

## Does person-job fit also impact positive outcomes in collectivistic cultures?

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**Abstract:** This study aims to strengthen the results of previous studies on the influence of person-job fit (PJF) on positive outcomes such as job satisfaction (job-sat), organizational commitment (org-comm), and task performance (task-perf). The study used 804 small and medium enterprise employees in Indonesia. Testing of the relationship model was carried out using Smart PLS 4. The questionnaire items used in this study were proven to be valid and reliable. The results show that PJF is indeed an important variable for increasing positive outcomes. The influence of PJF on task performance can be direct or mediated by organizational commitment. However, job satisfaction does not fully mediate the influence of PJF on task performance. A discussion of the results of testing the relationship model is presented at the end of this paper.

**Keywords:** *Job satisfaction, Organizational commitment, Person-job fit, Task performance.*

### 1. Introduction

Work is a way for individuals to find self-meaning and value through experiences and various interactions with other people and their environment (Duncan & Canna, 2018). Therefore, individuals always look for jobs that suit their needs, while jobs also look for individuals who fit their requirements. The fit between individuals and their workplace environment is an important and widely discussed topic of organizational behavior research. This fit has a positive impact on employee values, skills, abilities, and needs (Travaglianti, Babic, Pepermans, & Hansez, 2017). The fits that are widely studied are person and organization fit and PJF (Kaur & Kang, 2021). Both types of fit can generate employee commitment and increase employee satisfaction and performance (Straatmann, Königshulte, Hatstrup, & Hamborg, 2020). However, because PJF has a direct effect on the way of working and performance, this study uses PJF as a predictor of employee positive work attitudes and performance.

Because PJF is a dynamic variable and is a predictor of employee work attitudes, this variable still requires various studies. Previous studies have shown the effect of PJF on increasing job-sat, org-comm, employee engagement in the workplace (T. Y. Kim, Schuh, & Cai, 2020; Rayton, Yalabik, & Rapti, 2019; Vleugels, Verbruggen, De Cooman, & Billsberry, 2023), and employee performance (Kaur & Kang, 2021; Widodo, Sahono, Agustina, Suryosukmono, & Pareke, 2020). PJF is also able to pump up employee motivation and work enthusiasm, so that they are motivated to develop the skills needed in the job (Kooij, van Woerkom, Wilkenloh, Dorenbosch, & Denissen, 2017). Based on the theory of work adjustment, employee suitability and comfort in the workplace can improve employee performance (Vleugels et al., 2023).

When employees fit their jobs, they tend to feel satisfied, perform better, and contribute positively to the organization (Van Woerkom, Bauwens, Gürbüz, & Brouwers, 2024). This fit will increase employee happiness at work and motivate employees to be productive at work. Job-sat has a positive impact on perceived company value (Aziri, 2011). The more satisfied employees feel at work, the more engaged they will be at work, the more motivated they will be, and the more productive they will be (Aziri, 2011). Satisfied employees tend to work harder and go beyond their roles, leading to better

overall performance and higher perceived contributions to company value (Aziri, 2011). PJF positively influences job-sat (Dhir & Dutta, 2020).

Previous studies have consistently found relationship between PJF and job-sat, positive influence of PJF on job-sat (Chhabra, 2016; Oh et al., 2014) and a positive impact on increased performance (Kaur & Kang, 2021; Yu, 2016). Based on the Attraction-Selection-Attrition (ASA) Theory individuals choose social and organizational environments based on the compatibility of their values and characteristics (Schneider, Goldstein, & Smith, 1995). Individuals who feel that they have expertise and skills that match the achievement of job demands and goals tend to perform better (Boon, Den Hartog, Boselie, & Paauwe, 2011; Kaur & Kang, 2021). High PJF indicates high org-comm and employee job-sat (Cable & DeRue, 2002). According to Bilgin, Kuzey, Torlak, and Uyar (2015) high job-sat can drive better task-perf and contextual performance.

This study aims to re-examine how PJF influences performance mediated by job-sat- and org-comm. PJF has been widely proven to have an effect on positive outcomes in individualistic cultures (Astakhova, 2016; Oh et al., 2014). In individualistic cultures, PJF has an effect on increasing job-sat and org-comm, as well as decreasing turnover intention and withdrawal behavior (Barrick & Parks-Leduc, 2019). Therefore, this study proves how PJF influences positive outcomes in companies in the midst of a collectivist culture such as in Indonesia.

