Original Article

The Effect of Organizational Climate and Person-Organization Fit on Organizational Commitment: Mediating Role of Job Satisfaction

Praningrum [a],*, Gerry Suryosukmono [a], Nurhasanah [a] and Ardik [a]

[a] Department of Management, Faculty of Economy and Business, University of Bengkulu, 38119 Kota Bengkulu, Bengkulu, Indonesia; gerrysuryo@unib.ac.id (G.S.); nurhasanahcrp17@gmail.com (N.N.); ardikbkl12@gmail.com (A.A.)

* Correspondence: praningrum@unib.ac.id (P.P.)

Abstract: This study delves into the intricate dynamics between person-organization fit, organizational climate, job satisfaction, and organizational commitment within Perumda Tirta Hidayah, a Regional-owned enterprise in Bengkulu City. Through an analysis of 226 employees, employing the Structural Equation Modeling (SEM) technique with the PLS 3 analysis tool, the research aims to uncover the significant positive impact of person-organization fit and organizational climate on organizational commitment, mediated by job satisfaction. The findings underscore the pivotal roles of organizational climate and person organisation in shaping job satisfaction and organizational commitment among employees. Notably, the study highlights a robust correlation between these factors, indicating that a conducive organizational climate and a strong alignment between individual values and organizational culture are instrumental in fostering job satisfaction and subsequent commitment to the organization. Moreover, the research elucidates the mediating role of job satisfaction in bolstering the relationship between organizational climate, person-organization fit, and employee performance. By serving as a conduit through which positive organizational environments and alignment with organizational values translate into enhanced job performance, job satisfaction emerges as a critical driver of employee engagement and commitment. The implications drawn from this study extend beyond the realms of organizational dynamics to encompass broader considerations for enhancing customer satisfaction. Recognizing the intrinsic link between employee job satisfaction and customer satisfaction, organizations benefit from a proactive approach to fostering a positive work environment and promoting alignment between individual and organizational values. Such initiatives not only cultivate a workforce that is more enthusiastic and engaged but also nurture the development of skills and competencies that underpin sustained commitment among employees. This research contributes valuable insights into how organizational factors influence employee attitudes and behaviours, offering actionable recommendations for organizations seeking to optimize employee satisfaction, performance, and, ultimately, organizational success.

Keywords: Organizational Climate, Person-Organization Fit, Organizational Commitment, Job Satisfaction

1. Introduction

Human resources (HR) are a critical component that cannot be separated from an organization, both institutions and businesses. HR is also a key factor in determining the company's growth. Human resources work in an organization as movers, thinkers, and planners to help the organization achieve its goals. Human resources play an important role in an organization or company because they significantly contribute to decision-making in an organization or company to achieve organizational goals (Wedantha & Supartha, 2016). To increase employee organizational commitment, the company must provide the nature and quality of the organizational environment, such as a good organizational climate, as well as the suitability of individual values to organizational values and good job satisfaction. As a result, more improvements and optimizations are required to improve the quality of employee work and have an impact on a higher-quality organization. Employees, for example, must always remember that discipline is important because it will be able to determine whether or not the work carried out runs smoothly. This will influence employee work results, which will be less than optimal in the long run, especially if employees work in teams or groups. Employees may also leave the organization because they have found work elsewhere, indicating less commitment than other employees. The number of customer complaints indicates it is still in an up-and-down cycle. This matter demonstrates that there is still a need to optimize performance in providing services to the public and make periodic improvements to reduce public dissatisfaction. Therefore, it is critical to increase employee commitment to maximize and improve employee productivity. Overall, this study aims to determine the extent to which organizational climate and person-organization fit influence organizational commitment, as mediated by job satisfaction, among employees of Perumda Tirta Hidayah Bengkulu City.

