

# PERSON-ORGANIZATION FIT AS A DETERMINANT OF EMPLOYEE EFFECTIVENESS IN ENHANCING HEALTH SERVICES AT COMMUNITY HEALTH CENTERS IN INDONESIA

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## ABSTRACT

Employees' perceptions of Person-Organization Fit (P-O Fit) can positively influence both individual work outcomes and overall organizational performance. This study aimed to examine the impact of P-O Fit on employee performance in enhancing health services at Community Health Centers.

A quantitative study with an observational-analytic design and cross-sectional approach was conducted. A total of 188 respondents were selected from the population using stratified sampling. Data were analyzed using chi-square tests and multiple logistic regression.

The results showed significant associations between value congruence ( $p=0.000$ ), goal congruence ( $p=0.005$ ), need fulfillment ( $p=0.002$ ), and personality–culture congruence ( $p=0.002$ ) with employee performance in improving health services. Among these, value congruence was the most influential factor ( $\text{Exp}(B)=9.859$ ,  $p=0.012$ ). These findings indicate that P-O Fit—particularly value congruence—is a critical determinant of employee performance and service quality in primary healthcare.

## KEYWORDS

person organization fit; employee performance; value congruence; health services; community health center

## INTRODUCTION

To meet national health development goals, health initiatives must be organized in a comprehensive and hierarchical manner [1]. Community Health Centers (Puskesmas) are the primary facilities for implementing these initiatives. As technical implementation units of District/City Health Offices, they are responsible for providing first-level health services at the sub-district level. According to Ministry of Health Regulation No. 43 of 2019, Puskesmas offer comprehensive and sustainable public and personal health services [2].

In the era of globalization, organizations—including healthcare facilities—face increasing challenges in developing strategies to strengthen human resources and enhance performance [3]. Human resource management (HRM) is crucial

for the efficiency of primary healthcare facilities, as employees are key drivers of organizational progress. Effective HRM enables organizations to attract, retain, and motivate employees, ultimately improving performance [4,5]. However, performance can decline due to factors such as demotivation, poor time management, non-compliance with regulations, and the absence of role models [6].

One crucial concept in HRM is Person-Organization Fit (P-O Fit), which pertains to the alignment between individual characteristics—such as values, personality, and goals—and the organizational culture. A high P-O Fit promotes positive perceptions, job satisfaction, and organizational commitment, whereas a low P-O Fit can detract from employee performance [7-10]. Previous research on the impact of P-O Fit on performance has yielded mixed results: some studies report positive and significant effects while others find no influence [11-13]. These inconsistencies highlight the need for further investigation.

In South Sulawesi Province, there are 469 Puskesmas, including 38 in Bone Regency. The Watampone Health Center, serving eight villages, has experienced performance declines in several key programs, such as communicable and non-communicable disease prevention and traditional health initiatives. These challenges are linked to limited resources, insufficient personnel, and inadequate facilities [14]. In addition, patient satisfaction surveys reveal ongoing issues, including unfriendly staff, unclear information, complex procedures, and unsanitary service environments. Employee discipline, as measured by attendance, is also low at 48%. These findings suggest a misalignment between employees and organizational expectations, indicating low P-O Fit. Such misalignment adversely affects performance and service quality. Therefore, this study aims to examine the role of Person-Organization Fit as a determinant of employee effectiveness in enhancing health services at Community Health Centers in Bone Regency.

## METHODS

### RESEARCH TYPE

The research conducted is quantitative, employing an analytical observational design with a cross-sectional study approach, in accordance with the STROBE guidelines for observational studies (<https://www.strobe-statement.org/>).

### POPULATION AND SAMPLE

The study encompassed 188 healthcare employees from Watampone Health Center, Biru Health Center, and Bajoe Health Center in Bone Regency. The sample size was determined using the Slovin formula and selected through probability sampling, specifically employing a proportional stratified random sampling method as detailed below:

Slovin formula:

$$n = \frac{N}{1 + N(e^2)}$$

Keterangan:

n= sample size

N= population size

e= sampling error rate ( $\alpha$ : 5%)

$$n = \frac{354}{1 + 354(0,05^2)}$$

$$n = \frac{354}{1 + 354(0,0025)}$$

$$n = \frac{354}{1 + 0,885}$$

$$n = \frac{354}{1,885}$$

$$n = 188 \text{ sampel.}$$

Furthermore, proportional stratified sampling is illustrated in Table 2.

