

**THE EFFECT OF ORGANIZATIONAL CULTURE AND PERSON-ORGANIZATION FIT ON ORGANIZATIONAL PERFORMANCE MEDIATED BY EMPLOYEE COMMITMENT AND JOB SATISFACTION IN GENERATION Y AT PT PLN (PERSERO) ACEH REGIONAL MAIN UNIT**

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<http://doi.org/10.35409/IJBMER.2022.3430>

**ABSTRACT**

This research aims to examine the Organizational Culture and Person-Organization Fit (PO Fit) influence on Organizational Performance Mediated by Employee Commitment and Job Satisfaction among “Generation Y” at PT PLN (Persero) Aceh Regional Main Unit (PLN Aceh). This research uses a population of 701 PLN Aceh employees whose age is in generation Y. Due to the relatively large population, the sampling uses the Slovin formula and produces 255 employees. Sampling using cluster random sampling technique. Data were collected by questionnaires which were measured by Likert. The data was tested through SEM-AMOS. The results prove that culture and PO Fit affect commitment and satisfaction; Culture, PO Fit, commitment, and satisfaction affect performance; and Commitment and satisfaction both partially mediate the influence of culture and PO Fit on performance. This explains that the performance improvement function is a function to create a positive culture in the organization, improve PO Fit, strengthen commitment, and increase job satisfaction.

**Keyword:** Organizational Culture, Person Organization Fit, Employee Commitment, Job Satisfaction, Organizational Performance, Generation Y.

**1. INTRODUCTION**

PT. PLN is a State-Owned Enterprise (BUMN) in Indonesia that is engaged in providing electricity for the public interest. The Main Unit is a unit of PLN as a branch for electricity services in provinces in Indonesia. Based on initial observations obtained from the results of survey data processing at PT PLN (Persero) Aceh Regional Main Unit (PLN Aceh) has a total of 931 employees, 701 of which are employees who are categorized as Generation Y because it refers to people born in 1979 until 1994 who is currently 21 to 36 years old (Loughlin & Barling, 2001). Generation Y is often referred to as millennials. At PLN Aceh, the proportion of generation Y is quite large, ranging from 65.79% of the total number of employees (PLN Aceh, 2020).

The number of generation Y is quite dominant in PLN Aceh and for the next few years, this generation will be the determinant of the company's success. However, Generation Y employees are considered to have characteristics and work ethics that are much different from the previous workforce (McGuire, Todnem, & Hutchings, 2007). Generation Y has great demands regarding the work environment such as the technology used, feedback system, compensation system, and appropriate benefits. (Kowske, Rasch, & Wiley, 2010) stated that Generation Y characteristics like challenges and tend to dislike repetitive work.

In realizing the strategy of optimizing generation Y, it is necessary to exchange desires between employees and the company. One of the efforts to increase the commitment of Generation Y employees is to pay attention to person-organization fit (PO Fit) where it is necessary to have the conformity of values adopted by employees with cultural values implemented in a company. Based on PLN Aceh data in 2021, regarding Employee Self Service, it can be seen that Career Management, Organizational Culture, Performance Management, Recognition, and Work Conditions have decreased in achievement from the previous period. This is a phenomenon that must be addressed immediately during the massive steps taken by PLN Aceh in achieving the various targets that have been set.

## **2.LITERATURE**

### **Organizational Performance**

According to (Keban, 1995) performance in the organization is the level of achievement of the results of "the degree of accomplishment" or performance is the level of achievement of organizational goals on an ongoing basis. Training relates to the skills and abilities of employees to carry out current jobs. According to (Steers, 2013) understanding of organizational performance is the level that shows how far the implementation of tasks can be carried out in actual and the organization's mission is achieved. The definition of organizational performance according to (Swanson & Holton, 2014) is a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission, and vision of the organization contained in the strategic planning of an organization. In this study, organizational performance will often be referred to as "performance" only.

