



The Influence of Person Job Fit and Organizational Culture on Employee Performance Through Job Satisfaction Intervening Variables at PT. Indo Dharma Transport Banjarmasin

M. Rio Mursid Wijaya¹, Fanlia Prima Jaya^{2*}

^{1,2}Sekolah Tinggi Ilmu Manajemen Indonesia (STIMI) Banjarmasin

Email : primajayaphone@gmail.com

Received: August, 2021; Accepted: November, 2021; Published: December, 2021

Permalink/DOI:

Abstract

This research was conducted to find out the influence between Person Job Fit, Organizational Culture, on Employee Performance through intervening variables of Job Satisfaction in PT. Indo Dharma Transport Banjarmasin. The population of this research is as many as 24 employees of PT. Indo Dharma Transport Banjarmasin, to determine the sample, this study uses census techniques (saturated samples). The questionnaire was distributed to all 24 respondents. The data was analyzed using SPSS Software Version 25 and Multiple Linear Regression. The results showed person job fit and organizational culture towards employee performance through intervening variables job satisfaction has a significant effect.

Keywords: Person Job Fit, Organizational Culture, Employee Performance and Job Satisfaction

INTRODUCTION

1. Background of the problem

The quality of human resources is one of the keys in determining the development of an organization, both institutions and companies. As a driving force for an organization to achieve organizational goals, professional employees are needed in their fields. Therefore, the organization can experience growth and sustainability depending on the performance of its employees. Employee performance is the responsibility of every company, from employee recruitment to job satisfaction when doing work. When employees feel comfortable with their work without having an excessive burden, there will be satisfaction felt by employees. This satisfaction encourages the emergence of good performance for the company through improving employee performance so that when providing services to consumers it will be better, in return for the company is an increase in performance that has a good impact on the company.

However, every employee does not necessarily have the same opinion about contributing and being highly dedicated to the company, because every employee has different traits, characteristics and personalities, this is a challenge that must align employee values with the company. An understanding of person job fit is needed in order to improve employee performance and job satisfaction so that the company's performance will also increase.

Shared values and behaviors make people feel comfortable working for the company. Organizational culture is one of the strategies to achieve maximum employee performance



and job satisfaction, because a good organizational culture will automatically provide a condition that is in accordance with employee behavior at work, if the culture is suitable and supports employees in developing abilities and supporting employee welfare. In other words, organizational culture is an important factor to improve employee performance, through a good work environment in the company which has an impact on job satisfaction experienced by employees.

2. Formulation of the problem

Based on the background above, the problem can be formulated as follows :

1. Does Person Job Fit have a significant effect on Employee Job Satisfaction at PT. Indo Dharma Transport Banjarmasin?
2. Does Person Job Fit have a significant effect on employee performance at the company PT. Indo Dharma Transport Banjarmasin?
3. Does Organizational Culture have a significant effect on Employee Job Satisfaction at PT. Indo Dharma Transport Banjarmasin?
4. Does Organizational Culture have a significant effect on employee performance at the company PT. Indo Dharma Transport Banjarmasin?
5. Does Person Job Fit and organizational culture have a significant effect on employee performance through the intervening variable Job Satisfaction at the company PT. Indo Dharma Transport Banjarmasin?

3. Research purposes

Based on the formulation of the problem above, the objectives of this study are :

1. To determine the effect of Person Job Fit on Employee Job Satisfaction at the company PT. Indo Dharma Transport Banjarmasin.
2. To determine the effect of Person Job Fit on Employee Performance at the company PT. Indo Dharma Transport Banjarmasin.
3. To determine the effect of Organizational Culture on Employee Job Satisfaction at the company PT. Indo Dharma Transport Banjarmasin.
4. To determine the effect of Organizational Culture on Employee Performance at the company PT. Indo Dharma Transport Banjarmasin.
5. To determine the effect of Person Job Fit and Organizational Culture on Employee Performance through the intervening variable Job Satisfaction at the company PT. Indo Dharma Transport Banjarmasin.

LITERATURE REVIEW

2.1. Person Job Fit

According to the Person Job Fit theory, the existence of a match between the characteristics of a task or job with an individual's ability to carry out the task will strengthen employee bonds with work (Allen and Mayer, 1997 in Ozag and Duguma, 2005). Job Fit implies the suitability of the workforce needed by the company.

In accordance with the theory put forward by Pevin cited by Sims and K. Galen Kroeck (1994: 940), that benefits for the organization can come from the existence of various types of conformity, the suitability of an individual with his job duties, type of work and work climate in the organization. It is stated that the task or work, type of work and work climate in the organization are important variables in the problem of employee suitability with the



organization. If there is a match between the characteristics of an individual and an organization, it will tend to be high, and the level of pressure will tend to be low.

Furthermore, it is stated that the lack of conformity will result in low performance, and pressure in the system.

2.2. Organizational Culture

According to Stoner (1995: 181) culture is a complex combination of assumptions, behaviors, stories, myths, metaphors, and various other ideas that become one to determine what it means to be a member of a particular society. Meanwhile, according to Alisyahbana (in Supartono, 2004: 31) culture is a manifestation of the way of thinking, so according to him the pattern of culture is very broad because all behavior and actions include feelings because feelings are also the intent of the mind.

Then Peruci and Hamby (in Tampubolon, 2004: 184) define culture as everything that is done, thought about, and created by humans in society, and includes the historical accumulation of objects or actions that are carried out over time. According to Edward Taylor (in Sobirin, Achmad, 2007: 52), culture is a comprehensive complexity consisting of knowledge, belief, art, morals, law, customs and various other capabilities and habits acquired by a human being as part of a society. .

Based on the definitions above, it can be concluded that culture is everything that is the result of thought and then carried out in life, both as individuals and as members of society. The results of these thoughts can be in the form of knowledge, beliefs, arts, values and morals obtained from human interactions with their environment, both interactions with nature and with other humans in social life. According to Soekanto (171: 1990) society is people who live together who produce culture. So that way there is no society that does not have culture, and conversely there is no culture without society as a container and its supporters, so that an organization that is part of society must have culture in it.

