Optimizing Organizational Commitment through Job Satisfaction: Revealing the Influence of Organizational Culture and Person Organization Fit

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Abstract: This research is to investigate the role that job satisfaction has on the relationship between organizational culture and P-O Fit on the organizational commitment of employees at the Aceh Besar District Regional Secretariat. There were 162 employees who were the population in this study as well as the sample using the census method and analyzed using SEM AMOS. Based on testing, it is proven that in the descriptive hypothesis all variables have worked well even though there are several things that must be evaluated by the organization. In testing the verification hypothesis, it was found that the better the organizational culture that is realized and the work placement that is in accordance with the abilities of the employees, the greater the job satisfaction and commitment that employees have towards the organization. Job satisfaction, which acts as a mediator, proves its existence in this research on the relationship between the independent variables (organizational culture and POF) and the dependent variable (organizational commitment).

Keywords: Organizational Culture, P-O Fit, Job Satisfaction, Organizational Commitment

I.   INTRODUCTION

The handover of authority in decentralization tasks should be able to provide a method of formulating procedures that is accommodating to the people's dreams, so that the level of regional state authority is reduced to the central state, the professionalism and ability of the state apparatus in the region will increase, in this way the presence of regional governments will become more useful and as a result, the quality of service delivery to the public will increase. The success of a configuration in achieving its goals and fulfilling its social responsibilities largely depends on the executive including the public configuration.

In the philosophy of configuration there appears to be some information about configurational commitments. Kreitner & Kinicki (2017: 166) also interpret configuration commitment as a level of personal acquaintance with the configuration and commitment to achieving the goals that the configuration has set. Luthans (2017: 249) explains that configuration commitment is behavior that involves sacrificing workers to the configuration and persistent techniques in which configuration personnel express their attention to the organization and its persistent success and growth.

Based on initial surveys and observations conducted by researchers, it is known that there are several phenomena regarding organizational commitment within the Regional Secretariat of Aceh Besar Regency, namely that employees do not yet feel that they are part of the agency where they work and also do not consider every problem experienced by their agency to be a common problem.

In terms of achieving good commitment from employees, the satisfaction they get from the agency is certainly one of the supporting factors. Nelwan et al., (2024) stated that job satisfaction is greatly influenced by several main instruments, such as a person's attitude regarding their work, salary, promotion opportunities, supervision, co-workers, workload and so on. Various previous literature states that there is a positive and significant relationship between job satisfaction and the formation of organizational commitment, such as (Gede et al., 2023), (Mahardika et al., 2022), and (Baihaqi & Kesuma, 2022).

As for the initial survey conducted in this research regarding the job satisfaction variable, there were two indicators that became a phenomenon, namely regarding the provision of inadequate salaries and allowances and the lack of equal opportunities to get promotions.

Altay et al., (2018) expressed their opinion regarding organizational culture as a method used by each member of an organization to differentiate one organization from another. Meng et al., (2019) say that culture is values or habits that must be understood to be followed together. From the definition of organizational culture above, it can be concluded that the method used by an organization is to always use the same habits both in the organization and in other public organizational environments to compete to create a positive organizational culture in an effort to improve better performance.

Through previous studies, it has been proven that the better the organizational culture that exists in an organization, company or agency, the greater the job satisfaction of employees/employees. This is confirmed by various

studies conducted by Reidhead (2020) and Sugiono & Ardhiansyah (2021). Regarding the link between organizational culture and the commitment that can be formed in the organization, several previous studies have proven that organizational commitment can also be increased by organizational culture (Ulfa et al., 2021; and Saraswati & Riana, 2022).

As for the initial survey regarding organizational culture, there are several things that need to be improved , namely regarding accuracy and attention to detail in a problem while on duty, not having the drive to work innovatively and not having the courage to take risks, and not yet working aggressively, enthusiastically and competitively.

Another independent variable in this research that has a relationship with satisfaction and commitment, namely *person organization fit*. When employees believe that their values are compatible with the organization and other employees in the organization, they feel compelled to engage with the organization's broader mission. Park & Hai (2024) added that perceptions of suitability with an organization can be reviewed through initial relationships with organizational members, their representatives, and the initial characteristics offered.