2. Literature Review

Organizational commitment cannot be separated from a goal that the organization must achieve so that employees can devote their abilities, time, and energy to the organization wholeheartedly. Organizational commitment entails more than passive loyalty; it also entails an active relationship and employees' desire to make a meaningful contribution to the organization (Mohyi, 2021). Thus, organizational commitment, which implies employee loyalty to the organization, demonstrates that employees with a high commitment are willing to give more energy and responsibility to promote organizational success (Wartini & Harjiyanti, 2014). Kurt Lewin first used the term "atmosphere" to describe a factor influencing organizational commitment in the 1930s when attempting to relate human behaviour to the environment in his study (Lewin, 1951). In later developments, the term "atmosphere" was introduced by Litwin & Stringer (1968), who proposed several terms to describe behaviour about one's environment or place in society. Environment (environment), social environment (milieu), culture (culture), atmosphere (atmosphere), situation (situation), field pattern (field setting), behaviour pattern (behaviour setting), and conditions (conditions) are all places where behavior can be found (Susanty, 2012).

The discussion about organizational climate is a discussion about the work environment, and it arises primarily as a result of organizational activities, whether conscious or unconscious, that are thought to influence organizational behaviour (Ruliana, 2014). Aspects related to the definition of organizational climate, namely (a) organizational climate is related to large units that contain certain characteristics, (b) organizational climate describes rather than assesses an organizational unit, (c) organizational climate is derived from organizational practices, and (d) organizational climate influences member behaviour and attitudes (Soetopo, 2010). Person-organization fit is another important factor to consider to determine its impact on organizational commitment, where the theory of conformity between individual employees and the organization where they work is based on the concept of Person-environment conformity (Muchinsky & Monahan, 1987). They argue that PE fit is the degree of compatibility between personal variables and situational variables that influence outcomes. Experts believe the factors influencing the PE variable are too complex and confusing in their development. Person-organization fit has been defined in various ways, including value conformity, target congruence, and matching employee needs and organizational needs (Achmadi, 2013). Then the following statement holds: person-organization fit matches individuals and organizations when: a) there is a genuine desire to meet the needs of other parties, or b) they share basic characteristics (Astuti, 2010). Then, there is job satisfaction, the moderating variable in this study.

Work has emerged since the industrial era's growth in the 1930s, but it's still needed today. Every employee in the organization is hired until the day he retires, wants to work to meet his or her needs, desires, hopes, and abilities. Employees who are accepted after the selection process plan their career paths, receive salaries/ wages and interact socially within the organization. Positive (affective) feelings about work results are expressions of what is in an employee's heart when evaluating something he does individually and collectively (Locke, 1969). Job satisfaction is defined as an individual's evaluation of their work in the context of industry and organizations, consisting of assessing job characteristics, work environment, and emotional experiences at work (McShane & Von Glinow, 2010). Many factors influence job satisfaction, including internal and external or environmental factors. External factors include job characteristics, salary, workplace fairness, and ergonomics, whereas personal factors include personality, gender, age,

and social differences. However, subsequent research reveals that education level, self-awareness, empathy, emotional intelligence, and social skills, among other things, have a significant relationship with job satisfaction (Tasios & Giannouli, 2017). Employees who are dissatisfied with their jobs will perform poorly because they will not try to work more efficiently (Yusuf, 2019).
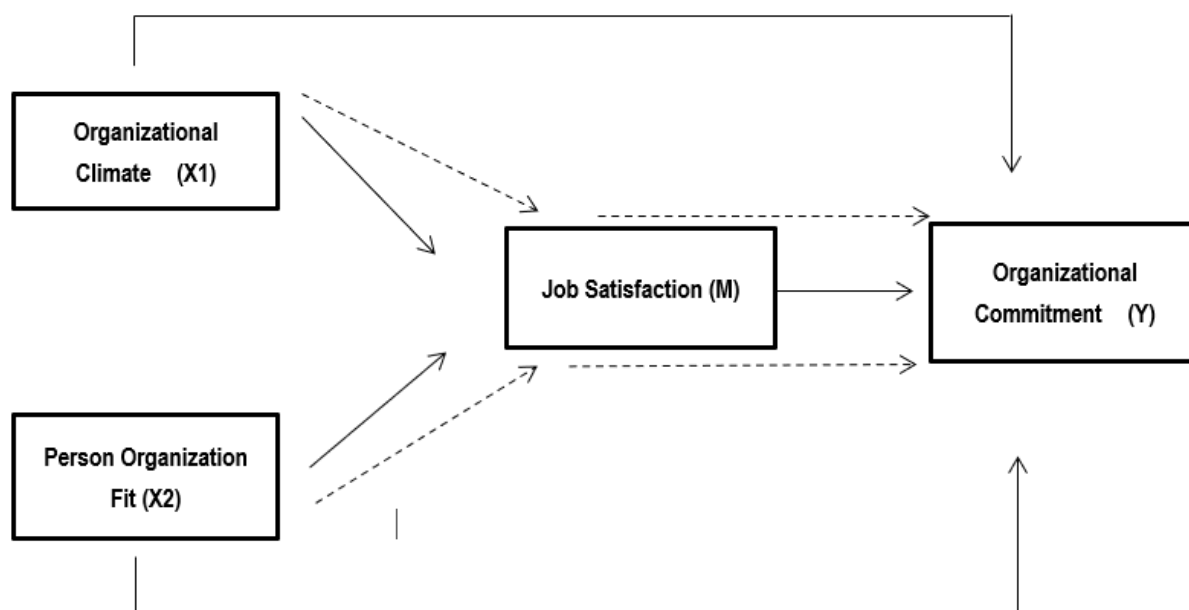