2.3. Employee Performance

Bernarding and Russel (1993: 379), stated that efforts to adapt individual employees to the job can be done with the conventional practice of completing job applicants which is directed at selecting individuals who have the knowledge, expertise, and skills that are considered most suitable to be applied to the types of jobs. certain job. Pulakos & Schmidt, as quoted by Bernarding & Russel (1993: 379), state that when selecting prospective employees we can estimate the level of job satisfaction that prospective employees will experience in the work environment that we offer, by adjusting individual needs with the work environment that we offer. will enter.

According to Bernadin and Russel (1993: 380) propose six primary criteria that can be used as indicators to measure employee performance:

- 1) Quality, is the level of how far the process or results of implementing activities are close to perfection or close to the expected goals.
- 2) Quantity, is the amount produced, for example the number of rupiah, the number of units, the number of cycles of activities completed.
- 3) Time Lines, is the degree to which activities are completed at the desired time, taking into account the coordination of other outputs and the time available for other activities.
- 4) Cost Effectiveness, is the degree to which the use of organizational resources (human, financial and technology) can be maximized to achieve the highest results or reduction of losses and each core use of resources.

- 5) Need For Supervision, is the degree to which a worker can carry out a job function without requiring the supervision of a supervisor to prevent undesirable actions.
- 6) Interpersonal Impact, is the degree to which employees maintain self-esteem, where good and cooperation between colleagues and subordinates.

Standard setting is needed to find out whether the employee's performance is in accordance with the expected targets, as well as to see the magnitude of the deviation by comparing the actual work results with the expected results.

2.4. Organizational Culture

According to Davis (in Lako, 2004: 29) organizational culture is a pattern of organizational beliefs and values that are understood, inspired and practiced by the organization so that the pattern gives its own meaning and becomes the basis for the rules of behavior in the organization. The same thing is also expressed by Mangkunegara (2005: 113) which states that organizational culture is a set of assumptions or belief systems, values, and norms developed within the organization which are used as behavioral guidelines for its members to overcome external and internal adaptation problems.

Victor S.L Tan (in Tunggal, 2007: 2) states that organizational culture is a norm consisting of a belief, attitude, core value, and behavior pattern that is carried out by people in the organization. Beliefs are all assumptions and perceptions about things, people and organizations as a whole, and are accepted as true and valid.

Furthermore, Robbins (in Tampubolon, 2004: 190) argues that organizational culture is a social glue that binds organizational members together through values, clear standard norms about what can and cannot be done and said by its members.

2.5. Conceptual Framework

Based on the background, problem formulation, and theoretical basis, the conceptual framework proposed is:

Conceptually, this study assumes that job satisfaction is influenced by person job fit, employee performance is influenced by person job fit, job satisfaction is influenced by organizational culture, and employee performance is influenced by organizational culture in a company.

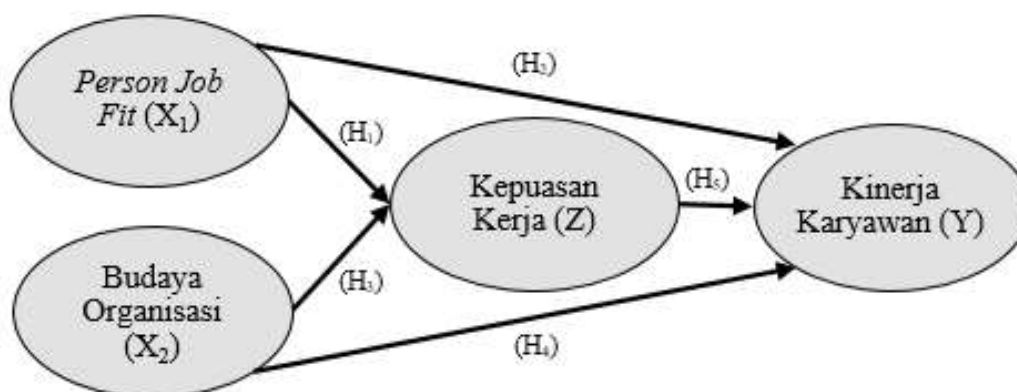


Figure 1.

Conceptual Framework for Research on the Effect of Person Job Fit and Organizational Culture on Employee Performance through Intervening Variables Job Satisfaction at PT. Indo Dharma Transport Banjarmasin



RESEARCH METHODS

3.1. Types of Research

The type of research used is explanatory research. According to Singarimbun and Efendi (1995:4), explanatory research is research that intends to explain the position of the variables to be studied and to determine the relationship between one variable and another.

Based on data collection techniques, this study uses quantitative data collection techniques, namely surveys conducted through questionnaires and literature studies (sources: internet, books, journals, theses, theses, and other written data).

3.2. Population and Sample

Population according to Usman (2006: 181) the population in each study must be stated explicitly, namely with regard to the size of the population and the research area covered. The total population in this study are all employees who have different positions and departments at PT. Indo Dharma Transport Banjarmasin, totaling 24 people.

Based on this study, because the population is not greater than 100 respondents, the authors take 100% of the population at PT. Indo Dharma Transport Banjarmasin as many as 24 respondents consisting of all employees who have positions and from departments in the company. Thus the use of the entire population is referred to as a census technique.

3.3. Data Types and Sources

Data is the plural form of the word datum (Latin) which means gift or gift. Definitely data can be interpreted as a collection of numbers, facts, phenomena or circumstances which are the results of observations, measurements or enumerations of the characteristics or properties of objects, which can serve to distinguish one object from another with the same nature (Suksesi, 2011). Data that can be used in research is only good data, namely those that meet the validity and reliability requirements.

The type of data used in this study is quantitative data, which is data that shows the responses / assessments of respondents who measure the company's orientation to sustainable competitive advantage and company performance. Based on the size scale, the types of data used are ordinal, interval and ratio data which also contain naming and sequence elements.

Sources of data in this study are primary data and secondary data. Primary data is data obtained directly from respondents through the distribution of questionnaires and secondary data, namely data obtained from other parties who have collected first published it or from within the agency.

3.4. Data Analysis Technique

This study aims to examine and analyze the causal relationship between the independent variable and the dependent variable, as well as to examine the validity and reliability of the research instrument as a whole. In order for the data collected to be useful, it must be processed and analyzed first, so that it can be used as a basis for decision making. Therefore, multiple linear regression analysis techniques are used using SPSS for Windows Version 25 software.