**TABLE 1. PROPORTIONAL STRATIFIED SAMPLING FOR SAMPLE**

Community Health Centers (Puskesmas)	Population	Formula	Sample
UPT Puskesmas Watampone	151	$\frac{151 \times 188}{354} = 80$	80
UPT Puskesmas Biru	92	$\frac{92 \times 188}{354} = 48,8$	49
UPT Puskesmas Bajoe	111	$\frac{111 \times 188}{354} = 58,9$	59
<b>Total</b>	<b>354</b>		<b>188</b>

## RESEARCH LOCATION

The current study was conducted in Bone District at three community health centers situated in urban areas: the Watampone Community Health Center, the Biru Community Health Center, and the Bajoe Community Health Center. These centers are notable for having the largest populations and the highest number of patient visits within Bone Regency.

## INSTRUMENTATION OR TOOLS

This study utilized validated questionnaires adapted from a prior investigation on the Person-Organization Fit (P-O Fit) and Performance scales. The P-O Fit was employed to assess value congruence, goal conformance, needs fulfillment, and personality-culture congruence [15]. Value congruence refers to the extent of harmony between the values held by individuals and the institutional values practiced within the work environment, which include professionalism, excellent service, empathy, discipline, responsibility, teamwork, and integrity. Goal conformance refers to the degree to which an individual's objectives align with those established by the organization, encompassing alignment with the goals of superiors, coworkers, and the institution as a whole. Needs fulfillment refers to the alignment between individual needs and the organization's system, structure, and work environment. Personality-culture fit describes the extent to which an individual's personality traits, which are distinct from values, align with the organizational climate or culture. Moreover, a performance assessment tool was developed using key performance indicators specifically designed for Community Health Centers. These indicators include Quality, Quantity, Timeliness, and Employee perception. The reliability test results are as follows: value congruence ( $\alpha=0.825$ ), goal conformance ( $\alpha=0.890$ ), needs fulfillment ( $\alpha=0.870$ ), personality-culture fit ( $\alpha=0.946$ ), and performance ( $\alpha=0.949$ ).

## DATA COLLECTION PROCEDURES

Data collection was conducted from March to April 2025. The research team distributed structured questionnaires to healthcare professionals at the Watampone, Biru, and Bajoe Community Health Centers. Respondents were chosen through proportional stratified random sampling. Before distribution, informed consent was obtained, and participants were briefed on the study's objectives and the confidentiality of their data. Enumerators were trained to ensure consistency in completing the questionnaires. Completed forms were reviewed for completeness and consistency prior to data entry.

## DATA ANALYSIS

Data were analyzed using SPSS version 23.0 with a 95% confidence interval ( $\alpha=0.05$ ). The analysis will proceed through three stages: univariate, bivariate, and multivariate. The univariate analysis is designed to ascertain the frequency (n) and percentage (%) distribution of the variables. For the bivariate analysis, the chi-squared test will be employed. The

multivariate analysis will assess the impact of multiple independent variables on a single dependent variable through logistic regression analysis.

## ETHICAL APPROVAL

This study received ethical approval from the Faculty of Public Health (number: 428/UN4.14.1/TP.01.02/2025).

## RESULTS

TABLE 2. FREQUENCY DISTRIBUTION OF RESPONDENT CHARACTERISTICS

Variable	Frequency (n=188)	Percentage (%)
<b>Gender</b>		
Male	20	10.6
Female	168	89.4
<b>Age</b>		
17 - 25 Years	21	11.2
26 - 35 Years	84	44.7
36-45 Years	51	27.1
46-55 Years	21	11.2
56-65 Years	11	5.9
<b>Last Education</b>		
Diploma	97	51.6
S1	55	29.3
S2	52	1.1
S3	1	0.5
Profession	30	16.0
Other	3	1.6
<b>Employment Status</b>		
ASN	97	51.6
Non ASN	91	48.4
<b>Puskesmas</b>		
Watampone Health Center	80	42.6
Biru Health Center	49	26.1
Bajoe Health Center	59	31.4
<b>Period of Employment</b>		
≤ 5 years	77	41
6-10 years	29	15.4
11-15 years	42	22.3
16-20	20	10.6
≥ 21 years	20	10.6
<b>Salary (Indonesian Rupiah; IDR)</b>		
≤ 1,999,999	94	50
2,000,000 – 2,999,999	8	4.3
3,000,000 – 3,999,999	33	17.6
≥ 4,000,000	<b>53</b>	28.2

