

DOI: <https://doi.org/10.57125/FEL.2024.12.25.12>

How to cite: Dewi, K. A. S., Gama, A. W. S., & Agung, A. A. P. (2024). The Impact of Competence and Person-Organization Fit (Po-Fit) on Performance Through Organizational Commitment Mediation. *Futurity Economics&Law*, 4(4). 204-218. <https://doi.org/10.57125/FEL.2024.12.25.12>

The Impact of Competence and Person-Organization Fit (Po-Fit) on Performance Through Organizational Commitment Mediation

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Received: July 30, 2024 | **Accepted:** October 24, 2024 | **Available online:** November 17, 2024

Abstract: This study explores the relationships between employee competence, Person-Organization Fit (P-O Fit), organisational commitment, and employee performance, focusing on the mediating role of organisational commitment. Using a sample of 66 employees from the Klungkung II Health Center, selected through a questionnaire-based sampling method, the research adopts Structural Equation Modeling (SEM) with a variance-based Partial Least Squares (PLS) approach. The findings reveal that although competence positively influences organisational commitment, the effect is insignificant. In contrast, P-O Fit has a significant positive impact on organisational commitment. Competence substantially enhances employee performance, while P-O Fit unexpectedly negatively influences performance. Organisational commitment does not mediate the effect of competence on

performance, but it partially mediates the relationship between P-O Fit and performance. The study highlights the differential impacts of competence and P-O Fit on performance, providing practical insights for improving employee alignment with organisational goals.

Keywords: Competence, Organizational Commitment, Performance, and Person Organization Fit (PO-Fit).

Introduction

Human resources are vital in any organisation or company, as they are essential for executing all operational functions (Banmairuroy et al., 2022; Hamouche, 2021; Purnamasari et al., 2023). An organisation's employees' performance is a critical factor affecting its overall success (Collins, 2021; Knies et al., 2017; Nyathi & Kekwaletswe, 2024). Thus, the achievements of an organisation are bolstered by human resources that perform effectively. One significant element that can impact organisational performance is Person-Organization Fit (P-O Fit). Practitioners and researchers argue that P-O fit is the primary key to maintaining employee performance, which is necessary in a competitive environment (Bhattarai & Budhathoki, 2023).

Person Organizational Fit (P-O Fit) is the suitability between individual similarities and organisational characteristics (Kristof-Brown et al., 2023; Subramanian et al., 2023). Person Organizational Fit emphasises the extent to which a person and organisation have the same characteristics in meeting their respective needs (Chalutz-Ben Gal, 2023; Haider et al., 2022). One way that can be done to produce employee performance is by attracting, retaining, and developing employees by ensuring conformity between organisational values (Sørli et al., 2022).

The government organisation that organises first-level health services in Indonesia is Puskesmas. Puskesmas is a health service facility that organises community health efforts and first-level individual health efforts, with more priority on promotive and preventive efforts in the work area. The Klungkung II Health Center is one of the regional technical implementation units tasked with implementing health policies to achieve development goals in its working area. The Klungkung II Health Center is expected to be able to provide health services to the community evenly, without discrimination, so that these services become effective and efficient. The Klungkung II Health Centre has made various breakthroughs and improvements as one of the service units providing public services to improve service quality sustainably, one of which is through a community satisfaction survey. By Permenpan RB rules No 14 of 2017. This cross-sectional survey was conducted on 260 patients or service users during the survey period in November 2019. Sample size calculation uses the Krejcie and Morgan tables at the Klungkung II Health Center.

The results of the analysis of patient satisfaction are adjusted in three forms of presentation, namely using the calculation of the community satisfaction index value based on the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 14 of 2017 concerning Guidelines for Compiling Public Satisfaction Surveys of Public Service Provider Units, a frequency measure to see the proportion of respondents' responses on each statement point (Likert-type items) and by using the average (mean) and standard deviation (SD) of the overall score (aggregate) of the 9 statement items to reflect the patient satisfaction level score (Likert scale).