## 2. Theoretical Review and Hypotheses

PJF refers to the match between an individual's skills, experiences, abilities, interests, and personality with the requirements and demands of a particular job (Cable & DeRue, 2002; Sekiguchi, 2004; Van Woerkom et al., 2024). PJF is part of the individual's suitability to his/her environment (p-e-fit), where this suitability also includes the individual's suitability to his/her colleagues and supervisors (Kaur & Kang, 2021). The main idea is that when there is a strong alignment between individual and his or her job, both the individual and the organization can derive significant benefits. PJF refers to the degree of conformity between an individual's abilities, needs, and preferences with the demands and characteristics of the job (Sekiguchi, 2004). PJF is also the alignment between employee needs and the availability of company resources (need-supply) and between job demands and employee abilities (demand-ability) (Cable & DeRue, 2002). Therefore, these variables are predictors of employee attitudes and performance. PJF refers to the match between an individual's abilities and the various requirements in the workplace. Skills, abilities, experiences, and various other individual characteristics are essential in meeting the needs and demands of the job.

When there is a good fit between the individual and the job, employees tend to feel competent, valued, and satisfied with their jobs (Dhir & Dutta, 2020). Work Adjustment Theory states that employee fit with the job and organization is a dynamic process that can increase employees' positive attitudes in the workplace (Sylva, Mol, Den Hartog, & Dorenbosch, 2019; Vleugels et al., 2023). Therefore, the efforts that are always made by the company are to recruit employees who are in accordance with the demands of the job and organization, and always hold togetherness with all employees of the company. This alignment ensures that employees' skills and interests are well-matched with their job responsibilities, leading to higher levels of job-sat because they find their work more enjoyable and fulfilling (Dhir & Dutta, 2020).

Meanwhile, the PJF theory which discusses the fit between individuals and the jobs or tasks they do in the workplace also states that PJF is able to make a greater contribution to the organization (Sekiguchi, 2004). This concept is important in industrial and organizational psychology because it can affect employee job-sat, motivation, and productivity. According to PJF theory, there are two dimensions of PJF, namely demand-abilities fit (d-a-fit) and need-supplies fit (n-s-fit). D-a-fit refers to the extent to which an individual's abilities and skills match the demands of the job (De Crom & Rothmann, 2018). For example, if an employee has education and experience that are relevant to the tasks being carried out, there will be a positive match. Meanwhile, n-s-fit describes the match between an individual's needs (such as career goals and personal values) with what the job offers (such as salary

and benefits) (Dörendahl, Niepel, & Greiff, 2020). This match is important to ensure that individuals feel fulfilled in their roles.

PJF has a greater impact on job-sat and task-perf (Kaur & Kang, 2021). Social exchange theory explains the role of job-sat as a mediator because there is a match between employees and jobs so that there is a balance and a satisfying reciprocal relationship (Blau, 1964). A good PJF enhances overall job-sat. Employees who feel they have skills, expertise, talents and interests that are aligned with their work tend to enjoy their work more than those who do not have this alignment. To realize this match, the participation of various parties is needed. Strong leadership in the workplace (Van Woerkom, Meyers, & Bakker, 2022; Wang et al., 2021) and employee characteristics who are willing to develop their skills and have autonomy Cortina, Köhler, Keeler, and Pugh (2022) and Marstand, Martin, and Epitropaki (2017) are important components in realizing PJF in the workplace.

Job-sat is an individual's positive and negative emotional feelings towards work, such as working conditions, nature of work, coworkers, rewards, supervision, and so on Bilgin et al. (2015). Job-sat is also a positive feeling that individuals have because of their experiences and assessments of their work (Y. H. Kim, Shin, Kim, Jun, & Wreen, 2023). Satisfied individuals will give positive responses, while dissatisfaction causes negative responses from employees (Mostafa & Gould-Williams, 2014; Thompson & Phua, 2012). Research on job-sat is widely associated with performance, org-comm, organizational citizenship behavior (OCB), and the desire to resign (Straatmann et al., 2020).