There are various findings that confirm the relationship between Person organization fitwhich is proven to increase job satisfaction. This was stated by Yeni et al., (2022) and Rita & Marlien (2022). Likewise, the realization of person organization fit has been proven to increase organizational commitment (Jutras & Mathieu, 2016) and (Suciati et al., 2021).

As for the initial survey conducted in this research regarding the P-O Fit variable, there were problems such as not having synergy in work and needs not being in accordance with the facilities available in the work environment.

II.   LITERATURE

Organizational Commitment

Organizational commitment can be associated as a form of personal willingness to uphold the vision, mission, and willingness to exert all effort in one's role in completing various assigned tasks (Mahalingam & Suresh, 2018). As for measuring the organizational commitment of the employees of the Regional Government Secretariat of Aceh Besar Regency in this research through several indicators as follows:

1. Trust and acceptance
2. Real desire
3. Maintain membership
4. Contribute
5. Come have it

Job satisfaction

Job satisfaction can be defined as an emotional state that makes the heart happy or vice versa regarding the rights and responsibilities imposed on each employee (Luthans, 2017: 291). It is indeed difficult to measure people's level of satisfaction, but Luthans, through his book, states that job satisfaction can be seen from the following things:

1. Comfortable conditions
2. Adequate equipment
3. Compatibility of salary and benefits
4. Skilled
5. Promotional opportunities
6. Harmonious association

Organizational culture

Robbins & Judge (2018: 215) suggests that organizational culture is a method used by every organization to differentiate itself from other organizations in its aim of achieving various targets. According to him, organizational culture can be measured through the following indicators:

1. Attention to detail
2. Innovation
3. Team orientation
4. Task orientation
5. Aggressiveness

Person Organization Fit

Person organization fit is conformity in terms of individual values, beliefs, and personality traits with the values, beliefs, and norms of the organization (Kristoff, 1996: 115). PO Fit can be measured through the following indicators:

1. Award
2. Work integrity
3. Professional work
4. Synergy works
5. Employee goals

6. Employee needs
7. Personality characteristics
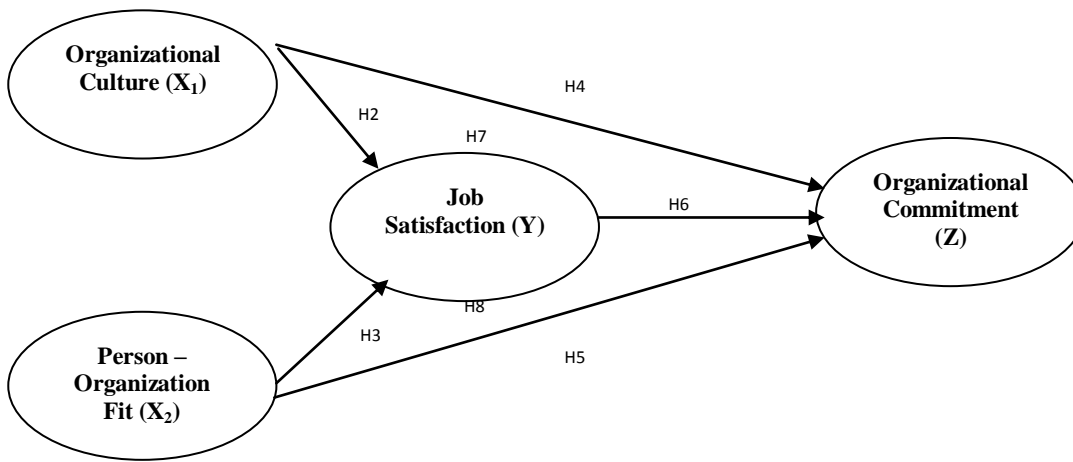
The framework for thinking in this research is as follows:

Figure 1. Framework of Thought

H $_{1:}$ There is an influence Organizational culture on Job Satisfaction

H $_{2:}$ Person organization fit in fluences Job Satisfaction

H $_{3:}$ There is a relationship between Organizational Culture on Organizational Commitment

H $_{4:}$ Person organization fit has an impact on Organizational Commitment

H $_{5:}$ Job Satisfaction has an influence on Organizational Commitment

H $_{6:}$ Job satisfaction plays a mediating role in the influence of organizational culture on organizational commitment

H $_{7:}$ Person organization fit has an effect on organizational commitment which is mediated by job satisfaction.

