

Reawakening perceived person organization fit and perceived person job fit: Removing obstacles organizational commitment

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ABSTRACT

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This study aimed to examine and analyze the effect of Perceived Person Organization Fit and Perceived Person Job Fit on Organizational Citizenship Behavior with Organizational Commitment as an intervening variable. This research was conducted using a descriptive method in the Social Welfare Institution at Central Aceh - Takengon with sample of 42 respondents. The approach used in this research was Structural Equation Model (SEM) with Partial Least Square (PLS) analysis tool 3.0. The results showed that the Perceived Person Organization Fit (P-O Fit) and Perceived Person-Job Fit (P-J Fit) had a significant positive effect on Organizational Commitment. Perceived Person Organization Fit (P-O Fit) and Perceived Person-Job Fit (P-J Fit) had a significant positive effect on Organizational Citizenship Behavior (OCB). Organizational Commitment had a significant positive effect on Organizational Citizenship Behavior (OCB).

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1. Introduction

The organization will develop in accordance with the existence of Human Resources in it. The role of Human Resources is not only as an administrative expert, but also as a strategic partner, winning employee and change agent (Malik, 2019). At present the competition between companies in the globalization era is increasingly sharp where firms must be prosecuted to continuously develop their human resources proactively, so that their potential can develop optimally. The employee's own role and leadership are the most important and valuable assets for a company or organization (Soelton & Nugrahati, 2018; Soelton et al., 2020; Purnama, 2013; Adi & Ratnasari, 2015). Suzabar et al. (2020) and Demerouti *et al.* (2015) revealed how employees develop companies that are more creative in their work, and through the extra role of training them to use strategies that are more effective in adjusting work so that they become more involved in work. Organizations all over the world have been facing various challenges in attracting talented and intelligent human resources, which are considered a valuable resource in the organizational structure. To that end, they began to develop strategies and means for managing talent, linking it to development plans for future procurement of human resources for system development (Almaaitah et al., 2020; Suzabar et al., 2020; Fisher et al., 2009). Organizations have also started suggesting the mechanisms necessary for providing the appropriate regulatory environment for the growth of their talent and leadership. Human Resource Development is one of the keys to success and is important for achieving the goals of an organization. Development will form quality human beings in the sense of having knowledge, skills, work abilities and loyalty in work. As in a Social Welfare Institution that requires workers with a high level of loyalty, the social welfare program can be implemented effectively and efficiently. HR competent

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in social welfare in terms of size and distribution are the main capital for the implementation of social welfare programs that are appropriate and beneficial for the community or target group (Saratian *et al.*, 2019; Mugiono *et al.*, 2020; Rusmiyati & Hikmawati, 2019). According to Rahma *et al.* (2014), social welfare is one of the important indicators for the development of a country that is very closely related to the profession of social work. Social workers with their skills, values, and methods and approaches which are capable of improving the social functioning of individuals, families, communities, to improve the social welfare of country. Social welfare is a condition of meeting the material, spiritual, and social needs of citizens in order to live properly and be able to develop themselves, so that they can carry out their social functions. While the implementation of social welfare is directed, integrated, and sustainable efforts undertaken by the government, regional government and the community in the form of social services to meet the basic needs of every citizen includes social rehabilitation, social security, social empowerment and social protection (Soelton *et al.*, 2020; Mugiono *et al.*, 2020).

The development of social welfare ought to be directed for the developing community empowerment to help themselves. Being able to help themselves implies not merely being able to overcome the problem, but being able to grow and develop independently and sustainably. One way to do this is to organize the community to carry out activities that are considered strategic, which are activities that when done can overcome the root number of problems at once. The formed community organization is a social welfare institution as stated in the Law of the Republic of Indonesia Number 11 of 2009. In the Act stated that the public can participate through various forms of forum, one of which is through the Social Welfare Institution (Kemsos.go.id). The existence of the Social Welfare Institution is expected to be able to support the Government's goal in this case the Ministry of Social Affairs to address social deviations that exist in the community. Fig. 1 shows a list of Social Welfare Institutions spread throughout Indonesia:

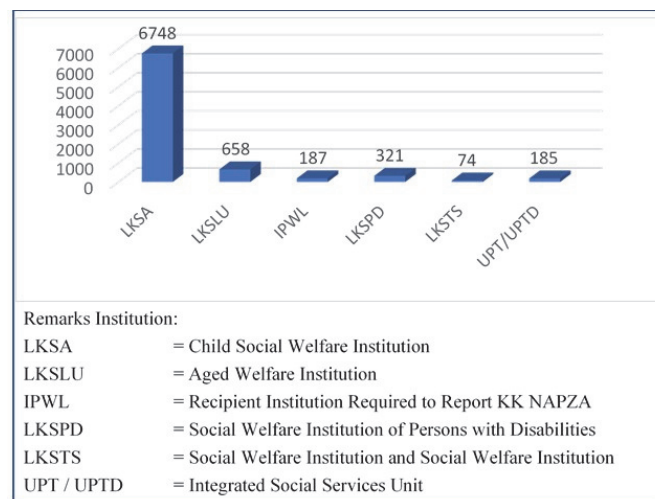


Fig. 1. Social Welfare Institutions in Indonesia

Source: Indonesian Ministry of Social Affairs, (2020)

Based on these data it can be concluded that the child social welfare institution (LKSA) is the largest social institution in Indonesia with 6,748 houses (Kemsos.go.id). In the Social Welfare Institution, the role of caregivers is very determining the character of individuals who are in an institution, especially in childcare. The basic concept of childcare focuses on the ability of the environment to maintain optimal child development and development through a hone, compassion and foster approach (Kemsos.go.id). Children need mental stimulation (hone) which is the forerunner of the learning process (education and training), psychosocial development, intelligence, skills, independence, creativity, morals, personality and productivity. The need for love (compassion) from parents will create a close bond (bounding) and basic trust between children and parents. Biomedical physical needs (fostering) include food, nutrition and fulfillment of children's basic needs. The Child Orphanage Social Institution (PSAA) as a childcare institution certainly has a strategic role in bringing about a balance between hone, foster and foster care in the childcare process (Soelton *et al.*, 2018; Soelton & Nugrahati, 2018; Budiharjo, 2015).

2. Literature review

1.2 Perceived Person Organization Fit (P-O Fit)

Perceived Person Organization Fit (P-O fit) is broadly defined as the fit between organizational values and individual values (Kristof, 1996). Person organization fit has been defined in several ways, including the appropriateness of values, the appropriateness of objectives and the compatibility between employee needs (Finch *et al.*, 2013). The definition of the Person Organization Fit method is the congruence between individuals and organizational factors. Thus Person Organization Fit is a selection method that takes into account the suitability of individuals with organizational values, and a technique that places the selection process as a means of interacting between organizations and individuals, where compatibility between Individuals with Work (Person Job Fit), and compatibility Individuals with organizations (Person Organization Fit), are

calculated and defined simply, rather than the traditional selection model. Person Organization Fit and Person Job Fit are used as variables to find human resources with appropriate values in government organizations, and to form a system that can strengthen conformity. Person Organization Fit (P-O Fit) can be interpreted in four concepts :

- a. Value correspondence, suitability between individual intrinsic values with the organization;
- b. Suitability of goals (congruence goals), is the suitability of individual goals with the organization in this case are leaders and colleagues;
- c. Meeting the needs of employees is the match between the needs of employees and the strengths needed in the work environment with the system and organizational structure;
- d. Culture according to personality (personality congruence culture) is a match between the personality (non-value) of each individual and the diversity or culture of the organization.

According to Autry and Daugherty (2003) the dimensionality of Person Organization Fit (P-O Fit) is the difference in conformity with company goals, conformity with colleagues, and conformity with supervisors.

1.3 Perceived Person Job Fit (P-J Fit)

Person-Job Fit is a condition that illustrates the suitability between the ability of employees with job demands, individual needs and what can be provided by the job to employees (Cable & Rue, 2002). According to Kristof (2005) conformity can be seen objectively or subjectively. Conformity seen objectively refers to how suitable a person's characteristics are with the characteristics of his work, while conformity seen subjectively is to see the suitability between each employee's individual perceptions of how much they feel fit to their work. According to the theory of person job fit, the suitability between the characteristics of the job with the ability of individuals to carry out these tasks, will strengthen the bond of employees to their work, i.e. employees will be more committed to the job (Allen & Meyer, 1997). Person Job Fit implies the suitability of the workforce needed by the company. Thus, it is clear that the suitability of the individual with the type of work in various other aspects of the work situation may be as important as the type of work to be done. It will be obtained by employees who truly have the competencies desired by the organization, that is, those who are able to change to follow the work. Kristof (1996) states that person-job fit consists of two dimensions:

- a. Demand-abilities fit, is the knowledge and abilities possessed by workers in accordance with what is needed by the field which states that the dimensions of demand-abilities fit include the demands of the work required in accordance with the ability of individuals in order to complete the work in accordance with the work requirements offered by the organization. Job demands include knowledge, skills and abilities. Abilities include education, experience, and talent from individuals or knowledge, skills and abilities.
- b. Need- supplies fit, is a situation where the needs of workers and what they expect to achieve when they work (personal satisfaction because of the work). The dimensions of need- supplies fit are the desires of the individual to match the characteristics and attributes of the work so that they are able to fulfill individual desires. Individual desires include the achievement of goals, psychological needs, interests and values. Job Supplies include job characteristics, salary and other job attributes.

