

THE ROLE OF AFFECTIVE COMMITMENT IN MEDIATING TRANSFORMATIONAL LEADERSHIP, PO-FIT AND PJ-FIT ON EMPLOYEE PERFORMANCE

Bagus Irfaan Madani¹; Dewi Andriani²; Rifdah Abadiyah³

Progam Studi Manajemen Fakultas Bisnis Hukum dan Sosial,

Universitas Muhammadiyah Sidoarjo, Kota Sidoarjo^{1,2,3}

Email : faandani09@gmail.com¹; dewiandriani@umsida.ac.id²;

rifdahabadiyah@umsida.ac.id³

ABSTRACT

This study aims to analyze the role of affective commitment in mediating the influence of transformational leadership, individual-organization fit, and job fit on employee performance in a steel manufacturing company. The research method uses a quantitative approach with a total sampling survey technique on employees from various divisions, through a Likert-scale questionnaire instrument (1–5). Data analysis was conducted using Structural Equation Modeling (SEM) using SMARTPLS 4 software to test direct and indirect relationships between variables. The results show that affective commitment, transformational leadership, individual-organization fit, and job fit have a direct positive effect on performance. In addition, individual-organization fit, job fit, and performance have a positive effect on affective commitment, while transformational leadership has no effect on affective commitment. These findings confirm that affective commitment is an important determinant that strengthens the influence of job fit on employee performance. This study provides theoretical contributions to the development of human resource management literature as well as practical implications for management in formulating leadership strategies and organizational policies oriented towards increasing employee affective commitment.

Keywords : Affective Commitment, Transformational Leadership, Person-Organization Fit, Person-Job Fit, Employee

ABSTRAK

Penelitian ini bertujuan untuk menganalisis peran komitmen afektif dalam memediasi pengaruh kepemimpinan transformasional, kesesuaian organisasi-individu, dan kesesuaian pekerjaan terhadap kinerja karyawan pada perusahaan manufaktur baja. Metode penelitian menggunakan pendekatan kuantitatif dengan teknik survei total sampling terhadap karyawan dari berbagai divisi, melalui instrumen kuesioner pertanyaan berbasis skala likert (1–5). Analisis data dilakukan dengan Structural Equation Modeling (SEM) menggunakan perangkat lunak SMARTPLS 4 untuk menguji hubungan langsung maupun tidak langsung antar variabel. Hasil penelitian menunjukkan bahwa komitmen afektif, kepemimpinan transformasional, kesesuaian organisasi-individu dan kesesuaian pekerjaan berpengaruh positif secara langsung terhadap kinerja. Selain itu kesesuaian organisasi-individu, kesesuaian pekerjaan, dan kinerja berpengaruh positif terhadap komitmen afektif, sedangkan kepemimpinan transformasional tidak berpengaruh terhadap komitmen afektif. Temuan ini menegaskan bahwa komitmen afektif merupakan determinan penting yang memperkuat pengaruh kesesuaian kerja terhadap kinerja karyawan. Penelitian ini memberikan kontribusi teoretis dalam pengembangan literatur manajemen sumber daya manusia serta implikasi praktis bagi manajemen dalam merumuskan strategi kepemimpinan dan kebijakan organisasi yang berorientasi pada peningkatan komitmen afektif karyawan.

Kata kunci : Komitmen Afektif, Kepemimpinan Transformasional, Kesesuaian Pekerjaan, Kesesuaian Organisasi, Kinerja

INTRODUCTION

Indonesia's industry, particularly in iron and steel manufacturing, has seen significant growth in production capacity for export. In 2023, total exports reached 10.9 million tons, an 11.37% increase compared to 9.81 million tons in 2022 (*Data Bps Ekspor Besi/Baja Menurut Tujuan Negara Utama Tahun 2012-2023*, n.d.). One of the companies that exports is PT. Jatim Taman Steel Mfg Sidoarjo, a member of the Mitsubishi Steel Group, a company engaged in manufacturing specializing in the production of special steel for industrial needs.

One way to achieve effective and efficient company success is to assess employee performance levels. The assessment of employee achievement in carrying out work and responsibilities, both in terms of quality and quantity, is called performance (Dewi Andriani & Nur Raficha Dwi Setyohadi, 2022). Therefore, companies with satisfactory employee performance will easily achieve their predetermined goals. Furthermore, to boost employee performance, real, significant, and positive transformational leadership support is required (Rahardja & Muhammad, 2021).

Achieving a company's primary goals requires leadership qualities that can inspire and exert a strong influence to drive optimal performance (Arifudin, 2020). Transformational leadership is a leadership style that focuses on inspiring, motivating, and empowering followers to achieve significant and innovative change for shared goals (Edy Saptono, 2014). Transformational leaders do not only rely on formal power influence, but also build emotional and intellectual relationships with team members (Ardiansyah et al., 2024). This will encourage employees to be more committed to the company where they work.

Organization-individual fit is the alignment of an organization's values with an individual's own. Individual-organization fit is key to maintaining employee engagement, which is crucial in a competitive business environment (Maria et al., 2016). The fit between an individual and an organization depends heavily on how well the organization responds to its employees' needs. Furthermore, it's crucial for employees that their needs are met by the company, such as compensation, the physical work environment, and opportunities for advancement. At the same time, the company relies on its employees' contributions, such as their commitment, expertise, and skills.

The fit between the individual and the job is an effort to help identify the type of employee needed in a particular job to achieve success, including knowledge, skills and other factors that can refer to the acquisition of superior performance, therefore this is a very important variable for companies to consider (Rahmadani & Sebayang, 2017). This is based on the employee's personality and their job. When an employee's personality and job align, their performance will naturally improve (Anindita, 2019).

Within a company, each employee has a different commitment, which will impact their work. The affective commitment felt by employees will create an emotional connection and trust in their workplace, making it easier for individuals to participate directly in the company(Ariyani & Sugiyanto, 2020), (Yacinta Nararia Sukoco, 2023). The relationship between these two things causes an impact on performance(Kuswanti et al., 2021).

PT Jatim Taman Steel Mfg. is a steel manufacturing company facing several challenges related to employee performance, including fluctuating productivity, particularly in the production division, despite increased investment in technology. Employees complain about a lack of emotional engagement with the company, despite competitive salaries and benefits. There is a gap between employee skills and job demands, especially after the implementation of new technology.

This research is based on most of the previous research(Bass, Bernard M., 2006) has shown that transformational leadership and individual-organization fit (P-O Fit) have a positive effect on employee performance. However, there is no consistency regarding the mediating role of affective commitment in the context of the manufacturing industry, particularly at PT Jatim Taman Steel. Research on job fit (P-J Fit) and employee performance is still focused on the service sector(Chen et al., 2016), Therefore, further exploration is needed in the steel manufacturing sector, which has different working characteristics. Previous studies(Almutairi, 2015) found that affective commitment mediates the relationship between transformational leadership and performance, but has not integrated P-O Fit and P-J Fit simultaneously in one research model..

PT Jatim Taman Steel is a steel manufacturing company with unique characteristics (a technical work environment, high production pressure, and a strict hierarchical structure), so findings from previous studies in other sectors may not be fully applicable. No research has specifically analyzed the interaction between the three independent variables (transformational leadership, P-O Fit, P-J Fit) with affective commitment as a mediator in similar companies. This study will combine SEM (Structural Equation Modeling) analysis to test mediation more comprehensively than previous studies that only used linear regression.

