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## The Influence of Person-Organization Fit on Employee Performance at PT. Rimba Borneo Cemerlang

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### Abstract

This study aims to analyze the influence of Person-Organization Fit on employee performance at PT. Rimba Borneo Cemerlang. The research approach used is quantitative associative with a survey method. The study population includes all 200 employees of PT. Rimba Borneo Cemerlang, with a sample size of 133 respondents determined using the Slovin formula and simple random sampling techniques. Data were collected through a Likert-scale-based questionnaire and analyzed using simple linear regression with the help of SPSS software. The results of the study indicate that Person-Organization Fit has a positive and significant effect on employee performance. This is evidenced by the calculated t value of 3.653 which is greater than the t table of 1.96 with a significance level of 0.001. In addition, the results of the determination coefficient test show an R Square value of 0.441, which indicates that Person-Organization Fit is able to explain 44.1% of the variation in employee performance, while the rest is influenced by other variables outside the research model. This finding confirms that the compatibility between individual values, goals, and characteristics with organizational culture is an important factor in improving employee performance. Therefore, organizations are advised to integrate value alignment into human resource management policies to support the achievement of optimal and sustainable performance.

**Keywords:** Person-Organization Fit, employee performance.

### INTRODUCTION

The fit between individuals and organizations (Person-Organization Fit or P-O Fit) has long been recognized as a key factor in determining employee success in the workplace. When employees' personal values, beliefs, and goals align with the organization's culture and strategic direction, the resulting working relationships tend to be more harmonious and productive. Under these conditions, employees feel more accepted and motivated, which ultimately has a positive impact on their performance. Pham et al. (2024) stated that P-O Fit significantly correlates with improved performance, especially when supported by a strong commitment to the organization.

Employee perceptions of individual-organization fit are not fixed and can change along with the dynamics of roles and work experience within the organization. As noted by Ruiz-Palomino, Zoghbi-Manrique-de-Lara, and Miranda Silva (2023),

employment status and an individual's awareness of their position within the organization can encourage employees to review their perceived fit. These changes in perception have the potential to impact employee work attitudes and performance quality.

P-O Fit is also related to an individual's psychological state, which forms the basis for productive work behavior. When employees feel they are in a work environment that aligns with their personal values, they tend to exhibit a stronger attachment to their work. Riyanto, Endri, and Herlisha (2021) stated that a stable psychological state, formed through the interaction between the individual and the work environment, plays a role in supporting performance achievement. Patzelt et al. (2021) added that work performance is determined not only by how hard a person works but also by their affective attitude toward their work. Meijerink, Beijer, and Bos-Nehles (2021) emphasized that an individual's emotional assessment of their role and work environment contributes to the quality of their performance. However, Lim et al. (2019) showed that not all relationships involving P-O Fit are linear, so contextual factors need to be considered in explaining variations in employee performance.

Organizations that successfully build a healthy P-O Fit tend to have a work culture that supports performance achievement. In a dynamic and uncertain organizational structure, value alignment between individuals is a crucial prerequisite for work effectiveness and the achievement of company goals. Liu, Guo, and Zhao (2024) emphasize that an adaptive and change-supportive work climate contributes to improved employee performance. This view is also in line with the study by Kimura and Kawai (2025), which highlights the importance of individual and organizational fit in performance-oriented human resource management.

Furthermore, P-O Fit plays a role in strengthening employee work contributions. When employees feel emotionally and professionally supported, they tend to perceive a higher value congruence between themselves and the organization. Margaretha et al. (2025) noted that perceived organizational support leads to increased individual-organization value congruence, which ultimately has a positive impact on employee performance.

Thus, Person-Organization Fit is a crucial factor in explaining employee performance at PT. Rimba Borneo Cemerlang. The alignment between individual and organizational values fosters psychological engagement and productive work behavior. Chen, Tang, and Wang (2021) demonstrated that strong P-O Fit forms the foundation for organizational commitment, which subsequently contributes to increased productivity and work performance. Na-Nan et al. (2025) also revealed that individual-organization fit fosters higher work engagement, enabling employees to optimally contribute to achieving company goals. High commitment is directly proportional to improved work performance, both in routine and innovative tasks (Lestari Dirga Maria & Siti Heksarini, 2023).

