Human Resource Performance Model Based on Person Organization Fit and Work Climate Mediated by Job Satisfaction

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Abstract.Human resources in an organization are a crucial aspect that determines the effectiveness of an organization. In order to carry out tasks well, employee development needs to be carried out to improve the quality of the employee. Performance can affect the ongoing activities of a company organization, the better the performance shown by Human Resources or employees will greatly assist in the development of the organization or company. The purpose of this study is toto know and analyze the influence of person organization fit and work climate on job satisfaction, as well as the influence of person organization fit, work climate and job satisfaction on Human Resources performance. This study uses a quantitative approach, which emphasizes the analysis of numerical data processed using statistical methods. In this study, the population is Human Resources inCentral Java Provincial General Election Commissionas many as 278 Human Resources, with a sample size of 73 respondents. The types and sources of data used in this study are primary data obtained directly from original sources through the distribution of questionnaires. The results of the study showed thatperson organization fit and work climate have a positive and significant effect on job satisfaction, and person organization fit, work climate and job satisfaction have a positive and significant effect on Human Resources performance. The results of the research conducted consistently show that the development of a free influence model of person organization fit, work climate and job satisfaction on performance gets the appropriate results.

Keywords: Human Resources; Job Satisfaction; Performance; Person Organization Fit; Work Climate.

1. Introduction

Human resources in an organization are a very important aspect in determining whether an organization is effective or not. Because the performance of a company is determined by the behavior and conditions of its employees, a company needs to carry out HR functions, namely by recruiting, selecting and retaining these resources. Hasibuan, said that an organization can run effectively if supported by Human Resources (HR). The role and challenges of human resource management continue to grow and increase as an organization grows. The more complex the tasks to be done, the greater the environmental impact and the greater the uncertainty that must be faced. Human resources in an organization are a crucial aspect that determines the effectiveness of an organization. In order to be able to carry out tasks properly, employee development needs to be carried out to improve the quality of the employee. It is intended to have an attitude and behavior that has honesty, dedication, responsibility, discipline and authority so that it can provide performance that is in accordance with the development of the times.[1]

Performance can affect the ongoing activities of a company organization, the better the performance shown by Human Resources or employees will greatly assist in the development of the organization or company. Human Resources or employee performance is what affects how much they contribute to the organization. According to Rivai, performance is a real behavior displayed by each person as a work achievement produced by Human Resources according to their role in the company. Factors that can affect employee performance include motivation, leadership, work environment, work discipline, work culture, communication, commitment, position, quality of work life, training, compensation, job satisfaction, and many others. In this study, the factors that affect employee performance are focused on three variables, person organization fit, work environment and job satisfaction.[2]

Research on Person organization fit has provided a deep understanding of improving employee fit with the organization, retaining employees in the long term by increasing employee satisfaction and commitment to the company, and improving individual outcomes that have implications for sustainable strategic growth for an organization. In research on employee selection, person organization fit can be interpreted as a match or compatibility between prospective employees and organizational attributes. Person organization fit is based on the assumption of an individual's desire to maintain their fit with organizational values. In addition to person organization fit, there are also other factors such as work climate that can also affect Human Resource performance. According to Agustini, work climate is

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[1]Hasibuan, Malayu S.P.. (2017). *Manajemen Sumber Daya Manusia*. Edisi Revisi. (Jakarta: Bumi Aksara).
[2]Rivai Veithzal Zainal, S. (2015). *Manajemen Sumber Daya Manusia Untuk. Perusahaan*. Edisike-7. (Depok: PT. Rajagrafindo).

defined as a psychological atmosphere that can influence the behavior of organizational members, formed as a result of organizational actions and interactions between members of the organization. Work climate is important to create because it is a person's perception of what is given by the company and is used as a basis for determining subsequent member behavior. Work climate is determined by how well members are directed, built, and appreciated by the company.[3]

Another factor that can affect Human Resources performance is job satisfaction. Job satisfaction is defined as the general attitude of an individual towards his/her job, in this case employees. Employees can assess how satisfied or dissatisfied they are with their jobs. Job satisfaction can also be described as an emotional state of employees that occurs or does not occur at the meeting point between the value of employee and company or organization compensation with the level of compensation desired by the employee concerned. According to As'ad, job satisfaction is the result of various attitudes related to work and specific factors such as wages, supervision, job stability, job security, opportunities for advancement, fair work assessments, social relationships in the workplace, and treatment by superiors.In addition to the various factors that can influence Human Resources performance as explained above, there are also research gaps or differences in research results from previous research which can be seen in the table below, namely:[4]

