaction	0.891		Reliable
Organizational Commitment	0.850		Reliable
Employee Performance	0.977		Reliable

Table 7. Hypothesis test results

Variables	R Square	t-hit > 1.967	Conclusion
P-O Fit → job satisfaction	8.1	5.583	H1 is accepted
P-O Fit → organizational commitment	11.7	6.834	H2 is accepted
Job satisfaction → job performance	13.2	3.328	H3 is accepted
Organizational commitment → job performance	10.6	3.406	H4 is accepted
P-O Fit → job performance	1.0	0.681	H5 is rejected
Job satisfaction (mediating) on P-O Fit → job performance	8.3	5.580	H6 is accepted
Organizational commitment (mediating) on P-O Fit → job performance	11.7	6.790	H7 is accepted

P-O Fit suitability is identified into four measures (Sekiguchi, 2004): (1) alignment/congruence between individual and organizational values, (2) alignment with organizational leaders or peers, (3) P-O Fit conformity is a comparison between individual preferences or needs with the system and organizational structure, and (4) the comparison between the characteristics between individual personality and organizational climate. The fulfillment of the four P-O Fit measures will lead to job satisfaction. Job satisfaction refers to one's feelings or condition of mind according to the nature of work (Safia, 2014). Important dimensions in job satisfaction include (1) emotional response to the work situation, (2) the results obtained as expected, and (3) a positive attitude towards work. In contrast, someone dissatisfied with his job shows a negative attitude towards the

job (Robbins, 2006). Thus, it can be concluded that employee job satisfaction is related to employee daily satisfaction (Rode, 2004). The employee's work attitude towards the organization is mainly determined by his satisfaction in the company and how the organization treats the employee (Naude et al. 2003). P-O Fit theory of congruence suggests that shared values between individuals and organizations lead to job satisfaction for employees and favorable outcomes concerning the achievement of organizational goals (Chatman, 1991). To enhance the relationships between P-O fit and employees' job satisfaction through supervisor support, supervisors should develop a positive form of reciprocation by helping employees to solve the real problem they are facing (Chen, 2016).

### **The Effect of P-O Fit on Organizational Commitment**

The hypothesis testing (Table 7) results showed an effect of P-O Fit on organizational commitment, indicated by a significance value of  $0.000 < 0.05$ , and the t-count (6.834) was higher than the t-table (1.967). Based on the R Square values in the summary model, the contribution of the P-O Fit effect on organizational commitment was 11.7%. Therefore, individuals who recognize a strong relationship between personal and organizational values have a higher organizational commitment (Huang et al. 2005; O'Reilly et al. 1991; Valentine et al. 2002; Hanafi et al. 2018; Bangun and Subudi, 2017). It can be denoted that the attitude of civil servants of the Madiun City Government towards various most strongly environmental aspects related to the appropriate type of fit and organizational commitment was influenced by P-O Fit by 11.7%, while the rest was by other factors.

Employee commitment to the organization will increase employees' feelings of conformity to the organization. Compatibility between individuals and organizations causes employees' commitment to the organization to be maintained, and they are willing to continue their joint activities with the organization (Chatman, 1991). Individuals who share the same values and beliefs as their organization can interact more comfortably with the organization's value system, reducing uncertainty and conflict, which in turn will increase satisfaction and commitment (Meglino, 1992). Schneider explained that individuals with a high P-O Fit would also provide new ideas and competitive advantages for the company (Schneider, 1995). Meanwhile, organizational commitment can be seen from the aspects of (1) a strong will to remain a member of the group, (2) a willingness to work hard as the ideals of the organization, and (3) a certain willingness to accept the values and goals of the organization (Luthans, 2002). These three aspects reflect employee loyalty to the organization and the next stage in which members express concern for the organization, success, and further development.

### **The Effect of Job Satisfaction on Employee Performance**

The hypothesis testing (Table 7) results revealed the effect of job satisfaction on employee performance, indicated by a significance value of  $0.000 < 0.05$ , and the t-count (3.328) was higher than the t-table (1.967).

Based on the R Square value in the summary model, it is known that the contribution of the influence of job satisfaction on employee performance was 13.2%. Thus, it can be concluded that civil servants' job satisfaction in the Madiun City Government affected performance by 13.2%, while other factors influenced the rest.

