



PERSON-ORGANIZATION FIT AND PERCEPTION OF JOB CHARACTERISTICS ON ORGANIZATIONAL COMMITMENT, AND THE IMPACT ON PERFORMANCE IN SHARIA ORGANIZATIONS

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Abstract: *There are 164 sharia public credit bank or BPR Syariah in Indonesia that ideally, their employees have a commitment to sharia organizations. The antecedents such as person-organization fit and perception on characteristics of their work. Meanwhile, it is necessary to understand the influence of person-organization fit and perceptions of job characteristics on organizational commitment, and their impact on performance in sharia organizations. This research using quantitative research, with the subjects of this research were employees of the BPR Syariah in Banyumas Regency. Data collected by scales and the hypothesis tested by path analysis. The conclusions are: person-organization fit and perception on job characteristics have a significant effect on organizational commitment, as well as their impact as mediators on performance in sharia organizations; perception on job characteristics have a significant effect on performance, but the person organization fit variable does not have a significant direct effect on performance. Organizational commitment as a mediator contributes to the influence of person organization fit and perceptions of job characteristics on performance through organizational commitment as a mediator for employees on sharia organizations with a total contribution of 46.7%.*

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INTRODUCTION

The phenomenon of pandemic of covid-19 and the Omnibus Law policy issued by the government of Indonesia at the end of 2020 have not discouraged the micro level financial business. One of those affected is the world of sharia banking, which has 6,709 human resources nationally in 2021.

The development of public credit banks or BPR in Banyumas Regency, Central Java, showed quite good development despite experiencing a slowdown, this can be seen from BPR assets recorded at IDR 1,151 trillion with growth of 5,18 percent slowing compared to the period the same as the previous year [1]. Especially BPR Syariah in

Banyumas Regency, there are 6 banks that operating in the Banyumas Regency area which are accommodated by the Compartment of Tegal-Barlingmascakeb.

Sharia financial services are often used and widely accessed by middle class people who need funds to run a business, where BPR Syariah acts as a business partner with proportional profit sharing or margin or mark-up. BPR Syariah has advantages, ease and flexibility in applying for financing as well as providing competitive mudharabah investment profit sharing [2]. With the increasing number of competitors, service and commitment in sharia business is one of the keys to attracting customers and retaining existing customers [2]. This requires a commitment to the organization so that its human resources keep stay in and service to customers optimally.

Based on preliminary studies, through interviews and observations of a number of HRD and administrators of BPR Syariah, it was found that the sharia organization that was founded was aimed at fighting to uphold sharia business and fighting for the fate of the small people, apart from looking at business opportunities among Muslims in the context of realizing fallah (shared prosperity). To support the goals of the sharia organization, organizational commitment is needed as part of worship behavior based on commitment to the sharia organization.

Organizational commitment is not formed immediately, it is not only related to the length of service, but is also related to three antecedents of organizational commitment that occur during the work period: individual characteristics, job characteristics, and organizational characteristics/psychosocial environment of the organization. These three antecedents gradually influence employee commitment to their organization at each commitment phase.

Therefore, it is important to see how the organization's values match with individual values or what Kristof [4] terms person-organization fit (P-O Fit). [4] explain that person-organization fit influences directly or indirectly (through job satisfaction) the employee's outcome, one of which is commitment to the organization. Likewise regarding job characteristics, which is an approach to designing jobs that shows how jobs are described into five core dimensions, namely skill diversity, task identity, task meaning, autonomy and feedback, which are characteristics of jobs.

It was proven in previous research that in Amelia's research [5], the quality of service and human resources simultaneously had a significant influence on customers' decisions to save at PT BPRS Carana Kiat Andalas Padang Panjang Branch, because the reliability was above .60, $F > F_{table}$, namely ($6.307 > 3.092$), and the determination of r^2 is 11.7%, where customers' decision to save is influenced by the quality of service and human resources and 88.3% is influenced by other factors and the ease of obtaining these products and services.