PJF also has an impact on increasing org-comm (Chhabra, 2015; Nägele & Neuenschwander, 2014; Widodo et al., 2020). Employee fit with the job can increase employee loyalty to the job and the company. This can reduce the employee's desire to move to another job or company. Previous research has found that the effect of PJF on org-comm is mediated by job-sat, engagement, and positive behaviors at work (Huang, Yuan, & Li, 2019). Organizations that prioritize hiring based on PJF can cultivate a committed workforce that is not only productive but also aligned with the goals and values of the organization. This strategic approach ultimately leads to increased organizational performance and decreased employee turnover.

Based on ASA theory Schneider et al. (1995) individuals tend to be attracted to organizations or groups that have values, norms, and cultures that are in line with their own. The selection process occurs when interested individuals apply or join an organization. Individuals who do not feel a good fit or do not fit. This process produces homogeneity in a group or organization, because only individuals who have similar values and characteristics will survive. with the social environment or organization will tend to leave the place. Individuals will perform better if they feel that their expertise and skills match the goals of the organization, and the values they embrace match the values of the organization (Boon et al., 2011; Kaur & Kang, 2021). Job-related suitability includes the fit between an individual's values and their job (Nye, Su, Rounds, & Drasgow, 2017; Wee, Newman, Song, & Schinka, 2021) the fit between an individual and their group or work team Li, Kristof-Brown, and Nielsen (2019) and the fit between employees and the company or organization they work for (Shaw & Gupta, 2004).

PJF is indeed a positive condition that has an impact on improving task-perf and outside tasks such as innovative and creative behavior (Huang et al., 2019; Zhao & Han, 2016). It is a measure of how well a person's characteristics align with the requirements and responsibilities of their job. This increase in productivity and positive attitudes contribute to various aspects of company value, including employee capital (competence, capability, and commitment), customer capital (the ability to provide a pleasant customer experience), and financial capital (increased productivity and financial performance) (Kristof-Brown, Zimmerman, & Johnson, 2005). Ensuring good PJF is important because it affects employee behavior, performance, and job-sat (Dhir & Dutta, 2020). D-a-fit and n-s-fit have been found to be related to job-sat and org-comm, task-perf, and OCB (Boon et al., 2011; Chhabra, 2015). Based on the presentation of theoretical studies and previous research results, the hypothesis of this study is that job-sat and org-comm mediate the effect of PJF on task-perf.

### 3. Methods

#### 3.1. Participants and Procedures

This study involved 804 SME employees in Indonesia who participated by filling out a questionnaire as respondents. Respondents were employees who were classified as productive age, namely 15 to 59 years (Goma, Sandy, & Zakaria, 2021). Of the 804 respondents, 521 were female employees (64.8%) and 283 were male (35.2%). The questionnaire was distributed 5 months (July to December 2024). Testing the validity and reliability of the questionnaire and testing the data that meets the requirements, to testing the relationship model is carried out using structural equation modeling with smart-PLS.

#### 3.2. Measurement

This research questionnaire was adapted from the research of Goetz and Wald (2022). Table 1 below is the validity result using outer loading.

**Table 1.**  
Results of Outer Loading (OL) Validity Test

Item	OL	Item	OL	Item	OL	Item	OL
PJF1	0.801	Job-Sat1	0.851	Org-Com1	0.813	Task-Perf1	0.762
PJF2	0.806	Job-Sat2	0.848	Org-Com2	0.622	Task-Perf2	0.845
PJF3	0.852	Job-Sat3	0.898	Org-Com3	0.686	Task-Perf3	0.816
PJF4	0.829	Job-Sat4	0.850	Org-Com4	0.786	Task-Perf4	0.758

The results of the validity test with outer loading showed that all question items were valid because the outer loading was above 0.70 (Hair, Hult, Ringle, & Sarstedt, 2017). Outer loading or loading factor is a value that shows how much an indicator contributes to the construct being measured. The higher the outer loading value, the better the indicator is at representing its construct. Validity testing using outer loading is an important step in research to ensure that all indicators used truly reflect the construct to be measured. By following the established criteria and eliminating invalid indicators, researchers can improve the quality and reliability of the research results. In addition, the results of the validity test also use the average variance extracted (AVE) measure. AVE is a coefficient that explains how much variation is predicted by the latent construct through its input indicators. The ideal AVE value is  $\geq 0.50$  (AVE PJF = 0.8676; AVE job-sat = 0.743; AVE org-comm = 0.534; AVE task-perf = 0.633).

