

The Effect of Job Characteristic, Person-Job Fit, Organizational Commitment on Employee Performance (Study of East Java BPJS Employees)

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ABSTRACT

Employee performance is the key to the success of an organization. The top priority of organizational leaders is how to create employees as prime human resources, have good behavior in the workplace and perform well based on needs in the workplace and have an understanding of the values that exist and are applied in the organization. The purpose of this study is to analyze and determine the effect of job characteristics, person-job fit, organizational commitment to employee performance. The population in this study were employees in East Java Province BPJS Employment with a total of 238 as a research sample. The research method uses survey research by distributing questionnaires to respondents. While the analysis of research data using Warp-PLS. The results showed that (1). The effect of job characteristics on person-job fit is positive and significant, (2). The effect of job characteristics on organizational commitment is positive and significant (3). The effect of job characteristics on employee performance is positive and significant (4). The influence of person-job fit on employee performance is positive and significant (5). The effect of organizational commitment on employee performance is positive and significant

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1. Introduction

Employees are the principal capital that must be considered to achieve optimal organizational performance. Organizational success can be measured by the effectiveness or failure of employee performance. According to Li (2016), Johari (2015), excellent employee performance can determine organizational success in achieving the vision and mission goals of the organization. Therefore, organizational leaders need to study the factors of job characteristics, person-job fit, and organizational commitment. According to, Klaus (2014), Batchelor (2014) employees need by organizations such as the physical work environment, opportunities for advancement are need by employees and vice versa, organizations need employee contributions in the form of commitment, their expertise, and abilities.

Research conducted by Jawad (2013), Hussain (2017), Alla (2017) shows that job characteristic, person-job fit, and organizational commitment has positive and significant effects on employee

performance. In contrast, Leng (2016) study showed that the variable of job characteristics, person-job fit, and organizational commitment did not have a significant effect on employee performance.

Research by Berg (2003), June (2011) shows that there is a correlation between job characteristics and employee desire to realize employee performance. The same result was shown by Gu Ne (2016), whereas different research results are shown by Irefin (2014), who examines the relationship between organizational commitment to employee performance. Jie (2013) research shows that affective commitment, normative commitment, and continuous commitment do not significantly influence employee performance.

The transformation of the state-owned enterprise, PT. Jamsostek, into a Manpower Social Security Organizing Agency engaged in the field of social insurance in the current era, has faced various global changes and competitive competition that makes organizations must immediately develop management in more organized management without losing its function as BUMN. With

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an increasingly advanced implementation system, the BPJS Employment program not only provides benefits to workers and employers but also makes an essential contribution to improving the nation's economic growth and the welfare of the Indonesian people.

2. Theory

Job Characteristics proposed by Luthans (2006) is an approach in designing work that shows how to work described in five core dimensions of work. The job characteristics variable uses five indicators, namely: variation of skills, task identity, task significance, autonomy, and job feedback.

Person-Job Fit according to Holland (2000) is compatibility between individual ability with the demands of the job or the desires of a person with work attributes. The benefits for the organization if there is a match between the personal characteristics of individuals with the type of work that can improve individual performance. The person-job fit variable is need-supply fit and demand-ability fit.

Organizational commitment according to Dessler (2012) is a feeling of identification, involvement, loyalty expressed by employees of the organization. Davis (2000) states that organizational commitment is a strong desire to remain as a member of the organization, a desire to work following organizational desires and acceptance of organizational values and goals. The indicators of organizational commitment are an affective commitment, normative commitment, and continuous commitment.

Employee performance, according to Robbins (2007) is the result of the quality and quantity of work achieved by an employee in carrying out their functions by following the responsibilities assigned to the employee. The indicators of employee performance are quality, quantity, timeliness, attendance, and cooperation.

3. Research Method

This research uses explanatory research type. Explanatory research is research that explains the causal relationship between variables and testing hypotheses, using survey research and questionnaires as data collection instruments. The population of this research is the workers of National Health Insurance or BPJS Employee in East Java Province with a sample of 238 respondents.

The type of data used is primary data and secondary data. Sugiyono (2007) states primary data is data obtained from respondents directly through a questionnaire using survey methods. Primary data sources are data sources that directly provide data to researchers. The primary data source in this study obtained from respondent data, namely BPJS Employment employees. The secondary data is research data obtained indirectly through intermediary media such as historical reports arranged in archives or documentary data. Secondary data in this study are in the form of organizational structure, several companies, and documentation in BPJS Employment of East Java Province.

Data analysis methods used are descriptive statistical analysis and inferential statistical analysis. Inferential statistical analysis in this study used the Warp-PLS analysis, according to Solimun (2016) The Warp-PLS analysis is used based on the conceptual model of this research as a multi-influence and tiered influence. Besides, the variables analyzed in this study are latent with the indicator model being reflective and formative. Results.

