



# The influence of person-job fit, person-organization fit, transformational leadership, and organizational culture on organizational commitment: a case study at the trade office of gunungkidul regency

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## ABSTRACT

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This study aims to examine the influence of Person-Job Fit, Person-Organisational Fit, Organisational Culture, and Transformational Leadership Style on Organisational Commitment at the Gunungkidul Regency Trade Office. This study employs a quantitative approach through a survey. Data were collected using an online Google Form questionnaire distributed to 74 respondents via total sampling. Measurements were conducted using a 1-5 Likert scale. Statistical analysis was conducted using multiple regression with SPSS version 26. The findings indicate that individual-job fit, individual-organisational fit, and organisational climate significantly influence organisational commitment, while transformational leadership does not have a significant impact. These results differ from many other studies that often find that transformational leadership can make employees more loyal to the organisation. These findings confirm that individual fit with the job and organisation, as well as a strong organisational culture, play a crucial role in strengthening employee commitment. Therefore, improving alignment between individual characteristics and the work environment can enhance employee loyalty and commitment to the organisation. For the Gunungkidul Regency Trade Office, efforts to create a positive and harmonious work climate are an important strategy for enhancing organisational commitment among its employees.

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## 1. INTRODUCTION

In recent years, the public sector in various countries has faced pressure to adapt to changes in the external environment, such as demands for digital transformation, increased accountability, and more efficient public services (OECD, 2016). Changes within an organisation are often accompanied by restructuring, policy updates, or the implementation of new work systems that require human resources (HR) readiness. The

main challenge is the ability of employees to adapt to new roles in accordance with the Person-Job Fit concept, as well as their alignment with organisational values or Person-Organisation Fit. Mismatches in both aspects have the potential to weaken commitment to the organisation, which could ultimately negatively impact institutional performance. Therefore, organisations must maintain this alignment to support the smooth implementation of change processes (Kristof-brown et al., 2005).

The formation of a skilled, competent, and highly dedicated employee community begins with their satisfaction and love for the organisation or company. Starting from familiarity, satisfaction, and love, this gives rise to a strong commitment to forming a community that is aligned with the goals of the organisation or company. However, organisational commitment is something that is easily fragile (Luthans, 2011); (Meyer, J.P. and Allen, 1991). Therefore, a trusted partner is needed to maintain relationships within the community. This principle serves as a guide for employees in building relationships and adjusting their behaviour within the organisation, while also assessing their alignment with the organisation's values (Wahyuni & Dirbawanto, 2022). Increasing employee loyalty is a key strategy in retaining them within the organisation. Organisational commitment refers to the relative strength of individuals in identifying their involvement and relationship with the company (Rumangkit & Haholongan, 2019).

Changes in the structure and policies of the public sector are increasingly prevalent in various institutions as part of efforts to meet demands for improved efficiency, transparency, and quality of service to the public. The rapid development of digital transformation and changes in the working environment require government agencies to adjust their work systems (Isma et al., 2025); (Irwansyah et al., 2023). These adjustments may take the form of organisational restructuring or the implementation of the latest technology to support the smooth running of government tasks. However, this process of change presents significant challenges, particularly in maintaining work productivity and employee commitment. Administrative reforms, which proceed alongside changes in organisational structure and new policies, require swift and appropriate adaptation to ensure the achievement of improved public service objectives. Therefore, the government must effectively manage these changes to remain responsive to the dynamics of the times without compromising the quality and performance of its employees (Dwiyanto & Press, 2021).

Changes that occur within an organisation often affect the alignment between employees and their tasks (Person-Job Fit) as well as between employees and the values upheld by the organisation (Person-Organisational Fit) (Dewi et al., 2023); (Sayuga et al., 2024). According to (Kristof-brown et al., 2005) Mismatches between individuals and their job roles or organisational culture can reduce employee engagement and loyalty to the organisation. This is consistent with the findings of (Cable & Derue, 2002), who state that the fit between an individual and their job and organisation has a significant influence on employee commitment. Thus, the higher the alignment between employees and their jobs or organisational values, the greater the commitment they hold towards the organisation. Therefore, ensuring good alignment is crucial in maintaining employee loyalty and engagement within the organisation.