Figure 1. Research Framework

Employee commitment and organizational climate have a positive and significant relationship, so the more positive employees perceive the climate, the stronger their commitment to the organization (Martini, 2003). This is also supported by previous research on the effect of organizational climate on organizational commitment, which found that organizational climate influences organizational commitment (Adiapsari, 2012; Hanafi & Sanosra, 2018; Harizlinardi et al., 2019; Widiarti & Dewi, 2016). Different research findings by Noordin et al. (2010) showed that sustainability commitment does not correlate with organizational design, teamwork, or decision-making. Then there is no correlation between normative commitment and decision making, which is a component of organizational climate.
H1: Organizational climate influences Organizational Commitment.

On the basis of the previous studies, person-organization fit had no significant and negative effect on organizational commitment (Agustian & Rachmawati, 2021; Jin et al., 2018; Rumangkit & Maryati, 2017). The findings of this study differ from previous studies, which found that organizational fit has a positive and significant effect on organizational commitment. It is because if an individual's values align with those of the organization, the employee has strong beliefs that will lead to a positive attitude (Behery, 2009; P. Chen et al., 2016; Farzaneh et al., 2014; Giauque et al., 2014; Krisna & Adnyani, 2021; Rumangkit & Maryati, 2017; Silverthorne, 2004; van Vianen et al., 2011). Then there are previous studies that show more results in favor of a positive influence. As a result, the following hypothesis is proposed.
H2: Person Organization Fit has an effect to Organizational Commitment

According to research conducted by Sikorska-Simmons, (2005) and Bhaesajsanguan (2010), job satisfaction has a dominant positive influence on employee organizational commitment. According to Handayani, (2011); Soegihartono, (2019); Rosita & Yuniati, (2016); Rumangkit & Maryati, (2017); Mardyana & Riana, (2019); Fahad & Kistyanto, (2021), there is a significant relationship between job satisfaction and organizational commitment (Salami, 2008). Another point of view holds that there is no relationship between job satisfaction and organizational commitment. For example, research from Pettijohn et al. (2000) and Brown & Sargeant (2007) found no significant relationship between job satisfaction and organizational commitment.
H3 : Job Satisfaction influences Organizational Commitment

According to Kustianto & Iskhak (2015); Tadampali et al. (2016); Faozi (2014); Putra & Suwandana (2017); Pranata et al. (2022); Harizlinardi et al. (2019), organizational climate has a positive and significant relationship to

employee job satisfaction. In contrast to the findings of the following study, organizational climate does not affect job satisfaction (Susanty, 2012). The findings of subsequent studies show that organizational climate does not affect job satisfaction (Pratama & Pasaribu, 2020).

H4 : Organizational climate influences Job Satisfaction.

According to opinion Khalida & Safitri, (2018); Chen et al., (2016); Risman et al., (2016); Rumangkit & Maryati, (2017); Chandra, (2018); Gul et al., (2018); (Sari & Helmy, 2020), person-organization fit has a positive and significant effect on job satisfaction. There is a match between the individual and the organization. This will result in a high level of job satisfaction. According to another study, person-organization fit had a positive but insignificant effect on job satisfaction (Lim et al., 2019). Another claim is that person-organization fit does not affect job satisfaction (Saks & Ashforth, 1997).