Table 1 Research Gap Research

No	Variable Relationship	Researcher	Results
1	*Person Organization Fit*on Human Resources Performance	The Greatest Showman (2021) Jeanita Hinayah Arifianingsih (2017)	*Person Organization Fit*has a positive and significant impact on Human Resources performance
		Anastasia Anindita (2019)	*Person Organization Fit*does not affect Human Resources performance
2	Work Climate on Human Resource Performance	The Last Supper (2017)	Work climate has a positive and significant influence on Human Resources performance
		Tampubolon's Manner (2020)	Work climate does not affect Human Resources performance

This study uses a quantitative approach. As explained by Azwar, research with a quantitative approach emphasizes the analysis of numerical data processed using statistical methods. The quantitative approach is carried out in order to test the hypothesis and base the conclusions of the results on the probability of a null rejection error. With this method, the significance of the relationship or influence between the variables studied will be obtained.[5]

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[3]Kristof-Brown, A. L., & Billsberry, J. (2012). *Organizational fit: Key issues and new directions: John Wiley & Sons*.
[4]As'ad, M. (2015). *Psikologi Industri Dan Organisasi*. (Jakarta: Universitas. Indonesia).
[5]Sugiyono. (2016). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. (Bandung: PT Alfabet).

3. Results and Discussion

3.1. Gender, Age, Education, and Length of Service of Respondents

In order to facilitate understanding and interpreting research data in tabular form, descriptive statistics are used. Descriptive statistics are used to obtain information about the characteristics of respondent identity data presented in the form of a summary of the arrangement or arrangement of data in tabular form.

3.1.1. Respondent Gender

Based on the primary data that has been processed, the results of the distribution of respondents based on gender in this study can be seen in the following table:

Table 3.1.1
Number of Respondents by Gender

Gender	Amount	Percentage (%)
Man	42	57.5
Woman	31	42.5
Total	**73**	**100%**

Source: Data Processing Results, 2022

Based on the table above, it can be seen that the number of male respondents is 42 respondents, while the number of female respondents is 31 respondents, it can be concluded that the majority of respondents are male. This indicates that in the Central Java Provincial Election Commission there are more male Human Resources who participate as respondents in this study and it is easier to communicate directly with male respondents.[6]

3.1.2. Respondent Age

Based on the primary data that has been processed, the results of the distribution of respondents based on age in this study can be seen in the following table:

Table 3.1.2
Number of Respondents by Age

Age	Amount	Percentage (%)
20-30 years old	15	20.55
31-40 years old	23	31.51
41-50 years old	19	26.03
51-60 years old	16	21.92
Total	**73**	**100%**

Source: Data Processing Results, 2022

Based on the table above, it can be seen that the number of respondents aged 21-30 years is 15 people, respondents aged 31-40 years is 23 people, respondents aged 41-50 years is 19 people and respondents aged 51-60 years is 16 people. This identifies that the Central Java

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[6]Agustini, Fauzia. (2019). *Strategi Manajemen Sumber Daya Manusia*. (Medan: UISU Press).

Provincial Election Commission has more Human Resources aged 31-40 years, which indicates that members of the Central Java Provincial Election Commission have many Human Resources who are quite experienced.[7]

3.1.3. Respondent Education

Based on the primary data that has been processed, the results of the distribution of respondents based on education in this study can be seen in the following table:

Table 3.1.3.
Number of Respondents Based on Education

Education	Amount	Percentage (%)
SENIOR HIGH SCHOOL	17	23.29
D3	11	15.07
S1	37	50.68
S2	8	10.96
Total	**73**	**100%**

Source: Data Processing Results, 2022

Based on the table above, it can be seen that the number of respondents with high school education is 17 people, respondents with D3 education are 11 people, respondents with S1 education are 37 people and respondents with S2 education are 8 people. This identifies that in the Central Java Provincial Election Commission there are more Human Resources with final education, namely S1, who have a fairly high level of competence.[8]

3.1.4. Respondent's Length of Service

Based on the primary data that has been processed, the results of the distribution of respondents based on length of service in this study can be seen in the following table:

Table 3.1.4.
Number of Respondents Based on Length of Service

Length of work	Amount	Percentage (%)
1-5 Years	18	24.66
6-10 Years	19	26.03
11-15 years old	23	31.51
16-20 years old	13	17.81
Total	**73**	**100%**

Source: Data Processing Results, 2022

Based on the table above, it can be seen that the number of respondents with a length of service of 1-5 years is 18 people, respondents with a length of service of 6-10 years is 19