(Wright & Pandey, 2010) Transformational leadership plays a crucial role in increasing employee commitment by formulating a clear vision, providing inspiring motivation, and adopting an approach that involves active participation. This leadership style can spark enthusiasm and active engagement among organisational members. However, the effectiveness of transformational leadership is greatly influenced by a supportive organisational culture, particularly one that is collaborative and adaptive. Such a culture fosters an environment that supports change and innovation, enabling leadership to operate effectively and contribute positively to the achievement of organisational goals. (Coghlan, 2024).

A hypothesis is an assumption based on strong reasoning or the development of a previous hypothesis that has been proven to be true, which is then applied to new data. Thus, hypotheses serve as a link that connects data so that the suspected relationship can be visualised and explained clearly (Ph.D. Ummul Aiman et al., 2022). According to (Harefa & Dirbawanto, 2024), (Hasan & Jawaad, 2021), and (Jyoti et al., 2021) Person-Job Fit has a positive and significant influence on Organisational Commitment. Person-Organisational Fit on Organisational Commitment by (Harefa & Dirbawanto, 2024), (Park & Hai, 2024), and (Rumangkit & Maryati, 2017) shows a positive influence. Research on organisational culture and organisational commitment by (Opolot et al., 2024), (Influence et al., 2022), and (Jigjiddorj et al., 2021) indicates that organisational culture has a significant influence on organisational commitment. Research on transformational leadership on organisational commitment in (Ilyas & Telaumbanua, 2021), (Fauzan et al., 2023), dan (Almaududi Ausat et al., 2022) positively and significantly influences the variable of transformational leadership on organisational commitment. The Gunungkidul Trade Office was chosen because it plays an important role in supporting businesses in the region. The office also faces various challenges, such as limited human resources and the need to improve service quality. As Gunungkidul is developing, this office is well suited to examine how factors such as job suitability, organisational fit, leadership style, and work culture affect employee commitment. Research conducted here can provide a realistic picture of working conditions in local government and help identify ways to enhance employee commitment.

## 2. RESEARCH METHOD

Before distributing the questionnaire sent via G-Form, the researchers conducted a trial run with several respondents prior to the main survey to ensure that all respondents could understand the questions well. In addition, the questions were designed using simple language that was easy to understand so as not to cause confusion. With these steps, the researchers sought to minimise misperceptions and ensure that the data obtained was accurate in accordance with the research objectives. This study was conducted on employees of the Gunungkidul Regency Trade Office from April 2025 until the end of the study period. A quantitative approach was used in this study, employing a census method, where all members of the population were involved as respondents. Data collection was carried out by distributing electronic questionnaires via Google Forms using a 1-5 Likert scale. The data obtained was then analysed and tested using SPSS version 26 to evaluate the previously determined hypotheses (Sugiyono, 2020). This study involved 74 respondents representing all staff of the Gunungkidul Regency Trade Office. The study included five variables, namely one dependent variable and four independent variables. Linear regression was chosen because the variables studied, such as organisational commitment, were measured in the form of continuous numbers (e.g. questionnaire scores). This method is suitable for examining the direct relationship between several factors (such as job fit, organisational culture, and leadership) and results in the form of continuous values. The relationship between variables was analysed using multiple linear regression to determine the extent to which predictor variables contributed to the outcome variable, both simultaneously and partially.

$$Y = a + b_1X_1 + b_2X_2 + \dots + b_nX_n$$

Explanation:

Y = Variabel dependen

X<sub>1</sub>, X<sub>2</sub> = Variabel independen

a = konstanta (if the value of x is 0, then Y will be equal to a or a constant)

b<sub>1</sub>, b<sub>2</sub> = koefisien regresi (value increase or decrease)

In order to verify fundamental assumptions, various checks were carried out, including tests for normality, multicollinearity, and heteroscedasticity. Model accuracy was evaluated using t-tests to assess the partial effect of each predictor variable, as well as F-tests to assess the simultaneous effect of all predictor variables on the outcome variable. On the other hand, the coefficient of determination serves to identify the magnitude of the contribution of predictor variables in explaining the variation in the outcome variable. Instrument validity was examined through Pearson's correlation, while reliability was tested using Cronbach's Alpha to assess the stability of the measuring instruments used in this study.

