

The Influence of Person-Organization Fit and Personality on Organizational Citizenship Behavior and Its Impact on Organizational Commitment (A Study on Employees of Hotel Apita Cirebon)

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ABSTRACT

This research aims to provide empirical evidence of whether there is an influence of Person-Organization Fit and Personality on Organizational Citizenship Behavior and its impact on Organizational Commitment. This study uses a quantitative correlational method, with data processing assisted by SPSS 22. The population of this study consists of all employees of Hotel Apita Cirebon, including operational and non-operational employees. The sample for this study includes all employees of Hotel Apita Cirebon, totaling 180 individuals. The sample determination uses a saturated sampling method, where the entire population represents the sample of the study. The results of this study indicate that: Person-Organization Fit has a positive effect on Organizational Citizenship Behavior. Personality has a positive effect on Organizational Citizenship Behavior. Person-Organization Fit and Personality together have a positive effect on Organizational Citizenship Behavior. Person-Organization Fit has a positive effect on Organizational Commitment. Personality has a positive effect on Organizational Commitment. Organizational Citizenship Behavior has a positive effect on Organizational Commitment. Person-Organization Fit, Personality, and Organizational Citizenship Behavior have a positive effect on Organizational Commitment.

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1. INTRODUCTION

The Regional Regulation of Cirebon City Number 4 of 2020 on the organization of tourism, in Chapter I, General Provisions, Article 11 and 23, states that Tourism Business is an enterprise that provides goods and/or services to meet the needs of tourists and the organization of tourism. Meanwhile, Hotel Business is the

provision of accommodation on a daily basis in the form of rooms in one or more buildings, which may be equipped with services for food and beverages, entertainment activities, and other facilities. It also includes the Regional Regulation of Cirebon City Number 4 of 2020 on the organization of tourism in Chapter III, Section F, and Paragraph 6, Article 10 regarding accommodation services, stating that hotels as providers of accommodation and the types of hotel, motel, apartel, and condotel businesses, as referred to in paragraph (1) letter (a) and paragraph (4) letter (a) and letter (b), must be organized by Indonesian Business Entities with legal status. According to the World Travel and Tourism Council (2019), Indonesia is one of the top 10 countries with the highest growth in tourism performance globally. Hotels are one of the tourism industries mentioned in the regulation. In fact, hotels are among the highest earners in the tourism industry.

The human resources factor holds a very strategic position because all hotel activities are closely related to providing the best services for visitors or guests, thus requiring good management to regulate the sustainability of hotel operations. As a result, there is growing recognition that employee behavior beyond traditional job performance metrics, such as Organizational Citizenship Behavior (OCB), promises long-term organizational success (Chaitanya & Tripathi, 2017:217). Another factor influencing OCB is person-organization fit (P-O Fit). In addition to P-O Fit, Sjahrudin and Sudiro (2013) also mentioned that personality is a strong predictor of OCB. Purba & Seniati (2004) in their research also mentioned that personality significantly influences OCB.

Therefore, the researcher chose employees of Hotel Apita Cirebon as the subject of this study. This hotel is located at Tuparev Street No. 323, with phone number (0231) 200 728, situated at the intersection of Cirebon Regency and Cirebon City, and is closer to the city center than the Cirebon Regency center. Hotel Apita Cirebon has good market potential due to its strategic location, easy access, and quiet, fresh, safe, and comfortable hillside atmosphere. It offers familial service and affordable prices, aiming to provide satisfying services to all guests. This is proven by the average occupancy rate of 60-80%, with partnerships with Travel Agencies, Government Agencies (SKPD), Regional-Owned Banks (Perbamide), and Private Companies.

In the development of the hotel's quality, based on employee performance evaluation data for both operational and non-operational employees of Hotel Apita Cirebon from January to December 2020, the results are as follows:

No	Indicator	Operational Employees	Non-Operational Employees
1	Discipline	30%	20%
2	Work Ability and Motivation	40%	45%
3	Work Quality	40%	50%
4	Initiative and Creativity	20%	20%
5	Behavior/Personality	45%	40%
6	Job Knowledge	60%	60%
(Secondary Data: HRD Hotel Apita Cirebon)			

Based on the performance evaluation data above, the relationship with person-organization fit is very strong, particularly in terms of job knowledge, but other factors are still far from the maximum 100%, such as discipline, work ability and motivation, work quality, initiative and creativity, and behavior/personality. Regarding discipline, operational employees scored 30% and non-operational employees scored 20%. This is evidenced by interviews with the HRD Management of the hotel, indicating that employees are often late, and based on attendance data from January to December 2020, tardiness rates fluctuated between 20-30%, which hindered optimal customer service. Some employees were found to be undisciplined in following hotel regulations, with instances of employees arriving late and leaving early, affecting customer service and causing customer complaints. For example, orders for food and beverages were not delivered on time, leading to a decline in demand for Hotel Apita Cirebon.