The specificity of sharia managerialism provides a more specific understanding that work is not solely to earn a living, but also as a value of worship, so people perform in a good way [6]. So, it is important to raise organizational commitment to sharia organizations as an important variable to study in relation to performance.

By the explanation above, it is necessary to conduct research on the influence of person-organization fit and perceptions of job characteristics on performance with organizational commitment as a mediator in sharia organizations with the following objectives: how does person-organization fit influence organizational commitment in sharia organizations, how does perception influence job characteristics on organizational commitment in sharia organizations, how does person-organization fit influence performance, how does perception of job characteristics influence performance, how does

organizational commitment influence performance, how does person-organization fit influence performance through organizational commitment, and how does perception of characteristics influence work on performance through organizational commitment.

LITERATURE REVIEW

Performance

According to Malthis, performance is behavior that influences a person's contribution to the organization. Individual and group performance is something that is considered to improve organizational performance [7]. [8] stated that performance is the output (work results) in terms of quality and quantity achieved by someone when carrying out their duties or work in accordance with the responsibilities given to them.

Performance aspects according to [8]: the ability to carry out and complete tasks well, acceptance of company goals so that the company's vision and mission are achieved, the level of targets/goals achieved by all workers, and the interaction between goals and individual abilities within a company which is well connected.

Organizational Commitment

Organizational commitment is often interpreted as the relative strength of a person's identification and involvement in a particular organization. [9] state that organizational commitment is a psychological status/condition that characterizes the relationship between employees and their organization and has implications for their decision to continue being a member of the organization. They divide organizational commitment into three components, consisting of: affective commitment, continuity commitment; and normative commitment.

Based on Wibowo's latest research [9,10], a concept of organizational commitment found in sharia organizations was obtained. Sharia organizational commitment has a level of strength of employee identification with the sharia organization which is based on three aspects: (1) identification on belief, a definite belief and full acceptance of the values and goals of the sharia organization; (2) involvement, a desire to try as hard as possible for the interests of the sharia organization; and (3) loyalty, a strong urge and desire to have an active relationship with the company because the individual has the desire to give something of himself to support the welfare of the sharia organization.

Person-organization Fit

Person-organization fit (P-O Fit) is a perceived compatibility between employees working in a company or government agency as evidenced by the compatibility of values, goals, meeting employee needs and personality characteristics [11]. Person-organization fit is also defined as the compatibility between organizational values and individual values [12].

According to [13], person-organization fit can be interpreted in four aspects: compatibility between an individual's intrinsic values and the organization external values, compatibility between individual goals and the goals of people in the organization, fulfillment of needs or suitability. between individual needs and the strengths contained in the work environment, system and organizational structure, as well as the suitability of characteristics between individuals and organizational culture.

Perception of Job Characteristics

Job characteristics as the core dimensions of the job are nothing but a reflection of the content of the job. If there is compatibility between employees and their work, it will create positive conditions for the employee's psychological state [14].

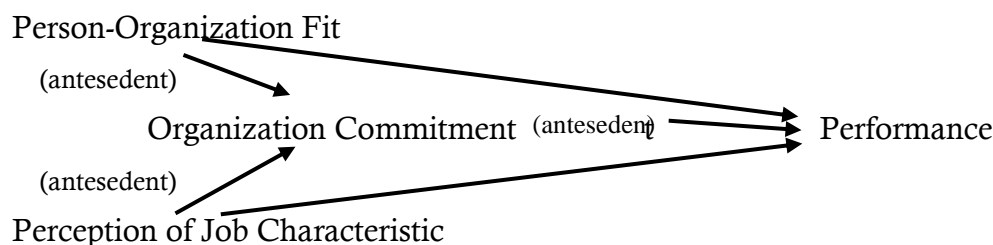
The task attributes that Turner and Lawrence introduced, as revealed by Muchinsky [14], were then called The Requisite Task Attribute Scale (RTA Scale) which contains seven task characteristics: variety, autonomy, required interactions, choice interactions, knowledge and required skills, and responsibilities. The nature of the task, which is a characteristic, describes the job holder's opinion regarding the conditions necessary for the success of a task.