Based on the opinion of Bohlander and Snell (2004), and Bowen *et al.*, (1997) if synergized, the Person Job Fit has eight indicators: Knowledge, Skill, Abilities, Social skills, Personal needs, Values, Interest, Personality traits.

1.4 Organizational Commitment

According to Soelton et al. (2019), Arijanto et al. (2018) and Nurhayatia et al. (2017), organizational commitment is as a condition where an employee sides with a particular organization and its goals and desires to maintain membership in the organization. Commitment to the organization can be interpreted by the extent to which the involvement of individuals in the organization is characterized by : a) strong trust in the organization, and individuals accept the goals and values of the organization; b) individuals are willing to work hard in the interests of the organization; c) individuals have a strong desire to maintain relationships with organizations (Meyer et al., 1993). Organizational commitment is a relative strength of the individual in identifying his involvement in the part of the organization, which is characterized by acceptance of the values and goals of the organization, willingness to work for the organization and the desire to maintain membership in the organization (Robbins & Judges, 2006). When employees receive favorable treatment, they feel obliged to respond in the same way and reward the organization, for example, by forming a greater bond (Wikhamn & Hall, 2012) or a stronger commitment. There are three Organizational Commitment indicators according to Finch et al. (2013):

- a. Affective Commitment, Affective commitment reflects a desire to maintain membership in an organization that develops largely as a result of work experience that creates a feeling of comfort and personal competence.
- b. Continuance Commitment, Continuance Commitment reflects the need to remain, and the results of cost recognition are related to leaving.
- c. Normative Commitment, Normative commitments reflect obligations to stay, resulting from internalizing loyalty norms and receiving assistance that requires payment. It has been stated that these themes are a component of commitment, and that each employee has a commitment profile that reflects his level of desire, needs, and obligations to stay.

1.5 Organizational Citizenship Behavior (OCB)

According to Organ (1988), OCB is defined as work-related behavior that are discretionary, i.e. not related to the formal organizational reward system, and, in aggregate, promote the effective functioning of the organization. OCB reflects those actions performed by employees that surpass the minimum role requirements expected by the organization and that promote the welfare of co-workers, work groups, and/or the greater organization (Lovell et al., 1999; (Soelton, *et al.*, 2020; Soelton *et al.*, 2018; Mugiono *et al.*, 2020).

Organ (1988) integrated the construction of Organizational Citizenship Behavior (OCB) into 7 constructional dimensions. They are : **1) Altruism**, shows a behavior to help others sincerely and not his duties or responsibilities, **2) Sportsmanship**, shows a willingness or tolerances to keep working at an organization or company without complaining though the company is in a bad condition, The dimension is not fully concerned in empirical research, **3) Organizational Compliance**, shows an individual behavior that accepts rules and procedures made by the organization. This reflected by the individual behavior that never break the rules of the company although there is no supervision nor fined, **4) Organizational loyalty**, shows an individual behavior that relates to an effort to promote the organization image to others; in the other way he/she ties to protect the organization from external pressures and keep working at the organization although it does not benefits him/her and full of risks, **5) Civic Virtue**, shows an individual participation in organization activities and cares about the organization existence. Sincerely participates, responsible, and takes a part in solving problems faced by the organization. He/she is also active in delivering opinions and through his/her observation about business environment whether about business obstacles or opportunities. **6) Conscientiousness** shows an individual behavior that shows sincere effort to improve ways in doing his/her duties creatively in order the organization performance increases. The behavior includes the creativity and innovation in developing his/her capability to do his/her duties for increasing the organization performance, **7) Self-development**, is an individual behavior which relates to the efforts in developing knowledge, skill, and capability, (Organ and Mc Kenzie, 2006).

2. Conceptual framework

The model shown in Fig. 2 is made based on the review of the literature for this paper.