Regarding work ability and motivation, the operational employees scored 40% and non-operational employees scored 45%. This is due to suboptimal employee performance, likely caused by downsizing of frontliner staff, as well as low employee motivation resulting from downsizing, which created anxiety and

stress among the employees. Furthermore, there has been a lack of adequate employee benefits, such as appropriate incentives and allowances (e.g., health benefits), leading to decreased motivation.

Regarding work quality, operational employees scored 40% and non-operational employees scored 50%. This is due to employees not mastering their work fields, such as frontliners who often get confused when dealing with various types of customers, leading to dissatisfaction as employees fail to offer the best solutions for complaints. Additionally, there has been a lack of training on employee intelligence, so they only know the job but are often unsure when faced with problems related to their tasks.

Regarding initiative and creativity, operational employees scored 20% and non-operational employees scored 20%. This is because of low intrinsic values such as tolerance between colleagues, as the competition among employees leads to reduced respect and tolerance, causing discomfort at the workplace. The lack of initiative and creativity from employees is also due to their perception that their ideas and opinions are often not appreciated, which hinders their creative potential. Regarding behavior/personality, operational employees scored 45% and non-operational employees scored 40%. This indicates that some employees have confrontational personalities, leading to frequent conflicts due to personal issues and misunderstandings. Regarding job knowledge, both operational and non-operational employees scored 60%, which suggests that employees at Hotel Apita Cirebon have adequate knowledge of their work. However, this knowledge is not further developed due to the lack of advanced training.

Additionally, initial observations of the research object at Hotel Apita Cirebon, based on interviews with the HRD manager and several employees on February 21, 2021, indicated that Organizational Citizenship Behavior (OCB) is not fully maximized. This is suspected to be due to excessive workload and tasks that exceed employees' capabilities, causing them to focus more on their individual tasks rather than collaborating with colleagues, leading to a decrease in mutual support, teamwork, and efforts to maintain good relationships. Policy changes that impact employees' tasks and responsibilities will affect their commitment and OCB.

Table 1 Employee Attendance Summary of Operational and Non-Operational Employees at Hotel Apita Cirebon from January to December 2020.

No	Month	Number of Employees	Total Tardiness
1	January	180	50
2	February	170	70
3	March	175	55
4	April	180	70
5	May	180	65
6	June	160	40
7	July	177	60
8	August	180	70
9	September	160	50
10	October	170	60
11	November	180	78
12	December	178	70
(Sourced: HRD Hotel Apita Cirebon)			

The lack of organizational commitment within the Hotel Apita Cirebon environment leads to employees often neglecting important company matters, such as frequent absences from work. Building a community of employees with expertise, competence, and high dedication begins with their satisfaction and affection toward the organization. Starting with recognition, satisfaction, and affection, employees develop strong commitment to creating a community that synergizes with the organization's goals. However, organizational commitment is fragile, requiring trusted partners to maintain relationships within the community.

There should also be training and upgrading to improve employees' abilities in their work, and creating a comfortable work environment will help employees adapt and grow, as stated by Sunyoto and Burhanudin (2015:15), that personality is influenced by both hereditary and environmental factors. Some employees at Hotel Apita Cirebon display blocking personalities, where they appear detailed and meticulous but actually hinder creative ideas and discussions. For example, when they are grouped in meetings, a few employees often oppose or refuse to agree with the ideas proposed by the leadership and colleagues, causing conflicts that impact future work performance. Management believes that each employee has good potential and aligns with the organization's goals, as indicated by one of the person-organization fit indicators in Kristof's (1996)

research, which is the alignment of individual values with the organization's values. Although issues arise, employees still choose to stay and perform their duties, which leads to further examination of the research.