Multiple Linear Regression analysis model used Hair, et. La. (2010) are as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + Z + e_i$$

Y = Employee Performance

a = konstanta atau bilangan harga

X1 = *Person Job Fit*

X2 = Organizational Culture



Z = Job Satisfaction
ei = Error Term

ANALYSIS AND DISCUSSION RESULTS

4.1. Validity test

The validity test was conducted to find out that each question item posed to the respondents was declared valid or invalid, the technique used in this validity test was to compare the results of the correlation coefficient (%) with r_{table} ($N = 24$) = 0.413. If the correlation result of each variable question item (r_{count}) > r_{table} ($N = 24$) = 0.413 then the statement item can be declared valid and vice versa if the correlation result of each variable question item (r_{count}) < r_{table} ($N = 24$) = 0.413 then the statement item can be declared invalid, from the results of the validity test using SPSS Software Version 25, the following results can be obtained.

Table 1
Validity Test Results

Items Question	Correlation (r_{count})	reject Measuring	Score (r_{count})	Information
Variabel Person Job Fit (X_1)				
P1	0,547	>	0,413	Valid
P2	0,535	>	0,413	Valid
P3	0,611	>	0,413	Valid
P4	0,675	>	0,413	Valid
P5	0,735	>	0,413	Valid
P6	0,742	>	0,413	Valid
P7	0,640	>	0,413	Valid
P8	0,613	>	0,413	Valid
P9	0,814	>	0,413	Valid
P10	0,671	>	0,413	Valid
P11	0,765	>	0,413	Valid
P12	0,672	>	0,413	Valid
P13	0,572	>	0,413	Valid
P14	0,522	>	0,413	Valid
P15	0,571	>	0,413	Valid
P16	0,567	>	0,413	Valid
P17	0,528	>	0,413	Valid
P18	0,551	>	0,413	Valid
P19	0,683	>	0,413	Valid
P20	0,709	>	0,413	Valid
P21	0,588	>	0,413	Valid
P22	0,529	>	0,413	Valid
P23	0,526	>	0,413	Valid
P24	0,551	>	0,413	Valid
Variable Organizational Culture (X_2)				
P25	0,545	>	0,413	Valid
P26	0,664	>	0,413	Valid
P27	0,624	>	0,413	Valid
P28	0,531	>	0,413	Valid
P29	0,850	>	0,413	Valid
P30	0,604	>	0,413	Valid
P31	0,551	>	0,413	Valid
P32	0,612	>	0,413	Valid



Items Question	Correlation (r _{count})	reject Measuring	Score (r _{count})	Information
P33	0,771	>	0,413	Valid
P34	0,734	>	0,413	Valid
P35	0,782	>	0,413	Valid
P36	0,765	>	0,413	Valid
P37	0,739	>	0,413	Valid
P38	0,565	>	0,413	Valid
P39	0,527	>	0,413	Valid
Variable Job Satisfaction (Z)				
P40	0,708	>	0,413	Valid
P41	0,645	>	0,413	Valid
P42	0,711	>	0,413	Valid
P43	0,593	>	0,413	Valid
P44	0,773	>	0,413	Valid
P45	0,566	>	0,413	Valid
P46	0,633	>	0,413	Valid
P47	0,594	>	0,413	Valid
Variable Employee Performance (Y)				
P48	0,858	>	0,413	Valid
P49	0,822	>	0,413	Valid
P50	0,826	>	0,413	Valid
P51	0,830	>	0,413	Valid
P52	0,793	>	0,413	Valid
P53	0,822	>	0,413	Valid
P54	0,813	>	0,413	Valid
P55	0,718	>	0,413	Valid
P56	0,549	>	0,413	Valid
P57	0,691	>	0,413	Valid
P58	0,693	>	0,413	Valid
P59	0,738	>	0,413	Valid
P60	0,541	>	0,413	Valid
P61	0,529	>	0,413	Valid
P62	0,569	>	0,413	Valid
P63	0,602	>	0,413	Valid
P64	0,536	>	0,413	Valid
P65	0,540	>	0,413	Valid

Source: Processed Primary Data, 2020

From Table 4.8. above, it can be seen that the magnitude of the correlation coefficient for the Person Job Fit variable (X1) which consists of twenty four question items is all declared valid, the Organizational Culture variable (X2) which consists of fifteen question items is all declared valid, the Job Satisfaction variable (Z) which is consisting of eight question items all declared valid, the Performance variable (Y) which consists of eighteen question items are all declared valid and as many as sixty five question items will be used for further analysis.

4.2. Reliability Test

Reliability test is to test the consistency of an instrument. In measuring the concept, measurement of the size function is also carried out. A reliable instrument is an instrument which, when used several times to measure the same object, will produce the same data. carried out with the Cronbach Alpha test with the following formula:



$$\alpha = \left(\frac{K}{K - 1} \right) \left(\frac{S^2_r \sum S^2_i}{S^2_x} \right)$$

α = Reliability Coefficient *Cronbach Alpha*

K = Number of Question Items

$\sum S^2_i$ = Jumlah Varians Skor Item

S^2_x = Variance of Test Scores (All Items K)

If the Alpha value > 0.60 means that the reliability is sufficient (Sufficient Reliability) while if Alpha $>$ this suggests that all items are reliable and all tests are internally consistent because they have strong reliability. The reliability of the item is tested by looking at the alpha coefficient by performing Reliability Analysis with SPSS Version 25 software to see the Cronbach Alpha value of each variable.

Based on the results of calculations using SPSS version 25 software as contained in the attachment, the reliability of the question items that make up the construct of the Person Job Fit (X_1), Organizational Culture (X_2), Job Satisfaction (Z) and Performance (Y) variables are presented as shown in the table following :

Table 2
Hasil Uji Reliabilitas

Variable	α	Minimum Limit	Information
<i>Person Job Fit</i> (X_1)	0.929	0.60	<i>Reliable</i>
Organizational Culture (X_2)	0.905	0.60	<i>Reliable</i>
Job Satisfaction (Z)	0.803	0.60	<i>Reliable</i>
Employee Performance(Y)	0.938	0.60	<i>Reliable</i>

Source: Processed Primary Data, 2020

From Table 4.9. above, it is known that the question items that make up the construct of Person Job Fit (X_1) variable with a Cronbach Alpha value of $0.929 >$ Minimum Limit 0.60 can be declared Reliable, Organizational Culture Variable (X_2) with a Cronbach Alpha value of $0.905 >$ Minimum Limit 0.60 then it can be declared Reliable, Job Satisfaction Variable (Z) with Cronbach Alpha value of $0.803 >$ Minimum Limit 0.60 then it can be declared Reliable and Employee Performance Variable (X_2) with Cronbach Alpha value of $0.905 >$ Minimum Limit 0.60 then it can be declared Reliable , thus it can be stated that all question items from the questionnaire or question items are Reliable.