The difference in performance respondents in previous research used respondents from government apparatus in the legal and security sectors(Anwar et al., 2022)(Kurniawan et al., 2025) this study differs from the study using productive workforce in the manufacturing sector. Variation in workload is a key difference from previous research. This study leverages the gaps in previous research by using person-job fit, person-organization fit, and affective commitment as mediators for PT Jatim Taman Steel employees. This study utilizes the differences in previous techniques (Anwar et al., 2022) which applied random sampling, but now uses

probability sampling techniques with simple random sampling techniques then the data obtained from the questionnaire calculations using a Likert scale. Another development of the research will explain the indicators in the variables. This study uses the SmartPLS program to process the data, unlike previous studies(Kurniawan et al., 2025) using SPSS.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Transformational leadership

Transformational leadership is a leadership style that plays a role in achieving the mission, encouraging team members to continuously learn, and developing adaptability and transformational skills. Furthermore, leaders provide new ideas to subordinates about various issues that need to be understood and resolved(Setiadi & Lutfi, 2021). This leadership style plays a crucial role in creating the changes necessary to achieve effective management(Pratama et al., 2020). The indicators used are according to(Mubyl & Dwinanda, 2019) :

1. Idealized Influence: Leaders become respected role models for their integrity, ethics, and consistency.
2. Inspirational Motivation: The ability to convey a clear and interesting vision in a communicative manner.
3. Intellectual Stimulation: Encourage members to think critically and creatively, even challenging the status quo.
4. Individualized Consideration: Treating members as unique individuals with different needs.
5. Empowerment: Delegating authority and giving trust to members to make decisions.

Transformational leadership can occur when employees feel that the leader is reliable, responsible, optimistic and provides solutions(Manurung et al., 2022). Previous findings suggest that transformational leadership influences employee performance, including research(Y. F. Astuti, 2015),(Destriyanto & Ayuningtyas, 2017). However, other studies state that transformational leadership does not influence employee performance(Rizqi Waladun Khoiri1, 2024).

Individual-organization fit

Individual-organization fit or Person-Organization fit refers to the level of compatibility between an individual's values, goals, and culture with the values, goals, and culture of the organization where the employee works(S. D. Astuti, 2010). The indicators used are according to(Empat, 2013):

1. Extraversion: the tendency to be active and comfortable in social interactions.
2. Agreeableness: the tendency to be cooperative in work that requires cooperation.
3. Conscientiousness: the effort to be responsible, organized, reliable, and persistent.
4. Openness to experience: the experience of exchanging interests and curiosity about something.
5. Emotional stability: a person's ability to control stress levels.

The fit between individuals and organizations (Person-Organization Fit) is an important element that supports organizational success, because it can optimize employee performance (Fatmasari & Budiono, 2017). Previous findings show that person-organization fit has an influence on performance, including: (Aprilia et al., 2023), (Intan et al., 2020). And other research states that person-organization fit does not affect employee performance (Taghvaei-Keshtkar & Riahi, 2016).

Person-job fit

Person-job fit refers to the alignment between an individual's characteristics and the characteristics of the job or tasks performed in the work environment. Employees will enjoy work that aligns with their personality more, thus feeling satisfied and motivated. According to (Lee, Y., Reiche, B. S., & Song, 2010) The indicators used according to (Johnson et al., 2005):

1. Knowledge: The match between an employee's theoretical, technical, or specialized skills and job requirements.
2. Skills: The practical abilities a person possesses to perform specific job tasks effectively.
3. Abilities: The innate or acquired capacities a person possesses to perform job-related tasks.
4. Employee needs: The fulfillment of an individual's emotional, psychological, and professional needs.
5. Desires: Career growth opportunities.

Previous findings show that person job fit has an influence on performance, including (Pengaruh Person Organization Fit Dan Person Job Fit Terhadap Kinerja Pegawai Melalui Komitmen Organisasi PT. PLN (Persero) UIKL Sulawesi, n.d.), (Suciati et al., 2021). And other research states that person job fit does not affect employee performance (Nugraha & Wardhani, 2022).

Affective Commitment

Affective commitment is a strong desire to become an employee in the company, so it will give rise to a strong sense of willingness to implement maximum action in work (Nurbiyati & Wibisono, 2017). Therefore, employees who have an affective commitment to the company are very important. High affective commitment will improve performance. Employees' love for the company will encourage significant contributions to the company's development (Putri et al., 2022). The indicators used are according to (DARMADI et al., 2020):

1. Pride: a positive feeling and a strong sense of belonging to the organization.
2. Organizational involvement: the state of actively participating in various organizational activities.
3. Contribution to organizational development: involvement in long-term development projects such as research and development of new products, marketing strategies, or the organization's digitalization.

4. Support for organizational goals: sacrificing personal time, energy, or resources to support the achievement of organizational goals.
5. Maintaining the organization's reputation: creating a positive perception of the place where they work.

The higher a person's affective commitment, in the sense of feeling happy as part of the organization, the more they will feel responsible for the progress of the organization (Emuniansih, 2016). Previous findings show that affective commitment has an influence on performance, including (Ardiana et al., 2023), (Putri et al., 2022). And other research states that affective commitment does not influence employee performance (El Maula & Ratnawati, 2021).

Employee Performance

Performance is defined as behavior or actions that are relevant to goals in productivity activities (Laily, 2017). Performance can be defined as a reflection of the level of achievement in implementing various activities, programs, or policies aimed at achieving an organization's goals, mission, and vision. All of this is included in the preparation of an organization's strategic plan (Kadek et al., 2017). Performance indicators according to (Novitasari & Fidiastuti, 2018):

1. Level of neatness of work: an assessment of the extent to which a job is done neatly, orderly, and according to expected standards.
2. Punctuality: refers to a person's discipline in adhering to a work schedule.
3. Quality of work: the value of the work produced by an employee in fulfilling their responsibilities.
4. Quantity of work: the output of work that can be completed by an employee.
5. Job knowledge: the understanding, information, and expertise an employee possesses related to the task.

Based on the conceptual framework explained above, the hypotheses of this study are as follows:

- H1: Transformational Leadership influences Employee Performance
- H2: Organizational Fit influences Employee Performance
- H3: Job Fit influences Employee Performance
- H4: Transformational Leadership influences Affective Commitment
- H5: Individual-Organization Fit influences Affective Commitment
- H6: Job Fit influences Affective Commitment
- H7: Affective Commitment influences Employee Performance
- H8: Transformational leadership, through affective commitment, influences performance
- H9: Person-organization fit, through affective commitment, influences performance
- H10: Person-job fit, through affective commitment, influences performance improvement

RESEARCH METHODS

This study uses a descriptive quantitative approach to analyze the relationship between transformational leadership, affective commitment, job fit, and organizational fit on employee performance at PT. Jatim Taman Steel. The study population consisted of 134 employees of PT. Jatim Taman Steel. Data collection was conducted at Jl. Raya Taman No. 1, Sepanjang, Sidoarjo 61257, East Java. The sampling technique used was probability sampling with simple random sampling. The data sources used consisted of primary and secondary data. Primary data was obtained directly from PT. Jatim Taman Steel employees through questionnaires completed by respondents, while secondary data came from journals, books, and other relevant media sources to support this research.

SmartPLS is Structural Equation Modeling Partial Least Squares (PLS-SEM) software designed to analyze complex relationships between constructs. Its ease of use makes it suitable for novice researchers, as it does not require in-depth technical background. Furthermore, SmartPLS serves as a tool to predict relationships between latent variables and confirm theories within a quantitative research framework (Furadantin, 2018).