III. METHOD

This research was conducted on employees of the Regional Secretariat of Aceh Besar Regency with the object being organizational culture and *person organization fit* as independent variables, the dependent variable in the form of organizational commitment, and the *intervening variable* in the form of consumer satisfaction. This research used a sample size of 162 employees using a census sampling technique.

IV. FIGURES AND TABLES
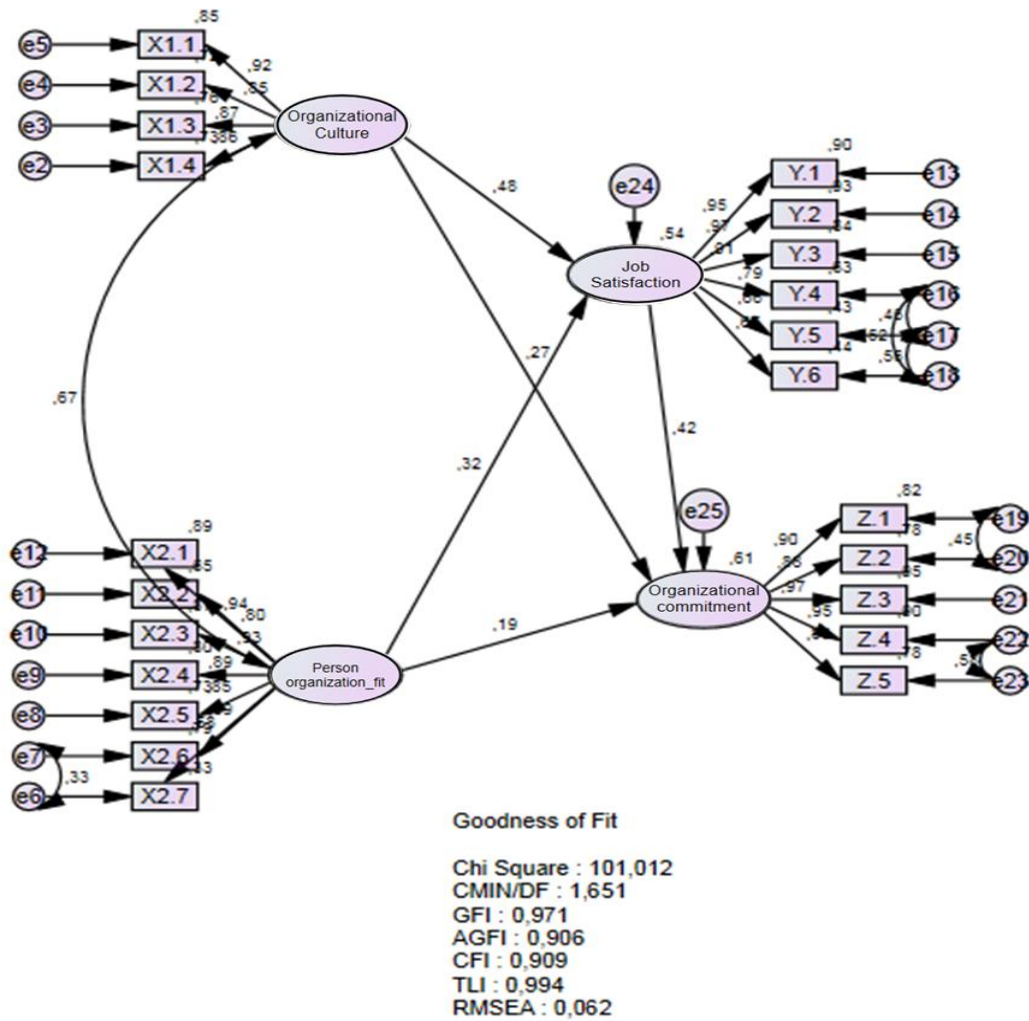
Direct Hypothesis Testing

Figure 2. AMOS SEM results

Table 2. *Regression Weight Structural Equational Model*

Influence Between Variables	Estimate		S.E	CR	P
	Std.	Unstd			
Organizational culture on job satisfaction	0.479	0.545	0.096	5,672	***
Person organization fiton job satisfaction	0.321	0.836	0.233	3,592	***
Organizational culture towards organizational commitment	0.270	0.239	0.078	3,072	0.002
P-O Fit to organizational commitment	0.190	0.387	0.166	2,329	0.020
Job satisfaction on organizational commitment	0.415	0.323	0.065	4,997	***

Source: Processed Primary Data (2024)

The Influence of Organizational Culture on Job Satisfaction

Based on the test table above, it can be defined that the culture of an organization can increase employee satisfaction at work. According to the SEM AMOS results, the CR value from the interaction of these two variables is 5.672. Then the magnitude of the influence of the statistical results is 47.9% and is significant (p value = 0.000).