4.3. Classic Assumption Test

4.3.1. Multicollinearity Test

Multicollinearity test aims to test whether in the regression model there is a correlation between independent variables, if there is a correlation, it is called Multicollinearity Problem. A good regression model should not have a correlation between the independent variables. To detect multicollinearity, it can be done by looking at the tolerance value and VIF (Variance Inflating Factor). The basis for decision making, if the tolerance value is greater than 0.10 , it

means that there is no multicollinearity to the data being tested, on the contrary, if the tolerance value is less than 0.10, it means that there is multicollinearity to the data being tested. If the VIF (Variance Inflating Factor) value occurs smaller than 10.00 means that there is no multicollinearity to the data being tested, on the contrary if the value of VIF (Variance Inflating Factor) is greater than 10.00, it means that there is multicollinearity to the data being tested (Fanlia Prima Jaya, 2015: 63).

Guidelines for a model that is free of multicollinearity regression analysis can be seen in the following table:

Tabel 3
 Multicollinearity Test Results

Variable	Tolerance	VIF	Conclusion
Person Job Fit (X_1)	0.556	1.800	Multicollinearity does not occur
Organizational Culture (X_2)	0.695	1.439	Multicollinearity does not occur
Job Satisfaction (Z)	0.535	1.869	Multicollinearity does not occur

Source: Processed Primary Data, 2020

Multicollinearity test results Table 4.10. shows the Tolerance Value of the Person Job Fit Variable (X_1) of 0.556, the Organizational Culture Variable (X_2) of 0.695 and the Job Satisfaction Variable (Z) of 0.535 this means that the Tolerance Value for the three variables is greater than 0.10, meanwhile The VIF (Variance Inflating Factor) value of the Person Job Fit (X_1) variable is 1,800, the Organizational Culture Variable (X_2) is 1,439 and the Job Satisfaction Variable (Z) is 1,869. This means that the VIF (Variance Inflating Factor) value for the three variables smaller than 10.00, so it can be stated that there is no multicollinearity between independent variables in the regression model and the regression model is feasible to use and can be continued to the next testing stage because it meets the assumption of multicollinearity.

4.3.2. Heteroscedasticity Test

Heteroscedasticity test aims to test whether in the regression model there is an inequality of variance and residuals from one observation to another, if it remains it is called Homoscedasticity and if the observations are different, if it is fixed then it is called a good regression and if it is different it is called Heteroscedasticity. A good regression model is homoscedasticity or there is no heteroscedasticity. Heteroscedasticity assumption testing is done by using a Scatterplot graph as shown below.

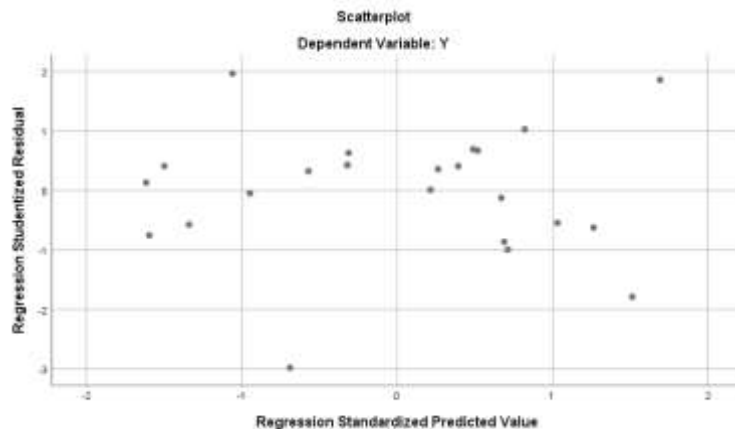


Figure 3
 Chart Scatterplot



From Figure 4.2. The scatterplot graph above, it is clear that there is no certain pattern because the points spread irregularly above and below the 0 axis on the Y axis, it is stated that there are no heteroscedasticity symptoms, thus the regression model used is feasible because it fulfills the assumption of homoscedasticity and can be tested further.

4.3.3. Auto Correlation Test

Autocorrelation test aims to test whether in a multiple linear regression model there is a correlation between confounding errors in the t-1 period (previous). Autocorrelation arises because successive observations all the time are related to each other, if there is a correlation, then there is autocorrelation, a good regression model is free of autocorrelation (Fanlia Prima Jaya, 2005: 66), to detect the presence or absence of autocorrelation, through the Durbin Watson Table method which This can be done through SPSS version 25 software, where in general the benchmarks can be taken, namely:

Number $D-W_{count} < D-W_{table}$ means that there is a positive autocorrelation

Number $D-W_{count} \geq D-W_{table} - 2$ dan Number $D-W_{count} \leq D-W_{table} + 2$ indicates that there is no autocorrelation

Number $D-W_{count}$ diatas +2 means that there is a negative autocorrelation

The following is a table of the results of the Autocorrelation test (Durbin-Watson) which has been obtained from the SPSS Version 25 software.

Table 4
Autocorrelation (Durbin-Watson)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.768 ^a	0.590	0.529	5.162	0.590	9.607	3	20	0.000	2.338

a. Predictors: (Constant), Z, X2, X1

b. Dependent Variable: Y

Source: Processed Primary Data, 2020

4.3.4 Normality Test

The normality test is intended to determine whether the residuals studied are normally distributed or not, the method used to test normality in this study, the researcher uses the normal uni PP Plot of Standardize Residual, from the results of normality testing with the PP Plot of Standardize Residual method, the dependent variable is Employee Performance (Y) as shown in Figure 4.3 below.