The modeling in this study includes two main components: a measurement model and a structural model. The measurement model is used to assess the instrument's convergent validity, reliability, and discriminant validity through confirmatory factor analysis. The structural/causal model describes the relationships between variables according to the hypotheses, which are typically tested using path analysis and regression analysis to obtain an appropriate predictive model (Harahap, 2020).

$$n = \frac{N}{1 + N(e)^2}$$
$$n = \frac{134}{1 + 134(0,05)^2}$$
$$n = 100$$

RESEARCH RESULTS AND DISCUSSION

The analysis conducted in this study used the Partial Least Squares (PLS) method. The testing process began with an analysis of the outer model using the PLS algorithm. The results of this analysis then served as the basis for further evaluation of the measurement model used in the study. Evaluation of the measurement model was conducted through several tests, namely convergent validity, reliability validity, and discriminant validity..

These tests are important to ensure that the model used in the research is reliable and produces valid results. Convergent validity focuses on the extent to which the measured items correlate with each other, while reliability validity concerns the consistency of the measurement

results. Discriminant validity, on the other hand, measures the extent to which different items can be distinguished from each other within the research context.

Measurement Model Test Results (Outer Model)

Convegent Validity

Convergent validity is one of the criteria used in data analysis testing using smart PLS. The test results can be seen in the figure above, which refers to Figure 3. Of the total 50 variable items, all have values above 0.7. The analysis shows that the loading factor value for the independent construct has a total value above 0.7 with each consisting of 10 items. The loading factor value for the dependent construct shows an overall value above 0.7 with a total of 10 items. The loading factor value for the mediating variable shows an overall value above 0.7 with a total of 10 items.

Combosite Realibility

In addition to considering the factor loading values of each construct in the validity test, it is also important to test the reliability of the measurement model. In PLS-SEM using SmartPLS, structural reliability can be evaluated using two methods: Cronbach's Alpha and Composite Reliability. Furthermore, to meet the convergence criteria, the Average Variance Extracted value for each construct is required. The results of the PLS algorithm show the following values:

Table 2 shows that the Cronbach's Alpha and Composite Reliability values for each variable are above 0.70, indicating that each construct variable is reliable and valid in this study. The value of each construct exceeds 0.6. It can be concluded that the convergent validity and reliability validity of the data have the potential for further testing.

Discriminant Validity

Based on the discriminant validity measurements for these constructs, an evaluation of the discriminant validity of the measurement model using reflective indicators was conducted. The discriminant validity evaluation method was conducted by testing discriminant validity through reflective indicators, where the cross-loading value for each variable must be greater than 0.7. This discriminant validity value indicates that each dimension is able to accurately explain the dependent construct and proves that all items assessed with discriminant validity are valid.

Table 3 shows that the root value is greater than the other latent variables, thus having good discriminant validity. Therefore, it can be concluded that transformational leadership has good discriminant validity, person-job fit shows good discriminant validity, and person-organization fit also has good discriminant validity.

Structural Model Test Results (Inner Model)

R-Square Test Results

The R-Square test is used to describe the relationship between exogenous latent variables and endogenous variables that have a substantial influence. The R-Square value of 0.953 indicates that this model can explain the phenomenon or problem of employee performance up to 95.3%, while the remaining 4.7% is influenced by other variables not included in the model. With an R-Square value of 0.909, it can be interpreted that this model can explain 90.9% of the phenomenon of employee affective commitment, while the remaining 9.1% is influenced by other variables not included in the model.

Significance test (Bootstrapping)

This section aims to assess the significance of the influence between variables, known as intervariable hypothesis testing. This procedure utilizes all original samples for resampling. Ghazali and Latan state that some literature suggests that the number of samples used in bootstrapping, ranging from 200 to 1,000, is sufficient to improve the standard error estimation. Significant values applied in the bootstrap resampling method include p-values of 1.65, p-values of 1.96, and p-values of 2.58. It can be concluded that the higher the p-value, the lower the significance level.

Table 5 shows that the results of the direct influence test can be interpreted as follows:

1. X1 (Transformational Leadership) on Y is accepted because it has a T-statistic >1.96 of 2.208 and a P-value <0.05 of 0.027. It can be concluded that transformational leadership has a significant influence on employee performance.
2. X1 (Transformational Leadership) on Z is not accepted because it has a T-statistic <1.96 of 1.360 and a P-value <0.05 of 0.174. It can be concluded that transformational leadership does not have a significant influence on affective commitment.
3. X2 (Individual Organizational Fit) on Y is accepted because it has a T-statistic >1.96 of 2.005 and a P-value <0.05 of 0.045. It can be concluded that individual organization fit has a significant influence on employee performance.
4. X2 (Individual Organization Fit) versus Z is accepted because it has a T-statistic >1.96, namely 2.560, and a P-value <0.05, namely 0.011. It can be concluded that individual organization fit has a significant influence on affective commitment.
5. X3 (Individual Job Fit) versus Y is accepted because it has a T-statistic >1.96, namely 2.017, and a P-value <0.05, namely 0.044. It can be concluded that individual job fit has a significant influence on employee performance.

6. X3 (Individual Job Fit) versus Z is accepted because it has a T-statistic >1.96 , namely 3.754, and a P-value <0.05 , namely 0.000. It can be concluded that individual job fit has a significant influence on affective commitment.
7. Z (Affective Commitment) towards Y is accepted because it has a T-statistic >1.96 , namely 4.330 and a P-Value <0.05 , namely 0.000. It can be concluded that affective commitment has a significant influence on employee performance.

Based on Table 6 above, the results of the indirect effect test can be interpreted as follows:

1. Transformational Leadership (X1) has no indirect effect on Performance (Y) mediated by Affective Commitment (Z), with a T-statistic of 1.384 (significance level > 1.96) and a P-value of 0.167 (significance level < 0.05). Therefore, the indirect effect of Transformational Leadership on Performance through Affective Commitment is insignificant.
2. Individual-Organizational Fit (X2) has an indirect effect on Performance (Y) mediated by Affective Commitment (Z), with a T-statistic of 2.098 (significance level > 1.96) and a P-value of 0.036 (significance level < 0.05). Therefore, the indirect effect of Individual-Organizational Fit on Performance through Affective Commitment is significant.
3. Individual Job Fit (X2) has an indirect effect on Performance (Y) mediated by Affective Commitment (Z), with a T-Statistic of 2.569 (significance level > 1.96) and a P-Value of 0.010 (significance level < 0.05). Therefore, the indirect effect of Individual Organization Fit on Performance through Affective Commitment is significant.

Discussion

H1: Transformational Leadership Influences Employee Performance

Based on the analysis conducted in this study, it was found that transformational leadership has a significant positive influence on employee performance. The results of this study are consistent with the theory proposed by (Wiswari & Sudibya, 2016) A transformational leader is someone who can move employees beyond their own self-interest through idealized influence, inspirational motivation, intellectual stimulation, individualized attention, and empowerment. This results in proactive employees, fosters a transcendent collective interest among followers, and supports them in achieving higher goals.

The results of this study are consistent with previous findings (Y. F. Astuti, 2015), (Destriyanto & Ayuningtyas, 2017), (Ramadanto et al., 2020) which shows that transformational leadership variables have a significant influence on employee performance. This means that if employees perceive transformational leadership positively, their performance can continue to improve. However, this study is inconsistent with previous research (Rizqi

Waladun Khoiri1, 2024) which states that transformational leadership has a negative and insignificant influence on employee performance.

