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**The Effect of Person-Job Fit and Person-Organization Fit on
Personnel Performance of Indonesian Navy Mediated by
Organizational Citizenship Behavior****Samuel Kowaas, Ivan Yulivan, Bambang Suharjo & Eddy Panjaitan**

ABSTRACT

The main objective of this research is to analyze the effect of Person Job Fit and Person Organization Fit on the Performance of Indonesian Navy Personnel mediated by Organizational Citizenship Behavior in Koarmada I. with a population sample of 1659 respondents. The results of this study indicate a positive and significant direct and independent effect of Person Job Fit, Person Organization Fit and Organizational Citizenship Behavior on performance, and a positive and significant influence on Organizational Citizenship Behavior which acts as a mediator for the influence of Person Job Fit and Person Organization Fit on Performance. The results of this research can be used as a reference for decision makers and managerial in the Indonesian Navy and Koarmada I in to enhance its human resource management. The novelty of this research is the indication on the role of OCB that increases the effect of Person Job Fit and Person Organization Fit on Performance and the finding of a strong correlation between Person Job Fit and Person Organization Fit.

Keywords: *Person Job Fit, Person Organization Fit, Organizational Citizenship Behavior, Performance.*

I. INTRODUCTION

There is a tagline which says that the Navy (AL) is a heavy material institution. This is marked by the dominance of the main weapon system (Alutsista) such as warships, aircraft, strategic weapons, amphibious fighting vehicles and others and the accompanying technology. However, in reality the success of any navy in the world in carrying out its mission and duties is highly dependent on the role of personnel as Alutsista personnel. This also applies to the Indonesian Navy (TNI AL). Besides the challenges of nature, there is so much knowledge and skill that a sailor should know. It makes this profession a complex thing. For personnel or sailors in the navy, this complexity increases with the need to master combat or naval warfare. Alston (2017) in his 1860 writing reminded naval sailors that the ships manned by them were called "man-of-war" or warships. Therefore, sailors must continue to practice using individual weapons and ship weapons so that they are always ready for combat. Heavy duty demands and natural challenges make the seafaring profession a profession full of risks

and pressures (Ji et al., 2020; Oldenburg et al., 2010). If seafarers are unable to cope with the continuous pressure, it can result in mental fatigue (Hystad et al., 2016). Therefore, the Indonesian Navy must build and nurture the capability of professional and resilient Indonesian Navy personnel. However, forming a person to become a marine personnel is not simple. A TNI AL personnel is not only required to have certain skills or expertise. He must also have good physical attainment. As a member of the military, he must be able to live up to and implement the main principles of the Sapta Marga, the Soldier Oath and Trisila of the Indonesian Navy. As a ship crew, he must also have a marine character or seamanship. Kristof-Brown and Guay in Zedeck (2010), person-environment fit is expressed as the level of suitability or suitability between individuals and some aspects of their work environment. Yong-Ki and Soon-Ho (2017), person-environment fit is increasingly seen as one of the important things that ensures employee or employee performance. Therefore, this study wants to reveal to what extent the suitability of individual TNI AL personnel to the environment - in the form of person-job fit and person-organization fit affects performance or performance. This research will also look at person-job fit and person-organization fit which trigger the formation of the phenomenon of organizational citizenship behavior in personnel. In addition, this study will look at how organizational citizenship behavior acts as a mediator in influencing the performance of Indonesian Navy.

II. LITERATURE REVIEW

2.1. Person Job Fit (PJ FIT)

Person Job Fit refers to the conformity between the character of a worker or employee with his job (Kristof-Brown, et al, 2005 and Edwards, 2008). The suitability of workers' abilities with job demands will increase the commitment of workers or employees to their jobs (Meyer & Allen, 1997). Person Job Fit, although not general, can also be conceptualized as a needs-supplies fit, namely the compatibility between the needs of workers and the benefits that can be supplied or given by the organization (Cable & DeRue, 2002). Bohlander & Snell (2004) states that Person Job Fit is an effort to help identify the types of workers required for certain tasks to ensure good results including knowledge, skill and other factors.