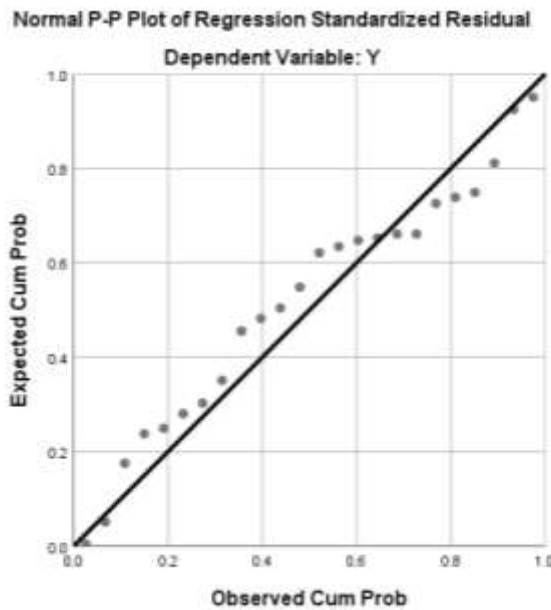


Figure 4
 Regression Model Data Distribution Graph

Based on the output display of the P-P Plot of Standardize Residual graph above, the detection of data normality is carried out by looking at the spread of data (points) on the diagonal axis of the graph. From the graph above, it can be seen that the distribution points around the diagonal line, and the spread follows the direction of the diagonal line so that it can be stated that the regression has met the normality assumption, so it can be stated that the regression model can be declared feasible and can be used to predict.

4.4. Multiple Linear Regression Analysis

4.4.1. Partial Analysis of the Effect of Person Job Fit on Job Satisfaction

Paradigm Influence of Person Job Fit on Job Satisfaction of Employees of PT. Indo Dharma Transport Banjarmasin can be described as follows:

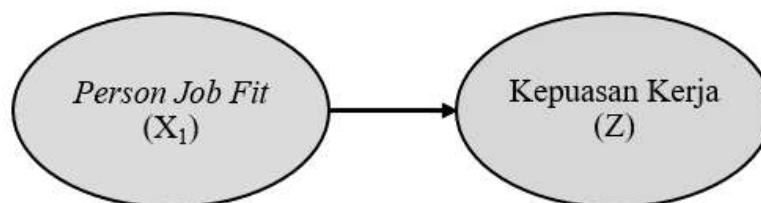


Figure 5
 Person Job Fit Variable Constellation on Job Satisfaction

$$Z = \alpha + \beta_1 X_1 + e_i$$

$$Z = -1,484 + 0,339 + e_i$$

$$S = 0,641$$

$$t_{count} = 3,921$$

$$r = 0,641$$

$$r^2 = 0,411$$

If $\alpha = 5\%$ and $n = 24$, so $t_{0,05;23} = 2,068$



From the data above, it is known that the elasticity of Person Job Fit on Job Satisfaction is 1.484, based on this elasticity it is known that every 1% increase in the frequency of Person Job Fit will result in an increase in Job Satisfaction of 1.484%.

By paying attention to the magnitude of the correlation coefficient (r) of 0.641, it can be stated that the relationship between the Person Job Fit Variable and the Job Satisfaction Variable is high positive, meaning that the more Person Job Fit variables, the more Job Satisfaction Variables will increase.

Based on the T test (partial), it can be shown that tcount is 3.921 and when compared with ttable of 2.068 it can be stated that $t_{count} > t_{table}$ means that it has a significant effect, so it can be stated that the Person Job Fit variable has a significant effect on job satisfaction.

The magnitude of the influence of the Person Job Fit variable can be seen from the termination coefficient r^2 of 0.441, which means that 44.1% of the Peson Job Fit variable affects job satisfaction partially and the remaining 55.9% job satisfaction is influenced by other factors.

4.4.2. Partial Analysis of the Effect of Person Job Fit on Employee Performance

Paradigm Effect of Person Job Fit on Employee Performance PT. Indo Dharma Transport Banjarmasin can be described as follows:

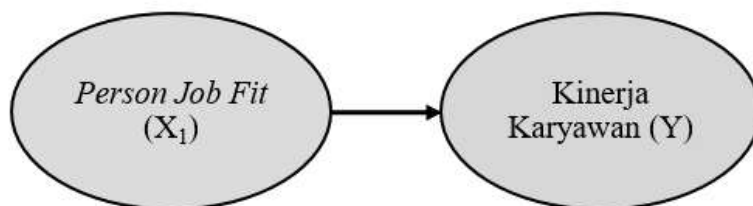


Figure 6
 Person Job Fit Variable Constellation on Employee Performance

$$\begin{aligned}
 Y &= \alpha + \beta_1 X_1 + e_i \\
 Y &= 6,017 + 0,661 + e_i \\
 S &= 0,697 \\
 t_{count} &= 4,557 \\
 r &= 0,697 \\
 r^2 &= 0,486 \\
 \text{if } \alpha &= 5\% \text{ and } n = 24, \text{ so } t_{0,05;23} = 2,068
 \end{aligned}$$

From the data above, it is known that the elasticity of Person Job Fit on Employee Performance is 6.017, based on this elasticity it is known that every 1% increase in the frequency of Person Job Fit will result in an increase in Employee Performance of 6.017%.

By paying attention to the magnitude of the correlation coefficient (r) of 0.697, it can be stated that the relationship between Person Job Fit Variables and Employee Performance Variables is high positive, meaning that the more Person Job Fit variables, the more Employee Performance Variables will increase.

Based on the findings above, that tcount is 4,557 and when compared with ttable of 2,068 it can be stated that $t_{count} > t_{table}$ means that it has a significant effect, so it can be stated that the Person Job Fit variable has a significant effect on employee performance.

The magnitude of the influence of the Person Job Fit Variable can be seen from the termination coefficient r^2 of 0.486, which means that 48.6% of the Peson Job Fit variable

partially affects employee performance and the remaining 51.4% employee performance is influenced by other factors.