### **Employee Commitment**

Based on the theory proposed by (Robbins & Judge, 2017), Employee commitment is characterized by high involvement in work and high alignment with organizations that recruit someone to work or join. According to (Mathis & Jackson, 2019), (DeCenzo, Robbins, & Verhulst, 2020), and (Fitri & Nurhadi, 2017) states that employee commitment is a person's competence to equate his behavior with the needs, priorities, and goals of the organization he is in. Furthermore (Sopiah & Sangadji, 2018) and (Kreitner & Kinicki, 2014) take part in interpreting employee commitment as the level of individual identification with the organization and commitment to achieving the goals set by the organization. (Luthans, 2013), (Mowday et al., 2013); (Guay, Choi, Oh, & Mitchell, 2015) and (Supriyono, 2019) view employee commitment as a value orientation towards work which shows that individuals really think about their work. On the other hand, describing commitment as a form of a tendency to be bound in a consistent line of activities because it considers the costs of carrying out other activities (stop working) (Ioannidou, Karagiorgos, & Alexandris, 2016) ; (Meyer & Allen, 2004) ; (McShane & Glinow, 2010). In this study, employee commitment will often be referred to simply as "commitment".

### **Job Satisfaction**

(Dahlan, Azis, & Darsono, 2018) and (Bateman & Organ, 1983) stated that the measure of satisfaction is based on the reality that is faced and accepted as compensation for the effort and energy given. (Noe, Hollenbeck, Gerhart, & Wright, 2019) and (Priansa, 2017) argues that job satisfaction is a feeling of pleasure or a positive emotional statement from the results of fulfilling

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a job or work experience. A favorable or unfavorable emotional state in which employees perceive their work represents satisfaction, (Luthans, 2013). According to (Mathis & Jackson, 2019) Job satisfaction is a positive emotional state that is the result of evaluating one's work experience. (Swanson & Holton, 2014) Job satisfaction is related to one's feelings or attitudes about the work itself, salary, promotion or educational opportunities, supervision, co-workers, workload, and others. In this study, job satisfaction will often be referred to as "satisfaction" only.

### **Organizational culture**

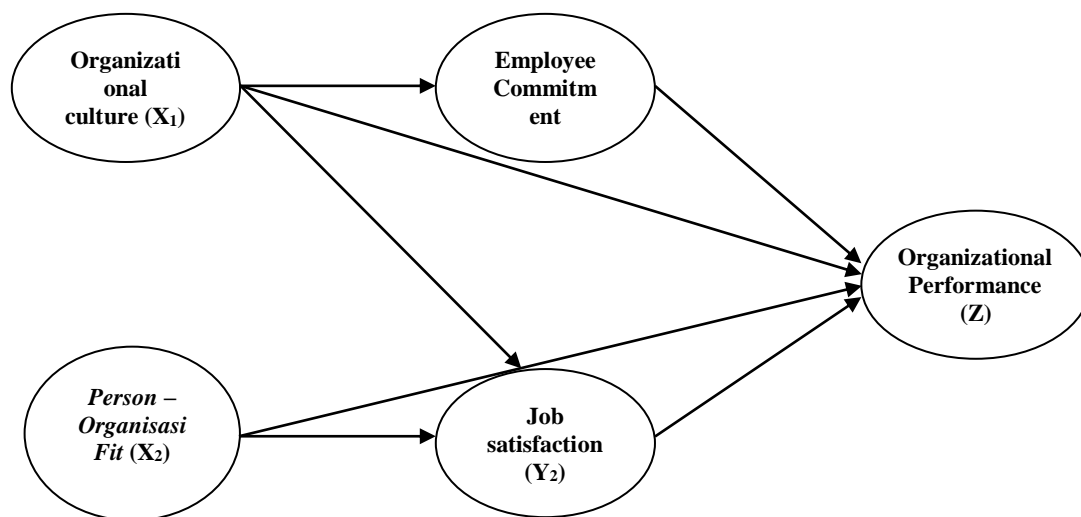
Organizational culture is the norms, beliefs, habits, and behaviors to influence how members of the organization carry out their work (Ministry of BUMN, 2020). According to (Fachreza, Musnadi, & Shabri, 2018), Organizational culture is a culture that prioritizes cohesiveness in its work, always gives high bonuses rather than sanctions, and is full of strength, and individual development. Furthermore (Altay, Gunasekaran, Dubey, & Childe, 2018) express their opinion about organizational culture, which has several indicators such as likes to innovate and the courage to take risks; attention to detail; always result-oriented, people and groups, courage/aggressiveness and stability. (Meng & Berger, 2019) said that culture as value or a habit that must be understood to be guided together. (Rider, Gilligan, Osterberg, & Litzelman, 2018) In interacting with the habitual characteristics that are influenced by a group of people in an environment, it is called organizational culture. Organizational culture must function better because it can be obtained, formed, believed, guided, and shown to every employee to be able to socialize (Mardiyanti & Suharnomo, 2018). Meanwhile, new members of the organization know better how to understand, guide, and understand the problem. Furthermore, organizational culture is something that employees feel and know to make a good and correct opinion from a norm and dream more efficiently for the employee (Attar, 2020). In this study, organizational culture will often be referred to simply as "culture".