2.2. Person-Organization Fit (PO FIT)

Merecz-Kot & Andysz (2017) states that person organization fit is a cut or facet that is examined from person environment fit. Person Organization Fit is generally conceptualized as stated by Kristof-Brown, Zimmerman and Johnson (2005) and Chatman (1989) as a conformity between worker values or norms and organizational values or norms. Workers who have personal values in line with organizational values will find it easier to build relationships (Greguras and Diefendorff, 2009). Astakhova and Porter (2015) and Kristof-Brown and Guay (2011) write that employees with high Person Organization Fit values will love their work more, which will then open up opportunities for promotion or better careers and of course get better income. This is due to better commitment, better performance, and effectiveness at work. In fact, workers with high Person Organization Fit can also exceed the expectations expected by their organizations (Risman, Erickson and Diefendorff, 2016). This is supported by Afsar and Badir (2017) who say that a good Person Organization Fit condition will be very conducive to the formation of a climate of innovation in the organization. The presence of employees with high Person Organization Fit in an organization will increase the process of transferring knowledge among workers which will then fertilize innovation (Afsar, 2016).

2.3. Organizational Citizenship Behavior

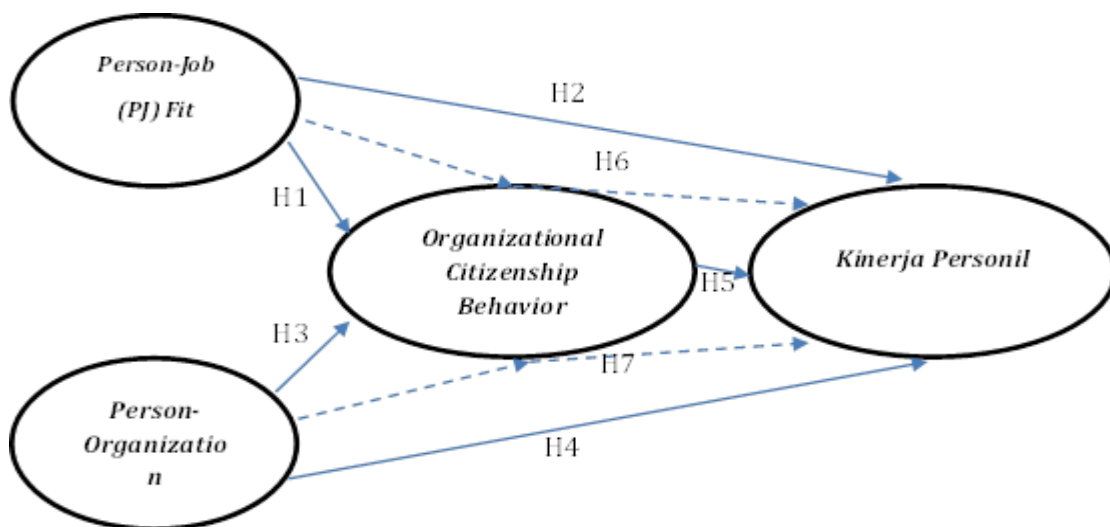
The conceptualization of Organizational Citizenship Behavior (Organizational Citizenship Behavior) was promoted by Bernard in 1938, where according to Borman & Penner (2001), OCB's attention in the early days focused on the concept of willingness to cooperate. In the 1960s, the concept's attention was transformed into extra aspects of role behavior in the work environment, as stated by Katz and Kahn (1966). Organ (1988) describes Organizational Citizenship Behavior as individual behavior on one's own initiative which is not directly or explicitly stated in the reward system but makes the organization function effectively. Alfani and

Hadini (2018) say that OCB is the voluntary behavior of individuals outside of job descriptions that are explicitly or indirectly recognized by the formal reward system, and in the aggregate it can increase the effectiveness function in an organization.

2.4. Personnel Performance

Lauver and Kristof-Brown in Earnhardt (2014), performance is a multidimensional construction that covers task performance and contextual performance where task performance involves mastering formal aspects of work and contextual performance related to organizational effectiveness which forms organizational, social and psychological contexts. According to Arnold and Feldman (1996) performance is a series of individual behaviors or activities that are in accordance with the expectations or desires of the organization where he works. Schermerhorn et al (1994) said that performance is something that can be interpreted as the quantity and quality of an individual, group or organization. Armstrong and Baron in Wibowo (2007) said that performance includes work and the results achieved from the work. Performance is the result of work that has a strong relationship with the organization's strategic objectives, customer satisfaction and makes an economic contribution.