Table 1. Loading Factor Indicator for Job Characteristic Variable, *Person-Job Fit*, Organizational Commitment, Employees Performance

Variables	indicators	items	loading factors	p value
Job Characteristic	Variety of Skills	X1.1.1	0.126	0.024
		X1.1.2	0.169	0.004
	Task Identity	X1.2.1	0.183	0.002
		X1.2.2	0.180	0.002
	Task Significance	X1.3.1	0.186	0.002
		X1.3.2	0.154	0.008
	Autonomy	X1.4.1	0.108	0.045
		X1.4.2	0.167	0.004
	Feedback	X1.5.1	0.167	0.004
		X1.5.2	0.147	0.010
Person-Job Fit	Need-Supply Fit	Y1.1.1	0.286	<0.001
		Y1.1.2	0.340	<0.001
	Demand-Ability Fit	Y1.2.1	0.380	<0.001
		Y1.2.2	0.350	<0.001
Organizational Commitment	Affective Commitment	Y2.1.1	0.214	<0.001
		Y2.1.2	0.211	<0.001
	Normative Commitment	Y2.2.1	0.253	<0.001
		Y2.2.2	0.157	0.007
	Continuous Commitment	Y2.3.1	0.250	<0.001
		Y2.3.2	0.242	<0.001
Employee Performance	Quality	Y3.1.1	0.137	0.016
		Y3.1.2	0.135	0.017
	Quantity	Y3.2.1	0.146	0.011
		Y3.2.2	0.118	0.032
	Punctuality	Y3.3.1	0.137	0.016
		Y3.3.2	0.144	0.012
	Presence	Y3.4.1	0.124	0.026
		Y3.4.2	0.138	0.015
	Cooperation	Y3.5.1	0.142	0.013
		Y3.5.2	0.136	0.017

Hypothesis testing is done using Warp-PLS analysis. The results of hypothesis testing as described in the figure 1.

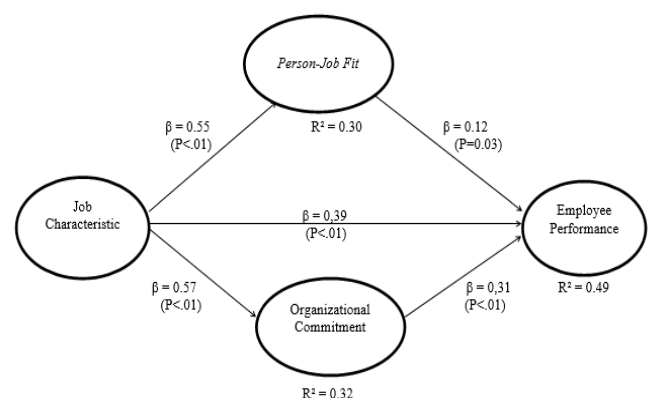


Figure 1. Hypothesis testing results

Table 2. SEM results

Exogenous variables	endogenous variables	path coefficient	p-value
Job Characteristic	Person-Job Fit	0.546***	< 0.001
Job Characteristic	Organizational Commitment	0.568***	< 0.001
Job Characteristic	Employee Performance	0.392***	< 0.001
Person-Job Fit	Employee Performance	0.120**	0.030
Organizational Commitment	Employee Performance	0.307***	< 0.001

4. Discussion and Conclusion

The results of the analysis of the effect of job characteristics on person-job fit, the value of the path coefficient is 0.546 (p -value < 0.001). This shows better job characteristics, the better the person-job fit in the organization.

The results of the analysis of the influence of job characteristics on organizational commitment, the path coefficient value are 0.568 (p -value < 0.001). The result shows better job characteristics, the better the organizational commitment of employees in the organization. The results of the analysis of the effect of job characteristics on person-job fit, the value of the path coefficient is 0.392 (p -value < 0.001). This result shows the better job characteristics, the better the person-job fit.

The results of the analysis of the influence of person-job fit on Employee Performance, the path coefficient value is 0.120 (p -value < 0.001). This result shows that the better the person-job fit, the better the performance of employees in the organization.

The results of the analysis of the effect of organizational commitment on employee performance, the path coefficient value are 0.307 (p -value < 0.001). The result is significant. The result shows a better organizational commitment, the better the performance of employees in the organization. The results of this study show that the effect of job characteristics on person-job fit is positive and significant. The effect of job characteristics on organizational commitment is positive and signifikan. The effect of job characteristics on employee performance is positive and significant. The influence of person-job fit on employee performance is positive and significant. The effect of organizational commitment on employee performance is positive and significant.

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