### **Person Organization Fit (PO Fit)**

The notion of "fit" or "fit" in recruiting and selecting job applicants has long been a cornerstone of industrial/organizational psychology and human resource management (Saks & Ashforth, 1996) ; (Simon, 2016). (Vianen, 2000) explain the concept of PO Fit from the perspective of supplementary fit and complementary fit. The PO Fit perspective is also distinguished according to French et al., (2016) into two, namely Supplies-Values Fit and Demands Abilities Fit. Temporary (Moynihan & Pandey, 2007) defines PO Fit as a match between individuals and organizations when at least there is a genuine desire to meet the needs of others and have similar basic characteristics. In recruiting employees, companies often use an individual suitability approach to the job offered (Person-Job Fit) (Bowen, Ledford, & Nathan, 1991); (Cable & Judge, 1996); (Chatman, 1989).

### **Model and Hypothesis**

The authors formulate the study framework and its hypothesis as follows.



**Figure 1.** Effects Between Variables

- H1 : Culture affects Commitment
- H2 : PO Fit affects Satisfaction
- H3 : Culture affects Satisfaction
- H4 : PO Fit affects Commitment
- H5 : Culture affects Performance
- H6 : PO Fit affects Performance
- H7 : Commitment affects Performance
- H8 : Satisfaction affects Performance
- H9 : Culture affects Performance through Satisfaction
- H10 : PO Fit affects Performance through Commitment
- H11 : Culture affects Performance through Commitment
- H12 : PO Fit affects Performance through Satisfaction

### 3.METHOD

The survey was conducted at PLN Aceh with the subject of this research being all of its employees. The study presents how the contribution of Culture (X1) and PO Fit (X2) on Commitment (Y1) and Satisfaction (Y2) and its Implications on Performance (Z) at PLN Aceh in Generation Y. The population was 701 PLN Aceh employees whose age was in the generation Y. Due to the small size of the population, the sample was taken using a cluster random sampling technique with the help of the Slovin formula, so the sample of 255 employees was determined. The total population and sample in this research are shown in Table 1.

**Table 1. Sample**

No.	Division	Total Population	Number of Samples	Percentage
1.	Aceh Regional Office	82	30	11.81%
2.	UP3 Banda Aceh	122	44	17.71%
3.	UP3 Sigli	56	20	7.87%
4.	UP3 Lhokseumawe	116	42	16.47%
5.	UP3 Langsa	96	35	13.77%
6.	UP3 Meulaboh	85	31	12.20%
7.	UP3 Subulussalam	103	38	14.56%
8.	UP2D Aceh	37	14	5.11%
9.	UP2K	4	1	0.39
<b>Amount</b>		<b>701</b>	<b>255</b>	<b>100%</b>

Source: PLN Aceh (2021)

Data were collected by questionnaires and were measured by Likert. The data was tested through SEM AMOS. The indicators used are:

1. To measure organizational performance, this study used indicators as disclosed by (Dwiyanto, 2012) namely: (a) The ability of employees to meet the inputs and outputs expected by the company, (b) The products produced are following standards and meet customer needs. (c) The public organizations ability to carry out their mission and objectives. (d) Implementation of activities following administrative principles. (e) Implement the objectives of the vision, mission, benefits, and results obtained through the company.
2. To measure Employee Commitment, this study used indicators as disclosed by (Mahalingam & Suresh, 2018) namely: (a) Belief in and acceptance of organizational goals and values, (b) Willingness to use real effort. (c) Desire to maintain membership in the organization. (d) Contribute to every activity organized by the organization. (e) Feel that you belong to the organization where you work. (f) Willing to spend time for a career in the organization
3. To measure job satisfaction, this study used indicators as expressed by (Luthans, 2013) namely (a) comfortable working conditions, (b) adequate work equipment, (c) appropriate salary and benefits, (d) skilled in carrying out work, (e) equal opportunity to get the promotion, (f) harmonious relationship with co-workers.
4. To measure organizational culture, this study used indicators as stated in the SOE Ministerial Regulation (2020) namely (a) trustworthy, (b) competent, (c) harmonious, (d) loyal, (e) adaptive, (f) collaborative.
5. To measure PO Fit, this study used indicators as disclosed by (Kristof-brown, Zimmerman, & Johnson, 2005) namely (a) Employees expect to be rewarded and self-actualized following the values in the organization. (b) Employees can work with integrity, (c) Employees can work professionally, (d) Employees can work together in synergy/cooperation. (e) The individual goals of the employees are in line with the goals of the organization. (f) The needs of employees are following the strengths/facilities contained in the work environment. (g) The personality characteristics of employees are following the quality of the organization's internal environment