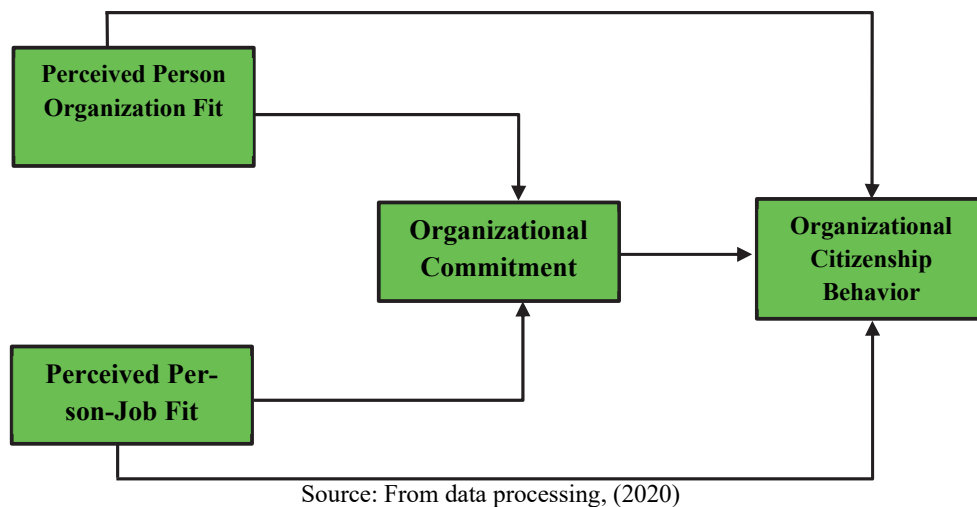


Fig. 2. Conceptual framework

Regarding the previous, the following hypotheses are proposed:

- H1 : Perceived Person Organization Fit has a positive influence on Organizational Commitment.
- H2 : Perceived Person Job Fit has a positive influence on Organizational Commitment.
- H3 : Organizational commitment mediates the connection between the Perceived Person Organization Fit of the Organizational Citizenship Behavior.
- H4 : Organizational commitment mediates the connection between the Perceived Person Job Fit of the Organizational Citizenship Behavior.
- H5 : Organizational Commitment has a positive influence on Organizational Citizenship Behavior.

3. Methodology

The design of this study was based on research methods. Researchers collected the data from Social welfare institutions at Aceh Tengah – Takengon with sample of 42 respondents. The design used in this study is causal design. The causal research design is useful for analyzing the relationships between one variable and another. Causal design examines the “causal” relationship. The causal method is to see the relationship of variables to the object under study is more causal,

so that in his research there are independent variables (variables that affect) and dependent variables (variables that are affected). The method used in this research is Structural Equation Modeling (SEM). Structural Equation Modeling (SEM) is an analysis technique that allows testing a series of relationships simultaneously (Noor, 2011). This relationship is built between one or several independent variables with one or several dependent variables. The method of data analysis in this study uses components or Variance Based Structural Equation Modeling (SEM) where data processing uses the Smart-Partial Least Square (Smart-PLS) version 3.0 program. Regarding gender, the majority of respondents were found to be women, because they formed around 77.1%, while women only represented 22.9% according to Fig. 1. The demographic characteristics of work experience were distributed as follows: most respondents had sufficient work experience i.e. 53.9% of them have work experience of 1-5 years, while employees who have less than one year only 12.7%. Those who have worked for more than 10 years reached 5.9%, and those who worked from 5 years to less than 10 years amounted to 27.5% of respondents.

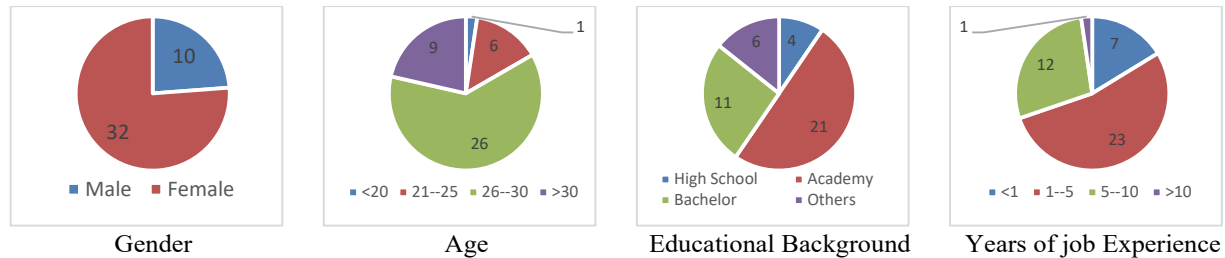


Fig. 3. Personal characteristics of the participants in percentage (Source: From data processing, (2020))

4. Evaluate Measurement (outer) Models

4.1. Convergent Validity

Convergent Validity testing of the measurement model with reflexive indicators is assessed based on the correlation between item scores and calculated construct scores. Individual indicators are considered valid if they have a correlation value above 0.70. However, on scale development research, loading factors 0.50 to 0.60 are still acceptable.