4.4.3. Partial Analysis of the Effect of Organizational Culture on Job Satisfaction

Paradigm Influence of Organizational Culture on Job Satisfaction PT. Indo Dharma Transport Banjarmasin can be described as follows:

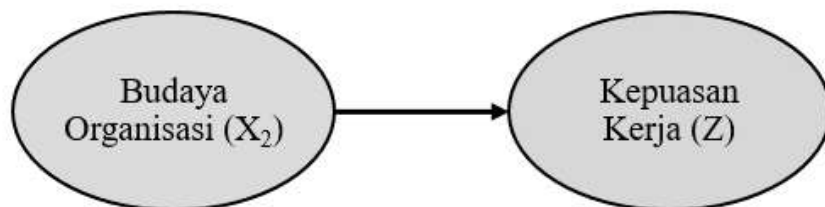


Figure 7
 Constellation of Organizational Culture Variables on Job Satisfaction

$$Z = \alpha + \beta_2 X_2 + e_i$$

$$Z = 12,618 + 0,332 + e_i$$

$$S = 0,514$$

$$t_{count} = 2,807$$

$$r = 0,514$$

$$r^2 = 0,264$$

If $\alpha = 5\%$ and $n = 24$, so $t_{0,05;23} = 2,068$

From the data above, it is known that the elasticity of Organizational Culture on Job Satisfaction is 12.618, based on this elasticity it is known that every 1% increase in the frequency of Organizational Culture will result in an increase in Job Satisfaction of 12.618%.

By paying attention to the magnitude of the correlation coefficient (r) of 0.514, it can be stated that the relationship between Organizational Culture Variables and Job Satisfaction Variables is high positive, meaning that the more Organizational Culture variables, the more Job Satisfaction Variables will increase.

Based on the findings above, that t_{count} is 2.807 and when compared to t_{table} of 2,068 it can be stated that $t_{count} > t_{table}$ means that it has a significant effect, so it can be stated that the Organizational Culture Variable has a significant effect on Job Satisfaction.

The magnitude of the influence of the Organizational Culture Variable can be seen from the termination coefficient r^2 of 0.264, which means that 26.4% of the Organizational Culture Variables partially affect Job Satisfaction and the remaining 73.6% Job Satisfaction is influenced by other factors.

4.4.4. Partial Analysis of the Effect of Person Job Fit on Employee Performance

Paradigm Influence of Organizational Culture on Employee Performance PT. Indo Dharma Transport Banjarmasin can be described as follows:

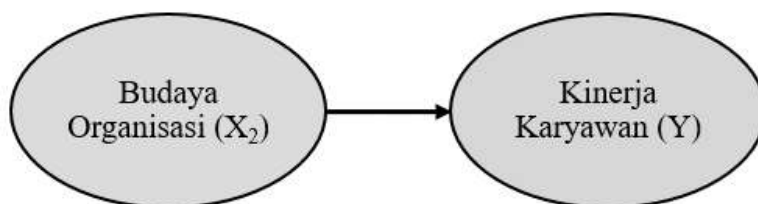


Figure 8
 Constellation of Organizational Culture Variables on Employee Performance

$$\begin{aligned}
 Y &= \alpha + \beta_2 X_2 + e_i \\
 Y &= 29,735 + 0,690 + e_i \\
 S &= 0,613 \\
 t_{count} &= 3,640 \\
 r &= 0,613 \\
 r^2 &= 0,376
 \end{aligned}$$

If $\alpha = 5\%$ and $n = 24$, so $t_{0,05;23} = 2,068$

From the data above, it is known that the elasticity of Organizational Culture on Employee Performance is 29.735, based on this elasticity it is known that every 1% increase in the frequency of Organizational Culture will result in an increase in Employee Performance of 29.735%.

By paying attention to the magnitude of the correlation coefficient (r) of 0.613, it can be stated that the relationship between Organizational Culture Variables and Employee Performance Variables is high positive, meaning that the more Organizational Culture variables, the more Employee Performance Variables will increase.

Based on the findings above, that t_{count} is 3.640 and when compared with t_{table} of 2.068, it can be stated that $t_{count} > t_{table}$ means that it has a significant effect, so it can be stated that the Organizational Culture Variable has a significant effect on Employee Performance.

The magnitude of the influence of the Organizational Culture Variables can be seen from the termination coefficient r^2 of 0.376, which means that 37.6% of the Organizational Culture Variables partially affect Employee Performance and the remaining 62.4% Employee Performance is influenced by other factors.

4.4.5. Simultaneous Analysis of the Effect of Person Job Fit, Organizational Culture and Job Satisfaction on Employee Performance

Paradigm Effect of Person Job Fit, Organizational Culture and Job Satisfaction on Employee Performance at PT. Indo Dharma Transport Banjarmasin can be described as follows:

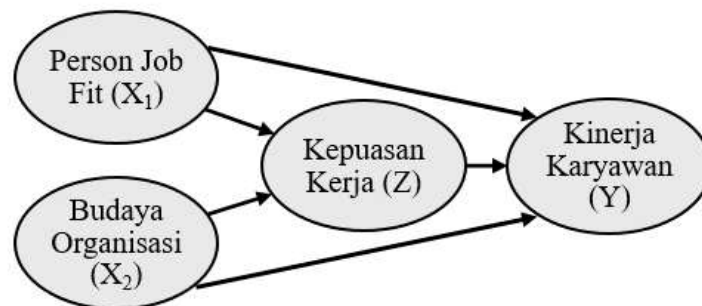


Figure 9
 Variable Constellation of Person Job Fit, Organizational Culture and Job Satisfaction on Employee Performance

$$\begin{aligned}
 Y &= \alpha + \beta_1 X_1 + \beta_2 X_2 + Z + e_i \\
 Y &= - 1,237 + 0,444 + 0,373 + 0,188 + e_i \\
 S &= 0,468 X_1 \quad 0,332 X_2 \quad 0,105 Z \\
 t_{count} &= 2,440 X_1 \quad 1,933 X_2 \quad 0,537 Z \\
 r &= 0,768 \\
 r^2 &= 0,590
 \end{aligned}$$

If $\alpha = 5\%$ and $n = 24$, so $t_{0,05;23} = 2,068$

From the above data, it is known that the variables of Person Job Fit and Organizational Culture and Job Satisfaction as intervening are known to have a correlation coefficient (r) of 0.768, it can be stated that the relationship between Person Job Fit, Organizational Culture and Job Satisfaction as a simultaneous intervening on Employee performance is a strong positive, meaning that the increasing of Person Job Fit, Organizational Culture and Job Satisfaction as intervening will simultaneously increase Employee Performance.