H2: Person Organizational Fit influences Employee Performance

Based on the analysis conducted in this study, it was found that Individual Organizational Fit has a significant positive influence on employee performance. The results of this study are consistent with the theory proposed by (S. D. Astuti, 2010) Individual-organization fit indicates that individuals whose personal values align with those of the organization tend to experience higher levels of satisfaction, commitment, and performance. Employees who have a high fit with the organization tend to strive to solve problems through better processes and outcomes by making a difference.

The results of this study are consistent with previous findings (Aprilia et al., 2023), (Intan et al., 2020) The individual-organization fit variable is a process that emphasizes the alignment between employees and various work processes that involve organizational identity through the values within the organization. When an employee can be more emotionally involved in their work, the achievement of organizational goals can be better achieved. However, this study is inconsistent with previous research (Taghvaei-Keshtkar & Riahi, 2016) which states that person organization has a negative and insignificant influence on employee performance.

H3: Person Job fit Influences Employee Performance

Based on the analysis conducted in this study, it was found that job fit has a significant positive influence on employee performance. The results of this study are consistent with the theory proposed by (Nugraha & Wardhani, 2022) suggests that the fit between an individual and a job is a crucial element that can increase commitment to an organization in a corporate context. A company needs employees who align with the organization's values and the job offered, as these employees will contribute maximally and increase commitment levels.

The results of this study are consistent with previous findings (Ilhan et al., 2024), (Romadhon et al., 2025) which states that the individual job fit variable is based on the employee's personality and his/her job by considering 1. Values 2. Goals 3. Needs 4. Interests 5. Salary 6. KSAOs (Knowledge, Skill, Attitude, Others). When the employee's personality and the job they hold are aligned, employee performance will naturally increase. In this situation, a person will realize the meaning of the work they do, which allows for increased self-development in the professional world. However, this study is not in line with previous research (Nursafitri & Helmy, 2022) which states that job suitability has a negative and insignificant influence on employee performance.

H4: Transformational Leadership has an effect on Affective Commitment

Based on the analysis conducted in this study, it was found that transformational leadership did not have a significant positive influence on affective commitment, indicating that transformational leadership does not contribute significantly to affective commitment. The results of this study are similar to previous research (Nisa, 2023). The results showed that transformational leadership had no significant effect on affective commitment. With a significance value greater than 0.05, the hypothesis indicating an effect was rejected. This finding indicates that the level of transformational leadership perceived by employees does not directly influence their emotional attachment to the organization.

The results of the study indicate that the effect of transformational leadership on employee affective commitment is insignificant. This can be explained by several factors. First, employees prioritize fundamental aspects such as compensation, job satisfaction, and work environment conditions over motivation or inspiration from the leader. Second, the implementation of transformational leadership may not be optimal, especially if communication between leaders and subordinates is ineffective, resulting in the vision and inspirational values not being fully internalized. However, this study is inconsistent with previous research (Destriyanto & Ayuningtyas, 2017) which states that transformational leadership has a positive and significant influence on affective commitment.

H5: Person Organizational Fit influences Affective Commitment

Based on the analysis conducted in this study, the results of structural testing using SmartPLS 4.0 support hypothesis 5, which indicates that employee PO-Fit has a positive influence on affective commitment. The test results shown in Table 5 of this study support hypothesis 5, with a P-value of 0.045, indicating that the value is less than 0.05. These research results align with the theory proposed by (Anindita, 2019). Person-organization fit can be defined as the alignment of values or shared goals between an individual and the values espoused by the organization, which is positively related to affective commitment. This connection allows employees and the organization to have aligned values, both in perspective and in the ultimate goals achieved. Thus, employees can carry out their duties with a sense of joy and love for the organization, because they feel comfortable and committed to it.

The results of this study are consistent with previous findings (Hardani & Syukrullah, 2023). This is evidenced by the increasing value of individual suitability given by employees to the organization, which has an emotional impact on employee personality. The employee personality referred to here includes intellectual, emotional, behavioral, and action aspects taken by employees within the organization. However, this study is inconsistent with previous research (Anindita, 2019) which states that individual organizational fit has a negative and insignificant influence on affective commitment.

H6: Person Job Fit has an effect on Affective Commitment

The analysis conducted in this study shows that the results of structural testing using SmartPLS 4.0 support hypothesis 6, which indicates that employee PJ-Fit has a positive impact on affective commitment. The test results listed in Table 5 of this study support hypothesis 6, with a P-value of 0.000, indicating that the value is smaller than 0.05. These research results are in line with the theory proposed by (Ilhan et al., 2024) Person-job fit (PJ) refers to the match between an individual and the requirements of a particular job. PJ fit specifically refers to the degree to which an individual's qualifications, skills, knowledge, and abilities align with the job requirements.

The results of this study are consistent with previous findings (Anindita, 2019) Individual efforts and experiences in PJ fit reflect how employees shape their own identities within the context of reality, including cognitive and emotional aspects, which play a role in increasing job satisfaction and fostering effective organizational commitment. Organizations strive to recruit and select such individuals, and research findings indicate a link between PJ fit and affective commitment to the organization. However, this study is inconsistent with previous research (Romadhon et al., 2025), (Yacinta Nararia Sukoco, 2023) which states that job suitability has a negative and insignificant influence on affective commitment.

H7: Affective Commitment has an effect on Employee Performance

Based on the analysis conducted in this study, it was found that affective commitment has a significant positive influence on employee performance. These results are consistent with previous findings (Anindita, 2019), (Nursafitri & Helmy, 2022), (Barokah et al., 2022) Individuals with affective commitment will contribute to improved performance within the organization. Employees who demonstrate affective commitment will associate their identity with the organization and voluntarily participate actively in the organization. Affective commitment encourages employees to have a higher desire and motivation to make meaningful contributions to the organization compared to other employees. Employee performance will improve as their affective commitment increases. However, this study is inconsistent with previous research (Romadhon et al., 2025) which states that affective commitment has a negative and insignificant influence on performance.

H8: Transformational Leadership through Affective Commitment has an effect on Performance

The findings in this study are in line with existing results by (Abidin et al., 2025) This indicates that transformational leadership, through affective commitment, does not significantly influence employee performance. This finding indicates that affective commitment is not yet a strong connecting variable between transformational leadership and employee performance.

Therefore, the hypothesis indicating an indirect influence through affective commitment cannot be accepted.

Theoretically, transformational leadership is seen as capable of inspiring, motivating, and increasing employee awareness of organizational goals, thus strengthening affective commitment and impacting performance. However, research results indicate that this theoretical relationship has not been empirically confirmed. The insignificant mediating effect of affective commitment on performance can be explained by several aspects.

First, employees' emotional attachment to the organization does not always translate into increased productivity if it is not supported by a reward system, clear job descriptions, and effective performance evaluations. Second, the implementation of transformational leadership may not be optimal due to limited communication, low interaction intensity, and differences in perception between leaders and employees, resulting in leadership values not being strongly internalized. Third, several empirical studies show that the relationship between transformational leadership and performance is mediated more by other variables such as job satisfaction, work engagement, and motivation, rather than affective commitment. Fourth, individual characteristics and the work environment also influence outcomes, where extrinsic orientations (e.g., salary and incentives) and formal and bureaucratic organizational cultures can limit the effectiveness of transformational leadership.

Thus, this study confirms that affective commitment is not the primary mechanism explaining the influence of transformational leadership on performance. Future research is recommended to include other, more relevant mediating variables and expand the research model to provide a more comprehensive explanation of the relationships between the variables. However, this study is inconsistent with previous research (Rahardja & Muhammad, 2021) which states that transformational leadership has a positive and significant influence on performance through affective commitment as a mediating variable.