### 3. RESULTS AND DISCUSSIONS

#### 3.1 Validity test

In the validity testing phase, Pearson's correlation coefficient ( $r$ -calculated) is calculated for each statement item using all participant responses. The sample size is denoted by  $n$ , so the degrees of freedom ( $df$ ) for correlation is  $n - 2$ . This  $df$  value is then used to determine the critical correlation value in the  $r$ -table at a significance threshold of 0.05 or 0.01. The assessment process is straightforward:  $r$ -calculated is directly compared with  $r$ -table. If  $r$ -calculated is greater than  $r$ -table, the item is valid as it accurately represents the construct; conversely, if  $r$ -calculated is equal to or lower than  $r$ -table, the item is deemed invalid and is typically removed or revised before further analysis. This procedure is important to ensure that the instrument has adequate content accuracy and internal consistency. To facilitate the review and interpretation of data, the validity test results are presented in a structured, easy-to-read table for both researchers and readers.

Table 1 Validity Test Person-Job Fit

Question	R Hitung	R Tabel	Validity Test
1.	0.827	0.2287	Valid
2.	0.712	0.2287	Valid
3.	0.649	0.2287	Valid
4.	0.835	0.2287	Valid

Table 2 Validity Test Person-Organizational Fit

Question	R Hitung	R Tabel	Validity Test
1.	0.528	0.2287	Valid
2.	0.694	0.2287	Valid
3.	0.469	0.2287	Valid
4.	0.603	0.2287	Valid
5.	0.549	0.2287	Valid
6.	0.643	0.2287	Valid
7.	0.545	0.2287	Valid
8.	0.765	0.2287	Valid

Table 3 Validity Test Organizational Culture

Question	R Hitung	R Tabel	Validity Test
1.	0.688	0.2287	Valid
2.	0.605	0.2287	Valid
3.	0.549	0.2287	Valid
4.	0.588	0.2287	Valid
5.	0.675	0.2287	Valid
6.	0.494	0.2287	Valid
7.	0.600	0.2287	Valid
8.	0.816	0.2287	Valid

Table 4 Validity Test

Transformational Leadership			
Question	R Hitung	R Tabel	Validity Test
1.	0.704	0.2287	Valid

2.	0.659	0.2287	Valid
3.	0.668	0.2287	Valid
4.	0.607	0.2287	Valid
5.	0.726	0.2287	Valid
6.	0.467	0.2287	Valid
7.	0.750	0.2287	Valid
8.	0.761	0.2287	Valid

Table 5 Validity Test Organisational Commitment

Question	R Hitung	R Tabel	Validity Test
1.	0.610	0.2287	Valid
2.	0.769	0.2287	Valid
3.	0.671	0.2287	Valid
4.	0.590	0.2287	Valid
5.	0.659	0.2287	Valid
6.	0.594	0.2287	Valid

From the table above, the SPSS output indicates that all independent variables have higher calculated  $r$  values than the table  $r$  values. The table  $r$  values are determined based on a significance level (sig) of 0.05 (5%) and a degree of freedom (df) of 72, which is obtained from the calculation  $df = n - 2$ , namely  $74 - 2$ . This indicates that the independent variables in this study meet the validity criteria, as their correlation values exceed the minimum threshold, making them suitable for use in further analysis to test their relationship with the dependent variable.

Thus, the table value of 74 is 0.2287, indicating that all statements regarding Person-Job Fit (X1), Person-Organisational Fit (X2), Organisational Culture (X3), Transformational Leadership (X4), and Organisational Commitment (Y) are valid.