Table 1

Community Satisfaction Survey Data Processing

No	Service Elements	Average Value (NRR) / element	Weighted/ Elemental NRR
1	Requirements (U1)	3.53	0.388
2	Systems, Mechanisms, and Procedures (U2)	3.53	0.389

3	Service Time (U3)	3,40	0.374
4	Tariff Fees (U4)	3.90	0.429
5	Type of Service (U5).	3.49	0.384
6	Executive Competency (U6)	3.38	0.372
7	Executor behavior (U7)	3,40	0.374
8	Facilities and Infrastructure (U8)	3,36	0.370
9	Handling of Complaints, Facilities, and Input (U9)	3.38	0.421
Σ Elemental weighted NRR			3,502
IKM SERVICE UNITS			87.55
SERVICE QUALITY			GOOD

Source: Klungkung II Health Center (2023).

Table 1 shows some of the implementing competency assessment criteria classified as poor. Workforce capabilities can also be competencies, a combination of knowledge, skills, and behaviours that must be constantly improved. Any competency can be learned, but it requires a strong will to understand that knowledge, such as the need for a positive mentality, enthusiasm, encouragement, time, and sometimes money. The placement of employees according to their competence will support performance improvement for these employees. Competence in the Employee's work field will facilitate the implementation of tasks according to the specified job description and is one factor affecting employee performance. The placement of employees at the Klungkung II health centre is still not fully to their competence because the availability of employees is not sufficient based on workload analysis, such as the competence of midwives who are assigned as financial managers, so these midwives need training in financial skills so they can carry out their duties. For that, work skills are necessary because, with labour skills, organisational goals can be achieved (Ajayi & Udeh, 2024; Anwar et al., 2023).

There is a significant relationship between role ambiguity, competency, person-job fit, and employee performance. Competency strongly affects employee performance; the higher the workers' expertise, the higher their performance (Zulkifli et al., 2023). Employees will perform well if they are competent. All tasks given will be completed well through the skills they have (Kurniawan et al., 2023). High-competence employees are also considered responsible, so their performance will be good (Maizar et al., 2023). However, some studies find conflicting results, where competency does not impact employee performance. According to Iriani et al. (2022), employee competence has no relation to employee performance. They consider that their competencies are needed to meet work needs. The influence of PO-Fit on employee performance is still being determined. PO-Fit is the compatibility between individuals and organisational values, which is crucial in improving performance. The higher the PO-Fit, the employee performance will also increase (Soltis et al., 2023). PO-Fit plays a role in improving employee performance. PO-Fit has a significant role compared to organisational resources in improving performance (Liu & Xie, 2023). PO-Fit is a bridge between individuals and organisation levels; combining these two levels will help the organisation achieve its goals (Menter et al., 2024). Kristof-Brown et al. (2023) conducted testing using meta-analysis; their findings stated that PO-Fit has a weak relationship with employee performance. The gap that emerged from previous research directed this research to determine variables that can bridge the influence between competency and PO-Fit on employee performance. To explain the gap that occurs, this research includes commitment in the research model. Practical commitment encourages organisational employee performance (Ochoa Pacheco et al., 2023). Competence has a positive interaction with commitment (Hariyani, 2023). The employees' technical, physical, and cultural experience can enhance employee commitment (Lee & Kim, 2023). PO-Fit can also be related to commitment. When two entities, individuals and organisations, have vital harmony, this will result in high commitment from individuals to their organisations (Subramanian et al., 2023; Wang et al., 2023).

