

THE EFFECT OF PERSON-ORGANIZATION FIT AND JOB SATISFACTION ON THE ORGANIZATIONAL COMMITMENT OF CIVIL SERVANTS IN THE EDUCATION AND CULTURE DEPARTMENT OF MELAWI REGENCY

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Abstract. This study analyzes the relationship between Person-Organization Fit and Job Satisfaction on Organizational Commitment among Civil Servants at the Education and Culture Office of Melawi Regency. The phenomenon of increased employee absenteeism and violations of office regulations reflects a low level of organizational commitment. The aim of this research is to identify factors influencing organizational commitment, with Person-Organization Fit and Job Satisfaction as independent variables. The method used is an associative study with data collection techniques through interviews and questionnaires. The respondents of this study are all civil servants, selected using a saturated sampling technique, totaling 46 participants. Data analysis was performed using multiple linear regression to determine the relationship between variables. The F-test results show that Person-Organization Fit and Job Satisfaction have a significant simultaneous effect on Organizational Commitment. The t-test results indicate that Person-Organization Fit has a positive and significant effect on Organizational Commitment, while Job Satisfaction does not have a significant effect on Organizational Commitment. The coefficient of determination shows that Person-Organization Fit and Job Satisfaction contribute 42% to Organizational Commitment, while the remaining percentage is influenced by other factors. This study recommends that employees should better understand the organizational culture and improve their commitment to their work. Furthermore, evaluating workloads and implementing transparent promotion processes can enhance employee motivation and commitment. Additionally, future research could expand by exploring other factors influencing organizational commitment and employing diverse research methodologies to provide more comprehensive insights.

Keywords: Person Organization Fit, Job Satisfaction, Organizational Commitment

I. INTRODUCTION

Human Resource Management is the process of managing individuals within an organization to achieve common goals. HRM focuses on unifying the organization's vision and mission through recruitment and management of regulations that support the achievement of goals [1]. HRM involves planning, training, career development, and employee management to improve organizational performance [2]. Meanwhile, [3] emphasizes that HRM encompasses the management of individual members of the organization, including evaluation, compensation, and development. Overall, HRM plays a crucial role in creating optimal performance and well-being within the organization.

The Education and Culture Office of Melawi Regency is located on Jalan Kota Baru km. 7 Nanga Pinoh, as a government agency, plays a vital role in managing and developing the education sector. Disdikbud is responsible for implementing education policies set by the local government, from developing local curricula to managing human resources in the education sector. At the local level, the Education

Department ensures the implementation of quality education programs, including early childhood education, primary education, secondary education, and community education, as well as cultural management.

Based on Melawi Regent Regulation No. 39 of 2016 concerning the organizational structure, position of the organizational structure, main duties, functions, and work procedures of the Melawi Regency Education and Culture Office. The Education and Culture Department of Melawi Regency consists of the Department Head, Secretariat, Early Childhood and Community Education Division, Basic Education Division, Teacher and Educational Staff Division, Culture Division, Technical Implementation Unit (UPTD), and Functional Position Group.

The number of employees at the Education and Culture Department of Melawi in 2024 consists of Civil Servants with a percentage of 63.51% and Non-Civil Servants with a percentage of 36.49%. Based on the above data, it can be seen that the majority of civil servants and non-civil servants in the Melawi District Education Department are in the Basic

Education Division, with civil servants accounting for 31.91% and non-civil servants accounting for 40.74%.

According to the Head of the General and Human Resources Section, Mr. Mujiono, S.Sos., M.A.P., the attendance system at the Education and Culture Department of Melawi Regency from 2021 to 2023 still uses a manual system with attendance recorded through signatures on attendance sheets. However, in 2024, the system will transition to modern technology, specifically fingerprint recognition, for attendance management. Attendance is recorded twice daily, upon arrival and departure. Working hours at the Education and Culture Office of Melawi Regency are Monday through Thursday from 07:30 AM to 04:00 PM, with a break from 12:00 PM to 01:00 PM. On Fridays, working hours are from 7:30 AM to 4:30 PM, with a break from 11:30 AM to 1:00 PM.

The absenteeism rate of the Melawi Regency Education and Culture Office in 2021-2023 saw a decrease of 53.13% in 2022 and an increase of 40% in 2023. Absenteeism and job hopping are behaviors exhibited by employees to escape from unsatisfactory jobs [4]. Individual fit with the organization is crucial for companies because, fundamentally, employees tend to leave their jobs if the work environment does not meet their expectations [5].