## METHODS

This study applies an associative quantitative approach to examine and test causal relationships between variables in a structured and measurable manner. The quantitative method was chosen because it allows for numerical data-based investigations that can be used to test hypotheses, measure research variables, and

objectively determine relationships between variables.(Sciberras & Dingli, 2023). Regression Analysis is used as the primary statistical technique to examine causal relationships between two or more variables for testing more complex models with multiple dependent variables and interrelated influences.(Iaousse et al., 2020; Wooldredge, 2021)

The study population comprised all 200 employees of PT. Rimba Borneo Cemerlang. Considering that measuring the entire population is impractical, the sample size was calculated using the Slovin formula with a margin of error of 5%, resulting in a sample size of 133 respondents. The simple random sampling technique was chosen to ensure that each member of the population has an equal opportunity to become a respondent, thus validly representing the population and generalizing the research results.(Allison et al., 2025; Ramsey & Esbensen, 2022; Septiani et al., 2023)

The research instrument was a questionnaire designed to measure two main variables: employee performance and Person–Organization Fit. Each statement was structured using a Likert scale to capture respondents' level of agreement with the measured aspect. Employee performance variables included dimensions of job role performance, career role performance, task performance, and work engagement.(Chahyono; Karim & Ruslan, Muhlis; Idris, 2024). The Person–Organization Fit variable is measured through value congruence, goal alignment, cognitive skills, and perception congruence.(Subramanian et al., 2023).

Data were analyzed using a simple linear regression method with the help of SPSS 26 software. This analysis is used to test the effect of independent variables on the dependent variable directly through a single regression line. The analysis stages include validity and reliability tests, classical assumption tests (normality, linearity, and heteroscedasticity) to ensure model feasibility, followed by testing the coefficient of determination ( $R^2$ ), model hypothesis testing (F test), and testing the significance of the regression coefficient to determine the strength and direction of the influence of the independent variables on the dependent variable. This approach was chosen because it can provide a simple, clear, and measurable picture of cause-and-effect relationships based on empirical data (Ghozali, 2021; Gujarati & Porter, 2020).

## Results and Discussion

**Table 1. Respondent Characteristics**

| Characteristics         | Category                                         | Information                                                      |
|-------------------------|--------------------------------------------------|------------------------------------------------------------------|
| <b>Gender</b>           | Male (56.88%),<br>Women (43.12%)                 | The majority of respondents were male                            |
| <b>Age</b>              | 20–25 years<br>(28.44%),<br>26–30 years (26.61%) | Most respondents were in the 20–25 year age range                |
| <b>Education</b>        | Strata 1 (59.63%),<br>High School (29.36%)       | Most of the respondents have a bachelor's degree                 |
| <b>Years of service</b> | < 5 years (56.88%)                               | More than half of respondents have a working period of < 5 years |

Source: Processed Primary Data

This study involved 133 employees of PT. Rimba Borneo Cemerlang as research respondents. Demographic characteristics show that 56.88% of respondents were male and 43.12% were female. The majority of respondents were in the 20–25 years age group (28.44%), followed by the 26–30 years age group (26.61%). In terms of education, most employees had a bachelor's degree (59.63%), while 29.36% had a high school education. In addition, 56.88% of respondents had worked for less than five years, indicating a predominance of employees with relatively short work periods.

**Table 2. Regression Analysis and Hypothesis**

| Model | Variables               | Coefficient (B) | Std. Error | t-count | Sig.  |
|-------|-------------------------|-----------------|------------|---------|-------|
| 1     | (Constant)              | 16,842          | 3,915      | 4,303   | 0,000 |
|       | Person–Organization Fit | 0.537           | 0.147      | 3,653   | 0.001 |

Source: Primary Data processed

Based on the results of the simple linear regression test, it is known that the Person–Organization Fit variable has a calculated t value of 3.653, while the t table value at a significance level of 5% is 1.96. Because the calculated t value is greater than the t table ( $3.653 > 1.96$ ) and the significance value of 0.001 is smaller than 0.05, it can be concluded that Person–Organization Fit has a positive and significant effect on employee performance at PT. Rimba Borneo Cemerlang.

A positive regression coefficient indicates that an increase in the level of fit between the individual and the organization will be followed by an increase in employee performance. Thus, the research hypothesis stating that Person–Organization Fit has a significant effect on employee performance is accepted.

**Table 3. Results of the Coefficient of Determination ( $R^2$ ) Test**

| Model | R     | R Square | Adjusted R Square | Standard Error of the Estimate |
|-------|-------|----------|-------------------|--------------------------------|
| 1     | 0.664 | 0.441    | 0.429             | 4,386                          |

Source: Primary Data processed

The results of the coefficient of determination test show an R Square value of 0.441. This value indicates that 44.1% of the variation in employee performance at PT. Rimba Borneo Cemerlang can be explained by the Person–Organization Fit variable, while the remaining 55.9% is influenced by other variables outside this research model.