Furthermore, the results of the questionnaire reliability test show that the four variables are reliable ( $\alpha$  PJF = 0.842;  $\alpha$  job-sat = 0.885;  $\alpha$  org-comm = 0.772;  $\alpha$  task-perf = 0.809). According to Zikmund, Babin, Carr, and Griffin (2010) Cronbach's Alpha between 0.70 and 0.80 is classified as good reliability, while between 0.80 and 0.90 is classified as very good reliability. This is also supported by the composite reliability (CR) value ( $\rho_c$ ) above 0.70, which indicates the consistency of the measuring instrument ( $\rho$  PJF = 0.893;  $\rho$  job-sat = 0.920;  $\rho$  org-comm = 0.819;  $\rho$  task-perf = 0.873). CR and AVE must be evaluated to ensure that the model built has good measurement quality. Furthermore, discriminant validity testing is carried out as presented in Table 2.

**Table 2.**  
Results of Discriminant Validity Test with Heterotrait – Monotrait (HTMT).

	(1)	(2)	(3)	(4)
PJF (1)	-			
Job-Sat (2)	0.653			
Org-Comm (3)	0.705	0.510		
Task-Perf (4)	0.751	0.501	0.555	-

HTMT is a method used to test convergent and discriminant consistency in path analysis based on Partial Least Square (PLS). The results of the discriminant validity test show that all HTMT values in these cells are less than 0.90. An HTMT value of less than 0.9 indicates that the construct is considered to have good convergent and discriminant consistency. This indicates that the results of the discriminant validity test have been met (Henseler, Ringle, & Sarstedt, 2015).

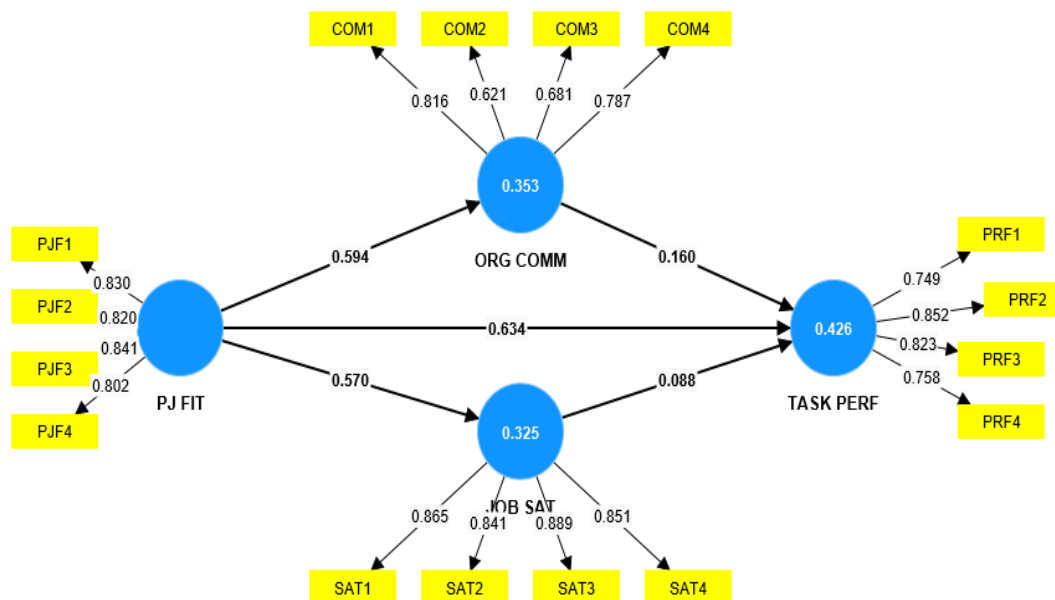
**Table 3.**

Discriminant Validity Fornell-Larcker.

	(1)	(2)	(3)	(4)
PJF (1)	0.822			
Job-Sat (2)	0.556	0.862		
Org-Comm (3)	0.602	0.434	0.761	
Task-Perf (4)	0.436	0.489	0.933	0.796

The results of the Fornell-Larcker discriminant validity test in Table 3 found that the values of the diagonal cells were greater than the cells to the left. In other words, the  $\sqrt{\text{AVE}}$  value of the variable is greater than the correlation between variables or the cross loading of each question item is correlated more than the variable being measured (Wong, Razmovski-Naumovski, Li, Li, & Chan, 2013). This shows that the requirements for the discriminant validity test have been met. In other words, the variables tested in this study are indeed not strongly correlated with each other which can obscure the model testing. In addition, the question items in each variable also do not overlap. Furthermore, a test for multicollinearity between question items was carried out.