H9: Person Organization Fit through Affective Commitment influences Performance

Based on the analysis conducted in this study, the results of structural testing using SmartPLS 4.0 indicate that hypothesis 9, which states that affective commitment plays a mediating role in the influence of PO-Fit on employee performance, is accepted. Support for this hypothesis 9 can be observed from the results of the model test in table 6, which shows a P-value of 0.036, which means it is smaller than 0.05, and a T-statistic greater than 1.96. In addition, the total effect value shows that affective commitment as a mediating variable in the influence of PO-Fit on employee performance is more significant than the direct effect between the PO-Fit variable and employee performance with a value of 0.108. This indicates that a mediating variable is needed to achieve optimal results in carrying out the work.

The results of this study are consistent with previous findings (Hardani & Syukrullah, 2023), (Suciati et al., 2021) Affective commitment acts as a mediating variable that strengthens the relationship between individual-organization fit (PO-Fit) and employee performance. The higher the affective commitment, the better the individual-organization fit and the resulting performance. Employees with high commitment tend to demonstrate emotional attachment that goes beyond considerations of financial compensation, as they believe that organizational goals are a key factor in achieving optimal performance. Therefore, maintaining and strengthening PO-Fit is an important strategy in creating affective commitment and improving employee performance sustainably. However, this study is inconsistent with previous research (Jin, Myung H., Bruce McDonald, 2018) which states that individual-organizational fit has a negative and insignificant influence on employee performance mediated by affective commitment.

H10: Person Job Fit through Affective Commitment to Performance

Based on the analysis conducted in this study, the results of structural testing using SmartPLS 4.0 indicate that hypothesis 10, which states that affective commitment plays a mediating role in the influence of PO-Fit on employee performance, is accepted. Support for this hypothesis 10 can be observed from the results of the model test in table 6, which shows a P-value of 0.010, which means it is smaller than 0.05, and a T-statistic greater than 1.96. In addition, the total effect value shows that affective commitment as a mediating variable in the influence of PO-Fit on employee performance is more significant than the direct effect between the PO-Fit variable and employee performance with a value of 0.253. This indicates that a mediating variable is needed to achieve optimal results in carrying out the work.

The results of this study are consistent with previous findings (Ilhan et al., 2024), (Anindita, 2019) includes indicators of maintaining the confidentiality of important company data, improving the quality of work results according to ability, achieving targets set by the company, completing work within the specified time, utilizing facilities and infrastructure to support work effectiveness, and increasing commitment and responsibility in carrying out tasks. The affective commitment indicator as an intervening variable is able to strengthen the relationship between the two variables by providing comfort in work that is appropriate to ability, the level of wages received, and a positive relationship with superiors who accept suggestions and criticism.

However, this study is not in line with previous research (Nursafitri & Helmy, 2022) (Romadhon et al., 2025) which states that job suitability has a negative and insignificant influence on employee performance mediated by affective commitment.

DAFTAR PUSTAKA

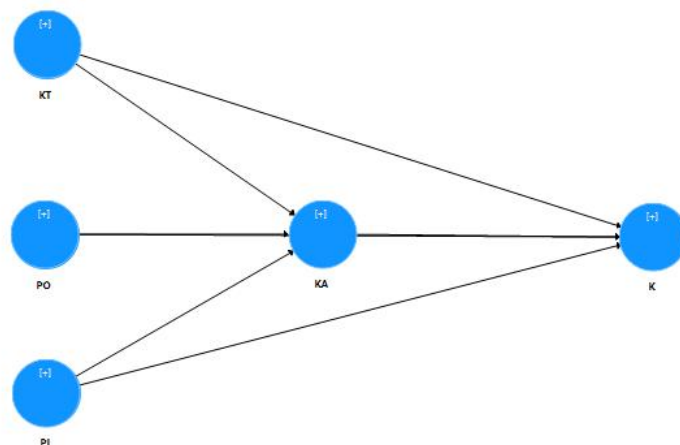
- Abidin, M., Pascasarjana, F., Artikel, I., Transformasional, K., Guru, K., & Education, J. (2025). *Pengaruh Kepemimpinan Transformasional Terhadap Kinerja Guru : Peran Mediasi Komitmen Organisasi*. 13(3), 105–110.
- Almutairi, D. O. (2015). The Mediating Effects Of Organizational Commitment On The Relationship Between Transformational Leadership Style And Job Performance. *International Journal Of Business And Management*, 11(1), 231. <https://doi.org/10.5539/ijbm.V11n1p231>
- Anindita, A. (2019). Analisis Pengaruh Person Organization Fit Dan Person Job Fit Terhadap Kinerja Pegawai Melalui Komitmen Afektif. *Jurnal Ilmu Manajemen (Jim)*, 8(1), 97–105. <https://jurnalmahasiswa.unesa.ac.id/index.php/jim/article/view/30248>
- Anwar, M. K., Darsa, & Sugianto, A. (2022). Pengaruh Kepemimpinan Transformasional, Komitmen Afektif, Dan Kepuasan Kerja Terhadap Kinerja Anggota Kepolisian Di Seluruh Polsek Kabupaten Pandeglang. *E-Journal Studia Manajemen*, 11(1), 37–48.
- Aprilia, F., Wellem, I., & Tonce, Y. (2023). *Pengaruh Person Job Fit Dan Person Organization Fit Terhadap Kinerja Pegawai Perumda Air Minum Wair Pu'an Kabupaten Sikka Fransiska*. 1(3).
- Ardiana, T. E., Sugianto, L. O., & Wardhani, D. P. (2023). Komitmen Afektif Dan Motivasi Intrinsik: Meningkatkan Kinerja Karyawan Pt. Sac Ponorogo. *Jurnal Ilmiah Edunomika*, 07(02), 1–11.
- Ardiansyah, F., Andriani, D., & Kusuma, K. A. (2024). Gaya Kepemimpinan Transformasional, Pengembangan Karir, Keseimbangan Kehidupan Kerja Terhadap Kepuasan Kerja Pegawai. *Ekonomi Bisnis*, 8(1), 25–38.
- Arifudin, O. (2020). Pengaruh Gaya Kepemimpinan Transformasional Dan Transaksional Dengan Kinerja. *Jimea | Jurnal Ilmiah Mea (Manajemen, Ekonomi, Dan Akuntansi)*, 4(3), 178–187.
- Ariyani, R. P. N., & Sugiyanto, E. K. (2020). Pengaruh Komitmen Afektif, Komitmen Berkelanjutan, Dan Komitmen Normatif Terhadap Kinerja (Studi Perusahaan Bumh X Di Semarang). *Jurnal Ilmiah Manajemen Ubhara*, 2(2), 113. <https://doi.org/10.31599/jmu.V2i2.772>
- Astuti, S. D. (2010). Model Person-Organization Fit (P-O Fit Model) Terhadap Kepuasan Kerja, Komitmen Organisasional Dan Kinerja Karyawan. *Jurnal Bisnis Dan Ekonomi (Jbe)*, 17(1), 43–60.
- Astuti, Y. F. (2015). Pengaruh Gaya Kepemimpinan Transformasional Dan Kompensasi Terhadap Kinerja Karyawan Pada Karyawan Pamella Supermarket 7. *Akuntansi*, 1–130. http://eprints.uny.ac.id/16357/1/Yuyunfitriastuti_10408144033.pdf
- Barokah, R. A., Amin, D. S., Supriatna, I., Rahman, N. L., & Ridwansyah, F. (2022). Pengaruh Thriving At Work Dan Komitmen Afektif Terhadap Kinerja Karyawan Organisasi Publik Kantor Desa Cibenda, Kecamatan Cipongkor, Kabupaten Bandung Barat. *Jiip - Jurnal Ilmiah Ilmu Pendidikan*, 5(8), 3070–3076. <https://doi.org/10.54371/jiip.V5i8.812>
- Bass, Bernard M., And R. E. R. (2006). *Transformational Leadership*. Psychology Press.
- Chen, P., Sparrow, P., & Cooper, C. (2016). The Relationship Between Person-Organization Fit And Job Satisfaction. *Journal Of Managerial Psychology*, 31(5), 946–959. <https://doi.org/10.1108/jmp-08-2014-0236>
- Darmadi, D., Utari, W., & Öçi, S. (2020). Pengaruh Komitmen Afektif, Komitmen Kontinuan Dan Komitmen Normatif Terhadap Kinerja Pegawai Dinas Kependudukan Dan Catatan Sipil Kabupaten Pamekasan. *Map (Jurnal Manajemen Dan Administrasi Publik)*, 3(01), 76–90. <https://doi.org/10.37504/map.V3i01.232>
- Data Bps Ekspor Besi/Baja Menurut Tujuan Negara Utama Tahun 2012-2023*. (N.D.).
- Destriyanto, E., & Ayuningtyas, P. (2017). Pengaruh Elemen-Elemen Kepemimpinan Transformasional Terhadap Kinerja Mengajar Guru Melalui Komitmen Afektif Pada Pekerjaan Sebagai Variabel Intervening. *Jurnal Manajemen*, 7(1), 1–8.

