



## THE EFFECT OF PERSON ORGANIZATION FIT AND PERSON JOB FIT ON TURNOVER INTENTION WITH WORK ENGAGEMENT AS MEDIATOR AT PT. TELEKOMUNIKASI INDONESIA REGIONAL I SUMATERA

Syarifah Hafni<sup>1</sup>, Yeni Absah<sup>2</sup>, Vivi Gusrini Rahmadani Pohan<sup>3</sup>  
<sup>1,2,3</sup>Faculty of Economic and Business Universitas Sumatera Utara

Author Email: <sup>1</sup>[staqiyya09@gmail.com](mailto:staqiyya09@gmail.com), <sup>2</sup>[yeni.absah@usu.ac.id](mailto:yeni.absah@usu.ac.id), <sup>3</sup>[vivi@usu.ac.id](mailto:vivi@usu.ac.id)

### ABSTRACT

Human resources are currently very important for a company, where human resources are part of an asset but are intangible or intangible. In recent years, retaining employees in an organization has become very important, recruitment to find replacements for employees who have left starts from advertising costs in submitting job vacancies, interviews and selection, training costs for new employees and vacancy costs, which are situations where there is a vacancy. requires companies to look for employees to fill these positions.

Keywords: *Person Organization, Work Engagement, Intention*

### 1. INTRODUCTION

Human resource management considers that employees are wealth (assets) that must be managed properly. The success or failure of a company depends on the ability of its human resources to carry out their duties and functions. The employee retention and development program is the main program in managing human resources. According to Mobley (2011), Turnover intention is the tendency or intention of employees to voluntarily stop working from their jobs or move from one workplace to another according to their own choice.

Davidson et al., (2010) and Guilding et al., (2014) explain that if turnover intention is left unchecked, it will certainly have a negative impact on company losses such as separation costs which include interviews during exit interviews, termination and recruitment costs, and employee release costs. . In addition, it also raises replacement costs, which are the recruitment process to find replacements for employees who leave starting from advertising costs in submitting job openings, interviews and selection, training costs for new employees and vacancy costs, which are situations where there is a vacancy in positions that require companies to look for employees. to fill this position.

Mobley et al., (2011) stated that a high turnover rate will later have a negative impact on the company, such as instability and uncertainty about the conditions of employees and increased human resource costs within the company. In addition, the training costs that have been invested in employees up to the costs of recruitment and re-training and besides that, the company also loses employees who have competence and experience. This negative impact can also affect the surrounding environment, which can affect the work climate of employees in an organization.

Some of the considerations above have made the current company much more thorough in recruiting employees. Therefore it becomes an important aspect for a company in retaining employees. Turnover intention is inseparable from both parties, namely the company itself and the employees concerned. The factors that cause this are various, from several previous researchers the factors that influence turnover intention include the influence of job satisfaction, organizational commitment, person organization fit, person job fit, employee engagement, job statistics, compensation, work pressure, stress, recognition and appreciation.

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Besides that, work engagement is no less important in an organization, considering that it can also reduce turnover intention. Companies moving forward in the long term must consider work engagement with employees. When employees feel involved with their work, then these employees feel united with their work and do not affect the conditions in their environment. Conversely, when employees feel they do not have work engagement, employees make their work a life demand that must be carried out. This explanation is in accordance with Bakker and Schaufelli (2006) that the impact of work engagement is the low tendency to leave the company.

## **2. LITERATURE REVIEW**

### **2.1. Person Organization-fit**

*Person organization fit* is a form of harmony between individual and organizational characteristics in values and goals (Tang et.al., 2021). This alignment also refers to the suitability between the values believed by individuals and the values that exist in the organization. Arum (2022) explains that person organization fit which is significantly capable of triggering turnover intention is believed that companies need to maintain and improve the fit between employees and companies to minimize the negative impacts that can arise. Conformity person organization fit emphasizes the extent to which a person and organization have the same characteristics in meeting their respective needs.

### **2.2. Dimension of Person Organization-fit**

According to Kristof (1996), person organization fit can be interpreted in four dimensions, namely:

1. Value congruence is the suitability between individual intrinsic values and the organization. Furthermore, states that in order to link the personality and value of an individual based on compatibility between individual personality characteristics and the organization, and in individual-organizational suitability, the suitability must be equal between the individual and the organization as well as with the job.
2. Goal congruence, is the compatibility between individual goals and the organization in this case is the leader and colleagues. Organizations have certain goals, so do the people in the organization also have certain goals. When organizational goals and individual goals conflict, it is unlikely that the different goals will be achieved. Goal compatibility is a situation where individual goals match organizational goals.

