The Effect Of Person-Job Fit And Person-Organization Fit On Employee Performance With Individual Capacity As Moderation

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ABSTRACT

This research was conducted due to a decline in the quality of Indonesia's human resources caused by various factors including poverty and unemployment levels. The quality of human resources in a country is assessed using GTCI or Global Talent Competitiveness Index published by INSEAD every year. Indonesia experienced a significant decline from the measurements carried out by GTCI in the Southeast Asia region. In 2020, Indonesia ranked 65th out of 132nd other countries, while in 2022 it decreased to 82nd out of 133rd countries. Indonesia also ranked as the 6th poorest country in Southeast Asia in 2023. To respond this issue, this study aims to enhance employee performance focused on private sector employees in the Jabodetabek area.. The population in this research were private employees who worked in the Jabodetabek area and the number of samples was determined using the Hair (2011) method with a total of 150 people. The sampling technique in this research is the convenience method with purposive sampling. This method is a sampling technique based on selecting respondents who are readily available or accessible to the researcher while still considering their relevance to the research objectives. This method is employed due to constraints in time and resources, prompting researchers to choose respondents who can be easily contacted or who possess characteristics that align with the research criteria. The study was carried out using questionnaires and a Likert scale ranging from 1 to 5. Statistical testing of the research data was assisted by Smart PLS software. The study evaluates person-job fit, person-organization fit, individual capacity, and their impact on employee performance. Data analysis was carried out using multiple regression techniques to test the relationship between the independent variables (person-job fit and person-organization fit), the moderator variable (individual capacity), and the dependent variable (employee performance). The results of this research are that if there is an increase or decrease in PJ fit, PO fit and individual capacity it will influence employee performance, while individual capacity cannot moderate PJ-fit and PO-fit in influencing employee performance. These findings underscore the importance for companies to prioritize enhancing person-job fit, person-organization fit, and individual capacity to foster improved employee performance, thereby addressing the broader challenge of enhancing Indonesia's human resource quality and competitiveness on the global stage.

Keywords: Person Job Fit, Person Organization Fit, Employee Performance, Individual Capacity

INTRODUCTION

The quality or quality of human resources in a country is assessed using GTCI or Global Talent Competitiveness Index published by INSEAD every year. There are 4 things that are assessed in GTCI and 2 outputs, namely vocational and technical abilities and global knowledge. In the 2022 GTCI in Southeast Asian countries, Indonesia obtained a value of 37.00 and reached 82nd place out of 133 countries measured. This measurement decreased compared to GTCI 2020, Indonesia obtained a value of 41.81 and succeeded in 65th place out of 132 other countries. For ASEAN countries, Indonesia has decreased the quality of human resources from the original 5th place out of 9 countries (2020) to 7th place out of 9 countries in 2022 (Dewi Pancawati, 2023). The decline in the quality of human resources is influenced by many factors, including poverty and unemployment rates. Based on data from (Aditiya, 2023) Indonesia is the 6th highest poverty country in Southeast Asia in 2023. On the other hand, in one data from the Ministry of Manpower, there are 37,375 workers affected by termination of employment in Indonesia during the January-August 2023 period (Kemnaker, 2023). Naerobi (Dekan of FEB University of Lampung) also added that Indonesia's productivity is still quite low at $ 13.1 per hour, far away when compared to Singapore which reaches $ 73.7 per hour (Supanji, 2023). Based on these data, Indonesia, both companies and employees, need to improve and maintain performance in terms of human resources.

The performance of these employees is known to be significantly affected by PJ-fit and is directly proportional (Nikmah, 2023; Saifuddin, 2022; Saputri, et al., 2022; Soelton et al., 2020). This means that the higher the PJ-fit in employees, the employee performance will increase and vice versa. However, other studies state that PJ-fit does not have a significant impact on employee performance (Anindita, 2019). According to (Nurjati et al., 2019) if there is no match between employee characteristics and work, it will cause a decrease in commitment as an employee at work and low performance.

In addition to PJ-fit, there are other factors that can affect performance, namely PO-fit or Person Organization Fit, namely the personal fit of individuals with their organizational environment. The more the individual feels suitable and comfortable, the better the work pattern carried out which has an impact on improving employee performance (Dopara, 2020; Soelton et al., 2020; Suciati, 2022; Sukmadewi et al., 2023). According to (Anindita, 2019)'s research if employees feel suitable and apply values in the organization and make it a code of ethics in daily activities, it can improve PO fit and employee performance.