Table 1

Test Results of Convergent Validity

Variable	Indicator	Outer Loading	Rremarks
<i>Perceived Person Organization Fit</i>	O1	0.743	Valid
	O2	0.590	Valid
	O4	0.692	Valid
	O6	0.872	Valid
<i>Perceived Person-Job Fit</i>	J1	0.773	Valid
	J2	0.820	Valid
	J3	0.893	Valid
	J4	0.740	Valid
	J5	0.633	Valid
<i>Organizational Commitment</i>	C1	0.882	Valid
	C2	0.706	Valid
	C3	0.643	Valid
	C4	0.589	Valid
<i>Organizational Citizenship Behavior (OCB)</i>	C6	0.891	Valid
	B1	0.733	Valid
	B2	0.810	Valid
	B3	0.903	Valid
	B4	0.773	Valid
	B6	0.701	Valid
	B10	0.839	Valid

Source : From data processing, (2020)

The results of the convergent validity test in Table 1, can be seen that all indicators meet the convergent validity since it has a loading factor value above 0.50.

4.2. Discriminant Validity

Discriminant validity testing is a reflective indicator that can be seen in the cross loading between the indicator and its construct. An indicator can be declared valid if it has the highest loading factor in the intended construct compared to loading factor to other constructs. Thus, latent constructs predict indicators in their blocks better than indicators in other blocks. From Table 2 it can be seen that the construct correlations of perceived person organization fit with its indicators (O1 is 0.743, O2 is 0.590, O4 is 0.692, and O6 is 0.872) are higher than the correlation indicator of perceived person organization fit with other constructs.

Table 2

Test Results of Discriminant Validity (Cross loadings)

	<i>Perceived Person Organization Fit</i>	<i>Perceived Person-Job Fit</i>	<i>Organizational Commitment</i>	<i>Organizational Citizenship Be-</i>
O1	0.743	0.443	0.312	0.359
O2	0.590	0.436	0.435	0.317
O4	0.692	0.554	0.339	0.376
O6	0.872	0.709	0.432	0.687
J1	0.432	0.773	0.534	0.643
J2	0.634	0.820	0.249	0.342
J3	0.434	0.893	0.790	0.743
J4	0.433	0.740	0.432	0.290
J5	0.228	0.633	0.432	0.436
C1	0.595	0.656	0.882	0.651
C2	0.489	0.677	0.706	0.434
C3	0.289	0.431	0.643	0.340
C4	0.439	0.412	0.589	0.337
C6	0.434	0.556	0.891	0.752
B1	0.671	0.598	0.509	0.733
B2	0.465	0.721	0.665	0.810
B3	0.603	0.309	0.565	0.903
B4	0.654	0.453	0.611	0.773
B6	0.343	0.438	0.489	0.701
B10	0.435	0.651	0.753	0.839

Source : From data processing (2020)

Furthermore, the correlations of perceived person-job fit with the indicator (J1 is 0.773, J2 is 0.820, J3 is 0.893, J4 is 0.740, and J5 is 0.633) are higher than the correlation of perceived person-job fit indicators with other constructs. Then the correlations of organizational commitment with its indicators (C1 is 0.882, C2 is 0.706, C3 is 0.643, C4 is 0.589 and C5 is 0.891) are higher than the correlations of organizational commitment indicators with other constructs. And the correlations of organizational citizenship behavior (OCB) with its indicators (B1 is 0.733, B2 is 0.810, B3 is 0.903, B4 is 0.773, B6 is 0.701 and B10 is 0.839) are higher than the correlation of indicators of organizational citizenship behavior (OCB) with other constructs.

4.3 AVE, Composite Reliability and Cronbach's Alpha

Composite reliability and Cronbach's alpha testing aim to test the reliability of the instrument in a research model. If all latent variables have a composite reliability value and Cronbach's alpha is greater than 0.7 it means that the construct has good reliability or the questionnaire used as a tool in this study has been reliable or consistent.