Problem Statement

There is limited focus on the combined effect of competence and Person-Organization Fit (P-O Fit) on employee performance; while competence and P-O Fit are well-studied individually in organizational behaviour literature, limited research has examined how both variables simultaneously influence employee performance, particularly in healthcare settings—inconsistent findings on the relationship between P-O Fit and performance. Previous studies have yielded mixed results regarding the impact of P-O Fit on employee performance. Some studies suggest a positive relationship, while others indicate neutral or adverse effects. This inconsistency highlights a gap in understanding how P-O Fit affects performance in specific organisational contexts, such as health centres—the unexplored mediating role of organisational commitment in healthcare settings. Although the mediating role of organisational commitment between various workplace factors and performance has been explored in other industries, limited studies have investigated its mediating function in healthcare organisations, particularly regarding competence and P-O Fit.

Underrepresentation of healthcare institutions in organisational behaviour studies: Most studies on competence, P-O Fit, and organisational commitment have been conducted in corporate or educational environments. Healthcare institutions, mainly small-scale centres like the Klungkung II Health Center, remain underrepresented in empirical research, leading to gaps in understanding how these factors influence performance in such settings.

Research Aim

This study examines the effect of competence and person-organization fit (Po-Fit) on performance through the mediation of organisational commitment conducted at the Klungkung II Health Center. The motivation for this research is that Puskesmas Klungkung II Health Center is one of the regional technical implementation units responsible for implementing health policies to achieve development goals in their working area. The results of the approach obtained from carrying out cross-checks directly to the field and the results of the data in the form of figures from the survey are then analysed using quantitative methods to show an overview of the research results.

Literature Review

Self-congruity is how a brand aligns with an individual's personality and self-concept. According to self-congruity theory, consumers prefer goods and services whose image matches their self-image, reinforcing their identity (Zulkifli et al., 2023). In the context of sponsorship events, self-congruity refers to the alignment between the consumer's self-image and the image of the sponsored event, which can differ from self-congruity with brands, as the latter pertains to the alignment between the consumer's self-image and the brand's image. Competence, as defined by Zulkifli et al. (2023), represents the underlying characteristics of a person that impact job outcomes, including knowledge, skills, and internal factors necessary for job performance. Highly competent Employees are likelier to complete tasks efficiently and meet job requirements (Kurniawan et al., 2023). Competence also signifies responsibility and positively correlates with job performance (Maizar et al., 2023). However, some studies challenge this view, finding that competence does not necessarily influence performance. For instance, Iriani et al. (2022) found no significant relationship between employee competence and performance, suggesting that competencies are perceived as merely meeting the job's minimum requirements.

Person-Organization Fit (P-O Fit) refers to the compatibility between an individual's values and those of the organisation (Soltis et al., 2023). It is crucial for enhancing performance, with higher P-O Fit leading to improved employee outcomes. P-O Fit plays a significant role in performance improvement, potentially surpassing the role of organisational resources (Liu & Xie, 2023). Additionally, P-O Fit bridges individuals and managerial levels, helping organisations achieve their objectives by aligning personal and organisational values (Menter et al., 2024). While some studies find a positive relationship

between P-O Fit and performance, others report weaker correlations. For example, Kristof-Brown et al. (2023) used meta-analysis to conclude that P-O Fit has a relatively weak relationship with employee performance. This gap directs the need to explore additional variables that may mediate the relationship between competence, P-O Fit, and performance.

Organisational commitment is introduced as a potential mediator. Practical commitment has been shown to enhance employee performance (Ochoa Pacheco et al., 2023). Competence positively interacts with commitment, where employees with more significant technical, physical, and cultural expertise tend to show higher commitment levels (Hariani, 2023; Lee & Kim, 2023). Furthermore, when individuals experience a strong alignment between their values and the organisation's values, this congruence fosters higher levels of commitment (Subramanian et al., 2023; Wang et al., 2023).

Competence

Competency is nothing new in the discourse of human resource management. Competency is an individual's ability to perform a job correctly and have advantages based on knowledge, skills, and attitudes (Herwina, 2022). Competence is an essential component of the success of human resources in achieving organisational goals. Competence comes from the term "competent," which means being able to match the word "ability" (Hajjali et al., 2022). Competence is a fundamental characteristic possessed by someone who can directly influence performance (Iriani et al., 2022). The competency possessed by an individual, demonstrated by his abilities and skills, will improve the individual's performance (Salman et al., 2023).