ASN=Aparatur Sipil Negara or Civil Servant; Puskesmas or Community Health Centers

Table 2 shows that among the 188 respondents, 20 individuals (10.6%) were male, while 168 individuals (89.4%) were female. The age group with the highest representation was 26-35 years, comprising 84 respondents (44.7%). This was followed by the 36-45 age group, with 51 respondents (27.1%). Both the 17-25 and 46-55 age groups had an equal number of respondents, each with 21 individuals (11.2%). The 56-65 age group had the fewest respondents, totaling 11 individuals

(5.9%). Regarding educational attainment, the majority of respondents, 97 individuals (29.3%), held the most recent diploma qualification. Only one respondent (0.5%) had attained an S3 level of education. In terms of employment status, 97 respondents (51.6%) were employed as ASN, while 91 respondents (48.4%) held non-ASN status. The distribution of respondents across three health centers: Watampone Health Center, with 88 respondents (42.6%); Biru Health Center, with 49 respondents (26.1%); and Bajoe Health Center, with 59 respondents (31.4%), resulting in a total of 188 respondents. Of these, 77 individuals (41%) had a work tenure of ≤ 5 years, 29 individuals (15.4%) had a tenure of 6-10 years, and 42 individuals had a tenure of 11-15 years. Furthermore, there were 20 respondents each (10.6%) with tenures of 16-20 years and ≥ 21 years. In terms of income, the highest income was ≥ IDR 4,000,000, with 53 respondents (28.2%), while the largest group, comprising 94 respondents (50%), reported lowest income of ≤ IDR 1,999,999.

**TABLE 3. DISTRIBUTION OF RESPONDENTS BASED ON EMPLOYEE PERFORMANCE**

Variable	Frequency (n=188)	Percentage (%)
<b>Performance</b>		
Good Performance	138	73.4
Poor Performance	50	26.6
<b>Value Congruence</b>	136	72.3
Appropriate		
Inappropriate	52	27.7
<b>Goal Conformance</b>	173	92
Appropriate		
Inappropriate	15	8
<b>Needs Fulfillment</b>	167	88.8
Appropriate		
Inappropriate	21	11.2
<b>Culture-Personality Fit</b>	172	91.5
Appropriate		
Inappropriate	16	8.5

Table 3 shows 138 individuals (73.4%) demonstrated good performance, whereas 50 respondents (26.6%) exhibited poor employee performance. Regarding the value congruence, 136 individuals (72.3%) were deemed appropriate, while 52 individuals (27.7%) were considered not appropriate. In terms of goal conformance, 173 individuals (92%) were appropriately aligned, whereas 15 individuals (8%) were not. Concerning the fulfillment of needs, 167 individuals (88.8%) reported adequate fulfillment, while 21 individuals (11.2%) reported insufficient fulfillment. The variable assessing Culture-Personality Fit indicated that 172 individuals (88.8%) were suitably appropriate, whereas 16 individuals (8.5%) were not.

**TABLE 4. EFFECT OF STUDY VARIABLES ON EMPLOYEE PERFORMANCE**

Variable	Employee Performance				Total		P-Value
	Good		Not Good		n	%	
	n	%	n	%			
<b>Value Congruence</b>							
appropriate	119	87.5	17	12.5	136	100	<0.001
inappropriate	19	36.5	33	63.5	52	100	
<b>Goal Conformance</b>							
appropriate	132	76.3	41	23.7	138	100	0.005
inappropriate	19	36.5	33	63.5	50	100	
<b>Needs Fulfillment</b>							
appropriate	129	77.2	38	22.8	167	100	0.002
inappropriate	9	42.9	12	57.1	21	100	
<b>Culture-Personality Fit</b>							

<b>appropriate</b>	132	76.7	40	23.3	172	100	0.002
<b>inappropriate</b>	6	37.5	10	62.5	16	100	

chi square test

Table 4 shows that the indicators of Person-Organization Fit are significantly associated with employee performance, including value congruence ( $p < 0.001$ ), goal conformance ( $p = 0.005$ ), needs fulfillment ( $p = 0.002$ ), and culture-personality fit ( $p = 0.002$ ).