An employee who feels satisfied tends to be absent less often, make positive contributions, and remain with the company [6]. Employees with low commitment will have an impact on turnover, high absenteeism, increased work delays, and a lack of intensity to remain as employees in the organization, as well as low work quality and a lack of loyalty to the organization [4].

Results of an interview with Mr. Mujiono, S.Sos., M.A.P. as the Head of the General and Human Resources Division of the Education and Culture Department of Melawi Regency, he stated that there are still employees who do not fully understand office regulations. One of the issues occurring in the office is that some employees leave the office without official permission during working hours, and there are still some employees who smoke in the office, despite clear regulations and prohibitions against smoking indoors, some employees still continue to do so.

Work discipline is a very important element in maintaining integrity and operational effectiveness in government agencies. When employees violate established rules, it can disrupt the smooth running of public services and create imbalance within the work team. The importance of disciplinary sanctions in achieving organizational goals. Data from the Education and Culture Department of Melawi Regency shows that disciplinary sanctions in 2022 decreased by 50% compared to the previous year, while in 2023 they increased by 300%. This refers to Government Regulation No. 53 Article 7 of 2010 on workplace discipline for civil servants.

The results of an interview with Mr. Mujiono, S.Sos., M.A.P., Head of General Affairs and Personnel, revealed that disciplinary violations in the office included dress code violations, absenteeism, and smoking in the office. These violations were only punished with verbal warnings. An employee who demonstrates high loyalty to their superiors or

the organization typically exhibits obedient, respectful, and disciplined behavior [7].

Self-discipline refers to an individual's efforts to control themselves in order to adapt to specific needs and demands [8]. Low work discipline can be caused by employee dissatisfaction with their work. Based on research conducted by [9], it was found that there is a positive influence between job satisfaction and employee work discipline. Additionally, research conducted by [10] found that organizational commitment has a positive and significant influence on work discipline.

As for the performance ratings of civil servants at the Melawi Regency Education and Culture Office in 2022, 52 employees received a "good" rating, with explanations stating that their work performance met expectations and their work behavior was in line with expectations. In 2023, 47 employees received a "good" rating, with explanations stating that their work performance met expectations and their work behavior was in line with expectations.

This study aims to analyze the relationship between the variables of Person-Organization Fit and Job Satisfaction on Organizational Commitment among Civil Servants at the Education and Culture Office of Melawi Regency. The phenomenon of increased employee absenteeism and violations of office regulations reflects a low level of organizational commitment. This research seeks to identify the factors that influence employees' organizational commitment, with Person-Organization Fit and Job Satisfaction as the independent variables.

According to [5], work performance is influenced by several factors, including task mastery, work discipline, motivation to achieve work targets, responsibility toward work, work enthusiasm, initiative, and the ability to collaborate and contribute ideas within a team. Leaders need to motivate their members to have a strong commitment to the organization, which in turn will result in better performance for the organization's progress [11]. Research [12] also found that person-organization fit has a positive and significant impact on employee performance. Additionally, the results of research [13] indicate that job satisfaction has a positive and significant impact on employee performance. Research [14] also found a positive and significant relationship between organizational commitment and employee performance.

Based on the description of the data, phenomena, and problems that occurred, the author was interested in conducting research with the title *The Influence of Person Organization Fit and Job Satisfaction on Organizational Commitment Among Civil Servants in the Education and Culture Office of Melawi Regency*.

II. RESEARCH METHOD

This study uses an associative method, which aims to understand the relationship between two or more variables [15]. The goal of this study is to understand the influence of Person-Organization Fit and Job Satisfaction on Organizational Commitment among Civil Servants at the Education and Culture Office of Melawi Regency. The data used in this study consists of primary and secondary data. Primary data was

collected directly by the researcher from the first-hand source, which are the employees at the Education and Culture Office of Melawi Regency, using interview and questionnaire techniques. Interviews were conducted with the Head of the Office and the Subdivision Head of General Affairs and Human Resources to obtain more in-depth information [16]. Questionnaires were distributed to Civil Servants at the Education and Culture Office of Melawi Regency to gather their opinions regarding the variables being studied [16]. Secondary data was obtained from published sources, such as the number of Civil Servants by department, attendance records, disciplinary violations, and employee performance ratings [15]. The population in this study is all Civil Servants at the Education and Culture Office of Melawi Regency, totaling 46 people, excluding the Head of the Office [16]. The sample was taken using a saturated sampling technique, meaning that the entire population was used as the sample, with 46 individuals becoming the respondents in this study [16]. This study involves two types of variables: the independent variables under investigation are Person-Organization Fit (X1) and Job Satisfaction (X2). The dependent variable in this study is Organizational Commitment (Y). A Likert scale was used to measure Person-Organization Fit, Job Satisfaction, and Organizational Commitment. Respondents were asked to provide answers based on five levels of preference, with scores ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) [16].