Furthermore, to determine the effect simultaneously, it can be seen in the Analysis of Variance (ANOVA) table as follows:

Table 5
Analysis of Varians (ANOVA) Test

ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	768.015	3	256.005	9.607	.000 ^b
	Residual	532.944	20	26.647		
	Total	1300.958	23			

Dependent Variable : Y

Predictors: (Constant), Z, X2, X1

Source: Processed Primary Data, 2020

From table 4.12. above, it is known that F_{count} is 9.607 compared to $F_{0.05;23}$ is 3.03 and Sig. or $p = 0.000 < \alpha$ then Person Job Fit, Organizational Culture and Job Satisfaction as simultaneous intervening on Employee Performance. The magnitude of this influence can be seen through the termination coefficient (r^2) of 0.590, meaning 59.0% Person Job Fit, Organizational Culture and Job Satisfaction as simultaneous intervening on Employee Performance and the remaining 41.0% Employee Performance is influenced by other factors..

4.5. Hypothesis test

Based on the results of the regression model analysis of Person Job Fit, Organizational Culture and Job Satisfaction as an intervening on Employee Performance, the results of hypothesis testing can be seen as follows.

Table 6
Hypothesis Testing Results

No.	Hipotesis	R ²	t _{hitung}	t _{tabel}	Keterangan
1.	Person Job Fit → Kepuasan Kerja	0,411	3,921	2,068	Signifikan
2.	Person Job Fit → Kinerja Karyawan	0,486	4,557	2,068	Signifikan
3.	Budaya Organisasi → Kepuasan Kerja	0,264	2,807	2,068	Signifikan
4.	Budaya Organisasi → Kinerja Karyawan	0,376	3,640	2,068	Signifikan
5.	Person Job Fit, Budaya Organisasi dan Kepuasan Kerja → Kinerja Karyawan	R ² 0,590	F _{hitung} 9,607	F _{tabel} 3,03	Signifikan

Source: Processed Primary Data, 2020

Based on Table 4.13. above can be explained the results of hypothesis testing as follows:



1. The first hypothesis (H_1) is accepted, which means that Person Job Fit has a significant effect on Job Satisfaction, amounting to 44.1% and the remaining 55.9% Job Satisfaction is influenced by other factors.
2. The first hypothesis (H_2) is accepted, which means that Person Job Fit has a significant effect on employee performance, amounting to 48.6% and the remaining 51.4% employee performance is influenced by other factors.
3. The first hypothesis (H_3) is accepted, which means that organizational culture has a significant effect on job satisfaction, amounting to 26.4% and the remaining 73.6% job satisfaction is influenced by other factors.
4. The first hypothesis (H_3) is accepted, which means that organizational culture has a significant effect on employee performance, amounting to 37.6% and the remaining 62.4% employee performance is influenced by other factors.
5. The first hypothesis (H_3) is accepted, which means that Person Job Fit, Organizational Culture and Job Satisfaction as intervening simultaneously significantly influence employee performance, amounting to 59.0% and the remaining 41.0% employee performance is influenced by other factors.

4.6. Implications of Research Results

Based on the results of the study, several research implications can be stated as follows:

1) The Influence of Person Job Fit on Employee Job Satisfaction

The implications of the findings of this study indicate that in achieving a company's goals and the comfort of working for employees, PT. Indo Dharma Transport Banjarmasin must re-evaluate the policies in terms of person job fit that employees have which will affect job satisfaction. To get a better person job fit, therefore PT. Indo Dharma Transport Banjarmasin must have employees who feel job satisfaction. In this case, employees who are satisfied and love working without feeling excessively burdened with the work that employees do every day. PT. Indo Dharma Transport Banjarmasin must adjust the characteristics of the work with the needs of employees to perform these tasks, which employees will become more committed to the work, this will make the employees of PT. Indo Dharma Transport Banjarmasin get satisfaction at work.

2) Influence of Person Job Fit on Employee Performance

The implications of the findings of this study indicate that in achieving the vision and mission of PT. Indo Dharma Transport Banjarmasin must re-evaluate the policies in terms of Person Job Fit owned by employees which will later be able to affect Employee Performance, to get a better Person Job Fit, PT. Indo Dharma Transport Banjarmasin must have a good performance. It is important for companies to choose employees based on person job fit because employees who have the abilities, skills and skills in accordance with the company's demands will work better and devote all their abilities to survive for the sake of the company's sustainability.

3) The Influence of Organizational Culture on Employee Job Satisfaction

The implications of the findings of this study indicate that to get a good future for PT. Indo Dharma Transport Banjarmasin, then there must be a re-evaluation of policies in terms of Organizational Culture owned by the company which will later be able to affect Job Satisfaction, to get a better Organizational Culture, PT. Indo Dharma Transport Banjarmasin must evaluate its policies, with an organizational culture, job satisfaction will be formed, because organizational culture has a significant impact on the company, with a good



organizational culture will make employees feel comfortable at work, a sense of commitment or loyalty and strive harder for the company and this makes employees satisfied at work.

4) The Influence of Organizational Culture on Employee Performance

The implications of the findings of this study indicate that to get a good future for PT. Indo Dharma Transport Banjarmasin, then there must be a re-evaluation of policies in terms of Organizational Culture owned by the company which will later be able to affect Employee Performance, to get a better Organizational Culture, PT. Indo Dharma Transport Banjarmasin must evaluate its policies, because with a structured organizational culture it will direct employee performance more precisely to make employees show their best performance and get work results that are in accordance with the standards set by the company, so as to create good performance.

5) The Influence of Person Job Fit and Organizational Culture on Employee Performance Through Job Satisfaction

The implications of the findings of this study indicate that in achieving the vision and mission of PT. Indo Dharma Transport Banjarmasin and also make its employees comfortable by adjusting jobs with the right background to get a good future for the company. Regarding the influence of person job fit and organizational culture on employee performance through job satisfaction as an intervening variable on employees of PT. Indo Dharma Transport Banjarmasin, turned out to show a significant relationship. When viewed from the calculation results that the influence of person job fit and organizational culture on employee performance through job satisfaction as an intervening variable (indirectly) has a smaller influence value than the influence of person job fit and organizational culture on employee performance (directly) which has a higher influence value. From these variables, where person job fit (X_1) is an individual's suitability for work which can be said as a job specification process or an effort to assist in identifying employee individual competencies, which will have an impact on increasing employee performance with job satisfaction. Such as the theory that supports the imposition of organizational culture (X_2) which is important in a company to create comfortable working conditions for employees and high trust to encourage increased work behavior between individuals and employee commitment to do everything that is best for the benefit of the company, because this impact will affect the increase in employee performance (Y) which is supported by job satisfaction (Z).