H5: Person Organization Fit influences Job Satisfaction.

According to research Y.-J. Chen (2007) and Bhaesajsanguan (2010), organizational climate influences organizational commitment through employee satisfaction. This is consistent with the findings of Adiapsari (2012), who discovered that job satisfaction moderates the effect of organizational climate on organizational commitment.

H6: Job satisfaction mediates organizational climate on organizational commitment.

According to Sugianto & Thoyib (2012); Ren & Hamann (2015); Rumangkit & Maryati (2017); Purnamasari & Palupiningdyah (2017); Sari & Helmy (2020); Krisna & Adnyani (2021), job satisfaction can mediate the influence of person-organization fit with organizational commitment. When there is a value match between individuals and organizations, individuals will have. This will result in a high person-organization fit, increasing employee job satisfaction and organizational commitment. Other research indicates that job satisfaction does not mediate the relationship between person-organization fit and employee loyalty (Rindahati & Helmy, 2021).

H7: Job satisfaction mediates person-organization fit on commitment organizational.

3. Materials and Methods

The population consists of 226 Perumda Tirta Hidayah Bengkulu City employees who were sampled using a census sample, a sampling technique in which all members of the population are sampled. When studying a population of less than 100 people, a census should ensure that all population members are sampled as subjects studied or as respondents providing information (Sugiyono, 2018). As a result, the sample size in this study was the entire population of Perumda Tirta Hidayah Bengkulu City, which amounted to 226 people. The data collection technique used in this study is survey data collection via questionnaires, with 3 dimensions including affective commitment, continuance commitment, and normative commitment as many as 18 items from Meyer et al. (1993). Litwin & Stringer (1968) measured organizational climate variables with 5 dimensions: structure, standards, responsibility, recognition, and support as many as 22 statement items. Another variable, person-organization fit, has four measurement dimensions, namely value congruence, goal congruence, employee need fulfillment, and culture personality congruence, with up to 14 statement items, and job satisfaction has five dimensions, namely the work itself, salary, promotion opportunities, supervision, and colleagues, with up to 18 statement items.

4. Results and Discussion

Table 1. Result of Demographic Profile of Respondents

Demography	Category	Frequency	Percentage
Gender	Male	129	79.1%
	Female	34	20.9%
Age	< 20 years	0	0
	21 – 30 years old	36	22.1%
	31 – 45 years	87	53.4%
	45 years	40	24.5%
Length of working	< 1 year	0	0
	13 years old	32	19.6%
	4 – 6 years	59	36.2%
	> 6 years	72	44.2%

Table 1 shows that most participants in this study were men (79.1%). Based on how this company was set up, many of the workers were out in the field and had jobs like making repairs or using physical tools, so heavy work like that was done by men. Based on how old the people who took part in this study were, we can say that most Perumda Tirta Hidayah Bengkulu City employees are between the ages of 31 and 45. So this shows that people in this age range may already have more work experience and can still do a good job because they are still at a productive age. They can improve their skills and help with more productive work. Lastly, most people who worked at Perumda Tirta Hidayah Bengkulu City and participated in this study had worked there for more than six years. This shows that employees have more work experience than those who have worked between 1 and 3 years or between 4 and 6 years.

Table 2. Loading Factor

Item	Organizational Climate	Job satisfaction	Organizational Commitment	Person Organization Fit
IO1	0.810			
IO2	0.857			
IO3	0.789			
IO4	0.888			
IO5	0.823			
IO6	0.862			
IO8	0.862			
IO9	0.814			
IO10	0.793			
IO11	0.802			
IO12	0.886			
IO13	0.795			
IO14	0.862			
IO15	0.867			
IO16	0.891			
IO18	0.872			
IO19	0.881			
IO20	0.778			
IO21	0.750			
KK1		0, 796		
KK2		0.819		
KK4		0.766		
KK5		0.738		
KK6		0.787		
KK8		0.744		
KK10		0.798		
KK12		0.723		
KK13		0.721		
KK16		0.772		
KK17		0.718		
KK18		0.716		
KO1			0.773 _	
KO3			0.813	
KO5			0.796	
KO7			0.796	
KO8			0.779	
KO9			0.813	
KO11			0.802	
KO12			0.780	
KO14			0.788	
KO15			0.806	
KO16			0.804	