Furthermore, the results of the data multicollinearity test showed no multicollinearity because all items had VIF values of less than 5. In other words, there is no very strong correlation between the independent variables. Multicollinearity can cause problems in estimating the regression coefficients, resulting in high standard errors and making the test results unreliable. Furthermore, hypothesis testing is carried out using bootstrapping. The results of the model test are presented in Figure 1 below.



**Figure 1.**  
Results of testing the relationship model.

The test results found that the p-value was below 0.05, indicating that PJF had an effect on job-sat, org-comm, and task-perf, and org-comm had an effect on task-perf. However, job-sat did not have a

significant effect on task-perf because the p-value was more than 0.05. The results of the specific indirect effect test show that org-comm mediates the influence of PJF on task-perf, while job-sat only partially mediates the influence of PJF on task-perf. This is presented in Table 4.

**Table 4.**  
Results of Hypothesis Testing.

Direction of Influence	Original Sample (O)	Sample Mean (M)	Standard Deviation	T.Statistics (IO/STDEV)	p-value
PJF → Job-Sat → Task-Perf	0.050	0.054	0.032	1.545	0.122
PJF → Org-Comm → Task-Perf	0.095	0.094	0.025	3.816	0.000

Furthermore, an evaluation of the suitability and goodness of fit of the model was carried out using the f-square matrix. The results are presented in Table 5.

**Table 5.**  
F-Square Matrix.

Variables	(1)	(2)	(3)	(4)
PJF (1)		0.481	0.545	0.219
Job-Sat (2)				0.009
Org-Comm (3)				0.028
Task-Perf (4)				

The results of the f-square matrix show that the suitability and goodness of the relationship between PJF and org-comm (0.545) and job-sat (0.481) are high or exceed 0.35 (Sarstedt, Ringle, & Hair, 2021). The f-square between PJF and task-perf of 0.219 is quite high, while the f-square between job-sat and task-perf (0.009) and between org-comm and task-perf (0.028) are low. This is in accordance with the suggestion of Sarstedt et al. (2021) which states that the f-square value of 0.02 is low, 0.15 is moderate, and 0.35 is high. Furthermore, the suitability and goodness of the model were tested using r-square and adjusted r-square. Furthermore, the results of the model fit calculation are obtained in Table 6 below.

**Table 6.**  
Model Fit.

Criterion	Saturated Model	Estimated Model
SRMR	0.086	0.088
d_ULS	1.015	1.048
d_G	0.219	0.323
NFI	0.774	0.773

Table 6 shows the Standardized Root Mean Square Residual (SRMR) value of 0.088 or below 0.10 which according to Schermelleh-Engel, Moosbrugger, and Müller (2023) is an acceptable model. SRMR is important in research because it provides an indication of how well the model can represent the existing data. A good SRMR value indicates that the model can explain data variability effectively, so that the research results are more valid and reliable. SRMR is a measure used to assess model fit in SEM analysis using the PLS method. The smaller the SRMR value, the better the model fit.

Furthermore, the d\_ULS value is used to assess how well the estimated model fits the observed data. Table 6 shows the d\_ULS value of 1.015. The smaller the d\_ULS value, the better the model fits the data. d\_ULS (squared Euclidean distance) measures the distance between the estimated model and the saturated model (ideal model) in the context of PLS-SEM. This is one of two distance measures used to assess model fit, the other being d\_G (geodesic distance). Table 10 shows a d\_G value of 0.219. d\_G is a measure used to evaluate how well a model can explain the dependent variable based on the independent variables. In Smart PLS, d\_G can help in understanding how much each variable

contributes to the other variables in a structural model. The smaller the  $d_G$  value, the better the model is in explaining the relationship between variables.