H₁: Competence positively affects the Organizational commitment.

H₂: Competence positively affects the performance.

Person Organizational Fit

Person-Organization Fit (PO Fit) refers to the alignment between an individual's values and those of the organisation. In employee selection, Person-Organization Fit is the degree of compatibility or match between potential employees and the organisational culture. This concept is based on the idea that individuals are inclined to align themselves with the organisation's values (Kristof-Brown et al., 2023). PO-Fit can be defined as the extent to which a person's values align with their work organisation. Employee perceived value suitability to their organisation is considered essential to shaping their work attitudes and behaviour (Uchedili, 2023; Wang et al., 2023). Employees with high PO-Fit demonstrate high organisational commitment (Kao et al., 2022). As a resource for the organisation, PO-Fit can also improve employee performance (Hutomo, 2023; Liu & Xie, 2023).

H₃: Competence positively affects the Organizational commitment.

H₄: Competence positively affects the performance.

Organisational Commitment

Organisational commitment develops when individuals form an emotional connection with their organisation, which involves moral support, embracing its values, and a personal drive to contribute to the organisation (Sumardjo & Supriadi, 2023). It is characterised by an employee's willingness to continue being part of the organisation (Afshari, 2023). This commitment affects an employee's decision to stay with the organisation or seek employment elsewhere (Martins et al., 2023). Competency relates to individual abilities and expertise. At the organisational level, individual competence can increase commitment because individuals with high competence will commit to completing their work. Employees with higher PO-Fit tend to have a high level of commitment to the organisation (Octaviana & Setyaningrum, 2024). The higher organisational commitment will be related to increasing employee performance (Norawati et al., 2022; Pamungkas et al., 2023; Setiadi et al., 2023; Yandi & Bimaruci Hazrati Havidz, 2022). To conclude the literature review, several research gaps have been identified. First, while competence is generally linked to employee performance, some studies show conflicting

results, suggesting that competence alone may not be sufficient to guarantee improved performance. This inconsistency highlights the need to explore additional factors that could mediate this relationship. Second, the relationship between Person-Organization Fit (P-O Fit) and employee performance remains unclear, with some studies indicating a weak correlation. Finally, the mediating role of organisational commitment in the relationship between competence, P-O Fit, and performance has not been extensively explored, particularly in healthcare or similar organisational contexts. These gaps justify the need for this study, as it aims to investigate whether organisational commitment can serve as a bridge between competence, P-O Fit, and employee performance, addressing the inconsistencies found in previous research.

Materials and Methods

General Description

This correlational study examines the relationships between competence, Person-Organization Fit (P-O Fit), and employee performance, with organisational commitment as a mediating variable. Correlational research is justified by exploring how these variables interact and influence one another in a real-world managerial context, specifically at the Klungkung II Health Center. The research was conducted following a structured process that included formulating research problems, designing the study, selecting participants, collecting and analysing data, and reporting the results. The data were collected through questionnaires distributed to employees, and the analysis was conducted using Structural Equation Modeling (SEM) with Partial Least Squares (PLS) to explore the relationships between the variables.

Sample and Participants

A questionnaire-based sampling method was used to collect data from 66 Klungkung II Health Center employees. The participants were selected using purposive sampling, focusing on individuals directly involved in healthcare delivery and administrative roles. This sampling method was chosen to ensure the respondents had sufficient knowledge and experience of the research variables. The sample size was determined based on the availability of employees at the health centre who met the study criteria, ensuring the data could sufficiently support the statistical analyses.