These results have a correlation with previous research by Reidhead (2020) which stated that when management seriously creates an organizational culture that is in line with the organization, it will increase satisfaction among working employees which will also create a competitive advantage, Sugiono & Ardhiansyah (2021) continued previous

research which also proved that the better the organizational culture that runs, the greater the level of satisfaction that one has, which will also have an impact on the expected achievements.

Effect of P-O FitTowards Job Satisfaction
The regression weight results prove that person *organization fit* in this study has a role in increasing the level of satisfaction (CR=3.592; estimate = 32.1%; and p value = 0.000). This evidence is in accordance with the results of research conducted by (Yeni et al., 2022) and (Rita & Marlien, 2022).

The Influence of Organizational Culture on Organizational Commitment
Organizational culture is proven to have an influence on organizational commitment in this research. This is confirmed by the CR value of 5.672>1.96. Apart from that, organizational culture, through the results of this research, can increase employee commitment to their agency by 27% and also has a significant value (0.002). The results of this research are supported by research conducted by (Ulfa et al., 2021) providing empirical evidence that organizational commitment can be increased by strengthening organizational culture.

Effect of P-O FitTowards Organizational Commitment
The research results show that PO Fit has an effect on organizational commitment.The magnitude of the influence of Person organization fiton job satisfaction is 19 %. This indicates that the better Person organization fitwill have a positive and significant influence on increasing organizational commitment.

These results are supported by research conducted by (Jutras & Mathieu, 2016) and (Suciati et al., 2021) who conducted research stating thatby realizing *person organization fit,* it plays a role in increasing the organizational commitment of employees.

The Effect of Job SatisfactionTowards Organizational Commitment
The research results show that job satisfaction influences organizational commitment.The magnitude of the influence of Person organization fiton job satisfactionis 0, 415 or 41.5 %. This indicates that improving job satisfaction will have a positive and significant influence on increasing organizational commitment.

The above evidence is supported by research conducted by (Soeraiya et al., 2022), (Mahardika et al., 2022), and (Baihaqi et al., 2022), through their research proving that job satisfaction will also increase organizational commitment.

Job Satisfaction Mediates the Effect of Organizational Culture on Organizational Commitment

Input:		Test statistic:	Std. Error:	p-value:
a	0.545	Sobel test: 3.73914528	0.04707894	0.00018465
b	0.323	Aroian test: 3.70672763	0.04749068	0.00020995
s_a	0.096	Goodman test: 3.77242862	0.04666357	0.00016167
s_b	0.065	Reset all	Calculate	

The research results show thatthe indirect influence of organizational culture on organizational commitment is mediated by job satisfaction which has a Sobel test result of 3.73 >1.96 and is at a significance level of 5%, indicating that there is an indirect influence between organizational culture on organizational commitment which is mediated by job satisfaction is partially (*partial mediation*).

Job Satisfaction Mediates the Effect of Person Organization Fit on Organizational Commitment

Input:		Test statistic:	Std. Error:	p-value:
a	0.836	Sobel test: 2.90895488	0.09282647	0.00362639
b	0.323	Aroian test: 2.87099407	0.09405383	0.00409183
s_a	0.233	Goodman test: 2.94846242	0.09158265	0.00319359
s_b	0.065	Reset all	Calculate	

From the results of the Sobel test calculation, it was found that the z value was 2.90>1.96 with a significance level of 5%. The magnitude of the indirect effect using the Sobel test was found to be 27%. Then, in the results of the mediation test using the Sobel test above, it was found that *the p-value* was below 5% so it was significant

V. CONCLUSION

Based on previous tests, it can be concluded that the proposed descriptive hypothesis states that it has worked well for all research variables. Next is the independent variable organizational cultureand PO-Fit has a positive and significant effect on employee satisfaction and commitment. This shows that the better the organizational culture and person organization fit, the better the satisfaction felt and commitment to the agency. The mediation test shows that job satisfaction is provenacts as a partial mediator between the independent and dependent variables.

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