#### 4. Discussion

This study aims to re-prove whether PJF always has a positive impact on outcomes such as job-sat, org-comm, and task-perf, especially for employees of SME in Indonesia who adhere to a collectivist culture. This study indicates that PJF has a positive impact on these outcomes. In other words, if the company is able to create a good fit between employees and their jobs, then employees will experience job-sat, increase their org-comm, and can improve task-perf. In a society with a collectivist culture, PJF is needed so that individuals can socialize and work comfortably in their workplace. This is what can motivate employees and make them more productive.

In testing the mediation model, this study shows that org-comm fully mediates the effect of PJF on task performance, while job-sat partially mediates the effect of PJF on task performance. This study further strengthens that PJF can significantly increase job-sat. The stronger the fit between the individual and the job, the higher the job satisfaction felt by the employee. PJF refers to the degree of alignment between an individual's skills, values, and preferences with the demands and culture of their job. A strong PJF leads to positive work outcomes, including higher job-sat and commitment to the organization. However, job-sat has not been proven to influence task-perf.

This study found that PJF contributed 57% effectively to job-sat, indicating that this factor is very influential in creating employee satisfaction in the workplace. This study also further strengthens the fact that PJF has a positive and significant effect on org-comm. In other words, individuals who are well-suited to their jobs will have a greater commitment to the organization. The results of this study indicate that PJF directly contributes 59.4% to increasing employee org-comm. The study also shows that PJF has a positive and significant effect on employee performance. This study found that PJF contributed 48.9% to employee performance.

This study supports several previous studies on the effect of PJF on job-sat (Berisha & Lajçi, 2020; Chhabra, 2015; Farooqui & Nagendra, 2014; Kaur & Kang, 2021; Tang, Shao, Chen, & Ma, 2021). This finding also supports research Huang et al. (2019); Widodo et al. (2020); Nägele and Neuenschwander (2014) and Naz et al. (2020) which proves the influence of PJF on org-comm. In addition, the findings of this study also support the results of previous studies regarding the positive influence of PJF on task performance (Goetz & Wald, 2022; Van Woerkom et al., 2024; Van Zyl, Van Vuuren, Roll, & Stander, 2023). Furthermore, this study found that org-comm can improve task-perf, while job-sat has no effect on task-perf. This study supports the previous studies stating the influence of org-comm on task-perf (Eliyana & Ma'arif, 2019; Kareem, Mahmood, Jameel, & Ahmad, 2019; Tharikh, Ying, & Saad, 2016).

PJF makes employees feel comfortable at work. This condition has an impact on their motivation and work spirit. Working is not just about trying to earn income, but it is a way to actualize yourself and socialize with coworkers. This condition drives the importance of employee suitability in their workplace. Suitability to the job makes employees comfortable and at home in it. This comfort can motivate employees and improve employee performance. However, this study has not proven the direct influence of job-sat on task-perf. This could be because job-sat is a multidimensional variable so it is necessary to prove what dimensions can improve task-perf. This study is important in the process of employee recruitment and selection. Selecting employees who are in accordance with the demands and requirements of the job will make employees and companies achieve their goals.

Strong PJF can produce many positive outcomes for employees and organizations, such as increased task-perf, job-sat, and org-comm. Job-sat and org-comm mediate the relationship between PJF and task-perf. High job fit will make employees feel satisfied, motivated, and more productive. Satisfied employees are more likely to perform better in their roles and jobs. This will contribute to higher overall performance metrics. PJF will also contribute to org-comm, which in turn will improve task-perf. Employees who feel aligned with their jobs and organizations are more likely to exhibit behaviors

that support organizational goals, such as participating in extra-role activities that benefit the workplace.

## 5. Conclusion

PJF is a very important variable to produce positive outcomes for both individuals and organizations. PJF is very important in improving employee performance, job-sat, and org-comm, as well as reducing problems related to employee rotation, employee desire to leave the organization because they are looking for a more comfortable workplace, and increasing the stability of the work team. Employees who feel that they fit their jobs will be more committed to the job, which in turn can increase productivity and work effectiveness. The conformity between individual needs and what the job can provide (n-s fit) can increase job-sat. Employees who feel that their needs are met will be more satisfied with their jobs.

This study is also not free from weaknesses, such as the use of self-assessment for investigating the influence of independent variables on dependent variables and cross-section data used to test the mediation model. In addition, more respondents and similar studies are still needed to be able to further generalize the results of this study. Future research requires more respondents, using other ratings in assessing employee performance, and using longitudinal data to test the mediation model.

## Transparency:

The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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