KO17	0.745	
KO18	0.784	
POF1		0.8 60
POF2		0.784
POF3		0.840
POF4		0.816
POF5		0.803
POF6		0.848
POF7		0.875
POF8		0.831
POF9		0.867
POF10		0.804
POF11		0.822
POF12		0.874
POF13		0.858
POF14		0.786

Table 2 shows that the invalid indicators of organizational climate variables, person-organization fit, organizational commitment, and job satisfaction, have been lost or removed because they have a loading factor value of less than 0.7, which means their validity level is low. These indicators have increased the loading factor value of organizational climate variables, person-organization fit, organizational commitment, and job satisfaction. This invalid indicator means that the indicator can't build the construct correctly. After getting rid of these indicators, the loading factor value of each variable now meets convergent validity, which means it has a high level of validity (> 0.7) and can be used to measure constructs in research. The outer model path diagram is shown in the picture below:
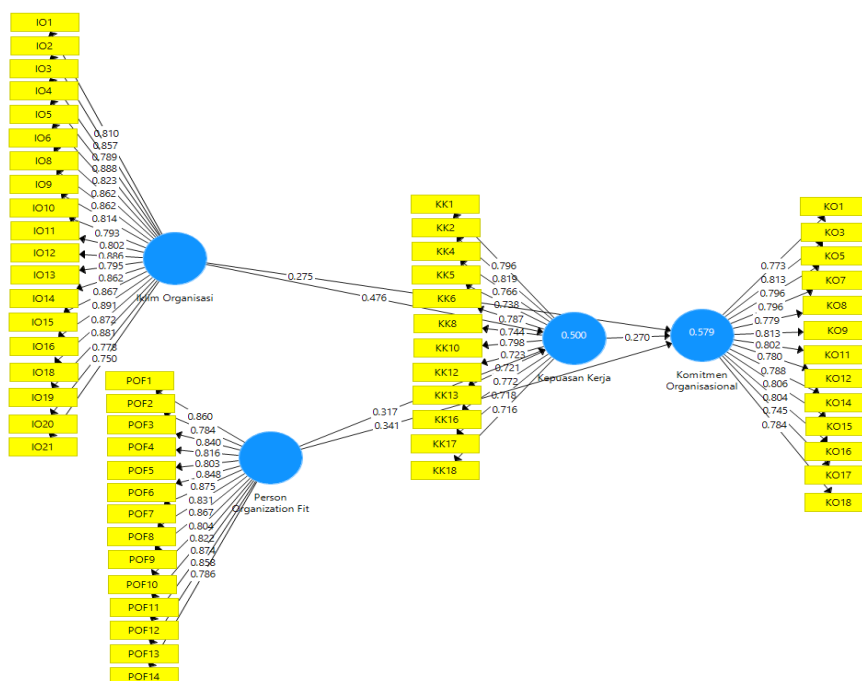

Figure 2. Result of Outer Loading through Diagram

Table 3 captures each hypothesis test result accepted because the p-value is less than 0.05 and the t-statistic value is more than 1.96. The results of the mediating effect hypothesis are as follows:

Table 3. Value of Path Coefficients

	Original Sample (O)	T Statistics (|O/STDEV|)	P Values
Organizational Climate -> Job Satisfaction	0.476	4,821	0.000
Organizational Climate -> Organizational Commitment	0.275	2,817	0.005

Job Satisfaction -> Organizational Commitment	0.270	2,811	0.005
Person Organization Fit -> Job Satisfaction	0.317	3,694	0.000
Person Organization Fit -> Organizational Commitment	0.341	3,854	0.000

Table 4 captures each hypothesis test result on indirect effect or through mediation is accepted because the p-value is less than 0.05 and the t-statistic value is more than 1.96.