Human resource capacity is the ability of individuals to carry out their duties and achieve goals effectively and efficiently. HR is one of the important factors that affect the progress of an organization or company. Individual capacity or human resources have a significant and positive impact in influencing employee performance, in line with research conducted by (Atmojo, 2019; Makhfuddin et al., 2021; Patraini et al., 2021; Ramadhania & Novianty, 2020; Suciati, 2022; Sulistiawati, 2023).

The difference between this study and other studies is that individual capacity is placed as a moderating variable and with private employees in the city of Tangerang as respondents. Private employees are selected with the consideration that the value of each private organization/company is different and can affect PO-fit compared to SOEs which tend to be homogeneous (AKHLAK core value). The study aims to determine the role or influence of PJ-fit, PO-fit and individual capacity on performance. It is hoped that the results of the research will be useful in helping to

maintain and improve the quality of human resource performance in Indonesia, especially for private companies.

Research Model

This research model tested five hypotheses, namely three hypotheses of direct influence and two hypotheses with moderation with PJ-Fit and PO-Fit as independent variables, employee performance as the dependent variable and individual capacity as a moderating variable.
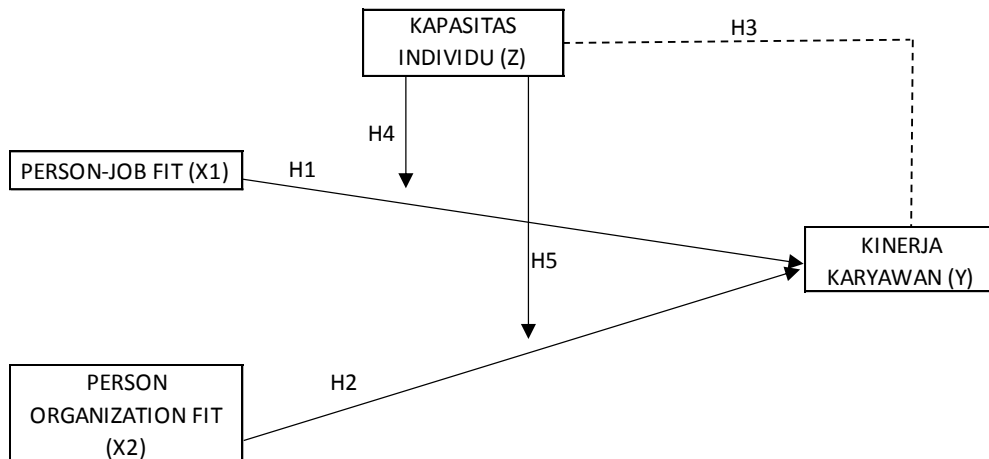

Image 1. Research Model
Sumber : Author (2023)

Based on the image of the research model, the following hypothesis was formed:

Person Job Fit Affects Employee Performance

The performance of these employees is known to be significantly influenced by person-job fit and is directly proportional (Nikmah, 2023; Saifuddin, 2022; Saputri, et al., 2022; Soelton et al., 2020). This means that if person-job fit increases, employee performance will increase as well. Conversely, if there is a low person-job fit then the resulting employee performance will be low as well. Based on this statement, the following hypothesis was made. H1 = Person Job Fit Affects Employee Performance.

Person Job Fit Affects Individual Capacity.

In the journal Sylva et al., (2019) states that individuals who manage their careers proactively by developing their skills and knowledge will make them better prepared to face job challenges and act in changing job demands than those who are not proactive. Kristof-Brown et al., (2005) define PJ-fit into two dimensions, namely needs-supplies (N-S) fit and demand-abilities (D-A) fit. DA fit itself is a match between job demands and employee knowledge, skills and abilities, for example competence (Cable & Derue, 2002). In Ben-Gal (2020) research, also mentioned that competencies and skills have an important role in PJ-fit because companies are driven by technology and changes in employee duties. Thus, it can be said that the higher the PJ-fit, the higher the capacity possessed by the individual and hypothesized. H2 = Person Job Fit Affects Individual Capacity.