METHODS

This research focuses on the influence of person-organization fit and perception of job characteristics on organizational commitment, as well as their impact on performance in sharia organizations. This research is classified as quantitative research based on the type of data and procedures for analyzing the data, with the independent variables in this research being: person-organization fit and perception of job characteristics and the dependent variables in this research being: organizational commitment and performance.

This research model can be described as follows:

Figure 1. Model of Research



The output of this research is that researchers want to draw a research model regarding the development of person-organization fit theory and perceptions of job characteristics on organizational commitment, as well as their impact on performance in sharia organizations.

The research subjects are 107 employees of BPR Syariah's in Banyumas Regency. Researchers used simple random sampling, using a portion of the research population as a source of research data taken at random. Data were collected using scales: Person-Organization Fit Scale, Perception of Job Characteristics Scale, Organizational Commitment Scale, and Performance Scale.

The data analysis method was carried out using path analysis techniques, using the Structural Equation Model (SEM) with the partial least squares (PLS) method through a smart-PLS computer program.

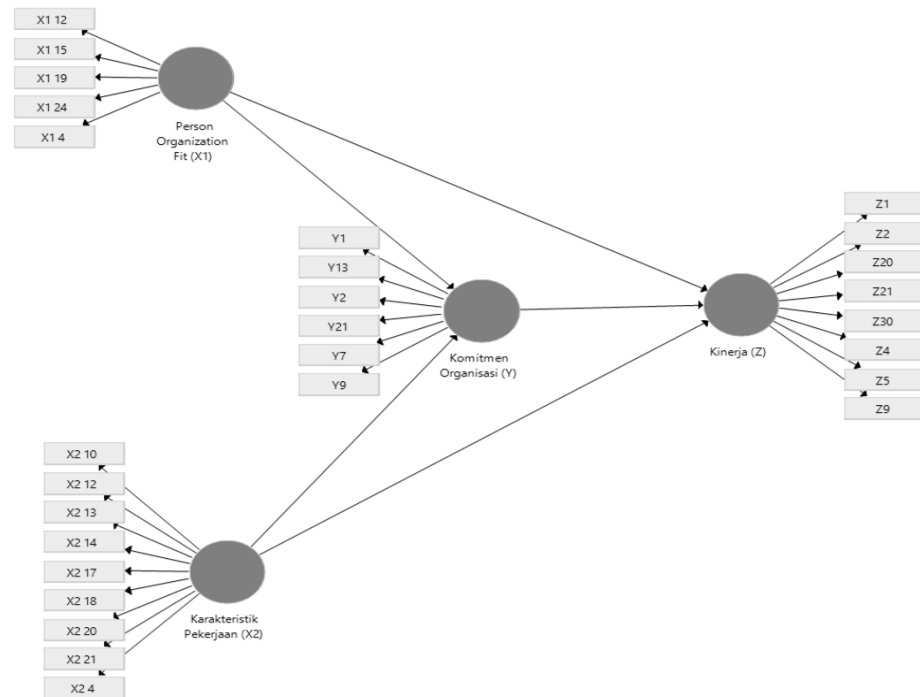
RESULT AND DISCUSSION

Result

Test the Measurement Model or Outer Model

The validity carried out in this research was assisted using the SmartPLS version 3.2.9 program with convergent validity and discriminant validity testing. Measurement model for testing validity and reliability on seven hypotheses with the following equation model:

Figure 2. Outer Model View



1. Convergent Validity Test

Convergent validity testing was carried out by referring to the outer loading value of the research construct indicators and the value of Average Variance Extracted (AVE). The results of calculations on the variables person-organization fit, perception of job characteristics, organizational commitment, and performance, obtained an outer loading value to eliminate items that were dropped. The value of Average Variance Extracted (AVE) obtained in calculating the variables of person-organization fit, perception of job characteristics, organizational commitment, and performance in this research can be seen in the following table:

Table 1. Average Variance Extracted (AVE)

Variabel	Average Variance Extracted (AVE)
Person-organization Fit	.501
Perception of Job Characteristic	.537
Organizational Commitment	.533
Performance	.512

Based on the table above, the value of Average Variance Extracted (AVE) value for the variables person-organization fit, perception of job characteristics, organizational commitment, and performance shows a value of more than .5, meaning that the indicators used in each variable meet the requirements and can be an appropriate measuring tool to measure the variable.

2. Discriminant Validity Test

Discriminant validity testing was carried out by paying attention to the cross loading values on the research variable indicators. Discriminant validity can be fulfilled if the cross loading test shows the loading value for each indicator is higher than the

respective cross loading value [15]. Based on the results of the calculation process on the person-organization fit variables, perception of job characteristics, organizational commitment, and performance using SmartPLS, the following table of cross loading values is produced:

Table 2. Cross Loading

	Person-Organization Fit (X1)	Perception of Job Characteristic (X2)	Organizational Commitment (Y)	Performance (Z)
X1 12	.739	.350	.402	.264
X1 15	.689	.396	.365	.368
X1 19	.686	.395	.494	.368
X1 24	.715	.464	.421	.202
X1 4	.709	.442	.497	.416
X2 10	.335	.770	.392	.575
X2 12	.428	.780	.529	.612
X2 13	.446	.769	.473	.517
X2 14	.442	.662	.475	.404
X2 17	.456	.761	.387	.458
X2 18	.466	.731	.405	.489
X2 20	.400	.705	.328	.467
X2 21	.366	.673	.297	.497
X2 4	.488	.734	.530	.536
Y1	.415	.228	.642	.328
Y13	.499	.520	.680	.563
Y2	.508	.463	.676	.391
Y21	.408	.448	.784	.531
Y7	.447	.409	.799	.415
Y9	.439	.428	.783	.355
Z1	.342	.488	.299	.645
Z2	.342	.487	.400	.769
Z20	.347	.513	.466	.716
Z21	.419	.452	.546	.637
Z30	.422	.472	.422	.706
Z4	.251	.493	.411	.696
Z5	.227	.524	.420	.744
Z9	.353	.548	.482	.797

Reliability Test

Item reliability testing is carried out by paying attention to Cronbach's alpha and composite reliability values. A reliability test that produces an index value close to 1.0 means that the variable used as a measuring tool has a high level of trustworthiness and reliability [16]. A variable can be said to be reliable if the Cronbach's alpha and composite reliability values show a value of more than .70 [15].

Cronbach's alpha and composite reliability values for the variables person-organization fit, perception of job characteristics, organizational commitment, and performance are obtained as follows:

Table 3. Values of Cronbach's Alpha and Composite Reliability

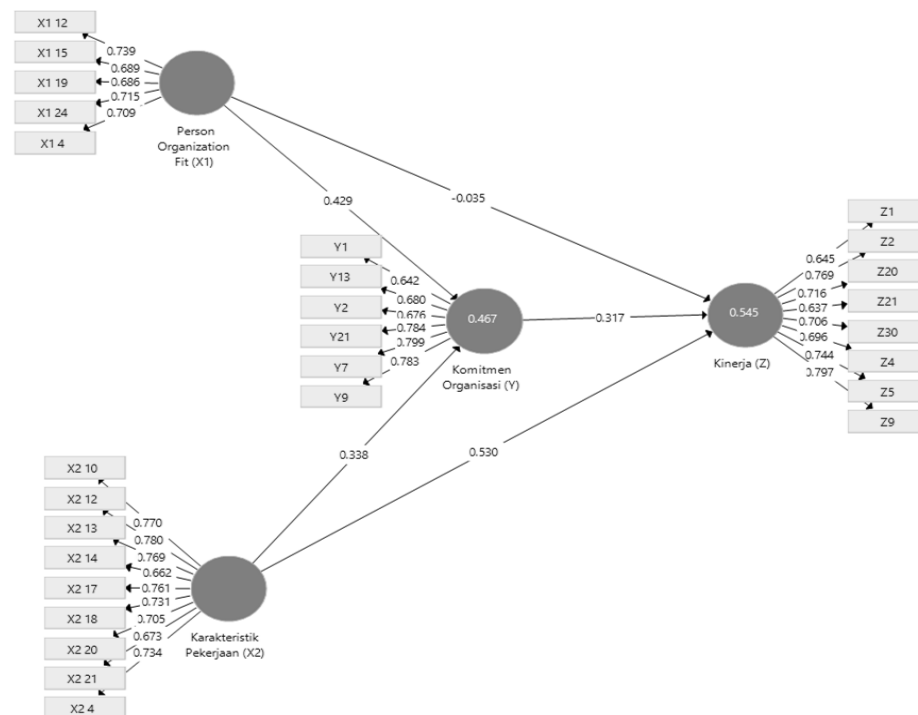
Variable	Cronbach's Alpha	Composite Reliability
Person-organization Fit	.753	.834
Perception of Job Characteristic	.892	.912
Organizational Commitment	.824	.872
Performance	.863	.893

Based on the table above, the Cronbach's alpha and composite reliability values obtained for the variables person-organization fit, perception of job characteristics, organizational commitment, and performance show values of more than .50.

Test the Structural Model or Inner Model

The structural model test or inner model is a test model carried out to predict or show the existence of a relationship between the construct variables in the research. The results of the structural model on person-organization fit, perceived job characteristics, organizational commitment, and performance are as follows:

Figure 3. Inner Model View



Based on structural or inner model testing carried out on the person-organization fit variables, perceived job characteristics, organizational commitment, and performance by paying attention to the R-Square, Q-Square, and F-Square values, it can be used as a model suitability test with the data. obtained on the research variables.

1. R-Square Value

The R-square value obtained based on research data analysis can be seen in the following table:

Table 4. R-Square Value

Variable	R Square	R Square Adjusted
Organizational Commitment	.467	.457
Performance	.545	.532

Based on the table above, the R-Square calculation results for the organizational commitment variable show a value of .467. It can be concluded that person-organization fit through organizational commitment has a contribution to performance of 46.7% and the remaining 53.3% is influenced by other factors.

Then the R-Square calculation results for the job satisfaction variable show a value of 0.545. It can be concluded that person-organization fit on performance through organizational commitment is 54.5% and the remaining 45.5% is influenced by other factors.

2. Q-Square Value

The Q-Square values obtained can be seen in the following table:

Table 5. Q-Square Value

Variable	SSO	SSE	Q ² (=1-SSE/SSO)
Person-organization Fit	535	535	
Perception of Job Characteristic	963	963	
Organizational Commitment	642	496,452	.227
Performance	856	636,285	.257

Based on the Q-Square table above, the Q-Square value of the organizational commitment variable is .227, it can be concluded that the model has quite good predictive relevance and the model is in the middle category. This is because the Q-Square value in the study was .227 which is more than .15. Then, with a Q-Square value for the job satisfaction variable of .257, it can also be concluded that the model has quite good predictive relevance and is included in the middle category.

This is because the Q-Square value in the research was .257 which is more than .15 [15].

3. F-Square Value

The F-Square test in research is used to determine the effect size value or influence between variables by paying attention to the F-Square value. Then, the F-Square value used to determine the effect size is categorized into three categories, namely .35 (strong), .15 (medium), and .02 (small) [15]. The F-Square values obtained can be seen in the table as follows:

Table 6. F-Square Value

	Performance	Organizational Commitment
Person-organization Fit	.001	.229
Perception of Job Characteristic	.358	.142
Organizational Commitment	.118	
Performance		

Based on the table above, it is known that the influence of the person-organization fit variable on organizational commitment has a value of .229, which indicates that the model is in the middle category. Then the influence of person-organization fit on

performance has a value of .001, which indicates that the model is in the small category. It is known that the influence of the job characteristics variable on organizational commitment has a value of .142, which indicates that the model is in the medium category. Then the influence of job characteristics on performance has a value of .358, which indicates that the model is in the strong category. Meanwhile, the influence of organizational commitment on performance has a value of .118, which indicates that the model is in the middle category.