#### b. Reliability Test

A reliable instrument is a measuring tool that can provide consistent results even when used at different times. Several commonly used reliability testing methods include test-retest, alternative forms, and internal consistency tests such as Cronbach's Alpha (Ph.D. Ummul Aiman et al., 2022). Details of the test results can be found in the table below.

Table 6 Realibility Test

No	Variable	Cronbach's Alpha		Cronbach's Alpha Results	Information
1.	Person-Job Fit	0.60	<	0.748	Reliabel
2.	Person-Organizational Fit	0.60	<	0.749	Reliabel
3.	Budaya Organisasi	0.60	<	0.778	Reliabel
4.	Kepemimpinan Transformasional	0.60	<	0.825	Reliabel
5.	Komitmen Organisasi	0,60	<	0.728	Reliabel

The information presented in Table 6 shows that the reliability of the mandatory variables is higher than 0.60 as determined by Cronbach's alpha. The table above identifies that all variables obtained values that exceeded the minimum required standard. Therefore, the variables of Person-Job Fit, Person-Organisational Fit, organisational culture, transformational leadership, and organisational commitment are deemed to have passed the reliability test.

#### c. Normality Test

A normality test was conducted to verify the suitability of the data distribution in the regression model, especially the error or residual, with a normal distribution. This study utilised the One-Sample Kolmogorov-Smirnov method. The assessment standard is

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the significance value (Sig.), which must be above 0.05 to indicate that the data follows a normal distribution. On the other hand, a value below 0.05 indicates that the data is not normally distributed. This procedure is essential to ensure that the regression model does not violate fundamental statistical principles, thereby enabling accurate and precise interpretation of the results. As an integral part of model validation, the results of the normality test will be presented in the following table to demonstrate that the data in this study conforms to the normal distribution assumption required in regression analysis.

Table 7 Normality Test

One-Sample Kolmogorov-Smirnov Test			Unstandardized Residual
N			74
Normal	Mean		.000000
Parameters <sup>ab</sup>	Std. Deviation		1.597838
Most Extreme	Absolute		.133
Differences	Positive		.078
	Negative		-.133
Test Statistic			.133
Asymp. Sig. (2-tailed)			.002 <sup>c</sup>
Monte Carlo Sig. (2-tailed)	Sig.		.134 <sup>d</sup>
	99% Confidence Interval	Lower Bound	.125
		Upper Bound	.143

The analysis shows that there is a difference between the Kolmogorov-Smirnov (K-S) test and the Monte Carlo method based on the results of normality testing. If the K-S test produces a significance value of 0.002 ( $< 0.05$ ), it indicates that the data does not appear to be normally distributed. However, the Monte Carlo results yield a value of 0.134 (above 0.05), indicating that the data residuals may be normal. The K-S test tends to be overly sensitive to large sample sizes ( $N=74$ ). On the other hand, the Monte Carlo method, which uses random simulations unaffected by sample size and produces more stable results, is more reliable.

#### d. Heteroscedasticity Test

The heteroscedasticity test serves to identify whether there are differences in residual variance from one observation unit to another in regression analysis. This process aims to ensure that the residuals have stable variance. Variance instability indicates heteroscedasticity, which can affect the accuracy of regression results.

Table 8 Heterokedasticity Test

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (contant)	4.102	1.106		3.707	.000
TOTAL_PJF	-.043	.076	-.096	-.570	.570
TOTAL_POF	.003	.088	.011	.034	.973
TOTAL_BO	-.044	.060	-.160	-.736	.464
TOTAL_KT	-.030	.056	-.120	-.525	.601

Table 8 shows that the significance values for the independent variables (Person Job Fit, Person Organizational Fit, Organisational Culture, Transformational Leadership) are all greater than 0.05, indicating no evidence of heteroscedasticity in these variables in this study.

#### e. Multicollinearity Test

Multicollinearity testing is carried out to detect the existence of intercorrelation between independent variables in regression modelling. This test is fundamental to

prevent the emergence of very high correlations between these variables, which can affect the quality of the analysis results. Details of the multicollinearity test results are presented in the following table.