Table 4. Specific Indirect Effect

Hypothesis	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	Sig.
H6 : Organizational Climate -> Job Satisfaction -> Organizational Commitment	0.128	0.059	2,172	0.030
H7 : Person Organization Fit -> Job Satisfaction -> Organizational Commitment	0.086	0.041	2,084	0.038

The results of the bootstrapping process are shown in the inner model path diagram below:
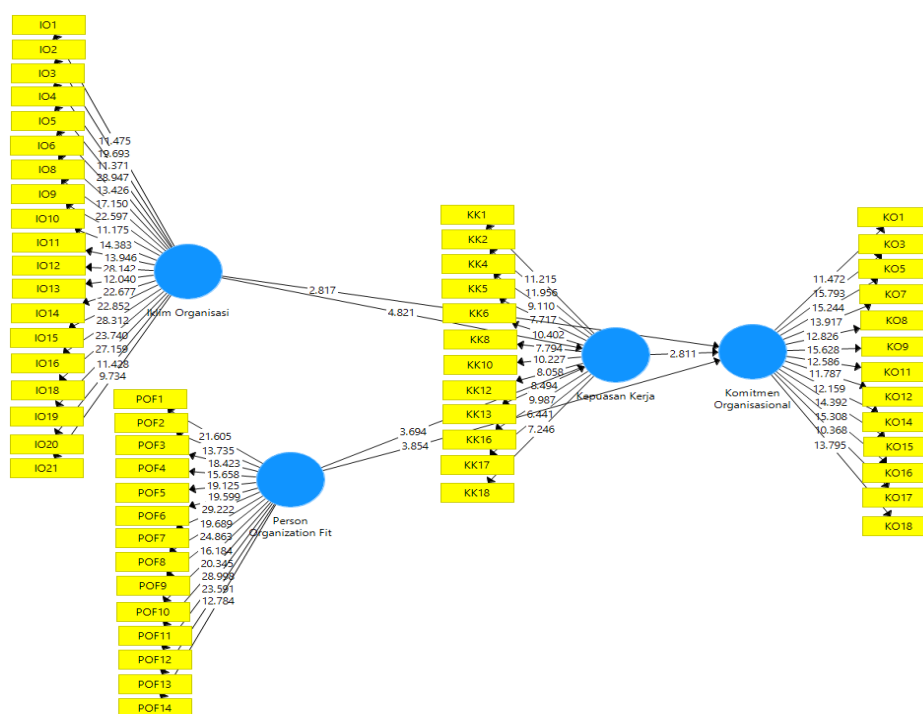

Figure 3. Inner Model Path Diagram (Bootstrapping)

The results of hypothesis testing using the Smart PLS 3 application, organizational climate, have significantly influenced organisational commitment. According to the findings of data processing, the work environment, work atmosphere, superiors and coworkers, facilities, and comfort employees feel can all influence employee commitment to the company where they work. The findings of this study back up previous findings that organizational climate has a positive and significant relationship with employee commitment, implying that the more positive employees perceive the organizational climate, the stronger their commitment to the organization (Adiapsari, 2012; Berberoglu, 2018; N. L. P. D. Widiarti & Dewi, 2016). A good organizational climate makes employees feel as if they are working in their own home because they are at ease with the work atmosphere and work environment. A positive organizational climate will also assist employees in completing work tasks efficiently and effectively, making it easier to achieve organizational goals. Organizational commitment is significantly influenced by person-organization fit. Based on these findings, it is possible to conclude that the alignment of employees' values with the values of the organization can have an impact on their commitment. The findings of this study show that the variable person-organization fit can influence employees' feelings of organizational commitment. The findings of this study are supported by the findings of the following studies, which state that person-organization fit has a significant and positive effect on organizational commitment. According to research Purnamasari & Palupiningdyah (2017) and Wickramasinghe & Nishanthi (2019), indicators of conformity

between individual values and organization, which means that employees feel they have in common individual values such as caring for others and a desire to develop that employees see themselves as having a significant role in the organization and see their work as more than just a job, but as an experience or mission that necessitates a significant role for the employee. Job satisfaction has been demonstrated to have a significant impact on organizational commitment.