4. RESULT

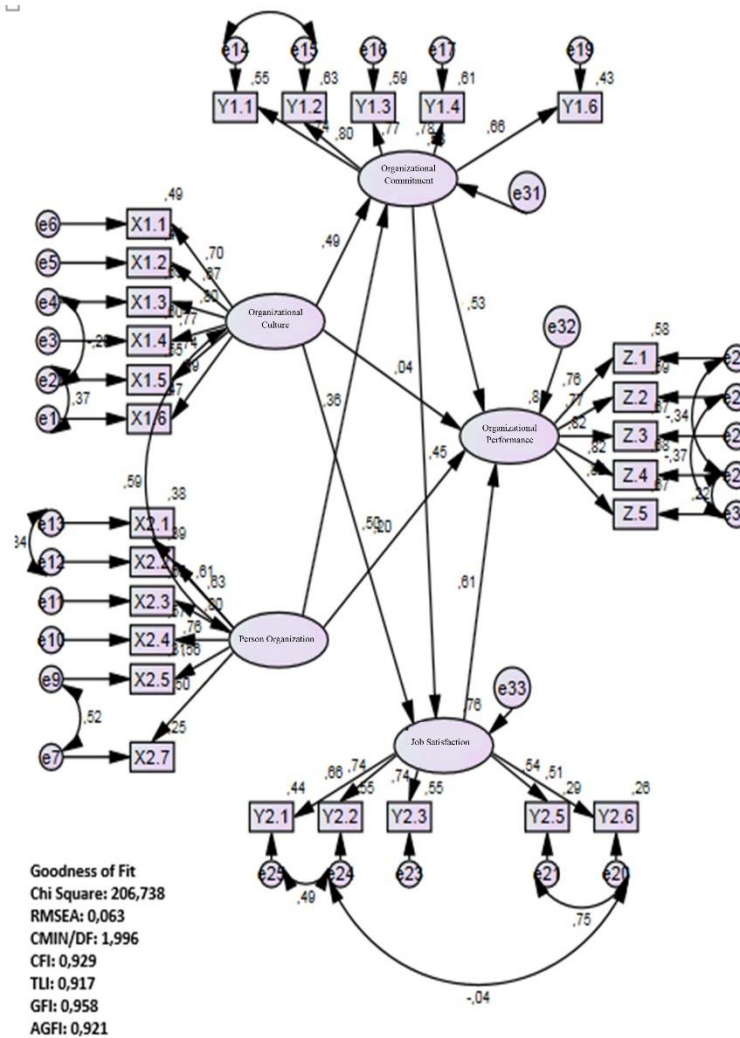


Figure 2. Structural Model

The result of figure 2 is explained below.

**Table 2. Regression**

Endogenous Variable		Variable Exogenous	Estimate		S.E.	C.R	P
			Std	Unstd			
Organizational Commitment	<-- -	Organizational culture	.493	.481	.082	5.879	***
Organizational Commitment	<-- -	Person_Organization	.363	.475	.114	4.154	***
Job Satisfaction	<-- -	Person_Organization	.447	.339	.078	4.373	***
Job Satisfaction	<-- -	Organizational culture	.496	.368	.079	4.657	***
Organizational Performance	<-- -	Organizational Commitment	.531	.541	.104	3.365	***
Organizational Performance	<-- -	Job Satisfaction	.609	.784	.108	3.599	***
Organizational Performance	<-- -	Organizational culture	.339	.337	.100	3.368	.013
Organizational Performance	<-- -	Person_Organization	.203	.260	.086	3.019	.003

The results in the table are explained below.