Person Organization Fit Affects Employee Performance.
PO-Fit, which is an individual's personal fit with his organizational environment. The more the individual feels suitable and comfortable, the better the work pattern carried out which has an impact on improving employee performance as researched by (Dopara, 2020; Soelton et al., 2020; Suciati, 2022; Sukmadewi et al., 2023). H3 = Person Organization Fit Affects Employee Performance.

Person Organization Fit Affects Individual Capacity.
H4 = Person Organization Fit Affects Individual Capacity.

Individual Capacity Affects Employee Performance
Individual capacity or human resources have a significant and positive impact in influencing employee performance, in line with research conducted by (Atmojo, 2019; Makhfuddin et al., 2021; Patraini et al., 2021; Ramadhania & Novianty, 2020; Suciati, 2022; Sulistiawati, 2023). It is said that individual capacity tends to be low, so the resulting performance is also relatively low and vice versa. H5 = Individual Capacity Affects Employee Performance

LITERATURE REVIEW
Person-Job Fit
        Person-job fit is a condition that describes the compatibility between the employee's abilities with the demands of the job, individual needs and what the job can provide to the employee (Cable & Derue, 2002). The extent to which the job can meet employee needs such as basic needs (salary & compensation), socialization, job appreciation, opportunities for self-development depends on the individual's ability to fulfill his job duties. The higher the ability of employees, the higher the completion of job demands so that they can improve performance and also the needs provided by the company / organization. Conformity can be viewed objectively and subjectively. Objective conformity refers to the degree of compatibility of individual characteristics with the characteristics of their job, while subjective conformity is the suitability that is seen from how suitable the internal perception of each individual (employee) is with how much they feel they are suitable for their job (Kristof-Brown et al., 2005). If there is a match between individuals and their jobs, it will have a positive impact according to Edward in Sekiguchi (2004) on improving employee performance, decreasing employee turnover rates or employee intentions to quit work and also job satisfaction. Conversely, if there is no conformity, negative impacts can arise such as stress at work and decreased performance / low employee performance (Arora, 2000).

Person-Organization Fit
        According to Chatman (1991) dan Muchinsky & Monahan (1987) said the concept of compatibility between the individual and his environment (Person-Environment Fit) is based on interactionist behavioral theory. This theory asserts that to achieve better performance it is not enough from individual characteristics, individuals or situations alone, but rather the interaction between individual and situational variables (environment) that contributes the most. PE fit can be interpreted as the level of compatibility of the individual/human resources and environment in making significant choice results.
        Muchinsky & Monahan (1987) also explain that when conformity or complementary fit occurs when individuals can make their environment intact or can complement the shortcomings of the environment. However, to achieve this compatibility there are several dimensions, one of

which is the difference between needs-supplies and differences in requests with the abilities possessed. In short, a congruence between needs and supplies can be achieved if an environment meets individual needs, wants and preferences. Kristof et al., (2001) state that PO-fit has a major impact on organizational identification, perceived organizational support, citizenship behaviors, turnover, and job performance.

Employee Performance

Employees who are tied to the company's employment relationship are highly valued through company performance. The importance of performance measurement is based on two grand theories, namely agency theory and signalling theory. In agency theory, it is explained that there are two parties who are interested in each other, namely the owner of the company or management as a superior and also employees as agents who are delegated their duties by the company. Companies that separate management and ownership functions will be vulnerable to agency conflict caused by each party having conflicting interests, namely trying to achieve its own prosperity (Jensen & Meckling, 1976). To overcome this, an employment contract was formed between two parties that explained each other's rights and obligations and created a cooperative relationship. From this relationship, employees are very dependent on the performance appraisal of company management and the company expects performance that is commensurate with the capital that has been issued so that the better the performance, the higher the capital or reciprocity received and vice versa.

Signaling theory is a concept of how to reduce the asymmetry of information between the two parties, by informing each sign of success or failure. The provision of information is carried out by employees to company management in the form of work reports, whether they have succeeded in meeting job demands or not. Unfulfilled or unfulfilled responsibilities indicate failure on the part of employees in maintaining their performance.