The reciprocal relationship between employee performance and job satisfaction is that higher job satisfaction results in better employee performance and superior employee performance leads to higher job satisfaction (Zheng and Lamond, 2009). The indicator considered crucial in forming the job satisfaction variable is the work itself, while the indicator deemed vital in shaping employee performance is integrity. Meanwhile, the factors that affect performance (Mangkunegara & Miftahuddin, 2016) include (1) ability, (2) motivation, (3) working hours, (4) attendance rate, (5) cooperation between employees, and (6) job satisfaction.

### **The Effect of Organizational Commitment on Employee Performance**

The hypothesis testing (Table 7) results disclosed the effect of P-O Fit on organizational commitment, shown by a significance value of  $0.001 < 0.05$ , and the t-count (3.406) was greater than the t-table (1.967). Based on the R Square value in the summary model, it is known that the contribution of organizational commitment effect on employee performance was 10.6%.

Based on the hypothesis testing of the role of commitment to employee performance by 10.6%, it can be inferred that employees with higher levels of commitment perform better, have a stronger emotional attachment to the organization, and make greater efforts to achieve organizational goals (Siders et al. 2001; Turner and Chelladurai, 2005; Sutisna, 2022). Conversely, a lack of commitment from employees can harm the organization, resulting in poorer performance arising from lower service offerings and higher costs (Siders et al. 2001). Employees with higher organizational commitment also have better work performance than employees with low organizational commitment. Someone who has a high commitment will have an organizational identity, be involved in the work, and be loyal and positive towards the organization. Thus, organizational commitment positively influences employee satisfaction (Siders et al. 2001; Khan et al. 2010). Organizational commitment is the degree to which individuals take sides and want to continue to actively participate in the organization,

which is reflected through characteristics, such as (1) a strong desire and acceptance of the organization's values and goals, (2) a willingness to strive for the best for the organization, and (3) there is a definite desire to stay in the organization. Meanwhile, the factors that influence the level of one's organizational commitment (Sopiah, 2008) include (1) a culture of openness, (2) satisfaction, (3) personal opportunities for development, (4) discipline, and (5) appropriate work rewards.

### **The Effect of P-O Fit on Employee Performance**

The hypothesis testing (Table 7) results exposed that there was no effect of P-O Fit on employee performance. It was indicated by the significance value of  $0.497 > 0.05$ , and the t-count (0.681) was smaller than the t-table (1.967). Thus, the hypothesis of the influence of P-O Fit on employee performance **was rejected**.

### **Job Satisfaction Mediating the Relationship between Person-Organization Fit (P-O Fit) and Employee Job Performance**

The hypothesis testing (Table 7) results demonstrated no direct effect of the P-O Fit variable on employee performance. It was indicated by a significance value of  $0.474 > 0.05$ , and the t-count value (0.717) was smaller than the t-table (1.967). However, there was an effect of the mediating variable (job satisfaction) on employee performance, shown by a significance value of  $0.000 < 0.05$ , and the t-count value (5.580) was greater than the t-table (1.967). Hence, it can be concluded that there was an effect of the mediating variable (job satisfaction) on the relationship between P-O Fit and employee performance. From the hypothesis test, it can also be denoted that there was no direct effect of the P-O Fit variable on the performance of the civil servants of the Madiun City Government, but there was an influence of the mediating variable of job satisfaction on the performance of the civil servants of the Madiun City Government.

Organizations determine how best to retain the best performance from many employees. Considering the P-O Fit results in providing positive behavior, the fit between individual and organizational values becomes crucial in the context of increasing job satisfaction. However, P-O Fit can encourage employees to go the extra mile for their organization by being helpful, tolerating work-related discomfort, supporting coworkers when they are feeling down in the

organization, and so on. The organizational literature argues that the possibility of P-O fit impacts the organization through job satisfaction (Van Dyne et al. 1994). When a person has responsibilities best suited to his abilities, he will perform satisfactorily and show greater results or higher performance.

### **Organizational Commitment Mediating the Relationship between Person-Organization Fit (P-O Fit) and Employee Job Performance**

The hypothesis test (Table 7) results showed no direct effect of the P-O Fit variable on employee performance. It was indicated by a significance value of  $0.831 > 0.05$ , and the t-count value (0.214) was smaller than the t-table (1.967). However, there was an effect of the mediating variable (organizational commitment) on employee performance, specified by a significance value of  $0.000 < 0.05$ , and the t-count value (6.790) was greater than the t-table (1.967). From the hypothesis test, it can be concluded that there was no direct effect of the P-O Fit variable on the performance of the civil servants of the Madiun City Government, but there was an influence of the mediating variable of organizational commitment on the performance of the civil servants of the Madiun City Government.