**H1: Culture on Commitment**

The test results prove that Culture affects Commitment. The effect is shown by CR 5.879 and P 0.000. The magnitude is 0.493 or 49.3%. This figure explains that better Culture will play a role in increasing Commitment.

**H2: PO Fit on Commitment**

The test results prove that PO Fit affects Commitment. The effect is shown by CR 4.154 and P 0.000. The magnitude is 0.363 or 36.3%. This figure explains that a better PO Fit will play a role in increasing Commitment.

**H3: PO Fit on Satisfaction**

The results showed that PO Fit affects satisfaction. The effect is shown by CR 4.373 and P 0.000. The magnitude is 0.447 or 44.7%. This figure explains the better the PO Fit will play a role in increasing Satisfaction.

**H4: Culture on Satisfaction**

The test proves that culture affects satisfaction. The effect is shown by CR 4.657 and P 0.000. The magnitude is 0.496 or 49.6%. This figure explains the better the culture, the more it will play a role in increasing satisfaction.

**H5: Commitment on Performance**

The test proves that commitment affects performance. The effect is shown by CR 3.365 and P 0.000. The magnitude is 0.531 or 53.1%. This figure explains the better the commitment, the better the performance will be.

**H6: Satisfaction on Performance**

The test results prove that satisfaction affects performance. The effect is shown by CR 3.599 and P 0.000. The magnitude is 0.609 or 60.9%. This figure explains that with better satisfaction, it will play a role in improving performance.

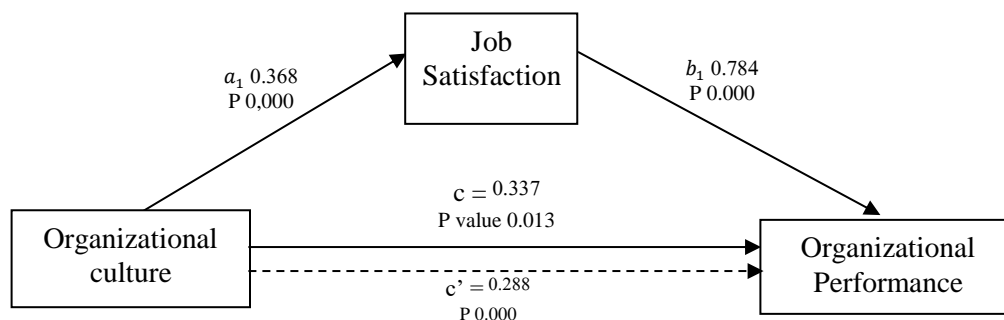
**H7: Culture on Performance**

The test proves that culture affects performance. The effect is shown by CR 3.368 and P 0.000. The magnitude is 0.339 or 33.9%. This figure explains the better Culture will play a role in improving Performance.

**H8: PO Fit on Performance**

The test proves that PO Fit affects performance. The effect is shown by CR 3.019 and P 0.000. The magnitude is 0.203 or 20.3%. This figure explains the better PO Fit will play a role in improving performance.

**H9: Culture on Performance Through Satisfaction**



**Figure 3.** Mediation of H9

Figure 3 above is a model with the satisfaction variable as the mediator. The z result is :

$$Z = \frac{a_1 b_1}{\sqrt{(b_1^2 SE a_1^2) + (a_1^2 SE b_1^2)}}$$

Z = 3.92

The display of the Sobel test results according to the indirect effect test and the results are as follows:

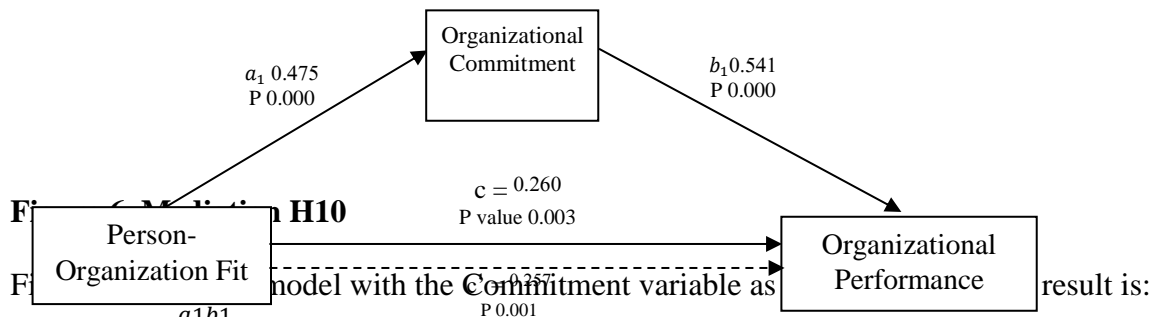


Input:		Test statistic:	Std. Error:	p-value:	
a	0.368	Sobel test:	3.92047276	0.07359112	0.00008838
b	0.784	Aroian test:	3.89438675	0.07408406	0.00009845
s <sub>a</sub>	0.079	Goodman test:	3.94709011	0.07309486	0.00007911
s <sub>b</sub>	0.108	Reset all	Calculate		