Therefore PT. Indo Dharma Transport Banjarmasin must further improve regarding this matter, because with mutual trust between the leadership and employees will create a good relationship within an organization or company, this will later have an impact on job satisfaction and employee performance. In the company, trust is a fundamental thing to encourage every employee who works in a company to give the best, try to be a high performance employee, high productivity so that the targets and goals of the company can be realized properly because the performance of employees and employees are also satisfied. with that. Every employee will give the best performance when employees feel security, comfort, peace of mind at work at all times and this is related to job satisfaction.

It is not only the organizational culture that must be further improved, but also the person job fit for the employees of PT. Indo Dharma Transport Banjarmasin must also be improved again, so that the person job fit and organizational culture are equally strong to encourage employee performance and job satisfaction later. PT. Indo Dharma Transport Banjarmasin must re-evaluate its policies in terms of person job fit which can also affect employee performance through job satisfaction. To get a suitable and better person job fit,



therefore PT. Indo Dharma Transport Banjarmasin must place its employees based on person job fit with the background, abilities, skills and skills that employees have to suit the company's demands. Companies must also adjust the characteristics of the work with the needs of employees to perform these tasks, where employees will become more committed to work, this will make employees get satisfaction at work and employee performance will increase.

CONCLUSIONS AND SUGGESTIONS

5.1. Conclusion

Based on the results of hypothesis testing and discussion in this study, the following conclusions can be drawn:

- 1) The results of the study partially the effect of person job fit on job satisfaction of employees of PT. Indo Dharma Transport Banjarmasin states that person job fit has a significant positive effect on job satisfaction.
- 2) The results of the partial study partially influence the effect of person job fit on the performance of employees of PT. Indo Dharma Transport Banjarmasin stated that person job fit has a significant positive effect on work performance.
- 3) The results of the study partially partially influence the influence of Organizational Culture on job satisfaction of employees of PT. Indo Dharma Transport Banjarmasin states that Organizational Culture has a significant positive influence on job satisfaction.
- 4) The results of the study partially partially influence the influence of Organizational Culture on the performance of employees of PT. Indo Dharma Transport Banjarmasin states that Organizational Culture has a significant positive influence on work performance.
- 5) The results of the study simultaneously influence the effect of Person Job Fit, Organizational Culture and Job Satisfaction as intervening on the performance of employees of PT. Indo Dharma Transport Banjarmasin stated that Person Job Fit, Organizational Culture and Job Satisfaction as intervening have a significant positive influence on work performance.

5.2. Sugestion

1. After describing the conclusions, the researchers tried to provide suggestions as input and consideration for the company PT. Indo Dharma Transport Banjarmasin to improve Person Job Fit, Organizational Culture and Job Satisfaction as an intervening that leads to an increase in Employee Performance of PT. Indo Dharma Transport Banjarmasin, as follows:
2. Because Person Job Fit affects Employee Performance through Job Satisfaction, it is recommended that companies pay more attention to individual suitability factors with work so that employees can work optimally and can explore their abilities at work.
3. PT. Indo Dharma Transport Banjarmasin must improve the Organizational Culture affects Employee Performance through Job Satisfaction, it is recommended that companies pay more attention to employee comfort at work so that employees can provide their best performance for the company.
4. PT. Indo Dharma Transport Banjarmasin must pay more attention to employee selection and employee placement, so that employees are more comfortable at work which will lead to good performance, because of the compatibility between the employee's background and the work done (person job fit) by the employee.



REFERENCES

- Bernardin, H. John and Joyce E. A. Russel. 1993. *Human Resource Management : An Exprential Approach*. Singapore: Mc. Graw Hill, Inc.
- Fanlia Prima, J. (2020). *Efektifitas Kemitraan dan Partisipasi Anggota Terhadap Kinerja Koperasi Melalui Kinerja Manajerial Pada Koperasi Di Banjarmasin*. PT. Hanken Sukses Jaya.
- Jaya, F. P., Sulaiman, S., & Rusvitawati, D. (2019). Pengaruh Person Job Fit (Pj-Fit) dan Pendidikan Terhadap Employee Performance pada PT. Citra Putra Kebun Asri (CPKA). *Jurnal Riset Inspirasi Manajemen Dan Kewirausahaan*, 3(1), 12-21.
- Lako, Andreas. 2004. *Kepemimpinan dan Kinerja Organisasi Isu Teori dan Solusi*. Yogyakarta: Amara Books.
- Mangkumanegara A. A. Anwar Prabu . 2007. *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: PT. Remaja Rosdakarya.
- Sims, Randi L. and K. Galen Kroeck. 1994. "The Influence of Ethical on Employee Satisfaction, Commitment and Turnover." *Journal of Bussiness Ethics* Vol. 13 Hal. 939-947.
- Sobirin, Achmad. 2007. *Organizational Culture Pengertian, Makna dan Aplikasinya Dalam Kehidupan Organisasi*. Yogyakarta : IBPP STIM YKPN.
- Soekanto, Soerjono. 1990. *Sosiologi Suara Pengantar*. Bandung: Raja Grafindo Persada.
- Supartono, W. 2004. *Ilmu Budaya dasar*. Jakarta: Ghalia Indonesia.
- Ozag, D. Duguma B. 2005. *The Relationship Between Cognitive Processes at Perceived Usefulness : An Extension of The Technology Acceptance Model 2*. East Carolina University: Working Paper.
- Tampubolon, Manahan. 2004. *Perilaku Keorganisasian*. Jakarta: Ghalia Indonesia.
- Tunggal, Amin Widjaja. 2007. *Corporate Culture Konsep dan Kasus*. Jakarta: Harvarindo.
- Usman. 2006. *Pengantar Statistika*. Jakarta: PT. Bumi Aksara.