2. METHOD

Population can be measured through an object and other natural entities, and it also includes all the characteristics or properties possessed by a subject or object. According to (Sugiyono, 2015:80), population is "a generalization area consisting of objects/subjects with specific qualities and characteristics determined by the researcher to study and then draw conclusions." In this research, the author defines the population as the operational and non-operational employees of Hotel Apita Cirebon, totaling 180 people. According to (Sugiyono, 2015:81), a sample is "a part of the number and characteristics possessed by the population. If the population is large and it is not feasible to study everything in the population, a sample should be selected that truly represents the population." In this study, the author determines the sample to be operational and non-operational employees totaling 180 people, using saturated sampling, where the entire population represents the research sample. In this study, the researcher uses the saturated sampling technique, which is part of Non-Probability Sampling. According to (Sugiyono, 2015: 85), saturated sampling is defined as: "A sampling technique in which all members of the population are used as samples. This is often done when the population size is relatively small, less than 30 people, or when the research aims to make generalizations with very minimal errors. Another term for saturated sampling is census, where all members of the population are considered as the sample." Therefore, based on the explanation of the sampling technique above, the researcher does not select a sample, as all members of the population will be studied.

3. RESULT AND ANALISIS

The study examines the influence of Person-Organization Fit, Personality, and Organizational Citizenship Behavior (OCB) on Organizational Commitment among employees at Hotel Apita Cirebon. The following points summarize the findings and analysis of each hypothesis tested in the research:

- a. **Influence of Person-Organization Fit on Organizational Citizenship Behavior:**
The hypothesis testing reveals that Person-Organization Fit significantly affects Organizational Citizenship Behavior (OCB). The correlation coefficient is 0.113, and the t-value is 2.000, which is greater than the t-table value of 1.973, with a significance level of 0.000. This result supports the hypothesis that when employees' values align with the organization's values, it positively impacts their OCB. This finding corroborates previous studies by Farzaneh et al. (2014), Rejeki et al. (2013), and Khaola & Sebotsa (2015).
- b. **Influence of Personality on Organizational Citizenship Behavior:**
The test result shows a significant relationship between Personality and OCB, with a correlation coefficient of 0.540 and a t-value of 8.180, which exceeds the t-table value of 1.973 and a significance of 0.000. This supports the hypothesis that employees' personalities have a positive influence on OCB, particularly when personality traits align with the organizational culture. Previous research by Sjahrudin & Sudiro (2013) and Roy Sambung (2018) supports this finding.
- c. **Influence of Person-Organization Fit and Personality on Organizational Citizenship Behavior:**
The combined influence of Person-Organization Fit and Personality on OCB was tested with an F-value of 47.526, which is higher than the F-table value of 2.115, with a significance level of 0.000. This suggests that both factors have a significant impact on OCB, and when both individual alignment and personality traits are in harmony with organizational values, employees exhibit higher OCB.
- d. **Influence of Person-Organization Fit on Organizational Commitment:**
Testing showed that Person-Organization Fit has a significant effect on Organizational Commitment, with a correlation coefficient of 0.129 and a t-value of 2.481, which is greater than the t-table value of 1.973, with a significance of 0.000. This confirms that the alignment between individual and organizational values enhances employees' commitment to the organization. This aligns with findings from Ahmadi et al. (2014), Silverthorne (2004), and Sugianto et al. (2012).
- e. **Influence of Personality on Organizational Commitment :**
The hypothesis on Personality's influence on Organizational Commitment is supported by a correlation coefficient of 0.107 and a t-value of 2.311, which is greater than the t-table value of 1.973, with a significance of 0.000. This suggests that employees' personality traits significantly influence their commitment to the organization. Research by Farukh et al. (2017) and Tri Eka Januriastuti (2017) supports this conclusion.

- f. **Influence of Organizational Citizenship Behavior on Organizational Commitment:**
The test for OCB's influence on Organizational Commitment showed a high correlation coefficient of 0.985 and a t-value of 44.891, which far exceeds the t-table value of 1.973, with a significance of 0.000. This indicates that employees who engage in higher levels of OCB, such as helping others and contributing to the organization, exhibit stronger commitment to the organization. This finding supports Luthans (1995) and Arum Darmawati et al. (2013), who argue that OCB plays a critical role in organizational commitment.
- g. **Influence of Person-Organization Fit, Personality, and Organizational Citizenship Behavior on Organizational Commitment :**
The combined influence of all three variables—Person-Organization Fit, Personality, and OCB—on Organizational Commitment was tested with an F-value of 1009.632, which is greater than the F-table value of 2.115, with a significance of 0.000. This confirms that the alignment between individual and organizational values, along with the employee's personality and engagement in OCB, significantly contributes to Organizational Commitment. Previous studies by Sambung et al. (2012), Organ (1990), and Chen & Francesco (2003) support this integrated finding.