Individual Capacity

Knowledge based view theory is an extension of a new theory from the previous theory, namely Resources Based View Theory / RBV (Curado & Bontis, 2006). This theory says knowledge is very important for companies / organizations through learning, companies can get, change and maintain their abilities (Cook & Yanow, 1993). The higher the company's capabilities, the higher the performance and the company can have a competitive advantage. In realizing this, it needs to be supported by superior human resources and have the ability. Individual ability or capacity is the ability or ability possessed by an individual shown through his behavior in order to improve his job performance.

RESEARCH METHODS

The research model used is quantitative research with an inductive deductive approach, which is a research approach with a problem (phenomenon) followed by hypothesis testing from the research sample. This study aims to test the hypothesis and the results will be generalized into general truths. The results obtained through hypothesis testing are expected to help solve the problems contained in the research phenomenon. This study examines several objects, namely Person-Job Fit (X1), Person-Organization Fit (X2), Individual Capacity (Z) and Employee Performance (Y). The subjects of the study are private employees who understand the importance of maintaining employee performance which can be affected by Person-Job Fit, Person-Organization Fit, and individual capacity.

The population is the society under study and the sample is a portion of people who are representative of the population (respondents) studied**.** The population of this study is private employees working in Jabodetabek area, the total number of which is unknown. Because the population number is unknown, the Hair method is used to determine the number of research samples, namely by using the formula for the highest number of indicators of the variables studied multiplied by 10. In sample selection, the Convenience method is used, which is the method of taking samples that are easiest for researchers to find, along with purposive sampling, which is a method of determining samples with certain criteria so that the samples taken still have relevance to research variables.

Data collection method using research questionnaire. The questionnaire is prepared based on the indicators of each variable studied. The respondents' answers used a Likert scale of $1-5$ consisting of Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), and Strongly Agree (5). The Likert scale is used to quantify the quality of the variables studied and facilitate testing using statistics.

OPERATIONAL VARIABLE

According to Allen and Mayer's PJ-fit theory quoted by Rudy, (2020) states that there is a match between the characteristics of the task or job with the individual's ability to carry out the task, will strengthen employee bonds to their work, namely employees will be more committed to work. It can be concluded that person job fit is a match between the characteristics of employees and also the job itself. In research conducted by Anindita (2019) mentioned that there are several indicators of PJ-fit. First is knowledge. Knowledge is obtained from both formal and non-formal education. Knowledge can also be gained through observation from the experiences of others and case studies. Knowledge becomes the basis of how to do things right. Even so, knowledge can be less than optimal if it is not constantly updated. Second, are skills. Skills gained both from self-taught learning and training. Skills are important because they involve real work practice. Third is Abilities, including a person's expertise in solving work demands, problems or obstacles faced during work and other abilities that support performance such as the ability to work together.

The second variable, PO-fit, is explained as the fit between workers and organizations that occurs when there is a need between the organization and workers or there are similar characteristics between the organization and its workers (Grobler & Joubert, 2020). According to Ucar et al. quoted by Christian et al., (2023) states that PO- fit is considered as a perceived fit between organizational values and worker values. PO-fit is important in maintaining the relationship of employee performance stability and in the long term can affect the decision of employees to commit longer. Then Siyal et al., in Christian et al., (2023) the same journal states that 4 indicators will reflect integrity and identity in PO-fit. These indicators are the conformity of values, the suitability of goals, the suitability of employee characteristics, and the suitability of organizational characteristics. Values will affect the point of view and also the behavior of employees within the organization. The intrinsic fit of the employee himself that is beyond value, such as the employee's intrinsic needs, work attitude, and others. Organizational characteristics are the intrinsic conformity of individual employees with company characteristics (non-values) that can be formed from the atmosphere or culture of the organization. Organizational climate or atmosphere is the view of organizational members relatively after experiencing the quality of the internal environment of an organization / company, which can affect the attitude and process of

cooperation. While organizational culture is a pattern that is used as the basis of the company / organization in solving problems or acting.

Operationalization of the dependent variable of employee performance according to (Junianto & Sabtohadi, 2020), employee performance is an output produced according to the duties and responsibilities imposed by the company on employees. He also said that there are 4 things that are used as employee performance measurements, namely on time, initiative, compliance with Standard Operational Procedures (SOP), and work targets. Meanwhile, in the research of Arifin et al., (2019), 5 performance measurement indicators are the number of jobs, quality of work, punctuality, attendance and employee cooperation ability.