The data analysis technique in this study involves several instrument tests, classical assumption tests, and multiple linear regression analysis. To test the validity of the instruments, Product Moment correlation is used, where the instrument is considered valid if the correlation coefficient is greater than 0.3 and the significance value ($\text{sig} \leq \alpha$) [15]. Reliability testing is conducted using the Cronbach Alpha method to ensure the consistency of the measurements, with the reliability criterion ($r_{11} > 0.6$) [15]. The classical assumption tests include normality, linearity, and multicollinearity tests. The normality test uses the Kolmogorov-Smirnov test, where the data is considered normally distributed if the significance value ($\text{sig} > 0.05$) [17]. The linearity test is used to ensure a linear relationship between the independent and dependent variables, with the criterion of a linear relationship being that the significance value for linearity is less than 0.05 and the deviation for linearity is greater than 0.05 [17]. The multicollinearity test is performed to check for any high correlation between the independent variables, where multicollinearity is considered absent if the tolerance value is greater than 0.10 and the Variance Inflation Factor (VIF) is less than 10 [18]. To determine the influence between two or more independent variables on one dependent variable, multiple linear regression analysis is used with the equation $Y = a + b_1X_1 + b_2X_2$ [15]. Additionally, the correlation coefficient is used to measure the strength of the relationship between the independent and dependent variables using the Pearson Product Moment technique. The strength of the relationship is measured in categories such as very weak (0.00-0.199) to very strong (0.80-1.000) [15]. The coefficient of determination (R^2) is used to measure how much the independent variables contribute to

explaining the dependent variable, calculated using the formula $(r^2) \times 100\%$ [15]. The simultaneous test (F Test) is conducted to test the joint effect of the independent variables on the dependent variable, with the hypothesis accepted if the calculated F value is greater than the table F value [15]. Meanwhile, the partial effect test (t Test) is used to measure the effect of each independent variable on the dependent variable separately, with the hypothesis accepted if the calculated t value is greater than the table t value [15].

III. RESULT AND DISCUSSION

TEST RESEARCH INSTRUMENTS

Validity Test

The validity test is performed by calculating the correlation of each statement (item) with its total score. Next, the calculated correlation value (r) is compared with the r -table value, with a significance level (α) of 5% (0.05). Given that $df = 46$, the r -table value can be found in the product moment r -table for $df = 46$, which is 0.284. The results of the validity test for the statements in all variables can be seen in Table 3.1 below:

TABLE 3.1
VALIDITY TEST RESULTS

Variable	Indicator	r value	r table	Description
Person Organization Fit (X1)	X1.1	0,889	0.284	Valid
	X1.2	0,776		Valid
	X1.3	0,729		Valid
	X1.4	0,858		Valid
	X1.5	0,852		Valid
	X1.6	0,783		Valid
	X1.7	0,837		Valid
	X1.8	0,804		Valid
	X1.9	0,778		Valid
	X1.10	0,591		Valid
	X1.11	0,788		Valid
	X1.12	0,733		Valid
Job Satisfaction (X2)	X2.1	0,530	0.284	Valid
	X2.2	0,807		Valid
	X2.3	0,680		Valid
	X2.4	0,628		Valid
	X2.5	0,530		Valid
	X2.6	0,766		Valid
	X2.7	0,680		Valid
	X2.8	0,628		Valid
	X2.9	0,530		Valid
	X2.10	0,807		Valid
Organizational Commitment (Y)	Y1	0,913	0.284	Valid
	Y2	0,810		Valid
	Y3	0,919		Valid
	Y4	0,892		Valid
	Y5	0,882		Valid
	Y6	0,919		Valid
	Y7	0,892		Valid
	Y8	0,882		Valid

Source: Processed Data, 2025

Table 3.1 shows that the calculated r values for all statements regarding all variables in this study are greater than the r -table

value. Therefore, it can be concluded that all statements in the variable are considered valid.