**TABLE 5. MULTIVARIATE OF VALUE CONGRUENCE, GOAL CONFORMANCE, NEEDS FULFILLMENT, PERSONALITY-CULTURE FIT WITH EMPLOYEE PERFORMANCE**

Variables	Sig (Hosmer and Lemeshow Test)	Sig.	Exp (B)	Nagelkerke R Square	Overall Percentage (%)
<b>Value Congruence</b>		0.000	<b>9.859</b>		
<b>Goal Conformance</b>		0.453	1.781		
<b>Needs Fulfillment</b>		0.133	2.431		
<b>Culture-Personality Fit</b>		0.095	3.171		
<b>Fit</b>	<b>0.078</b>			<b>0.370</b>	<b>80.9</b>

Table 5 shows the logistic regression analysis, incorporating all variables in the model, which revealed that value congruence significantly impacts employee performance at the multivariate level, while other variables did not show statistical significance. The model did not exhibit a significant Hosmer and Lemeshow test, indicating a good fit. The Nagelkerke R square value is 0.370, suggesting that the independent variables in this study account for 37% of the variance in the dependent variable. Furthermore, the overall percentage value was 80.9%, demonstrating that the validity of the analysis model in this study was 80.9%.

## DISCUSSION

This study found that Person-Organization Fit (P-O Fit) is significantly correlated with employee performance, particularly across four dimensions: value congruence, goal alignment, need fulfillment, and culture-personality fit. These findings underscore the importance of aligning employee characteristics with organizational values and expectations in order to improve effectiveness [16].

Value congruence is central to P-O Fit theory. Employees whose values align with organizational values tend to demonstrate consistent, high-quality, and sustainable performance. This result is consistent with Trisnadewi and Suputra [17] and Kamirullah et al. [18], who showed that competence, motivation, and commitment positively affect performance. Conversely, low value congruence can lead to decreased motivation and weaker outcomes.

Goal alignment is equally important in healthcare settings, where employees are expected to prioritize community service objectives in addition to financial incentives. Employee performance reflects the ability to carry out responsibilities according to organizational standards. Prior studies found that alignment of individual and organizational goals fosters harmony, motivation, and job satisfaction, which in turn enhances performance [19,20]. Job satisfaction itself is a well-documented predictor of better outcomes [21]. Thus, organizations must ensure that employees' personal and professional goals align with broader institutional missions [22].

Need fulfillment, based on Maslow's hierarchy, further influences performance. Physiological and safety needs (salary, job security), social needs (relationships), esteem needs (recognition, promotion), and self-actualization (growth, meaningful work) all contribute to higher intrinsic motivation [23]. When needs are met fairly and transparently, employees are more enthusiastic, responsible, and innovative [24]. Conversely, perceptions of unfairness in reward distribution or promotion

can erode morale and create internal conflict [26]. Therefore, equity in reward systems is essential to sustaining performance and team cohesion.

Organizational culture and personality fit also shape outcomes. A culture that is inclusive, collaborative, and supportive of well-being fosters engagement, loyalty, and stronger performance [27]. Personality traits such as consistency, responsibility, and emotional stability reinforce this alignment [28,29]. When employee expectations regarding work patterns, communication, and responsibilities match the prevailing organizational culture, stress is reduced, and performance improves. Conversely, misalignment can lead to burnout and dissatisfaction [30].

In healthcare organizations, such as the Watampone, Biru, and Bajoe Health Centers, the interconnected nature of services requires cooperation, discipline, and transparency across teams. However, performance issues such as low attendance discipline, inconsistent work behavior, and inadequate information dissemination reflect gaps between employee values and organizational expectations. These misalignments highlight the practical consequences of weak P-O Fit on service delivery and patient satisfaction.

Thus, this study demonstrates that P-O Fit is a key determinant of employee performance. Aligning values, goals, needs, and culture–personality fit enhances motivation, satisfaction, and productivity, thereby strengthening service quality in primary healthcare. Addressing P-O Fit gaps—particularly value congruence, identified as the most influential factor—should be a strategic priority for health centers seeking to optimize resources and improve public health outcomes.

## CONCLUSION

Based on the findings of this study, there is a significant association between Person-Organization Fit with employee performance, including value congruence, goal conformance, needs fulfillment, and culture-personality fit. In addition, the value congruence is the most dominant factor influencing employee performance.

## CONFLICT OF INTEREST

The Author(s) declare(s) that there is no conflict of interest.

## FUNDING

The Author(s) declare(s) that this research received no financial support.

## ACKNOWLEDGEMENT

The authors would like to thank all those who have supported the implementation of this research, especially the leaders and staff of Health Center UPT in Bone Regency, who are willing to become respondents, as well as the supervisors and colleagues who have provided input and motivation.

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