From the table above, it can be concluded that job characteristics on organizational commitment have a stronger influence than person-organization fit on organizational commitment. Likewise, job characteristics on performance have a stronger influence than person-organization fit on performance.

Hypothesis testing

This research has a hypothesis which is tested using the Path Analysis method assisted by using the SmartPLS program, as well as paying attention to the P-values to determine whether there is an influence or not on each variable. The hypothesis will be accepted if it has P-values less than .05. The results of hypothesis testing via the path coefficient can be explained in the following table:

Table 7. Hypothesis Testing

Path Coefficients	T Statistics	P Values	Result
Perception of Job Characteristic → Performance	5,924	0,000	Accepted
Perception of Job Characteristic → Organizational Commitment	3,709	0,000	Accepted
Organizational Commitment → Performance	3,477	0,001	Accepted
Person-organization Fit → Performance	0,339	0,735	Rejected
Person-organization Fit → Organizational Commitment	5,670	0,000	Accepted
Perception of Job Characteristic → Organizational Commitment → Performance	2,528	0,012	Accepted
Person-organization Fit → Organizational Commitment → Performance	2,751	0,006	Accepted

Discussion

This research aims to determine the influence of person-organization fit and perception of job characteristics on performance with organizational commitment as a mediator on employees of BPR Syariah. The research results are presented in a discussion based on the values or results obtained through Path Analysis measurements consisting of T-statistics and P-values. Based on the results of the data analysis test, the following results were obtained:

1. The influence of person-organization fit on organizational commitment

In testing hypothesis 1 (H1): the influence of Islamic work ethic on organizational commitment, it shows a T-statistic value of 5.670 which is more than 1.96. Then the P-values produce a value of .000 which is less than .05. Based on the results of testing hypothesis 1 (H1), it shows that the hypothesis is accepted, because there is a significant influence of the Person Organization Fit variable on the organizational commitment variable.

The results in this research are inversely proportional to research by [17] showing that there is a direct and positive influence between the Islamic work ethic variable on

organizational commitment. Differences in results with previous research can be caused by various factors, such as research subjects and subject demographics which include the number of subjects, gender, age, and research location. This research is supported by [17] who states that Islamic work ethic influences organizational commitment by 22.2%, while the remaining 77.8% of organizational commitment is influenced by other variables. It can be concluded that the Islamic work ethic has a less significant influence on organizational commitment.

Based on the explanation above, it can be concluded that the Islamic work ethic variable does not have a significant effect on organizational commitment. The Islamic work ethic variable does not have a full influence on organizational commitment.

2. The influence of perception of job characteristics on organizational commitment

In testing hypothesis 2 (H2): the influence of perception of job characteristics on organizational commitment, the T-Statistic value is 3.709, more than 1.96. Then the P-Values value produces a value of .000 which is less than .05. Based on the results of testing hypothesis, it shows that the hypothesis is accepted, because there is a significant influence of perception of job characteristic variables on organizational commitment.

The results of this research are supported by previous research in the journal *PSYCHOLOGIKA* Vol. 18, no. 1, January 2013 concerning: Study of the Role of Islamic Self-Regulation and Job Characteristics on Organizational Commitment in Employees of Sharia Organizations [18] and the proceedings of the 2nd International Multidisciplinary Conference [3], shows that there is a role of job characteristics on organizational commitment [10].