Reliability Test

The reliability test is used to examine how well a measurement tool can be used again for the same research. The reliability testing in this study uses the Cronbach's Alpha technique. Reliability testing is conducted with the help of the SPSS program. It is considered reliable if the Cronbach's Alpha value is ≥ 0.60 . The results of the reliability test can be seen in Table 3.2 below:

TABLE 3.2
RELIABILITY TEST RESULTS

Variable	Cronbach's Alpha	Description
Person Organization Fit (X1)	0,942	Reliable
Job Satisfaction (X2)	0,833	
Organizational Commitment (Y)	0,962	

Source: Processed Data, 2025

Table 3.2 shows that the Cronbach's Alpha values for all variables are greater than 0.60, so it can be concluded that the measurement items for the variables Person-Organization Fit (X1), Job Satisfaction (X2), and Organizational Commitment (Y) in this study are reliable.

CLASSICAL ASUMPTION TEST

Normality Test

Based on the analysis results using SPSS, the normality test results can be seen in Table 3.3 below:

TABLE 3.3
NORMALITY TEST RESULTS

Test	Value
N (Sample)	46
Test Statistic (Kolmogorov-Smirnov Z)	.283
Asymp.Sig.(2-tailed)	.552 ^c

Source: Processed Data, 2025

The normality test results in Table 3.3 show a significance value of 0.552, which is greater than 0.05. Therefore, it can be concluded that the data being tested follows a normal distribution.

Linearity Test

Based on the analysis results using SPSS, the linearity test results can be seen in Table 3.4 below:

TABLE 3.4
LINEARITY TEST RESULTS

Variable	Deviation From Linearity Sig	Description
Organizational Commitment * Person Organization Fit	.266	Linear
Organizational Commitment * Job Satisfaction	.447	

Source: Processed Data, 2025

The significance value for deviation from linearity between person-organization fit and job satisfaction with organizational commitment is greater than 0.05. Therefore, it can be concluded that there is a linear relationship between the variables of

person-organization fit, job satisfaction, and organizational commitment.

Multicollinearity Test

Based on the analysis results using SPSS, the multicollinearity test results can be seen in Table 3.5 below:

TABLE 3.5
MULTICOLLINEARITY TEST RESULTS

Variable	Tolerance	VIF
Person Organization Fit (X1)	.522	1.917
Job Satisfaction (X2)	.522	1.917

Source: Processed Data, 2025

Based on the multicollinearity test results in Table 3.5 above, it can be seen that there are no independent variables with a Tolerance value less than 0.10, and no independent variables with a VIF value greater than 10. Therefore, it can be concluded that no multicollinearity symptoms are present in the regression model.

MULTIPLE LINEAR REGRESSION ANALYSIS

Based on the analysis results using SPSS, the regression coefficient results can be seen in Table 3.6 below:

TABLE 3.6
MULTIPLE LINEAR REGRESSION TEST RESULTS

Variable	Coefficients	t Statistic	Significance Value
(Constant)	3.162	4.220	.213
Person Organization Fit	.202	2.239	.000
Job Satisfaction	.190	.615	.315

Dependent Variable: Organizational Commitment

Source: Processed Data, 2025

Based on the results of the multiple linear regression analysis test in Table 3.6 above and referring to the multiple linear regression coefficient equation, the results can be explained as follows:

$$Y = 3.162 + 0.202X_1 + 0.190X_2$$

1. The constant (a) of 3.162 indicates that if the variables Person-Organization Fit (X1) and Job Satisfaction (X2) are 0 (zero), then Organizational Commitment (Y) will be 3.162.
2. The regression coefficient value for Person-Organization Fit (X1) is 0.202. This means that if the person-organization fit variable increases by 1 (one) unit, organizational commitment will increase by 0.202 units.
3. The regression coefficient value for Job Satisfaction (X2) is 0.190. This means that if the job satisfaction variable increases by 1 (one) unit, organizational commitment will increase by 0.190 units.

CORRELATION COEFFICIENT TEST AND COEFFICIENT OF DETERMINATION (R²)

The correlation coefficient is used to determine the strength of the relationship between two or more variables, and it can also indicate the direction of the relationship between the two variables. The technique used is the Product Moment

correlation. The results of the correlation coefficient test can be seen in Table 3.7 below:

TABLE 3.7
CORRELATION AND DETERMINATION COEFFICIENT
(R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.610 ^a	.420	.050	.465

Predictors: (Constant), Job Satisfaction, Person Organization Fit

Source: Processed Data, 2025

The table above shows that the correlation coefficient value or R is 0.610. This value indicates that the relationship between the variables of person-organization fit and job satisfaction with organizational commitment is strong because the value falls within the interval of 0.60 – 0.799.