- <https://doi.org/10.26460/Jm.V7i1.275>
- Dewi Andriani, & Nur Raficha Dwi Setyohadi. (2022). Pengaruh Job Description, Job Specification Dan Human Relation Terhadap Kinerja Karyawan Departemen Produksi Pt. Aice Ice Cream Jatim Industry. *Jurnal Ilmiah Manajemen Dan Kewirausahaan*, 1(2), 195–205. <https://doi.org/10.55606/Jimak.V1i2.311>
- Edy Saptono. (2014). Kajian Kepemimpinan Transformasional, Komitmen Karyawan, Motivasi, Kepuasan Kerja, Dan Kinerja Karyawan. *Jurnal Ekonomi Trikonomika*, 13 No 1, 21–48.
- El Maula, H., & Ratnawati, I. (2021). Effect Of Training And Affective Commitment On Employee Performance Through Self Efficacy As Intervening Variable (Study At Pt . Telekomunikasi Indonesia Tbk Witel Semarang). *International Journal Of Economics, Business And Accounting Research*, 5(3), 1152–1159.
- Emi Muniarsih, Ketut Sudarma. (2016). Pengaruh Persepsi Dukungan Organisasi Dan Kompetensi Pada Kinerja Karyawan Dimediasi Komitmen Afektif. *Management Analysis Journal* 5 (1).
- Fatmasari, Tutut Wahyu, & Budiono. (2017). Pengaruh Person Organization Fit Terhadap Kinerja Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada Karyawan Pdam Kabupaten Ponorogo. *Jurnal Ilmu Manajemen (Jim)*, 5(4), 1–7. <https://jurnalmahasiswa.unesa.ac.id/index.php/jim/article/view/21929>
- Furadantin, N. R. (2018). Analisis Data Menggunakan Aplikasi Smartpls V.3.2.7 2018. *Academia (Accelerating The World's Research)*, 2. https://scholar.google.com/scholar?Q=Related:2uqwpffimx4j:scholar.google.com/&scioq=Analisis+Data+Menggunakan+Smartpls&hl=id&as_sdt=0,5
- Harahap, L. K. (2020). Analisis Sem (Structural Equation Modelling) Dengan Smartpls (Partial Least Square). *Fakultas Sains Dan Teknologi Uin Walisongo Semarang*, 1, 1.
- Hardani, D., & Syukrullah, M. (2023). Peran Mediasi Komitmen Organisasi Dalam Pengaruh Person-Organization Fit Terhadap Kinerja Inovatif. 16(2), 333–342.
- Ilhan, D., Viryananta, S., & Prawitowati, T. (2024). Halaman 77 S . D 92 Pengaruh Person - Job Fit Terhadap Kinerja Dengan Mediasi Komitmen Organisasi Dan Perilaku Kewargaan Organisasi Pada Karyawan. 12(1), 77–92.
- Intan, A., Jurusan, P., Ekonomi, P., Ekonomi, F., Negeri, U., Kampus, S., & Unesa, K. (2020). Pengaruh Person Organization Fit Terhadap Motivasi Dan Kinerja Karyawan Pada Karyawan Pt. Bank Pembangunan Daerah Jawa Timur (Bank Jatim) Cabang Lamongan.
- Jin, Myung H., Bruce McDonald, And J. P. (2018). Does Public Service Motivation Matter In Public Higher Education? Testing The Theories Of Person–Organization Fit And Organizational Commitment Through A Serial Multiple Mediation Model. *American Review Of Public Administration*, 48(1), 1177.
- Johnson, E. C., Kristof-Brown, A. L., & Zimmermann, R. D. (2005). Consequences Of Individuals' Fit At Work: A Meta-Analysis Of Person-Job, Person-Organization, Person-Group And Person-Supervisor Fit. *Personnel Psychology*, 58, 281–342.
- Kadek, N., Kaori, W., & Mahkota, I. (2017). Organisasi Terhadap Komitmen Organisasi Dan Kinerja Karyawan Pada Pt . Sasjam Riri Di Kabupaten Gianyar Fakultas Ekonomi Dan Bisnis Universitas Udayana (Unud), Bali , Indonesia Email Contact : Winiekaori@yahoo.com Fakultas Ekonomi Dan Bisnis Universitas. 11, 3985–4014.
- Kurniawan, A., Nurmaya, E., & Hidayat, A. C. (2025). Pengaruh Gaya Kepemimpinan Transformasional, Perceived Organizational Support Dan Person-Job Fit Terhadap Kinerja Pegawai Asn Bkad Kabupaten Kulon Progo. *Ekoma : Jurnal Ekonomi, Manajemen, Akuntansi*, 4(2), 4250–4265. <https://doi.org/10.56799/Ekoma.V4i2.7347>
- Kuswanti, M., Purnamasari, E. D., & Dp, M. K. (2021). Pengaruh Komitmen Afektif, Komitmen Berkelanjutan Dan Komitmen Normatif Terhadap Kinerja Karyawan Pabrik Crumb Rubber Factory Di Pt. Pinago Utama Sugiwaras. *Jurnal Bisnis, Manajemen, Dan Ekonomi*, 2(4), 149–165. <https://doi.org/10.47747/Jbme.V2i4.500>
- Laily, N. (2017). Pengaruh Gaya Kepemimpinan Transformasional Dan Komitmen Organisasi Terhadap Kinerja Karyawan (Studi Kasus Karyawan Bagian Kantor Pada Pt. Agung