Understanding individual capacity is an individual's ability to perform various tasks in a job (Megawaty, 2019). According to Nur Hamid, (2020) individual capacity or ability is the ability or ability which means that someone who has the ability or ability to do something is realized through his actions to increase work productivity. Nur Hamid also said individual capacity can be seen from several indicators, namely education, training and experience.

The analysis method used is quantitative analysis to test hypotheses in the SEM research model. Data analysis using statistics is assisted by Smart PLS software. Data analysis was carried out in several steps, namely demograsive statistics of respondents, descriptive statistics of research variables, tests of validity and reliability of data, tests of coefficient of determination (R Square), and tests of hypotheses and regression equations.

RESULTS
Descriptive Statistics

Descriptive statistics is the analysis of data that aims to describe or provide an overview without providing generalized conclusions. Descriptive statistics consist of minimum values, maximum values, averages and also standard deviations. While the demographic statistics of respondents consisted of 150 respondents with 89 women and 61 men, 101 had a Bachelor education, 28 had a Postgraduate education and as many as 21 people had a high school / K education equivalent. Descriptive statistics of research data are listed in the table below:

Table 1. Descriptive Statistics of Variables

No.	Variable	Minimum	Maksimum	Average
1	Person-Job Fit	1	5	3,99
2	Person-Organization Fit	1	5	4,07
3	Individual Capacity	1	5	4,03
4	Employee Perfomance	1	5	4,39

Source : Data Processing Result, Author (2023)

The implementation of PJ-fit, PO-fit, individual capacity and employee performance is at minimum number 1 and maximum 5. The average PJ-fit value was 3.99 or 79.8%, the average PO-fit value was 4.07 or 81.4%, the average individual capacity value was 4.03 or 80.6% and the average employee performance value was 4.39 or 87.8%.
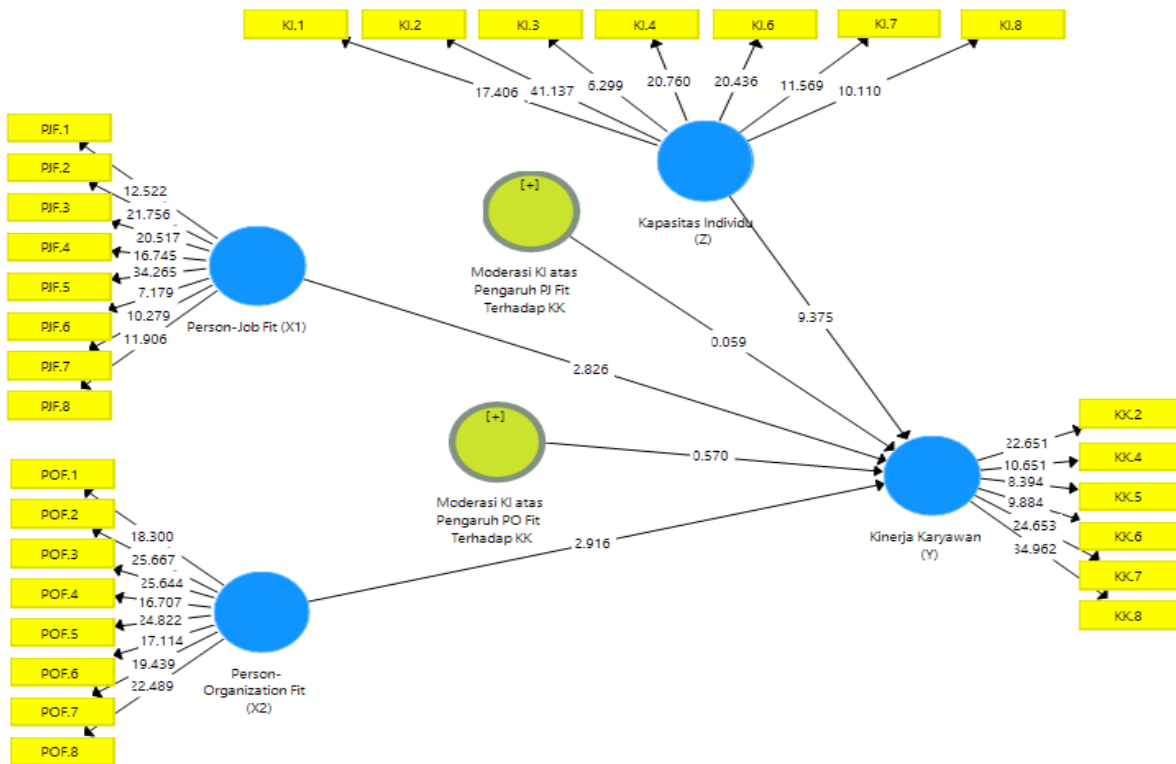
Outer Model Test