Organizational commitment is an affective variable, along with extra-role behavior, which is associated with job satisfaction. According to (Yousef, 2000), organizational commitment is a mediator of the relationship between leadership behavior with job satisfaction and job performance. Superiors who adopt consultative or participatory leadership behaviors make employees more committed to the organization, more satisfied with the job, and high performance. Thus, it can be concluded that organizational commitment can mediate the relationship between leadership behavior and job satisfaction and employee performance, but this mediating effect depends on the type of leadership and organizational culture at the Madiun city government office.

### **Manajerial Implication**

The importance of job satisfaction needs to be considered and managed properly for the continuity of the organization where employees work in the Madiun City government. The results shown from this research sample indicate that Person-Organization Fit has a positive association with Job Satisfaction, which

means that ASN in the Madiun city government has job satisfaction which is influenced by organizational values and commitment. In addition, that employees have a commitment to the organization in accordance with the feelings and suitability of employees in the Madiun City government office by 11.7%. Furthermore, Person-Organization Fit has a positive association with Organizational Commitment, which means that it can be interpreted that job satisfaction on employee performance in the Madiun City government is 13.2%, the rest is influenced by other factors. Then Job Satisfaction has a positive association with Job Performance which is also known that the contribution of Organizational Commitment to Employee Performance is 10.6%. In addition, the relationship between Person Organization Fit (PO Fit) will improve coordination, communication and sense of belonging with Job Performance, which means it is important to be implemented in the Madiun City government to improve employee performance so that later it will produce outputs and goals in accordance with the vision. organizational mission. This is supported by the results of the analysis of the Person-Organization Fit variable which has a positive association with Job Performance, which means that there is an influence of the mediating variable (job satisfaction) on the relationship between P-O Fit and Employee Performance. In such situations, it is important for an organization to find out how best to maintain the best performance from all overworked employees. Considering the results of P-O fit in providing positive behavior, congruence between individual and organizational values can be important in the context of increasing job satisfaction. The Job Satisfaction variable mediates the relationship between Person-Organization Fit and Job Performance, which means that there is an influence of the mediating variable (Work Commitment) on the relationship between PO Fit and Employee Performance with an indication of more committed consultative or participatory leadership behavior within the city government of Madiun and employees are more satisfied with their work, and have high performance.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

This study provides conclusions. **First**, there was an effect of P-O Fit on job satisfaction of 8.1%. The

higher the P-O Fit owned by employees, the higher the job satisfaction of employees in the organization. On the other hand, the lower the P-O Fit owned by the employee, the lower the employee's job satisfaction with the organization. **Second**, there was an effect of P-O Fit on organizational commitment of 11.7%. The higher the P-O Fit owned by the employee, the higher the employee's organizational commitment to the organization. Conversely, the lower the P-O Fit owned by the employees, the lower the employees' organizational commitment will be. **Third**, there was an effect of job satisfaction on employee performance by 13.2%. It explains that the higher the job satisfaction of employees, the higher the performance of employees. It means that if employees feel they are working in the right place, have appropriate payments, have appropriate organization and management, have proper supervision in their work, and are precise at work, there will be satisfaction in employees. **Fourth**, there was an effect of organizational commitment on employee performance of 10.6%. The higher the organizational commitment of the employee, the higher the employee's performance. **Fifth**, there was no effect of P-O Fit on employee performance. **Sixth**, job satisfaction and organizational commitment could mediate the relationship between P-O Fit and employee performance. The conclusion is that Job Satisfaction mediates the relationship between Person-Organization Fit and Job Performance, which means that there is an influence of the mediating variable (Work Commitment) on the relationship between P-O Fit and Employee Performance. Organizational Commitment mediates the relationship between Person-Organization Fit and Job Performance, which means that there is an influence of the mediating variable (Organizational Commitment) on employee performance.

### Recommendations

Currently Job Satisfaction is one thing that needs to be considered by organizational leaders in governance of government offices. Because after all, an employee needs to obtain his rights and have a sense of ownership of an organization so that later it is expected to be able to synergize positively between employees and employees and between employees and leaders whose final results are in accordance with the goals of the organization. Further research is recommended to examine various other supporting variables and examine more contextual factors that have not been included in this study.



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