Table 3
AVE, Composite Reliability and Cronbach's Alpha

Variable	AVE	Composite Reliability	Cornbach's Alpha	Remarks
<i>Perceived Person Organization Fit</i>	0.783	0.733	0.792	Reliable
<i>Perceived Person-Job Fit</i>	0.831	0.784	0.76	Reliable
<i>Organizational Commitment</i>	0.698	0.761	0.738	Reliable
<i>Organizational Citizenship Behavior (OCB)</i>	0.895	0.886	0.868	Reliable

Source : From data processing (2020)

AVE values based on the table above can be concluded that the constructs in the estimated model meet the discriminant validity criteria. The results of composite reliability and Cronbach's alpha test results show a satisfactory value, since all latent variables have a reliable composite value and Cronbach's alpha is greater than 0.70. This states that all latent variables are said to be reliable. Based on Table 5 that the results of testing the reliability and Cronbach's alpha composite showed satisfactory value, because all latent variables have a reliable composite value and Cronbach's alpha is greater than 0.70. This states that all latent variables are said to be reliable.

5. Results and discussion

5.1. Result of R-square

Table 4
Value of R² Variable Endogen

Variable Endogen	R-square
Organizational Commitment	0.769
Organizational Citizenship Behavior (OCB)	0.792

The variable model of organizational commitment and organizational citizenship behavior (OCB) can be said to be strong since it has a value above 0.67. The influence model of latent independent variables (perceived person organization fit and perceived person-job fit) on organizational commitment gives an R-square value of 0.769 which can be interpreted that the construct commitment variability of organizational commitment can be explained by the constructability variability of perceived person organization fit and perceived person-job fit of 76.9% while 23.1% is explained by other variables outside the study. And the influence model of latent independent variables (perceived person organization fit, perceived person-job fit and organizational commitment) on organizational citizenship behavior (OCB) gives an R-square value of 0.792 which can

be interpreted that the constructability variability of organizational citizenship behavior (OCB) can be explained by the construct variability of perceived person organization fit, perceived person-job fit and organizational commitment of 79.2% while 20.8% is explained by other variables outside the study.

5.2. Goodness of Fit Model

Goodness of Fit structural model in the inner model uses the predictive value-relevance (Q2). Q-square value greater than 0 (zero) indicates that the model has a predictive relevance value. R-square value for each endogenous variable in this study can be seen in the following calculations: Predictive relevance value is obtained by formula:

$$Q^2 = 1 - (1 - R_1) (1 - R_p) = 1 - (1 - 0.769) (1 - 0.792) = 1 - (0.231)(0.208) = 0.951$$

The calculation results above show a predictive-relevance value of 0.951, which is greater than 0 (zero). This means that 95.1% of the variation in organizational commitment and organizational citizenship behavior (OCB) variables (the dependent variable) is explained by the independent variables used. Thus, the model is said to have a relevant predictive value.

a. Hypothesis Testing Results

The estimated value for the path relationship in the structural model must be significant. The significance value in this hypothesis can be obtained by the bootstrapping procedure. Significance in the hypothesis by looking at the value of the parameter coefficient and the significance value of the T-statistics on the bootstrapping report algorithm. To find out the significance or not seen from the T-table at alpha 0.05 (5%) = 1.96, then the T-table is compared with the T-count (T-statistic).

Table 5
Hypothesis Testing Results

	Original Sample	Standard Deviation	T Statistics	Sig.	Result
<i>Perceived Person Organization Fit → Organizational Commitment</i>	0.439	0.310	3.784	0.000	Positive - Significant
<i>Perceived Person-Job Fit → Organizational Commitment</i>	0.398	0.528	4.770	0.001	Positive - Significant
<i>Perceived Person Organization Fit → Organizational Citizenship Behavior (OCB)</i>	0.481	0.433	3.518	0.001	Positive - Significant
<i>Perceived Person-Job Fit → Organizational Citizenship Behavior (OCB)</i>	0.370	0.507	3.922	0.000	Positive - Significant
<i>Organizational Commitment → Organizational Citizenship Behavior</i>	0.428	0.424	4.628	0.001	Positive - Significant

Source : From data processing (2020)