Table 9 Multicollinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (constant)	-.445	1.628		-.273	.785		
TOTAL_PJF	.382	.112	.286	3.418	.001	.460	2.175
TOTAL_POF	.295	.130	.347	2.271	.026	.137	7.279
TOTAL_BO	.180	.088	.221	2.038	.045	.274	3.645
TOTAL_KT	.090	.083	.124	1.089	.280	.249	4.011

The results of the multicollinearity test are shown in the coefficient table, which includes tolerance and VIF values. The tolerance value for the Person-Job Fit variable is 0.460, the Person-Organisational Fit variable is 0.137, the Organisational Culture variable is 0.247, and the Transformational Leadership variable is 0.249. The VIF values for the Person-Job Fit variable are 2.175, Person-Organisational Fit are 7.279, Organisational Culture are 3.645, and Transformational Leadership are 4.011, respectively. It is clearly evident that the regression model is free from multicollinearity, as the VIF values are less than 10 and the tolerance values exceed 0.01.

#### f. Multiple Linear Regression Analysis Test

Table 10 Multiple Linear Regression Analysis Test

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF
1 (Constant)	-.445	1.628			-.273	.785		
TOTAL_PJF	.382	.112	.286		3.418	.001	.460	2.175
TOTAL_POF	.295	.130	.347		2.271	.026	.137	7.279
TOTAL_BO	.180	.088	.221		2.038	.045	.274	3.645
TOTAL_KT	.090	.083	.124		1.089	.280	.249	4.011

Referring to the results of the multiple linear regression analysis presented in Table 10, it can be seen that not all independent variables have a significant impact on organisational commitment. Person-Job Fit (PJF) shows a highly significant effect with a significance level of 0.001, which is below the threshold of 0.05. The positive regression coefficient value of 0.382 indicates that an increase in the fit between the individual and their tasks will enhance dedication to the organisation. Additionally, Person-Organisation Fit (POF) also significantly contributes to organisational commitment with a significance level of 0.026 and a positive coefficient of 0.295, indicating that alignment of values between the individual and the organisation can enhance employee commitment. Organisational Culture (OC) also has a significant influence, with a significance value of 0.045 and a regression coefficient of 0.180, confirming that a good organisational culture can enhance employees' sense of belonging and loyalty. However, Transformational Leadership (TL) does not show a significant influence because its significance value of 0.280 exceeds the 0.05 threshold. Thus, in this study, the transformational leadership variable did not contribute significantly to increasing organisational commitment. This finding is important as a consideration in developing future organisational strategies.

#### g. Partial Test (t-Test)

The t-test was applied to examine the effect of each explanatory variable individually on the response variable at an alpha level of 0.05. This examination aimed to

confirm whether the resulting impact was significant within the scope of the formulated analysis model.

Table 11 Partial Test (Test-T)

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	-.445	1.628			-.273	.785
TOTAL_PJF	.382	.112	.286		3.418	.001
TOTAL_POF	.295	.130	.347		2.271	.026
TOTAL_BO	.180	.088	.221		2.038	.045
TOTAL_KT	.090	.083	.124		1.089	.280

Table 11 presents the results of the partial hypothesis test using the t-test, which indicates that the Person Job Fit variable (X1) has a very significant effect on Organisational Commitment (Y) with a significance value of 0.001 and a t-value of 3.418, which exceeds the t-table value of 1.994, indicating that the higher the individual's fit with their job, the greater their commitment to the organisation. Additionally, Person-Organisational Fit (X2) also has a significant influence with a significance level of 0.026 and a calculated t-value of 2.271, indicating that alignment between individual and organisational values can enhance employee commitment. Organisational Culture (X3) also contributes significantly with a significance value of 0.045 and a calculated t-value of 2.038, reinforcing the role of culture in fostering a sense of belonging and loyalty among employees. However, Transformational Leadership (X4) does not have a significant influence because the significance value of 0.280 and the calculated t-value of 1.089 do not meet the significance criteria. Therefore, only the Transformational Leadership variable does not contribute significantly to organisational commitment, while the other three variables are proven to be significant, forming an important foundation for human resource management strategies to enhance commitment and organisational sustainability.