4. DISCUSSION/CONCLUSION

- a. There is a direct effect of person-organization fit on organizational citizenship behavior (OCB) of employees at Hotel Apita Cirebon. This can be proven with a correlation coefficient of 0.113 and a t-value of 2.000, which is greater than the t-table value of 1.973, with a significance of 0.000. This means that the influence between these two variables is positive and significant. From this result, it can be said that the alignment of values between employees and the values applied by the organization significantly influences their organizational citizenship behavior.
- b. There is an effect of personality on organizational citizenship behavior of employees at Hotel Apita Cirebon. This is demonstrated by a correlation coefficient of 0.540 and a t-value of 8.180, which is greater than the t-table value of 1.973, with a significance of 0.000. This means the influence between these two variables is positive and significant. From this result, it can be concluded that employees' personality traits, combined with the culture built within the organization, positively affect their organizational citizenship behavior. The higher the employee's personality perception, the greater the influence on organizational citizenship behavior at Hotel Apita Cirebon.
- c. There is an effect of person-organization fit and personality on organizational citizenship behavior of employees at Hotel Apita Cirebon. This is evidenced by the person-organization fit correlation coefficient of 0.113 and a t-value of 2.000, which is greater than the t-table value of 1.973, with a significance of 0.000, and the personality correlation coefficient of 0.540 and a t-value of 8.180, which is greater than the t-table value of 1.973, with a significance of 0.000. This means the influence on all three variables is positive and significant. From this result, it can be concluded that the alignment of personal values and personality traits of employees, along with the organizational culture, positively impacts their organizational citizenship behavior.
- d. There is an effect of person-organization fit on organizational commitment of employees at Hotel Apita Cirebon. This is evidenced by a correlation coefficient of 0.129 and a t-value of 2.481, which is greater than the t-table value of 1.973, with a significance of 0.000. This means the influence on these four variables is positive and significant. Commitment is essentially defined as an employee's psychological attachment to their organization or company. A commitment attitude represents the service provided by employees after they feel that the organization's cultural values align with their own desires and goals. The formation of a community of skilled, competent, and highly dedicated employees begins with their satisfaction and love for the organization. Therefore, it can be concluded that the alignment of employees' personal values has an influence on their organizational commitment.
- e. There is an effect of personality on organizational commitment of employees at Hotel Apita Cirebon. This is demonstrated by a correlation coefficient of 0.107 and a t-value of 2.311, which is greater than the t-table value of 1.973, with a significance of 0.000. This means the influence on the fifth variable is positive and significant. From this result, it can be said that the traits and character of employees have an influence on their organizational commitment.
- f. There is an effect of organizational citizenship behavior on organizational commitment of employees at Hotel Apita Cirebon. This is evidenced by a correlation coefficient of 0.985 and a t-value of 44.891, which is greater than the t-table value of 1.973, with a significance of 0.000. This means the influence

on these six variables is positive and significant. It can be concluded that employees who exhibit voluntary and helpful behavior towards their colleagues positively influence their organizational commitment.

- g. There is an effect of person-organization fit, personality, and organizational citizenship behavior on organizational commitment of employees at Hotel Apita Cirebon. This is proven by a correlation coefficient for person-organization fit of 0.129 and a t-value of 2.481, which is greater than the t-table value of 1.973, with a significance of 0.004; a correlation coefficient for personality of 0.107 and a t-value of 2.311, which is greater than the t-table value of 1.973, with a significance of 0.000; and a correlation coefficient for organizational citizenship behavior of 0.985 and a t-value of 44.891, which is greater than the t-table value of 1.973, with a significance of 0.000. This means that the influence on all seven variables is positive and significant.
- h. Organizational commitment has the most significant impact, especially in relation to the organizational citizenship behavior variable, as demonstrated by the partial values in the two tests, with a t-value of 55.013 and 44.891 compared to other variables. This is because if an organization or company shows strong commitment to its members, employees will have loyalty to their organization. Likewise, employees will demonstrate adequate organizational citizenship behavior, and the organization will treat their employees well.

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