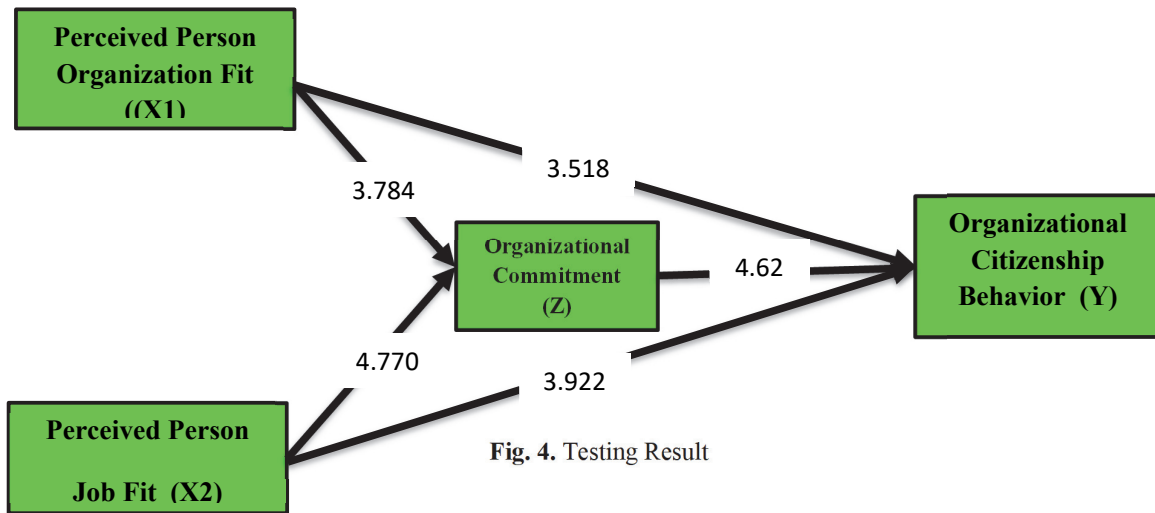


Fig. 4. Testing Result

Source : From data processing (2020)

1) Effect of Perceived Person Organization Fit on Organizational Commitment

Based on the hypothesis test in this study the results obtained T-statistic value of 3,784, original sample value of 0.439, and P values of 0,000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values shows less than 0.05, these results indicate that perceived person organization fit has a positive and significant effect on organizational commitment. Other research also shows that there is a significant positive relationship between perceived person organization fit and organizational commitment in child caregivers and elderly caregivers in five Social Welfare Institutions of the Central Aceh Region - Takengon. As supported by the statement of (Farzaneh *et al.*, 2014; Soelton *et al.*, 2018; Mugiono, 2020): where the level of perceived person organization fit has a positive and significant effect on organizational commitment, meaning that the suitability between the institutions that employ employees is balanced with the value in received from each employee is good, the higher the commitment given by employees to the Institute.

2) Effect of Perceived Person-Job Fit on Organizational Commitment

Based on the hypothesis test in this study the results obtained T-statistic value of 4.770, the original sample value of 0.398, and P Values of 0.001. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value and the P Values shows less than 0.05, these results indicate that the perceived person-job fit has a positive and significant effect on organizational commitment. Other research also shows that there is a significant positive relationship between perceived person-job fit and organizational commitment in child caregivers and elderly caregivers in five Social Welfare Institutions of the Central Aceh Region - Takengon. As supported by the statement of (Farzaneh *et al.*, 2014; Soelton *et al.*, 2018; Mugiono, 2020): where the level of perceived person-job fit has a positive and significant effect on organizational commitment, meaning that the work received in working in accordance with their abilities each employee and in accordance with their perceptions, the employee's commitment to the organization will also be better.

3) Effect of Perceived Person Organization Fit on OCB

Based on the hypothesis test in this study, the T-statistic value was 3.518, the original sample value was 0.481, and the P values were 0.001. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values shows less than 0.05, these results indicate that the perceived person organization fit has a positive and significant effect on organizational citizenship behavior (OCB). Other research also shows that there is a significant positive relationship between perceived person organization fit with organizational citizenship behavior (OCB) in caregivers of Children and Elderly Caregivers in five Social Welfare Institutions of the Central Aceh Region - Takengon. As supported statement (Ramli *et al.*, 2019; Suzabar *et al.*, 2020, Mugiono *et al.*, 2020; Wei, 2012) where the level of perceived person fit organization has a positive and significant effect on organizational citizenship behavior (OCB), meaning that if the Institute employs employees balanced with the value received by each employee, then the employee will also work with full responsibility and will voluntarily give his time and its ability to the Institute.

4) Effect of Perceived Person-Job Fit on OCB

Based on the hypothesis test in this study the results obtained T-statistic value of 3.922, original sample value of 0.370, and P values of 0.000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values shows less than 0.05, these results indicate that the perceived person-job fit has a positive and significant effect on organizational citizenship behavior (OCB). Other research also shows that there is a significant positive relationship between perceived person-job fit and organizational citizenship behavior (OCB) in child caregivers and elderly caregivers in five Social Welfare Institutions of the Central Aceh Region - Takengon. As supported by the statement of (Purjani and Riana, 2018; Soelton and Nygrahati, 2018; Nanda *et al.*, 2020) where the level of perceived person-job fit has a positive and significant effect on organizational citizenship behavior (OCB), meaning that if an employing institution is accepted to work in accordance with the capabilities of each employee and according to their perceptions, then the employee will also work fully responsibility and will voluntarily give his time and abilities to the Institute.