Based on the results of the coefficient of determination (R²) test in Table 3.7 above, it shows that the R² value is 0.420. This means that the contribution of the variables person-organization fit and job satisfaction to organizational commitment is 42.0%, while the remaining 58.0% is influenced by other variables that were not included in this study.

SIMULTANEOUS TEST (F TEST)

Based on the results of the simultaneous hypothesis test (F Test) using SPSS, the results of the simultaneous test can be seen in Table 3.8 below:

TABLE 3.8
SIMULTANEOUS TEST RESULTS (F TEST)

Model	Sum of Squares	Mean Square	F	Significance
Regression	6.903	2.552	29.303	.000 ^b
Residual	2.028	.132		

Dependent Variable: Organizational Commitment

Predictors: (Constant), Job Satisfaction, Person Organization Fit

Source: Processed Data, 2025

The table above shows that the calculated F value is 29.303, which is greater than the F table value of 3.64, and the significance value is 0.000, which is less than 0.05. Therefore, it can be concluded that H0 is rejected and Ha is accepted, meaning that there is a significant simultaneous (collective) effect of person-organization fit and job satisfaction on organizational commitment.

PARTIAL TEST (t TEST)

Berdasarkan hasil uji hipotesis secara parsial (Uji t) menggunakan SPSS, didapatkan hasil pengujian secara parsial yang dapat dilihat pada Tabel 3.9 dibawah ini:

TABLE 3.9
PARTIAL TEST RESULTS (t TEST)

Variable	Coefficients	t Statistic	Significance Value
(Constant)	3.162	4.220	.213
Person Organization Fit	.202	2.239	.000
Job Satisfaction	.190	.615	.315

Dependent Variable: Organizational Commitment

Source: Processed Data, 2025

Based on the partial hypothesis test (t test) in Table 3.9 above, the following conclusions can be drawn:

1. The calculated t value for the person-organization fit variable (X1) is 2.239, which is greater than the t-table value of 2.030, and the significance value is 0.000, which is less than 0.05. Therefore, it can be concluded that Ha is accepted and H0 is rejected, meaning that there is a significant partial effect of person-organization fit on organizational commitment. This finding is also supported by [19]; [20], who found that the person-organization fit variable has a positive and significant effect on organizational commitment. Employees who feel aligned with the organization's values and culture are more committed to their work, which in turn can enhance their performance and loyalty. For the community, employees with high commitment will provide better public services, positively impacting the quality of services in the education and culture sectors.
2. The calculated t value for the job satisfaction variable (X2) is 0.615, which is less than the t-table value of 2.030, and the significance value is 0.315, which is greater than 0.05. Therefore, it can be concluded that Ha is rejected and H0 is accepted, meaning that there is no significant partial effect of job satisfaction on organizational commitment. For employees, improving job satisfaction can increase well-being and motivation, though its impact on organizational commitment should be further optimized. For the community, satisfied employees will work more effectively, supporting better public service delivery.

IV. CONCLUSIONS

The conclusion of this study is that the results of the multiple linear regression show the equation $Y = 3.162 + 0.202X_1 + 0.190X_2$. The correlation coefficient (R) of 0.610 indicates a strong relationship between person-organization fit and job satisfaction with organizational commitment. The R² value of 0.420 means that the contribution of person-organization fit and job satisfaction to organizational commitment is 42%, while the remaining percentage is influenced by other factors. The simultaneous test shows that person-organization fit and job satisfaction have a significant collective effect. The partial test indicates that person-organization fit has a positive and significant effect on organizational commitment, while job satisfaction does not have a significant effect on organizational commitment. The benefits of this research for employees include learning the organization's culture and adapting to the work environment, which is expected to strengthen their commitment to their work. Additionally, evaluating employees' workloads is necessary to maintain motivation, and conducting a transparent promotion process involving written tests will make employees feel valued and motivated to improve their commitment. Regular job evaluations will help employees continue to develop and increase their commitment to their work. The benefits of this research for the community lie in the fact that employees with high organizational commitment will

improve the quality of public services, particularly in the fields of education and culture. More committed employees can provide consistent and high-quality services, which will ultimately contribute to regional development and the well-being of the community.

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