III. CONCEPTUAL FRAMEWORK

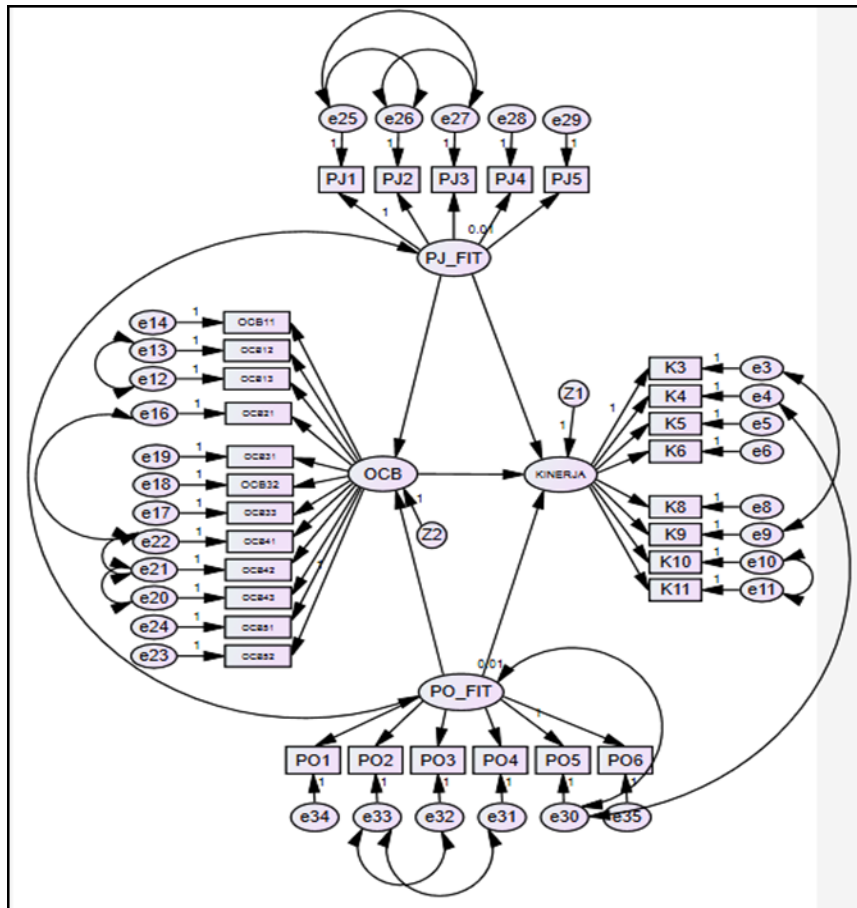


IV. RESEARCH DESIGN

The research design used in this study is hypothesis testing. This research will use a quantitative method as a method that applies positivism as the basis for the approach. This study aims to examine the effect of Person Job Fit and Person Organizatin Fit on improving the performance of Indonesian Navy personnel mediated by Organizational Citizenship Behavior. This study uses a survey that can explain the relationship between two or more research variables. The survey method in this study uses a questionnaire / question as a means of collecting data and information. This aims to obtain information about a number of respondents who are considered representative of the population. This research is also included in cross-sectional studies, where this research is conducted over a certain period of time, namely the distribution of questionnaires to obtain information. In result of data analysis by using the method of SEM and by using the tool of software processing application of AMOS 21.0.

V. RESULTS

In this study, the authors used the help of AMOS version 21.0 software to test the research hypothesis. The following Picture and Table results of the calculation of regression with AMOS software.