5) Effect of Organizational Commitment of OCB

Based on the hypothesis test in this study, the T-statistic value was 4.628, the original sample value was 0.428, and the P values were 0.001. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P Values shows less than 0.05, these results indicate that organizational commitment has a positive and significant effect on organizational citizenship behavior (OCB). Other research also shows that there is a significant positive relationship between organizational commitment and organizational citizenship behavior (OCB) in caregivers of Children and Caregivers of Elders in five Social Welfare Institutions of the Central Aceh Region - Takengon. As supported by the statements (Chang, Tsai, And Tsai, 2011) where the level of organizational commitment has a positive and significant effect on organizational citizenship behavior (OCB), meaning that if the institution treats employees properly and will lead to good commitment from employees who work, the better the employees are at work and the more responsible for their work even voluntarily giving his time to the Institute.

6. Conclusion and recommendation

6.1. Conclusion

Based on research conducted at the Social Welfare Institution of Central Aceh Region - Takengon, it can be concluded:

1. Perceived Person Organization Fit has a significant positive effect on the Social Welfare Organization of the Central Aceh Region - Takengon. This means that if the suitability between the institutions that employ employees is balanced with the value received from each employee is good, the higher the commitment given by employees to the Institute.
2. Perceived Person-Job Fit has a significant positive effect on Organizational Commitment at the Social Welfare Institution of the Central Aceh Region - Takengon. This means that if the work received in working in accordance with the abilities of each employee and in accordance with their perceptions, the commitment of employees to the organization will also be better.
3. Perceived Person Organization Fit has a significant positive effect on Organizational Citizenship Behavior (OCB) of the Central Aceh - Takengon Region Social Welfare Institution. This means that if the Institute employs employees equal to the value each employee receives, then the employee will also work responsibly and will voluntarily give his time and abilities to the Institute.

4. Perceived Person-Job Fit has a significant positive effect on Organizational Citizenship Behavior (OCB) Social Welfare Institutions in Central Aceh - Takengon Region. This means that if the employing institution is accepted in working according to the abilities of each employee and according to their perceptions, then the employee will also work with full responsibility and will voluntarily give his time and abilities to the Institute.
5. Organizational Commitment has a significant positive effect on Organizational Citizenship Behavior (OCB) in the Central Aceh Social Welfare Institution - Takengon. This means that if the Institute treats employees properly and will generate good commitment from employees who work, the better the employees are at work and the more responsible for their work and even voluntarily give their time to the Institute.

6.2. Recommendation

Based on the conclusions above, several suggestions can be put forward for consideration for the Social Welfare Institution in the Central Aceh Region - Takengon:

- a. Institutions should pay more attention to all aspects received by employees so that employees who work can feel comfortable and treated well, according to the smallest mean of the variable perceived person organization fit of 3.27.
- b. Institutions pay more attention to the salary / wages received by each employee accordingly or not, so that employees also feel the existence of justice and the needs needed by employees can also be met, in accordance with the smallest mean on variable perceived person fit organization of 3.21.
- c. Leaders are better at paying attention to their employees and treating their employees as best as possible, so that employees can work well and commit to work at the Institute, according to the smallest mean on the variable organizational commitment variable of 3.36.
- d. The company pays attention to the workload received by each employee, because if the employee feels burdened the work will not go well, according to the smallest mean of the variable organizational citizenship behavior (OCB) of 3.18.

6.3. Further Research Suggestions

This study aimed to examine and analyze the effect of Perceived Person Organization Fit and Perceived Person Job Fit on Organizational Citizenship Behavior with Organizational Commitment as an intervening variable. The results have shown that the Perceived Person Organization Fit (P-O Fit) and Perceived Person-Job Fit (P-J Fit) had significant positive effects on Organizational Commitment. Perceived Person Organization Fit (P-O Fit) and Perceived Person-Job Fit (P-J Fit) had a significant positive effect on Organizational Citizenship Behavior (OCB). Organizational Commitment had a significant positive effect on Organizational Citizenship Behavior (OCB). According to the hypothesis we developed, we can look for it in the future with a variety of variables and more population.

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