Model Description

The study employed a Structural Equation Modeling (SEM) framework with a variance-based Partial Least Squares (PLS) approach. This model was chosen because it allows for simultaneous analysis of multiple relationships between independent and dependent variables. Examining the direct and indirect effects of competence and P-O Fit on performance is essential, with organisational commitment as a mediating factor. The model included competence and P-O Fit as independent variables, organisational commitment as the mediating variable, and employee performance as the dependent variable. SEM with PLS was used because it suits studies with relatively small sample sizes and complex models.

Data Analysis

The data analysis was conducted using both descriptive and inferential methods. Descriptive analysis was used to summarise the demographic characteristics of the respondents and their perceptions of the research variables. Frequency distributions and percentages were calculated to present the demographic data. At the same time, mean scores and standard deviations were used to describe the respondents' perceptions of competence, P-O Fit, organisational commitment, and employee performance. For inferential analysis, SEM-PLS was employed to assess the relationships between the variables and test the proposed hypotheses. The SEM analysis was conducted using SmartPLS software, which allows for estimating complex models and assessing mediating effects. The goodness of fit for the model was evaluated, and path coefficients were calculated to determine the significance of the relationships between the variables.

Results

Convergent Validity

The data analysis in this research employed a descriptive analysis method to outline the demographic characteristics of the respondents. This approach involved presenting numerical data in terms of frequency and percentage. Additionally, a descriptive analysis of the research variables was conducted to illustrate the respondents' perceptions of the statements provided in the research instrument concerning the studied variables.

Table 2

Outer Loading (Measure Model)

Variables	Indicators	Outer Loading	T-Statistics	
Competency (X1)	Knowledge (<i>Knowledge</i>) (X1.1)	0.743	10,822	
	Knowledge (<i>Knowledge</i>) (X1.2)	0.756	12.169	
	Skills (<i>Skills</i>) (X1.3)	0.884	37,456	
	Skills (<i>X1.4</i>)	0.834	28,387	
	Behavior (<i>Attitude</i>) (X1.5)	0.898	40,710	
	Behaviour (<i>Attitude</i>) (X1.6)	0.671	9,387	
	Value Conformity (X2.1)	0.718	7.171	
	Value Conformity (X2.2)	0.756	10.652	
<i>Person-Organization Fit</i> (X2)	Goal Conformity (X2.3)	0.776	17.215	
	Goal Suitability (X2.4)	0.822	21,385	
	Compliance (X2.5)	0.829	18,768	
	Compliance (X2.6)	0.815	17,947	
	Conformity of personality-cultural characteristics (X2.7)	0.581	6,052	
	Conformity of personality-cultural characteristics (X2.8)	0.642	9,785	
	Employee Performance (Y)	Stability and Consistency (Y1)	0.821	13.306
		Stability and Consistency (Y2)	0.912	53,819
Organizational Member Performance Evaluation (Y3)		0.870	34,453	
Organizational Member Performance Evaluation (Y4)		0.933	67,490	
Organizational Member Individual Effectiveness (Y5)		0.884	41,353	
Organizational Member Individual Effectiveness (Y6)		0.820	23,315	
Scalable (Y7)		0.841	26,568	
Scalable (Y8)		0.780	14.202	
Organisational Commitment (M)	Affective Commitment (M1)	0.788	19,623	
	Affective Commitment (M2)	0.849	26,723	
	Continuing commitment (M3)	0.897	41,276	
	Continuing commitment (M4)	0.876	27,374	
	Normative commitment (M5)	0.773	11.175	
	Normative commitment (M6)	0.778	17,425	

Table 2 above shows that the competency variable with Knowledge, Skills, and Attitude indicators has an outer loading greater than 0.6. So, the three indicators of the competency variable are valid as a measure of employee performance.

Discriminal Validity

Discriminant validity is assessed by comparing the square root of the average variance extracted ($\sqrt{\text{AVE}}$) for each latent variable to the correlations with other latent variables in the model. The criterion for good discriminant validity is that the square root of the AVE for a latent variable should be higher than its correlation with any other latent variables, indicating that the variable's indicators are distinct. The recommended AVE value should exceed 0.50. The discriminant validity values for each variable are presented in the following table.