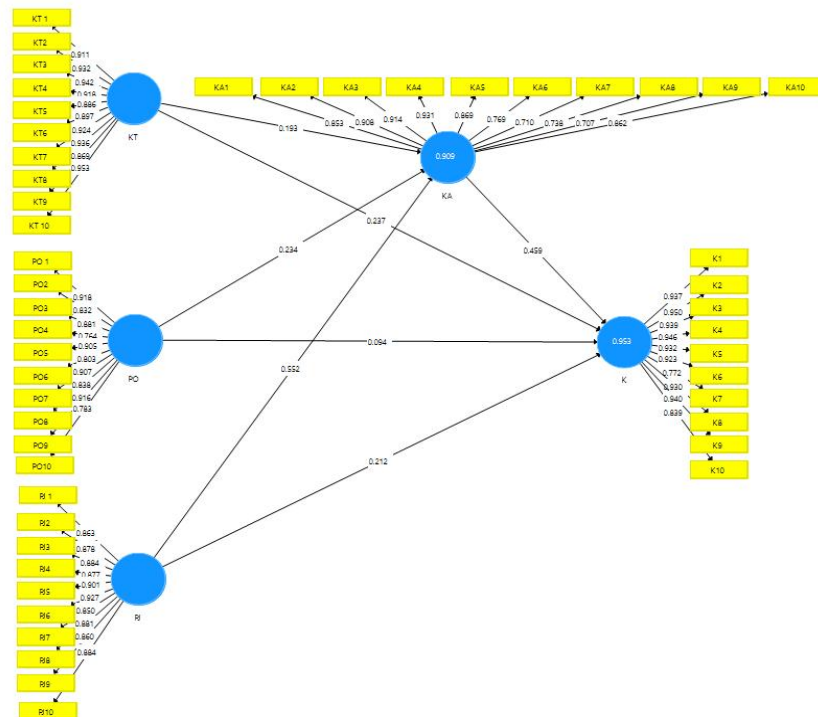
- Automall Pekanbaru). *Jom Fisip*, 4(2), 1–10.
- Lee, Y., Reiche, B. S., & Song, D. (2010). (2010). How Do Newcomers Fit In? The Dynamics Between Person—Environment Fit And Social Capital Across Cultures. *International Journal Of Cross Cultural Management*, 10(2), 153–174. <https://Hsgm.Saglik.Gov.Tr/Depo/Birimler/Saglikli-Beslenme-Hareketli-Hayat-Db/Yayinlar/Kitaplar/Diger-Kitaplar/Tbsa-Beslenme-Yayini.Pdf>
- Manurung, W., Bastian, A., & Wardi, J. (2022). Pengaruh Kepemimpinan Transformasional Dan Komitmen Afektif Terhadap Kinerja Pegawai Dengan Efikasi Diri Sebagai Variabel Mediasi Pada Dinas Kesehatan Kabupaten Siak. *Jurnal Manajemen Dan Bisnis Terapan*, 4(2), 141–148.
- Maria, H. S., Yuniawan, A., & Manajemen, J. (2016). Analisis Pengaruh Person-Organization Fit Terhadap Kinerja Karyawan: Komitmen Organisasional Dan Organizational Citizenship Behaviour Sebagai Variabel Intervening (Studi Pada Karyawan Pt Telkom Witel Pekalongan). *Diponegoro Journal Of Management*, 5(1), 1–15. <http://Ejournal-S1.Undip.Ac.Id/Index.Php/Dbr>
- Mubyl, M., & Dwinanda, G. (2019). Peran Subjective Well-Being , Kepemimpinan Transformasional Dan Komitmen Organisasional Dalam Memprediksi Kinerja Karyawan. *Jurnal Bisnis & Kewirausahaan*, 8(1), 74–85.
- Nisa, R. D. (2023). *Pengaruh Kepemimpinan Transformasional Dan Iklim Kreatif Terhadap Kinerja Karyawan Dengan Komitmen Afektif Sebagai Variabel Mediasi*.
- Novitasari, D., & Fidiastuti, F. (2018). Pengaruh Kepemimpinan Transformasional, Komitmen Organisasi Dan Kepuasan Kerja Terhadap Kinerja Karyawan. *Jurnal Riset Manajemen Sekolah Tinggi Ilmu Ekonomi Widya Wiwaha Program Magister Manajemen*, 5(1), 17–31. <https://doi.org/10.32477/Jrm.V5i1.37>
- Nugraha, K. W., & Wardhani, E. N. K. (2022). The Effect Of Managerial Coaching, Person-Job Fit, And Motivation Toward Employee Performance: The Mediating Role Of Satisfaction And Engagement. *Owner*, 6(3), 2899–2911. <https://doi.org/10.33395/Owner.V6i3.844>
- Nurbiyati, T., & Wibisono, K. (2017). Analisis Pengaruh Komitmen Afektif, Kontinu Dan Normatif Terhadap Kinerja Dengan Disiplin Kerja Sebagai Variabel Intervening. *Kajian Bisnis Stie Widya Wiwaha*, 22(1), 21–37. <https://doi.org/10.32477/Jkb.V22i1.195>
- Nursafitri, F., & Helmy, I. (2022). *Pengaruh Person-Job Fit Dan Motivasi Berprestasi Terhadap Kinerja Melalui Komitmen Organisasi Sebagai Mediasi (Studi Pada Guru Tidak Tetap / Gtt Smk Negeri 1 Alian)*. 4(1), 14–33.
- Pengaruh Person Organization Fit Dan Person Job Fit Terhadap Kinerja Pegawai Melalui Komitmen Organisasi Pt. Pln (Persero) Uikl Sulawesi*. (N.D.).
- Pratama, I. G. A. A. E. B., Surtha, I. W., & Mahayasa, I. G. A. (2020). Pengaruh Gaya Kepemimpinan Transformasional Terhadap Kinerja Karyawan Dengan Komitmen Organisasi Sebagai Variabel Intervening Pada Graha Kaori Group Di Gianyar (Studi Kasus Pada Unit Usaha Produk Dupa Aromatherapi). *Jurnal Ilmu Manajemen*, 10(1), 46–53.
- Putri, S. F., Edward, E., & Octavia, A. (2022). Pengaruh Servant Leadership, Motivasi Intrinsik Dan Komitmen Afektif Terhadap Kinerja Pegawai Di Kantor Camat Danau Teluk. *Jurnal Ekonomi Manajemen Sistem Informasi*, 4(2), 211–223.
- Rahardja, E., & Muhammad, A. (2021). Pengaruh Gaya Kepemimpinan Transformasional Dan Motivasi Kerja Terhadap Kinerja Karyawan Dengan Komitmen Organisasional Sebagai Variabel Interveningpt (Studi Pada Karyawan Kantor Pt. Pos Indonesia Kudus). *Diponegoro Journal Of Management*, 10(1), 1–13.
- Rahmadani, V. G., & Sebayang, I. R. (2017). The Influence Of Person-Organization Fit And Person-Job Fit On Work Engagement Among Policemen In Sumatera Utara. *International Journal Of Management Science And Business Administration*, 4(1), 45–51. <https://doi.org/10.18775/Ijmsba.1849-5664-5419.2014.41.1006>
- Ramadanto, Y., Saragih, R., Bandung, U. T., & Kerja, D. (2020). Pengaruh Gaya Kepemimpinan Transformasional Dan Disiplin Kerja Terhadap Kinerja Karyawan Pt Ikimura Indotools Center. *Jimea | Jurnal Ilmiah Mea (Manajemen, Ekonomi, Dan*