Picture 1: Full Model SEM-AMOS

Source: Results of Treatment with AMOS 21.0

Table 1: Model Conformity Index

| No | Item GoFI | Size Expected | Size Expected | Conclusion |
|----|-------------------------|---------------|---------------|--------------|
| 1 | Probability Chi-squares | >0.05 | 0.000 | Not Good Fit |
| 2 | GFI | >0.90 | 0.911 | Good Fit |
| 3 | AGFI | >0.90 | 0.894 | Marginal Fit |
| 4 | TLI | >0.90 | 0.909 | Good Fit |
| 5 | NFI | >0.90 | 0.903 | Good Fit |
| 6 | CFI | >0.90 | 0.918 | Good Fit |
| 7 | RMSEA | < 0.08 | 0.054 | Good Fit |

Source: Results of Treatment with AMOS 21.0

Table 2: Regression Result

| | | | Estimate | S.E. | C.R. | P | Label |
|---------|------|--------|----------|------|--------|------|--------|
| OCB | <--- | PJ_FIT | 1.519 | .195 | 7.778 | *** | par_17 |
| OCB | <--- | PO_FIT | 2.185 | .204 | 10.698 | *** | par_18 |
| KINERJA | <--- | OCB | .725 | .052 | 13.836 | *** | par_8 |
| KINERJA | <--- | PJ_FIT | .366 | .164 | 2.236 | .025 | par_12 |
| KINERJA | <--- | PO_FIT | 1.008 | .170 | 5.919 | *** | par_16 |

Sources: Data processing with using AMOS 21.0

VI. DISCUSSION AND CONCLUSIONS

The first hypothesis is that Person Job Fit has a positive effect on Organizational Citizenship Behavior. Based on the calculation results, it is proven that there is a significant positive effect of PJ FIT on OCB. This can be seen in the estimated value of 1,519 with SE of 0.195 and C.R of 7,778 and P-Value <0.05 . With the proven influence of PJ Fit on OCB, it is in line with the research conducted by (Bangun et al, 2017), which states that PJ FIT has a positive and significant effect on OCB. Thus, based on the results of validity and reliability tests as well as CFA analysis, the five indicators of PJ FIT, namely the work done provide almost everything desired, the attributes sought from the job are fulfilled, the training is carried out in accordance with the needs of the job, there is a suitability of needs with work with abilities. and the skills they have are in accordance with the job, it is very relevant to be improved so that they can play a role in improving OCB of Indonesian Navy.

The second hypothesis is that Person Job Fit has a positive effect on the performance of Indonesian Navy personnel. Based on the results of the calculation, it is proven that there is a significant positive effect of PJ FIT on performance. This can be seen in the estimated value of 0.366 with SE of 0.164 and C.R of 2.236 and P-Value = $0.025 <0.05$. This is in line with research from (Alfani & Hadini, 2018). Thus, based on the results of validity and reliability tests as well as CFA analysis, the five indicators of PO FIT, namely the work done give almost everything desired, the attributes sought from the job are fulfilled, the training is carried out according to the needs of the job, there is a suitability of needs with the job with the ability. and the skills they have are in accordance with the job, it becomes very relevant to be improved so that they can play a role in increasing OCB of Indonesian Navy.

The third hypothesis is that Person Organization Fit has a positive effect on Organizational Citizenship Behavior. Based on the calculation results, it is proven that there is a significant positive effect of PO FIT on OCB. This can be seen in the estimated value of 2,185 with an SE of 0.204 and a CR of 10,698 and a P-Value of <0.05 . With the proven influence of PJ Fit on OCB, it is in line with research conducted by Santoso & Irwanto (2014), Alfani & Hadini (2018) which stated that PO FIT has a positive and significant effect on OCB. Thus, based on the results of validity and reliability tests as well as CFA analysis, the six indicators of PO FIT, namely having values of discipline, hierarchy and military honor, ideals and expectations in accordance with the Indonesian Navy organization and personality characteristics as a formidable marine soldier. It is very relevant to be improved so that it can play a role in increasing the OCB of Indonesian Navy.

The fourth hypothesis is that Person Organization Fit has a positive effect on the performance of Indonesian Navy personnel. Based on the results of the calculation, it is proven that there is a significant positive effect of PO FIT on performance. This can be seen in the estimated value of 1,008 with an SE of 0.170 and a C.R of 5,919 and a P-Value of <0.05 . This is in line with research (Alfani & Hadini, 2018). Thus, based on the results of the validity and reliability test and CFA analysis, the six indicators of PO FIT, namely having values of discipline, hierarchy and military honor, ideals and expectations in accordance with the Indonesian Navy organization and personality characteristics as a tough marine soldier very relevant to be improved so that it can play a role in improving the performance of Indonesian Navy.