Figure 3. Sobel Hypothesis 9

From the Sobel test above, it was found that the z value was 3.92 > 1.96. This result explains the existence of a satisfaction with a strong role as a mediator in the model. This reveals the independent variable in testing using this Sobel test (Culture) can influence the dependent (performance) through a mediator (satisfaction). This model test also proves that satisfaction functions as a partial mediator, because a direct influence (H7 test result) without going through satisfaction can also occur.

**H10: PO Fit on Performance Through Commitment**



$$Z = \frac{a_1 b_1}{\sqrt{(b_1^2 SE a_1^2) + (a_1^2 SE b_1^2)}}$$

$$Z = 3.25$$

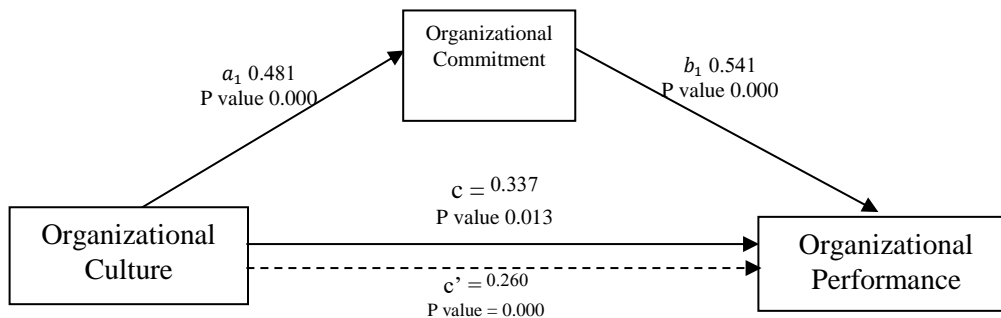
The display of the Sobel test results according to the indirect effect test and the results are as follows:

Input:		Test statistic:	Std. Error:	p-value:	
a	0.475	Sobel test:	3.25205556	0.07901925	0.00114574
b	0.541	Aroian test:	3.21605739	0.07990374	0.00129965
s <sub>a</sub>	0.114	Goodman test:	3.28929026	0.07812476	0.0010044
s <sub>b</sub>	0.104	Reset all	Calculate		

Figure 7. Results of Hypothesis 10

From the Sobel test above, it was found that the z value was 3.25 > 1.96. This result explains the existence of a commitment with a strong role as a mediator in the model. This figures the independent variable in testing using this Sobel test (PO Fit) can influence the dependent (performance), through a mediator (commitment). This model test also proves that commitment functions as a partial mediator, because a direct influence (H8 test result) without going through commitment can also occur.

**H11: Culture on Performance Through Commitment**



**Figure 8.** Mediation H11

Figure 8 above is a model with the Commitment variable as the mediator. The z result is:

$$Z = \frac{a_1 b_1}{\sqrt{(b_1^2 SEa_1^2) + (a_1^2 SEb_1^2)}}$$

$$Z = 3.89$$

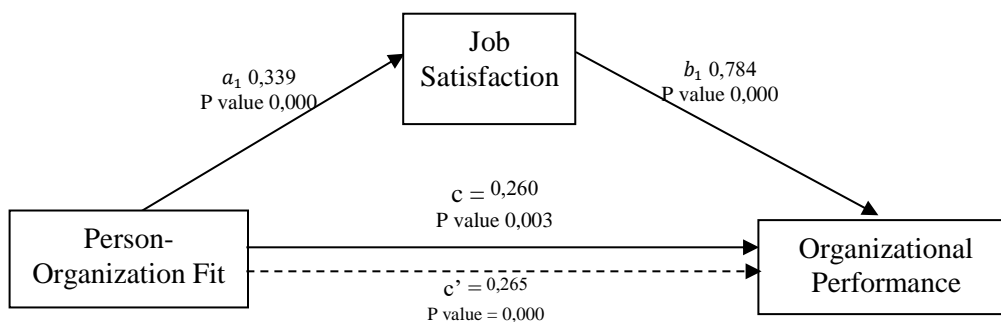
The display of the Sobel test results according to the indirect effect test and the results are as follows::