The coefficient of determination indicates that Person–Organization Fit has a fairly strong contribution in explaining employee performance. However, these results also confirm that employee performance is influenced not only by individual-organization fit but also by other factors not examined in this study.

## DISCUSSION

The results of this study indicate that Person–Organization Fit has a positive and significant effect on employee performance at PT. Rimba Borneo Cemerlang. This finding confirms that the alignment between individual values, beliefs, and goals with organizational values and culture plays a significant role in improving employee performance. Empirically, these results reinforce the view that when employees feel aligned with their organization, they tend to exhibit more effective, responsible, and target-oriented work behaviors. This finding aligns with Chen, Tang, and Wang (2021)

who asserted that Person–Organization Fit significantly contributes to various aspects of role-based performance.

The coefficient of determination obtained shows that Person–Organization Fit is able to explain a significant proportion of the variation in employee performance. This indicates that individual–organization fit is an important factor in shaping performance, although not the sole determinant. In other words, improving employee performance is inseparable from the extent to which the organization is able to create a work environment that aligns with employees' personal values. This finding strengthens the argument that P–O Fit is a psychological foundation that supports productive and sustainable work behavior.

Although the influence of Person–Organization Fit on performance has been statistically proven, the results of this study also demonstrate the need for managerial attention to continuously improve this fit. A mismatch between individual values and organizational culture has the potential to reduce performance quality because employees will have difficulty internalizing the organization's goals and work standards. In this context, organizations need to ensure that the company's core values are consistently communicated and implemented in daily work practices.

The practical implications of these findings suggest that improving Person–Organization Fit can be achieved through the integration of organizational values into employee recruitment, selection, and orientation processes. Approaches such as job–person matching, value congruence assessments, and comprehensive explanations of the organization's vision and culture are strategic steps to ensure alignment from the outset. This strategy aligns with the findings of Park et al. (2020), which emphasize the importance of a systematic approach to aligning individual and organizational goals to enhance work effectiveness.

Furthermore, the role of leadership is crucial in creating a work environment that supports individual–organization fit. Leadership practices consistent with organizational values, along with open and transparent communication, can strengthen employees' understanding of work expectations. Song and Meier (2022) and Balzano, Garlatti Costa, and Bortoluzzi (2023) emphasize that leadership oriented toward organizational values and culture contributes to improved employee performance. Thus, leadership serves as a bridge between organizational values and employee work behavior.

Overall, the results of this study confirm that Person–Organization Fit is a strategic factor in improving employee performance. Alignment between individuals and the organization enables employees to work more optimally, adaptively, and oriented towards achieving company goals. Therefore, strengthening Person–Organization Fit needs to be positioned as an integral part of human resource management strategies to support sustainable employee performance improvement.

## CONCLUSION

This study aims to examine the influence of Person–Organization Fit (P–O Fit) on employee performance at PT. Rimba Borneo Cemerlang. The results show that P–O Fit has a positive and significant effect on employee performance. This finding indicates that the higher the level of congruence between an individual's values, goals,

and characteristics with the values and culture of the organization, the better the employee's performance.

The results of this study reinforce the understanding that individual-organizational alignment is a crucial factor in encouraging effective, productive, and goal-oriented work behavior. From a managerial perspective, these findings emphasize the importance of implementing human resource policies that emphasize value congruence, such as cultural fit-based recruitment and selection processes, orientation programs that emphasize organizational values and vision, and the creation of a work environment that supports the internalization of organizational values. Furthermore, this study provides a basis for further research to examine other factors that may strengthen or weaken the influence of Person-Organization Fit on employee performance, such as leadership style, performance appraisal systems, and organizational work climate.

This research contributes both theoretically and practically. Theoretically, this study enriches the literature on Person-Organization Fit by emphasizing its role as a crucial determinant in improving employee performance. The findings of this study strengthen empirical evidence that P-O Fit serves not only as a concept of value alignment but also as a strategic mechanism that directly influences the quality of employee performance within an organization.

Practically, the results of this study provide important implications for human resource management, particularly in designing employee management strategies oriented towards improving performance. Organizations are advised to implement recruitment processes based on values and cultural fit, develop competency development programs aligned with organizational goals, and create work systems that support harmony between individuals and the organization. Thus, this study not only provides a clearer conceptual understanding of the influence of Person-Organization Fit on employee performance but also serves as a practical foundation for organizations in creating a productive, sustainable, and competitive work environment.

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