Table 3

Discriminant Validity Assessment

	AVE	$\sqrt{\text{AVE}}$	Organizational Commitment (M)	Competency (X1)	Person-Organization Fit (X2)	Employee Performance (Y)
Organizational Commitment (M)	0.690		0.830	0.573	0.590	0.575
Competency (X1)	0.643	0.802	0.573	0.802	0.798	0.729
Person-Organization Fit (X2)	0.605	0.778	0.590	0.798	0.778	0.535
Employee Performance (Y)	0.738	0.859	0.575	0.729	0.535	0.859

Table 3 demonstrates that the AVE values exceed 0.50, and each of the four variables has an AVE more than its correlation coefficients with other variables. These results suggest that the variables exhibit discriminant solid validity.

Composite Reliability and Cronbach's Alpha

This study assessed reliability using Cronbach's alpha and Composite reliability. While Cronbach's alpha provides a lower bound estimate of a construct's reliability, Composite reliability offers a more accurate measure of the construct's reliability. Composite reliability is preferred for internal consistency (Peterson & Kim, 2018). Therefore, this study employs Composite reliability for reliability testing. The general guideline is that Cronbach's alpha and Composite reliability should exceed 0.7, although a value of 0.6 can be considered acceptable. The values for Cronbach's alpha and Composite reliability are detailed in Table 5.

Table 4

Composite Reliability and Reliability — Alpha (α)

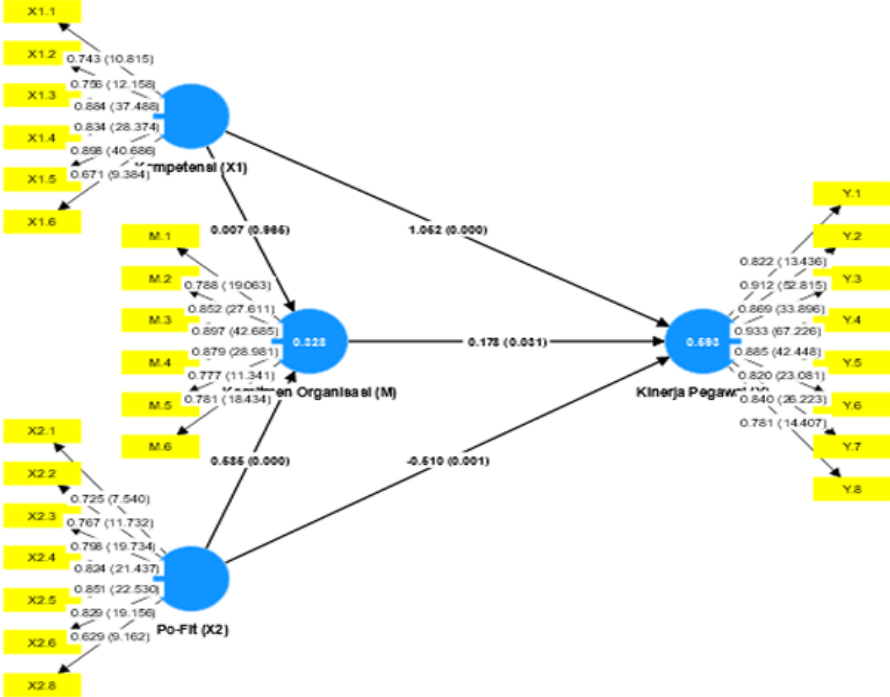
Variables	Composite Reliability	Cronbach's Alpha	AVE
Organisational Commitment (M)	0.926	0.930	0.690
Competency (X1)	0.901	0.914	0.643
Person-Organization Fit (X2)	0.898	0.914	0.605
Employee Performance (Y)	0.956	0.957	0.738