The fifth hypothesis is that Organizational Citizenship Behavior has a positive effect on performance. Based on the results of the calculation, it is proven that there is a significant positive effect of OCB on performance. This can be seen in the estimated value of 0.725 with an SE of 0.052 and C.R of 13,836 and a P-Value of <0.05 . With the proven influence of OCB on performance, it is in line with research conducted by Rusu & Baboş (2015), Hidayah & Harnoto (2018) and Abrar & Isyanto (2019) which states that OCB has a positive and significant effect on performance. Thus, based on the results of the validity and reliability test and CFA analysis, the twelve indicators of OCB are happy to help friends, willing to change the role of friends, volunteering to take time to help friends, not spending a lot of time complaining, complying with the regulations on KRI, easily adapting. in the work environment, be aware of the new rules, provide information every time you do important work, share with colleagues or superiors on work difficulties, regularly participate in KRI or unit activities, and

consider the best things to advance KRI, it becomes very relevant to improved so that it can play a role in increasing the OCB of Indonesian Navy.

The sixth hypothesis is that Organizational Citizenship Behavior has a positive effect on the relationship between Person Job Fit and Performance. By paying attention to hypothesis 1 that PJ FIT has a significant positive effect on OCB and hypothesis 5 that OCB has a significant positive effect on performance, it is evident that OCB is a mediator of the effect of PJ FIT on performance. This is indicated by the estimated values of 1.519 and 0.725, respectively, with a small P-value of 0.05. Thus, increasing the role of PJ FIT in improving performance can be mediated by OCB. Therefore, increasing OCB as a mediating variable is also important in order to improve the performance improvement process. In accordance with Rusu and Babos' opinion that OCB in the military can play an important role (Rusu & Baboş, 2015). In accordance with the characteristics of work in the military which requires high discipline by requiring a lot of teamwork to complete tasks, helping each other and easily adapting in an environment that changes very quickly according to the task field.

The seventh hypothesis is that Organizational Citizenship Behavior has a positive effect on the relationship between Person Organization Fit and Performance. By considering hypothesis 3 that PO FIT has a significant positive effect on OCB and hypothesis 5 that OCB has a significant positive effect on performance, it is evident that OCB is a mediator of the effect of PO FIT on performance. This is also indicated by the estimated values of 2.185 and 0.725 with a small P-value of 0.05. Similar to the case of PJ FIT, OCB can mediate an increase in the role of PO FIT in improving performance. OCB enhancement as a mediating variable is also important in the context of the performance improvement process. This is corroborated by Rusu and Babos' view (2015) that OCB plays an important role in the military, according to the characteristics of work in the military related to disciplinary demands, adaptation and team-work to complete tasks in different mandalas or units, but still have the values of a parent organization that same.

Managerial Implications

The recommendations of this research are: The need to increase OCB through PJ FIT and PO FIT by using the organizational mechanisms owned by the Indonesian Navy as a command organization by providing facilities, instructions and training so that it is effective in its implementation; It is necessary to optimize the PJ FIT and PO FIT indicators in the implementation of the improvements so that the acceleration and effectiveness of increasing OCB can be even higher. Its implementation is prioritized on the PO FIT indicator in a row according to the highest weight, namely the value of military honor, conformity of ideals and expectations, military discipline, military hierarchy, personality characteristics as marine soldiers, and expectations as soldiers are fulfilled. Besides that, the PJ FIT indicator indicators are consecutively according to the highest weight, namely the work done gives almost everything desired, the attributes sought from the job are fulfilled, the training is carried out in accordance with the needs of the job, there is a suitability of needs with the job with the abilities and skills possessed. according to the job. The need to increase OCB through increasing the spirit of the Indonesian Navy soldiers through assistance, providing facilities.

Research Limitations

The limitation of this study is that the research respondents are still limited to ABK KRI. This research has not yet touched on Indonesian Navy personnel in different units and types of assignments, for example combat units such as the Frog Command and Marine Corps or other specialties at bases or other units.

Suggestion

Further research can be carried out with a different approach, namely qualitative in order to explore the intangible factors of the variables discussed in this study. One of the findings that needs attention is the discovery of 23.7% of samples in PJ Fit that have not shown the suitability of individual characters with their duties as sailors and there are 46.4% of samples in PO Fit that have not shown the suitability of individual characters with the Indonesian Navy organization.

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