- Akuntansi*, 4(3), 326–336.
- Rizqi Waladun Khoiri1, W. P. (2024). Pengaruh Gaya Kepemimpinan Transformasional, Lingkungan Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan. *Jurnal Manajemen Dan Bisnis Baja*, 6, 130–143.
- Romadhon, I. Z., Hesty, R., Puspitasari, U., & Akbar, S. S. (2025). *Pengaruh Pengalaman Kerja, Person Job-Fit, Dan Achievement Terhadap Kinerja Pegawai Dengan Komitmen Afektif Sebagai Variabel Intervening*. 8(1).
- Setiadi, M. T., & Lutfi, L. (2021). Pengaruh Kepemimpinan Transformasional Dan Komitmen Organisasi Terhadap Kinerja Pegawai Melalui Disiplin Kerja Sebagai Variabel Intervening (Studi Pada Dinas Pekerjaan Umum Dan Penataan Ruang Provinsi Banten). *Jurnal Riset Bisnis Dan Manajemen Tirtayasa*, 5(2), 200–217. <https://doi.org/10.48181/jrbmt.v5i2.13189>
- Suciati, A. S., Erlina, R. R., & Ahadiat, A. (2021). The Effect Of Person Organization Fit On Employee Performance With Organizational Commitment Mediation Variables. *International Journal Of Environmental, Sustainability, And Social Science*, 2(3), 337–349. <https://doi.org/10.38142/ijesss.v2i3.345>
- Taghvaei-Keshtkar, Z., & Riahi, L. (2016). Relationship Between Person-Organization Fit And Performance Indices Of Public Hospitals Affiliated With Qazvin University Of Medical Sciences In Iran. *Hospital Practices And Research*, 1(2), 57–60. <https://doi.org/10.20286/Hpr-010257>
- Wiswari, N., & Sudibya, I. (2016). Pengaruh Kepemimpinan Transformasional Dan Komitmen Organisasional Terhadap Kepuasan Kerja Dan Kinerja Pegawai. *E-Jurnal Manajemen Universitas Udayana*, 5(12), 255364.
- Yacinta Nararia Sukoco, I. S. K. (2023). Komitmen Afektif: Peran Dukungan Organisasi Dan Kepuasan Kerja Pada Pegawai Dinas Perindustrian Dan Perdagangan Diy. *Jimea | Jurnal Ilmiah Mea (Manajemen, Ekonomi, Dan Akuntansi)*, 7(2), 75–90.

GAMBAR, GRAFIK DAN TABEL



Gambar 1. Kerangka Konseptual



Gambar 2. Algoritma PLS

Tabel 1. Outer Loading

	K	KA	KT	PJ	PO
K1	0,937				
K10	0,839				
K2	0,950				
K3	0,939				
K4	0,946				
K5	0,932				
K6	0,923				
K7	0,772				
K8	0,930				
K9	0,940				
KA1		0,853			
KA10		0,862			
KA2		0,908			
KA3		0,914			
KA4		0,931			
KA5		0,869			
KA6		0,769			
KA7		0,710			
KA8		0,738			
KA9		0,707			
KT 1			0,911		
KT 10			0,953		
KT2			0,932		
KT3			0,942		
KT4			0,918		
KT5			0,886		
KT6			0,897		
KT7			0,924		

KT8			0,936		
KT9			0,869		
PJ 1				0,863	
PJ10				0,884	
PJ2				0,878	
PJ3				0,884	
PJ4				0,877	
PJ5				0,901	
PJ6				0,927	
PJ7				0,850	
PJ8				0,881	
PJ9				0,860	
PO 1					0,918
PO10					0,783
PO2					0,832
PO3					0,881
PO4					0,764
PO5					0,905
PO6					0,803
PO7					0,907
PO8					0,838
PO9					0,916

Tabel 2. *Contract Reliability and Validity*

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
K	0,977	0,979	0,980	0,833
KA	0,949	0,956	0,956	0,689
KT	0,979	0,979	0,981	0,841
PJ	0,968	0,968	0,972	0,776
PO	0,959	0,960	0,965	0,734

Tabel 3. *Discriminant Validity-Cross Loading*

	K	KA	KT	PJ	PO
K1	0,937	0,922	0,886	0,893	0,885
K10	0,839	0,819	0,804	0,815	0,725
K2	0,950	0,905	0,896	0,892	0,851
K3	0,939	0,899	0,878	0,896	0,853
K4	0,946	0,902	0,915	0,923	0,887
K5	0,932	0,903	0,875	0,870	0,875
K6	0,923	0,898	0,891	0,882	0,873
K7	0,772	0,752	0,661	0,708	0,650
K8	0,930	0,876	0,904	0,898	0,833
K9	0,940	0,892	0,895	0,888	0,825
KA1	0,848	0,853	0,815	0,840	0,737
KA10	0,835	0,862	0,776	0,809	0,840
KA2	0,891	0,908	0,861	0,859	0,848
KA3	0,906	0,914	0,901	0,899	0,865
KA4	0,898	0,931	0,878	0,870	0,873
KA5	0,855	0,869	0,819	0,834	0,790
KA6	0,713	0,769	0,661	0,675	0,602

KA7	0,674	0,710	0,661	0,665	0,672
KA8	0,650	0,738	0,596	0,632	0,570
KA9	0,651	0,707	0,630	0,681	0,577
KT 1	0,881	0,876	0,911	0,861	0,827
KT 10	0,914	0,894	0,953	0,911	0,869
KT2	0,876	0,852	0,932	0,842	0,853
KT3	0,884	0,860	0,942	0,888	0,837
KT4	0,868	0,830	0,918	0,855	0,834
KT5	0,843	0,839	0,886	0,879	0,779
KT6	0,850	0,828	0,897	0,848	0,826
KT7	0,852	0,825	0,924	0,847	0,802
KT8	0,852	0,841	0,936	0,882	0,862
KT9	0,851	0,832	0,869	0,840	0,756
PJ 1	0,845	0,839	0,813	0,863	0,806
PJ10	0,850	0,818	0,815	0,884	0,749
PJ2	0,858	0,851	0,857	0,878	0,797
PJ3	0,829	0,808	0,816	0,884	0,775
PJ4	0,857	0,853	0,867	0,877	0,798
PJ5	0,860	0,863	0,862	0,901	0,826
PJ6	0,868	0,846	0,882	0,927	0,849
PJ7	0,791	0,789	0,810	0,850	0,705
PJ8	0,775	0,781	0,782	0,881	0,698
PJ9	0,840	0,844	0,802	0,860	0,815
PO 1	0,796	0,788	0,813	0,765	0,918
PO10	0,679	0,668	0,658	0,674	0,783
PO2	0,782	0,776	0,802	0,790	0,832
PO3	0,763	0,727	0,760	0,738	0,881
PO4	0,741	0,745	0,739	0,740	0,764
PO5	0,802	0,795	0,837	0,790	0,905
PO6	0,767	0,755	0,718	0,724	0,803
PO7	0,814	0,815	0,788	0,813	0,907
PO8	0,806	0,806	0,761	0,769	0,838
PO9	0,810	0,802	0,809	0,793	0,916

Tabel 4. *R-Square*

	R Square	R Square Adjusted
K	0,953	0,951
KA	0,909	0,907

Tabel 5. *Path-Coefficients*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
KT -> KA -> K	0,089	0,084	0,064	1,384	0,167
PJ -> KA -> K	0,253	0,261	0,099	2,569	0,010
PO -> KA -> K	0,108	0,108	0,051	2,098	0,036

Tabel 6. *Specific Indirect effects*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
KA -> K	0,459	0,462	0,106	4,330	0,000
KT -> K	0,237	0,232	0,107	2,208	0,027
KT -> KA	0,193	0,190	0,142	1,360	0,174
PJ -> K	0,212	0,214	0,105	2,017	0,044
PJ -> KA	0,552	0,559	0,147	3,754	0,000
PO -> K	0,094	0,094	0,047	2,005	0,045
PO -> KA	0,234	0,231	0,091	2,560	0,011