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[7]Abdullah, P., & Valentine, B. (2009). *Fundamental and ethics theories of corporate governance*. In Middle Eastern Finance and Economics

[8]Ghozali,Imam. (2016). *Aplikasi Analisis Multivariete Dengan Program (IBM. SPSS)*. Edisi 8. (Badan Penerbit Universitas Diponegoro. Semarang).

people, respondents with a length of service of 11-15 years is 23 people and respondents with a length of service of 16-20 years is 13 people. This identifies that in the General Election Commission of Central Java Province there are more Human Resources with a length of service of 11-15 years which means they already have quite a long work experience.[9]

3.2. The Influence of Person Organization Fit on Job Satisfaction

Person-organization fit is the suitability/compatibility between individuals and organizations. Therefore, Human Resources who feel a match for the workplace will feel satisfied with their work results. Job satisfaction in work is job satisfaction that can be enjoyed in work by getting results from achieving work goals, placement, treatment, and a good work environment (Simanjuntak, 2019).The results of the study have shown that *person organization fit* has a positive and significant effect on the job satisfaction of Human Resources of the General Election Commission of Central Java Province. This can be said because the calculated t value (2.879)> t table (1.666) with a significance of (0.005 <0.05) means that person organization fit has a positive and significant effect on the job satisfaction of Human Resources of the General Election Commission of Central Java Province. From these results, it has been proven that person organization fit is able to influence the increase in job satisfaction of Human Resources, and shows harmony with the results of previous research byJeanita Hinayah Arifianingsih (2017) explained that person-organization fit has a positive and significant effect on job satisfaction.[10]

a. Person Organization Fit Variable (X1)

Descriptive analysis is used to see the picture of the respondents' answers based on the questionnaires that have been distributed. The person organization fit variable uses 3 question indicators that can be seen in the following table:

Table a
Respondent Answer Index for Variables
***Person Organization Fit*(X1)**

| No | Item | Respondents' Answers | | | | | | | | | | Average |
| | | (1) | | (2) | | (3) | | (4) | | (5) | | |
		f	Score	f	Score	f	Score	f	Score	f	Score	
1	*Value Congruence*	-	-	-	-	2	6	32	128	39	195	4.51
2	*Goal Congruence*	-	-	1	2	4	12	37	148	31	155	4.34
3	*Culture Personality*	-	--	-	-	4	12	37	148	32	160	4.38
Total												4.41

Source: Processed Primary Data, 2022

Based on the table above, it can be seen that the average number of person organization fit variables is 4.41 which is included in the high category. With these results, it can be said that

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[9]Santoso, Singgip. (2017). *Menguasai Statistik Dengan SPSS 24*. (Jakarta: PT Alex. Media Komputindo).

[10]Keshtkar, Z. T., and Riahi, L. (2016). Relationship Between Person Organization Fit and Performance Indices of Public Hospitals Affiliated With Qazvin University of Medical Science in Iran. *Journals BMSU*.

respondents have a suitability or compatibility with the perception of the organization with a high reach.[11]

b. Job Satisfaction Variable (Y1)

Descriptive analysis is used to see the picture of the answers from respondents based on the questionnaires that have been distributed. The job satisfaction variable uses 5 question indicators that can be seen in the following table:

Table a
Respondent Answer Index for Job Satisfaction Variable (Y1)

| No | Item | Respondents' Answers | | | | | | | | | | Average |
| | | (1) | | (2) | | (3) | | (4) | | (5) | | |
		f	Score	f	Score	f	Score	f	Score	f	Score	
1	Satisfaction with salary	-	-	-	-	11	33	46	184	16	80	4.07
2	Satisfaction with the work itself	-	-	5	10	14	42	42	168	12	60	3.84
3	Satisfaction in working with colleagues	1	1	4	8	16	48	37	148	15	75	3.84
4	Leadership satisfaction	-	-	2	4	11	33	34	136	26	130	4.15
5	Career satisfaction/promotion	-	-	1	2	19	57	34	136	19	95	3.97
Total												3.97

Source: Processed Primary Data, 2022

Based on the table above, it can be seen that the average number of job satisfaction variables is 3.97 which is included in the high category. With these results, it can be said that the job satisfaction of Human ResourcesThe Central Java Provincial Election Commission is in good condition.[12]