#### h. Simultaneous Test (F-Test)

Table 12 Uji Simultan (Uji F)  
ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	654.219	4	163.555	60.551	.000 <sup>b</sup>
Residual	186.375	69	2.701		
Total	840.595	73			

Table 12 presents the results of the F-test, where the calculated F-value is 60.551 with a significance level of 0.000. Since the recorded significance value is below the 0.05 threshold, it can be concluded that the regression model used has statistical significance. Thus, the independent variables Person-Job Fit, Person-Organisation Fit, Corporate Culture, and Transformational Leadership simultaneously have a significant influence on the dependent variable, namely Organisational Commitment at the Gunungkidul Regency Trade Office.

#### i. Testing the Coefficient of Determination (R<sup>2</sup>)

Tabel 13 Testing the Coefficient of Determination (R<sup>2</sup>)

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.409 <sup>a</sup>	.167	.135	1.825	1.698

Referring to Table 12, the findings of the coefficient of determination test indicate that the adjusted R Square reached 0.135. This indicates that the variables of individual-job fit, individual-organisation fit, organisational culture, and transformational leadership collectively contribute 13.5% to the organisational commitment variable. On the other hand, the remaining 86.5% is influenced by other elements not tested in this study. Thus, there are still many external factors that play a significant role in influencing organisational commitment beyond the variables studied.

### 3.2 Discussions

The research findings reveal that three factors, namely person-job fit, person-organisational fit, and organisational culture, have been proven to contribute significantly to employee organisational loyalty at the Gunungkidul Regency Trade Office. The person-job fit factor (X1) shows a significant impact on organisational loyalty (Y), as indicated by a probability value of 0.001 ( $< 0.05$ ) and a calculated t-value of 3.418, which exceeds the table t-value of 1.994. This result implies that if employees feel their tasks align with their competencies, skills, and preferences, their level of commitment and dedication to the organisation will increase significantly. A similar pattern was found in the worker-organisation fit factor (X2), which showed a significant effect with a probability of 0.026 ( $< 0.05$ ) and a calculated t-value of 2.271, exceeding the table t-value of 1.994. This explains that alignment between employees' personal values and organisational values has a positive impact on their dedication. On the other hand, organisational culture (X3) also contributes significantly to organisational loyalty, validated by a probability of 0.045 and a calculated t-value of 2.038, which exceeds the table t-value. A supportive work environment, effective communication, and a positive organisational atmosphere have been proven to strengthen employees' emotional attachment to the organisation. However, transformational leadership style (X4) does not show a significant effect because its probability reaches 0.280 ( $> 0.05$ ) with a calculated t-value of 1.089, which is below the table t-value of 1.994. Thus, out of the four factors examined, only transformational leadership style does not have a significant impact on organisational loyalty in this study.

## 4. CONCLUSION

Based on the results of the study, it can be concluded that the compatibility between the job and the employee's abilities is in line with the research (Harefa and Dirbawanto 2024), (Hasan and Jawaad 2021), and (Jyoti et al. 2021), The alignment of values between employees and the organisation is consistent with research findings (Harefa and Dirbawanto 2024), (Park and Hai 2024), and (Rumangkit and Maryati 2017), as well as a positive organisational culture in line with research (Opolot et al. 2024), (Influence et al. 2022), and (Jigjiddorj et al. 2021) proven to increase employee loyalty in the Gunungkidul Regency Trade Office. These three factors make employees feel more attached and committed to the organisation. Meanwhile, transformational leadership style was not proven to have a significant effect on employee loyalty in this study, which contradicts the previous hypothesis researched by (Ilyas and Telaumbanua 2021), (Fauzan et al. 2023), and (Almaududi Ausat et al. 2022). In other words, in order to increase employee loyalty, organisations need to pay attention to job suitability, shared values, and a good work culture.

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