Image 2. Outer Model Test Results
Source: Output Smart PLS (2023)

Validity and Reliability Test

Validity and reliability tests are used to determine the validity and reliability of the construct of the model under study. The test is carried out by calculating the Average Variance Extracted (AVE) value and rho_A, if the AVE value is below 0.05 and the rho_A value is above 0.7 then it is said to be valid and can be accounted for. The following are the test results of the research model:

Table 2. Validity and Reliability Test

Construct Reliability and Validity	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Individual Capacity (IC)	0,8398	0,8552	0,8783	0,5120
Employee Performance (EP)	0,8042	0,8333	0,8605	0,5129
IC's Moderation On The Effect Of PJ-Fit On EP	1,0000	1,0000	1,0000	1,0000
IC's Moderation On The Effect Of PO-Fit On EP	1,0000	1,0000	1,0000	1,0000
Person-Job Fit	0,8688	0,9040	0,8932	0,5134
Person-Organization Fit	0,8964	0,9009	0,9167	0,5796

Source: Output Smart PLS (2023)

The variables PJ-fit, PO-fit, individual capacity and employee performance as well as the impact of individual capacity moderation have met the construct test requirements of validity and reliability because the AVE value is above 0.5 and rho_A is above 0.7.

Hypotheses Test

Hypothesis testing is done by measuring t-statistics and also p-values. The hypothesis is accepted when the t-statistic value is greater than 1.96 and the p-value is less than 0.5. The following are the results of hypothesis testing from the model studied by looking at the following table:

Table 3. Hypotheses Test

Hipotesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
PJ-Fit -> EP	-0,5591	-0,5247	0,1922	2,9096	0,0038
IC's Moderation On The Effect Of PJ-Fit On EP	0,1090	0,5012	0,1834	0,5943	0,5526
PO-Fit -> EP	0,4484	0,4326	0,1485	3,0205	0,0027
IC's Moderation On The Effect Of PJ-Fit On EP	-0,0109	0,0424	0,1766	0,0619	0,9507
IC -> EP	0,9092	0,9044	0,0913	9,9578	0,0000

Source: Output Smart PLS (2023)

Based on the table above, it shows five hypotheses consisting of three hypotheses of direct influence and two hypotheses of moderation of direct influence. The accepted hypothesis is H1, H3 and H5, namely the direct influence of the variables person-job fit, person-organization fit and also individual capacity on employee performance. Based on the numbers in the original sample, H3 and H5 have a positive effect while H1 has a negative effect. For the H2 and H4 hypotheses are rejected because the indicators of education, training and experience that make up individual capacity can already be represented by indicators from PJ-fit and PO-fit so that individual capacity cannot moderate PJ-fit and PO-fit in influencing employee performance.

Coefficient of Determination Test

Coefficient of determination is performed to test the effect of the entire independent variable on the dependent variable by looking at the value of R Square Adjusted. The closer to the number 1, the stronger the influence of the independent variable, and vice versa. The test results can be seen in the table as follows:

Table 4. Coefficient of Determination

R Square	R Square	R Square Adjusted
Employee Performance	0,6590	0,6472

Source: Output Smart PLS (2023)

The R Square Adjusted value of 0.6472 means that all independent variables affect employee performance by 64.7% while the remaining 35.3% are influenced by other variables outside this study. According to Hair et al., (2011) states that R Square 0.75 is included in the strong category, 0.50 is included in the moderate category and 0.25 is included in the weak category. Thus the influence of the independent variable on the dependent variable in this study is included in the moderate category or moderate influence.