Table 4 indicates that all variables meet the reliability criteria, with Cronbach's Alpha and Composite reliability values exceeding 0.70. Validity testing using the Average Variance Extracted (AVE) also shows values greater than 0.50. This suggests that the variables are valid and reliable, allowing further structural model testing. The overall evaluation, which includes assessments of convergent and

discriminant validity and composite reliability, confirms that the indicators for the latent variables are valid and reliable. The next step involves evaluating the structural model to examine variable relationships, significance, and R-squared values. The structural model is assessed based on the R-squared for the dependent variables and the importance of the path coefficients.

Figure 1

Structural Model (Inner Model)



The diagram above illustrates how latent constructs affect the covariance among indicator measurements or reflect variations within unidimensional constructs, as shown by arrows pointing from constructs to indicators. This model proposes that alterations in latent constructs lead to corresponding changes in the indicators. It includes exogenous variables such as competence (X1) and person-organization fit (X2), endogenous variables like employee performance (Y1), and an intervening variable, organisational commitment (M).

Table 5

R-Square Value

	R-square	R-square adjusted
Employee Performance (Y)	0.612	0.593
Organizational Commitment (M)	0.348	0.328
Calculations:	$Q^2 = [(1 - R^2) (1 - R2^2)]$ $Q^2 = 1 - [(1 - 0.612) (1 - 0.348)]$ $Q^2 = 1 - [(0.388) (0.652)]$ $= 1 - 0.2529=0.7471$	

According to Table 5, the structural model evaluation reveals a Q2 value of 0.7471, close to 1. This indicates an excellent fit of the model to the data. It suggests that the model accounts for 74.71 per cent of the variation in the data. In comparison, the remaining 25.29 per cent is attributed to errors and other variables not included in the model. Hypothesis testing involved t-tests for each direct and indirect path, including those mediated by variables. This allows for distinguishing between direct effects and those mediated through other variables (Table 6).

Table 6*Path Analysis*

Path	Std Beta	t-value	p-value	Decision
Competence → Commitment	0.007	0.044	0.965	H ₁ Rejected
Competence → Performance	1.052	8.578	0.000	H ₂ accepted
PO-Fit → Commitment	0.585	4.496	0.000	H ₃ Accepted
PO-Fit → Performance	-0.510	3.216	0.001	H ₄ Rejected
Competence → Commitment → Performance	0.034	0.226	0.822	H ₅ Rejected
PO-Fit → Commitment → Performance	0.558	3.941	0.000	H ₆ Accepted

Discussion***Critical Evaluation of Related Research***

The findings of this study offer both alignment and contrast with existing research. First, the relationship between competence and organisational commitment was found to be insignificant, which diverges from prior studies. For example, research by Zulkifli et al. (2023) noted that employees with higher competence often exhibit more substantial organisational commitment due to their ability to meet work demands. However, the findings in this study suggest that competence, defined as a set of skills, knowledge, and attitudes, does not directly translate into emotional attachment or loyalty toward the organisation. This deviation could be attributed to contextual factors, such as the work environment or industry-specific variables, which were not fully captured in previous studies. Competence, however, significantly influences employee performance, supporting the findings of Kurniawan et al. (2023) and Maizar et al. (2023). These studies demonstrated that competent employees perform better when equipped with the necessary skills, knowledge, and attitudes for successful task execution. However, this study also highlights that despite the competence-performance link, organisational commitment does not serve as a mediator, indicating that competence directly drives performance outcomes.