According to the results of data processing, employees who are proud of their work and satisfied with their performance can affect their organizational commitment. The findings of this study back up previous findings (e.g., Febrianti & Triono, 2020; Köse & Köse, 2017; Purnamasari & Palupiningdyah, 2017; Rumangkit & Maryati, 2017) that job satisfaction has a significant positive effect on organizational commitment. This is because job satisfaction components such as salary, benefits, opportunities for advancement, and good work supervision will instill positive feelings in employees. Employees will feel more confident that staying with this organization is the right thing to do. The organizational climate has been shown to have a significant impact on job satisfaction. According to the results of data processing, the work environment, work atmosphere, coworkers, facilities, and the comfort felt by employees can all have an impact on their job satisfaction. The findings of this study support the findings of previous studies, which show that organizational climate has a positive effect on job satisfaction (e.g.,Adiapsari, 2012; Jyoti, 2013; I. G. N. Pranata & Utama, 2018; Tadampali et al., 2016). The higher the level of organizational climate owned by the company, the greater the employee's job satisfaction. According to the results of hypothesis testing, personal organization fit has been shown to have a significant effect on job satisfaction. According to the results of the data processing, the matching of the values possessed by employees with the values applied by the organization has an impact on their job satisfaction. As a result, the hypothesis that person organization fit has a positive and significant effect on job satisfaction is supported (accepted). This means that the higher the perception of person organization fit employees, the higher the level of job satisfaction of employees of Perumda Tirta Hidayah Bengkulu City.

Person-to-person fit has been shown to have a significant impact on job satisfaction. According to the results of the data processing, the match of the values possessed by employees with the values applied by the organization has an impact on their job satisfaction. The findings of this study support the findings of previous studies (e.g., Agustian & Rachmawati, 2021; Farooqui & Nagendra, 2014; Gul et al., 2018; Rumangkit & Maryati, 2017). According to the findings of the study, person-organization fit has a significant influence on job satisfaction. The effect of positive and significant person-organization fit on job satisfaction indicates that person-organization fit is owned in the form of a match between the values in the organization's vision, mission, and values. -personal self-values, feeling comfortable with coworkers, suitability of organizational characteristics with personal self in the form of providing learning tool facilities that are in accordance with work needs, the need for thoroughness and patience in work can all increase job satisfaction. As a result of the person-organization fit this will result in a high level of job satisfaction.

Through job satisfaction, organizational climate has been shown to have a significant impact on organizational commitment. According to the results of data processing, the work environment, work atmosphere, coworkers, facilities, and the comfort felt by employees can affect their commitment, which can also have an impact on job satisfaction. The findings of this study back up the findings of previous studies, specifically those of Adiapsari (2012), Chen (2007), and Bhaesajsanguan (2010) which states that organizational climate influences organizational commitment through employee satisfaction, organizational climate can express the psychological atmosphere of the organization in general and thus can affect employee job satisfaction, which in turn influences employee work commitment Person-to-organization fit has been shown to have a significant impact on organizational commitment via job satisfaction. According to the results of the data processing, the match of values owned by employees with the values applied by the organization can affect their commitment, which can also have an impact on job satisfaction. The findings of this study support the findings of previous studies, such as those of Ren & Hamann (2015), Rumangkit & Maryati (2017) and Sari & Helmy (2020), on the basis of the findings of the study, personal fit has a direct and indirect effect on organizational commitment via job satisfaction, which means that job satisfaction can mediate the influence of person-organization fit on organizational commitment. When there is a value match between individuals and organizations, individuals will have a sense of togetherness to achieve common goals. This will result in a high person-organization fit, which will increase employee job satisfaction and organizational commitment.

5. Conclusions

This study concludes that job satisfaction is an important key that can link factors that come from the organization (organizational climate) and factors that come from the employee's personal life (Person-Organization Fit) to a person's commitment to his organization. It is also suggested that future researchers investigate additional variables that may have an impact on employee organizational commitment. Work discipline and performance variables, for example, are also important to investigate, because there are still some employees in this company who need to improve their sense of discipline and performance to be more optimal. The person-organization fit of employees can then be analyzed by looking at the activities carried out by the organization to see if they can be followed by employees or not. The following researcher is expected to be able to investigate organizational commitment in other organizations or companies.

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