Input:	Test statistic:	Std. Error:	p-value:
a 0.481	Sobel test: 3.89197239	0.06686096	0.00009943
b 0.541	Aroian test: 3.8606951	0.06740263	0.00011306
s <sub>a</sub> 0.082	Goodman test: 3.92402238	0.06631486	0.00008708
s <sub>b</sub> 0.104	Reset all	Calculate	

**Figure 9.** Results of Hypothesis 11

From the Sobel test above, it was found that the z value was 3.89 > 1.96. This result explains the existence of a commitment with a strong role as a mediator in the model. This describes the independent variable in testing using this Sobel test (Culture) can influence the dependent (performance), through a mediator (commitment). This model test also proves that commitment functions as a partial mediator, because a direct influence (H7 test result) without going through commitment can also occur.

**H12: PO Fit On Performance Through Satisfaction**



**Figure 10.** Mediation of H12

Figure 10 above is a model with the Commitment variable as the mediator. The z result is:

$$Z = \frac{a1b1}{\sqrt{(b1^2 SEa1^2) + (a1^2 SEb1^2)}}$$

Z = 3.72

The display of the Sobel test results according to the indirect effect test and the results are as follows:

Input:		Test statistic:	Std. Error:	p-value:
a	0.339	Sobel test: 3.72892513	0.07127416	0.0001923
b	0.784	Aroian test: 3.70314975	0.07177025	0.00021294
s <sub>a</sub>	0.078	Goodman test: 3.75524633	0.07077458	0.00017317
s <sub>b</sub>	0.108	Reset all	Calculate	

**Figure 11.** Results of Hypothesis 12

From the Sobel test above, it was found that the z value was 3.72 > 1.96. This result explains the existence of a satisfaction with a strong role as a mediator in the model. This describes the independent variable in testing using this Sobel test (PO Fit) can influence the dependent (performance) through the mediator (satisfaction). This model test also proves that satisfaction functions as a partial mediator, because a direct influence (H8 test result) without going through satisfaction can also occur.

**5.CONCLUSION**

The results of a study among PLN Aceh employees for generation Y prove that Culture affects Commitment, PO Fit affects Satisfaction, Culture affects Satisfaction, PO Fit affects Commitment, Culture affects Performance, PO Fit affects Performance, Commitment affects Performance, Satisfaction affects Performance, Culture affects Performance through satisfaction, PO Fit affects performance through commitment, Culture affects performance through commitment, and PO Fit affects performance through satisfaction. Commitment and satisfaction in the model are shown to function as partial mediators. This explains that the performance improvement function is a function to create a positive culture in the organization, improve PO Fit, strengthen commitment, and increase job satisfaction. This finding is the premise for strengthening the theory and model.

Several facts from the survey results mapped several recommendations for the study subject, namely PLN Aceh. With the high demand of the community for electricity availability every year, PLN Aceh is expected to have a breakthrough and the right steps to fulfill it, so continuous innovation is needed to minimize the use of natural resources that cannot be renewed for use. Employees are also expected to be enthusiastic in every job in terms of monitoring various potentials that can be used in facing the development of an era that is full of science and technology. Integrity is one of the most important factors that must be owned by employees. Several things can be done to improve employee integrity, such as the desire to strive for excellence, build a good reputation, always learn from mistakes, build good relationships, and

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always think before acting.

The participation of employees to feel and own the company can increase commitment to the company. Only employees who have a high commitment will be able to realize this and become an added value owned by the company and employees. The skills of the employees can be improved in several ways. Companies can schedule monthly meetings to motivate employees. Furthermore, by scheduling training programs for employees. Finally, the company can set clear targets and provide an appreciation for employees. The company's productivity measures not only the level of efficiency but also the effectiveness of services. The efficiency that has been achieved by the company is certainly closely related to the level of productivity that its employees can provide to the company, but its effectiveness complements what has been able to be presented and has appropriate value according to the expectations of PLN Aceh.

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