The findings regarding Person-Organization Fit (P-O Fit) and its impact on organisational commitment align with previous research, such as Soltis et al. (2023) and Liu and Xie (2023), which indicated that P-O Fit fosters employee loyalty and emotional attachment. The study found that employees whose values, goals, and organisational culture are aligned exhibit higher levels of commitment. This supports the idea that employees are more likely to remain loyal and committed when they perceive alignment between personal and organisational values. Interestingly, this study shows a negative relationship between P-O Fit and employee performance, inconsistent with previous research findings. Kristof-Brown et al. (2023) found a weak but generally positive link between P-O Fit and performance. This study, however, suggests that in some cases, high alignment may result in unmet employee expectations, leading to decreased performance. Highly committed employees may expect more from the organisation, such as better compensation or opportunities for career advancement, and unmet expectations could result in reduced work quality. This unexplored aspect of P-O Fit impacting performance through unmet expectations warrants further investigation.

Unexplored Aspects and Future Research Directions

Several aspects remain underexplored and present potential for future research. First, the complex dynamics between competence and organisational commitment require further examination,

particularly within different organisational settings. This study's insignificance of the competence-commitment link suggests that factors such as organisational culture or job roles might mediate this relationship in ways not previously considered. The unexpected finding that P-O Fit negatively impacts performance opens a new avenue for exploring how unmet employee expectations within highly congruent organisations can undermine productivity. Future research could examine how compensation, job satisfaction, and organisational support influence this relationship. Moreover, the study highlights the importance of managerial commitment as a mediator between P-O Fit and performance but not between competence and performance. This suggests that while P-O Fit fosters employee loyalty and ultimately drives performance, competence directly affects output, independent of commitment. Future studies could explore other potential mediators or moderators in the competence-performance relationship, such as job satisfaction or leadership support.

Limitations

Several limitations in this study could affect the generalizability of the results. First, the sample size of 66 employees from a single health centre may limit the ability to generalise findings to other sectors or larger populations. A more diverse or more extensive sample could provide a better understanding of how these relationships play out in different organisational contexts. Additionally, using self-reported data through questionnaires may introduce biases, such as social desirability or respondent subjectivity, potentially skewing the results. Another limitation is the industry-specific context of the health sector, where emotional demands and expectations may differ from other industries. This could have affected the strength of the relationships between competence, commitment, P-O Fit, and performance. Future studies should aim to replicate these findings across different industries to assess whether similar patterns emerge. Despite these limitations, the study provides valuable insights into how competence, P-O Fit, and commitment influence employee performance, offering practical implications for managers and HR practitioners aiming to improve workforce alignment and productivity.

Conclusions and Implications

The study reveals several insights into how competence and Person-Organization Fit (PO-Fit) affect performance through organisational commitment at the Klungkung II Health Center. Competence shows a positive but insignificant effect on organisational commitment, meaning that although there is a positive correlation, competence does not significantly influence commitment. In contrast, Person-Organization Fit positively and substantially impacts organisational commitment, indicating that better alignment between an employee's values and the organisation leads to more significant commitment. Regarding performance, competence significantly improves employee performance, highlighting that increased competency is associated with better performance. Conversely, Person-Organization Fit harms employee performance, suggesting an inverse relationship. The mediation analysis indicates that organisational commitment does not mediate the relationship between competence and performance, implying that competence directly affects performance. However, organisational commitment partially mediates the effect of person-organization fit on performance, indicating that while PO-fit primarily influences performance directly, it also has an indirect partial impact through organisational commitment.

Suggestions for Future Research

Future research should explore the complexities of the competence-commitment relationship in various organisational settings. Given this study's lack of a significant link, investigating potential moderating factors like organisational culture, job roles, or leadership style could provide deeper insights. Additionally, the negative impact of Person-Organization Fit (P-O Fit) on performance revealed in this study suggests that further exploration into unmet employee expectations is needed, particularly in contexts where high P-O Fit exists. Researchers could also examine how job satisfaction, compensation, or career advancement opportunities mediate or moderate this relationship. Expanding

the sample size and conducting cross-industry comparisons would enhance the generalizability of these findings.

Acknowledgements

None.

Conflict of Interest

None.

Funding

The Authors received no funding for this research.

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