3.2.1. The Influence of Work Climate on Job Satisfaction

The work climate is important to create because it is a person's perception of what the company provides and is used as a basis for determining the behavior of subsequent members. The work climate is determined by how well members are directed, built, and appreciated by the company (Sedarmayanti, 2017). With a comfortable work climate for Human Resources, it will provide increased job satisfaction. Satisfaction is a feeling experienced by a person, where he feels satisfied and has a sense of pleasure if what is expected has been fulfilled or what he receives exceeds what he expected.[13]

The results of the study have shown thatwork climate has a positive and significant effect on the job satisfaction of Human Resources of the General Election Commission of Central Java Province. This can be said because the value of t count (2.203) > t table (1.666) with a

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[11]Sedarmayanti.(2017). *Perencanaan dan Pengembangan SDM untuk Meningkatkan. Kompetensi, Kinerja dan Produktivitas Kerja*. (PT Refika Aditama).

[12]Simamora, Henry. (2015). *Membuat Karyawan Lebih Produktif Dalam Jangka Panjang (Manajemen SDM)*. (Yogyakarta: STIE YKPN).

[13]Timpe, Dale. (2013). *Seri Manajemen Sumber Daya Manusia Kinerja*, cetakan kelima, (Jakarta : PT Bumi. Aksara).

significance of (0.031 < 0.05) means that the work climate has a positive and significant effect on the job satisfaction of Human Resources of the General Election Commission of Central Java Province. From these results, it has been proven that the work climate is able to influence the increase in job satisfaction of Human Resources, and shows harmony with the results of previous research byDiyanti & Musa Hubeis (2017) who explained thatwork climatehas a positive and significant effect on job satisfaction.[14]

a. Work Climate Variable (X2)

Descriptive analysis is used to see the picture of the answers from respondents based on the questionnaires that have been distributed. The work climate variable uses 6 question indicators that can be seen in the following table:

Table a
Respondents' Answer Index for Work Climate Variables (X2)

No	Item	Respondents' Answers										Average
		(1)		(2)		(3)		(4)		(5)		
		f	Score	f	Score	f	Score	f	Score	f	Score	
1	Put trust and be open	-	-	-	-	5	15	39	156	29	145	4.33
2	Sympathetic and supportive	-	-	2	4	8	24	45	180	19	95	4.15
3	Honest and respectful	-	-	1	2	12	36	36	144	24	120	4.14
4	Clarity of purpose	-	-	-	-	4	12	44	176	25	125	4.29
5	Personality growth	-	-	1	2	7	21	46	184	19	95	4.14
6	Autonomy and flexibility	-	-	-	-	12	36	46	184	15	75	4.04
Total												4.18

Source: Processed Primary Data, 2022

Based on the table above, it can be seen that the average number of work climate variables is 4.18 which is included in the high category. With these results, it can be said that the work climate inThe General Election Commission of Central Java Province is quite good and at a good level for Human Resources.[15]

3.2.2. The Influence of Person Organization Fit on Performance

Employee recruitment carried out by companies often uses an approach of suitability between individuals and the jobs offered. An organization or company if it wants to advance or develop is required to have quality Human Resources. Quality Human Resources are Human Resources whose performance can meet the targets or goals set by the company. To obtain Human Resources with good performance, performance implementation is required. Mathis and Jackson (2006) stated that performance is basically what Human Resources do or do not do.[16]

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[14] Wirawan, (2015). *Evaluasi Kinerja Sumber Daya Manusia (Teori, Aplikasi, dan. Penelitian)*. (Jakarta: Salemba Empat).

[15]Tangkilisan, (2015), *Manajemen Publik*, (Jakarta ; Gramedia Widia).

[16]Sedarmayanti. (2017). *Perencanaan dan Pengembangan SDM untuk Meningkatkan. Kompetensi, Kinerja dan Produktivitas Kerja*. (PT Refika Aditama).

The results of the study have shown that *person organization fit* has a positive and significant effect on the performance of Human Resources at the Central Java Provincial Election Commission. This can be said because the calculated t value (5.548)> t table (1.666) with a significance of (0.000 <0.05) means that person organization fit has a positive and significant effect on the performance of Human Resources at the Central Java Provincial Election Commission. From these results, it has been proven that person organization fit is able to influence the improvement of Human Resources performance, and shows alignment with the results of previous research byJeanita Hinayah Arifianingsih (2017) explained that person-organization fit has a positive and significant effect on Human Resources performance.[17]

a. Civil Servant Performance Variable (Y)

Descriptive analysis is used to see the picture of the answers from respondents based on the questionnaires that have been distributed. The PNS performance variable uses 5 question indicators that can be seen in the following table:

Table a
Respondent Answer Index for Civil Servant Performance Variables (Y)

No	Item	Respondents' Answers										Average
		(1)		(2)		(3)		(4)		(5)		
		f	Score	f	Score	f	Score	f	Score	f	Score	
1	Quality of Work	-	-	2	4	19	57	42	168	10	50	3.82
2	Punctuality	-	-	-	-	15	45	42	168	16	80	4.01
3	Initiative	-	-	-	-	7	21	57	228	9	45	4.03
4	Ability	-	-	2	4	7	21	55	220	9	45	3.97
5	Communication	-	-	3	6	12	36	52	208	6	30	3.84
Total												3.93

Source: Processed Primary Data, 2022

Based on the table above, it can be seen that the average number of performance variables is 3.93 which is included in the high category. With these results, it can be said that the performanceThe Central Java Provincial General Election Commission is in the good and high category, so with this description the performance of the Central Java Provincial General Election Commission can still be improved by utilizing other aspects to improve performance.[18]

3.2.3. The Influence of Work Climate on Performance

According to Robbins (2016) stated that the work climate is the environment of an organization or company that can create a good and bad working atmosphere for employees. With a comfortable working climate for Human Resources will provide increased Human Resources performance.Performance is the work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, without violating the law and in accordance with morals and ethics.

[17]Ruky, Achmad.. (2014). *Sistem Manajemen Kerja*. Cetakan Ketiga. (Jakarta: PT. Gramedia Pustaka Utama).
[18]Martoyo, Susilo. (2013). *Manajemen Sumber Daya Manusia*. (BPFE. Yogyakarta).

The results of the study have shown thatwork climate has a positive and significant effect on the performance of Human Resources of the Central Java Provincial Election Commission. This can be said because the calculated t value (9.907)> t table (1.666) with a significance of (0.000 <0.05) means that the work climate has a positive and significant effect on the performance of Human Resources of the Central Java Provincial Election Commission. From these results, it has been proven that the work climate is able to influence the improvement of Human Resources performance, and shows harmony with the results of previous research byPurwani Puji Utami (2017) explains thatwork climatehas a positive and significant impact on Human Resources performance.

3.2.4. The Influence of Job Satisfaction on Performance
Robbins (2016) stated that job satisfaction is defined as an individual's general attitude towards their work. Employees can assess how satisfied or dissatisfied they are with their work. Human Resources who have high job satisfaction will provide an increase in the quality of their performance for the organization.Basically, performance is an activity and result that can be achieved or continued by a person or group of people in carrying out work tasks well, or can be said to achieve previously set targets or work standards or can even exceed the standards determined by the company in a certain period.[19]

The results of the study have shown thatjob satisfaction has a positive and significant effect on the performance of Human Resources of the Central Java Provincial Election Commission. This can be said because the calculated t value (10.216)> t table (1.666) with a significance of (0.000 <0.05) means that job satisfaction has a positive and significant effect on the performance of Human Resources of the Central Java Provincial Election Commission. From these results, it has been proven that job satisfaction is able to influence the improvement of Human Resources performance, and shows alignment with the results of previous research byBayu Dwilaksono Hanafi (2017) explained thatjob satisfactionhas a positive and significant impact on Human Resources performance.[20]

4. Conclusion

Development of the independent influence modelperson organization fit,work climate and job satisfaction on performance get the appropriate results. The model construction process is based on careful observation through exploratory studies which are then validated and tested using research and development methodology. Thus, from these results, policies can be taken in order to improveHuman Resources PerformanceAs follows:Person organization fit affects job satisfaction, so the managerial implication in this study is the adjustment of perception between Human Resources and the organization in achieving common goals. Work climate affects job satisfaction, so the managerial implication in this study is the

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[19]Mathis, R. L., and J. P. Jackson. (2016). *Human Resource Management*. Edisi 10 Jilid 3. Jakarta : Salemba Empat).
[20]Sekiguchi, T. (2004). Person-Organization Fit and Person-Job Fit in. Employee Selection: A Review of The Literature. *Osaka Keidai Ronshu,* Vol.54.

improvement of conditions and atmosphere of the work environment to increase satisfaction of work completion by Human Resources. Person organization fit affects performance, so the managerial implication in this study is the improvement of Human Resources management as an optimization of Human Resources performance. Work climate affects performance, so the managerial implication in this study is the improvement of the atmosphere in the work environment to create a conducive implementation of Human Resources work. Job satisfaction affects performance, so the managerial implication in this study is the provision of work that can encourage Human Resources motivation in completing work.

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