Regression Equation

Table 5. Persamaan Regresi

Hipotesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
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PO-Fit -> EP	0,4484	0,4326	0,1485	3,0205	0,0027
IC's Moderation On The Effect Of PO-Fit On EP	-0,0109	0,0424	0,1766	0,0619	0,9507
IC -> EP	0,9092	0,9044	0,0913	9,9578	0,0000

Source: Output Smart PLS (2023)

From the table 5, the regression equation is obtained as follows:

$$Y = -0,559 PJF + 0,909 POF - 0,011(IC) + 0,109\ POF(IC) + e$$

If PJ-Fit increases by 1 unit, employee performance will decrease by 0.559 units. If PO-Fit increases by 1 unit, employee performance will increase by 0.448 units and if individual capacity increases by 1 unit, employee performance will increase by 0.909 units. Based on this explanation, it can be concluded that the variable that has the greatest effect on employee performance is individual capacity, then followed by PO-fit and PJ-fit which give a negative effect.

DISCUSSION

The first hypothesis in this study is accepted, namely PJ-fit affects employee performance applied in knowledge, skills and abilities. The implementation is proven to significantly affect employee performance. If there is an increase in these indicators, it results in increased employee performance. Conversely, if there is a decrease in these indicators, it results in a decrease in employee performance. The results of this study are consistent with the results of research by (Nikmah, 2023; Saifuddin, 2022; Saputri, et al., 2022; Soelton et al., 2020).

The second hypothesis in this study was rejected, namely the capacity of individuals unable to moderate PJ-fit in influencing employee performance. Individual capacity is applied in terms of education, training and experience that is proven not to moderate PJ-fit in influencing employee performance. The better the education, training and experience possessed does not make PJ-fit the better in influencing employee performance. According to the author, this is because individual capacity indicators have been reflected in PJ-fit indicators, namely knowledge, skills and abilities. Because of these relatively similar indicators, individual capacity cannot moderate PJ-fit in influencing employee performance.

The third hypothesis in this study is accepted, namely that PO-fit affects employee performance which is applied with the suitability of values, suitability of goals, suitability of employee characteristics, and suitability of organizational characteristics. The implementation is proven to significantly affect employee performance. The better the application of the 4 suitability,

the better the performance will be produced. Conversely, if the application of these 4 indicators decreases, it results in a decrease in employee performance. The results of this study are consistent and support with the results of research by (Dopara, 2020; Soelton et al., 2020; Suciati, 2022; Sukmadewi et al., 2023; Anindita, 2019).

The fourth hypothesis in this study was rejected, namely the moderation of individual capacity on the effect of PO-fit on employee performance. The better the education, training and experience possessed does not make PO-fit better in influencing employee performance. Employees who have high capacity will not necessarily have a high fit with the company, and do not result in improvements in employee performance.

The fifth hypothesis of this study is accepted, namely individual capacity affects employee performance applied with education, training and experience. The implementation is proven to significantly affect employee performance. The better the application of these 3 indicators, the better the performance will be produced. Conversely, if the application of these 3 indicators decreases, it results in a decrease in employee performance. The results of this study are consistent and support with the results of research by (Atmojo, 2019; Makhfuddin et al., 2021; Patraini et al., 2021; Ramadhania & Novianty, 2020; Suciati, 2022; Sulistiawati, 2023).

CONCLUSION

The test results in this study show that there is a significant influence of PJ-fit on employee performance, PO-fit on employee performance, individual capacity on employee performance. While individual capacity cannot strengthen or weaken the influence of PJ-fit or PO-fit on employee performance. But it is partially individual capacity that has the most significant influence on employee performance.

This research has several limitations that can be corrected in future studies. Some of these limitations are the selection of a sample of private employees in the city of Tangerang, in future studies the sample can be narrowed down to private employees in certain industries or in certain organizations. The second limitation is the variation in respondents' demographic statistics such as age, gender, education level and occupation that can affect data collection in this study.

For future research, it is recommended to do several things to improve existing research such as taking more samples, selecting more focused samples, and adding or replacing research variables to examine the dependent variable more deeply. If the company wants to improve employee performance, it is necessary to increase the capacity of employees first, for example through job training. Then followed by holding activities that can improve PJ-fit and PO-fit such as job training and gathering/employee day events.

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