3. The influence of person-organization fit on the performance

In testing hypothesis 3 (H3): the influence of person organization fit on performance, the T-statistic value is .339 which is less than 1.96. Then the P-values produce a value of 0.735 which is more than .05. Based on the results of testing hypothesis, it shows that the hypothesis is rejected, because there is no significant influence of the person organization fit variable on performance.

The same research [12] clearly state that the result of his study is that person-job fit does not have a significant effect on job performance and person-organization fit has a positive effect on job performance. Based on the explanation above, it can be concluded that the person organization fit variable does not have a significant effect on performance. The person organization fit variable does not have a full influence on the performance of BPR Syariah employees.

4. The influence of perception of job characteristics on employees' performance

In testing hypothesis 4 (H4): the influence of perceived job characteristics on performance, the T-Statistic value is 5.924, more than 1.96. Then the P-Values value produces a value of .000 which is less than .05. Based on the results of testing hypothesis, it shows that the hypothesis is accepted, because there is a significant influence of the variable perception of job characteristics on performance.

The results of this research are supported by previous research by [20] which found that job characteristics have a positive but not significant relationship to employee performance, the next job characteristics have a positive and significant relationship to job satisfaction and the last job satisfaction has a positive and significant relationship to employee performance.

5. The influence of organizational commitment on performance

In testing hypothesis 5 (H5): the influence of organizational commitment on performance shows a T-statistic value of 3.477 which is more than 1.96. Then the P-

Values value produces a value of .001 which is less than .05. Based on the results of testing hypothesis, it shows that the hypothesis is accepted, because there is a significant influence of the organizational commitment variable on performance.

The results of this research are supported by previous research by [21] which shows that organizational commitment is strongly influenced by the performance on Dinas Pendidikan Kota Gorontalo from that, this research is also supported by previous research, [7] which shows that affective factors about the organization in personality influences performance.

6. The influence of person-organization fit on performance through the mediator organizational commitment

In testing hypothesis 6 (H6): the influence of person organization fit on performance through the mediator of organizational commitment, it shows a T-statistic value of 2.751 which is less than 1.96. Then the P-values produce a value of .006 which is more than .05. Based on the results of hypothesis testing, it shows that the hypothesis is accepted, because there is a significant influence of the person organization fit variable on performance through the mediator of organizational commitment.

The results in this research are inversely proportional to research by [12] that found person-job fit does not have a significant effect on job performance and person-organization fit has a positive effect on job performance. The results of the coefficient of determination show that person-job fit and person organization fit are only able to explain 14% of job performance, the remaining 86% is explained by variables outside the scope of this research. Meanwhile, organizational commitment significantly influences performance. Thus, organizational commitment is a condition for increasing performance, after there is a match between the employee and the organization.

7. The Influence of perception of job characteristics on performance through the mediator of organizational commitment

In testing hypothesis 7 (H7): the influence of perception of job characteristics on performance through the mediator of organizational commitment, it shows a T-Statistic value of 2.528, more than 1.96. Then the P-Values value produces a value of .012 which is less than .05. Based on the results of hypothesis testing, it shows that the hypothesis is accepted, because there is a significant influence of the variable perception of job characteristics on performance through the mediator of organizational commitment.

The results of this research are supported by previous research by [20] shows that the relationship between job characteristics and employee performance shows a path coefficient of .080 with a t_{value} of .427, this value is smaller than t_{table} (1.960). This shows that improving performance requires other factors. One antecedent that influences is organizational commitment [17]. As in many studies, fit as a mediator between perceived job characteristics and performance.

CONCLUSIONS

Based on the description that has been carried out in the previous chapter, the conclusions are: person-organization fit has a significant influence on organizational commitment in sharia organizations; perceptions of job characteristics have a significant influence on organizational commitment in sharia organizations; person-organization fit there has no significant influence on performance; perception of job characteristics has a significant influence on performance; organizational commitment has a significant influence on performance; person-organization fit has a significant influence on

performance with organizational commitment as a mediator; and perception of job characteristics has a significant influence on performance with organizational commitment as a mediator.

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