#### ***Person Job - fit***

In general, person job fit is assessed by determining the requirements of a job through job analysis, identifying the core tasks of the job that are the responsibility of a position, and the required skills, knowledge, and ability to perform job duties (Sekiguchi, 2004). In line with that, (Chuang et.al., 2016) defines person-job fit as compatibility between individuals and the work or tasks they perform at work. This definition includes compatibility (ability) based on the employee's needs and the work facilities available to meet those needs, as well as job demands and the employee's ability to meet these demands.

### **2.3. Work engagement**

The concept of work engagement was first put forward by Kahn (1990), who argued that engaged employees are people who are physically, cognitively and emotionally connected to their work and to others. These three aspects have different meanings. The physical aspect is the physical energy exerted by employees in carrying out their roles at work. The cognitive aspect refers to employees'



beliefs about the organization,

#### **2.4. Turnover Intention**

According to Mobley (1986) turnover intention is defined as an individual's desire or tendency to leave work to look for work in another organization. Turnover refers to the final reality faced by the organization in the form of the number of employees who leave the organization in a certain period, while Turnover Intention refers to the results of individual evaluations regarding the continuation of the relationship with the organization that have not been realized in definite actions leaving the organization.

### **3. RESEARCH METHOD**

#### **3.1. Type of Research**

The approach used in this study is a quantitative approach that focuses on testing hypotheses, the data used must be measured, and making predictions and getting the meaning and application of a problem into a causality relationship that you want to solve so that conclusions can be drawn or generalized (Effendi, 1995).

#### **3.2. Place and Time of Research Place**

##### **Place**

This research was conducted at PT. Telekomunikasi Indonesia, Tbk Regional I Sumatera is located at Jalan Prof. HM Yamin SH No. 2 Medan, North Sumatera.

##### **Research time**

The time used by researchers for this research was carried out from the date the research permit was issued starting from October 2022 – December 2022.

#### **3.3. Research population and sample**

##### **Research Population**

Population is an object or subject that has certain capacities and individuals that have been determined by researchers to be studied, so that conclusions are found (Sugiyono, 2017). Based on the previous explanation, the population in this study are all employees of PT. Telekomunikasi Indonesia, Tbk Regional I Sumatera with a total of 691 employees.

##### **Sample**

The sample is part of the number and characteristics possessed by the population. So for samples that must be taken from the population it must really represent (Sugiyono, 2017). The number of samples that will be used as respondents in this study will be determined by the Slovin formula (Paramita, 2015), as follows:

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

Information :

n :Number of Samples

N :Total Population

e : Levelsampling error (5%)

$$n = \frac{691}{1 + 691(5\%)^2}$$

$$n = \frac{691}{1 + 691 \times 0,0025}$$

$$n = \frac{691}{2,7275} = 253,34 ( 253 )$$

The number of samples that will be used as respondents in this study are as many as 253 respondents. The sampling approach used proportionated stratified random sampling spread over 11 locations in the telecommunications area ( Witel ) Regional I Sumatera, namely the locations of Aceh, Medan, North Sumatera, West Sumatera, Riau Mainland, Riau Islands, Jambi, Bengkulu, South Sumatera and Lampung. The proportionated stratified random sampling in this study is as follows:

**Table 3.1**  
*Proportionated Stratified Random Sampling Study*

NO	LOCATION	POPULATION	PROPORTIONAL SAMPLE
1	ACEH	49	18
2	MEDAN	225	82
3	North Sumatera	56	21
4	RIKEP	56	21
5	RIDAR	58	21
6	BOAST	60	22
7	JAMBI	33	12
8	BENGKULU	29	11
9	BABEL	25	9
10	SUMSEL	61	22
11	LAMPUNG	39	14
<b>TOTAL</b>		<b>691</b>	<b>253</b>



### 3.4. Data Collection Techniques

Data collection is the steps that are passed and the equipment used in obtaining data. The type of data used in this study are:

#### 1. Primary data

The definition of primary data according to Sugiyono (2013) is a data source that directly provides data to data collectors. Types of primary data can be in the form of subject (person) opinions individually or in groups, results of observations of (physical) objects, events or activities. Primary data is a source of research data obtained directly from original sources without going through intermediaries. There are two methods:

- a) Interviews, communication with leaders and employees who function as human capital managers in the company. With the interview method conducted by the author get an overview related to human resource management.
- b) Questionnaire

The primary data in this study is data from the results of filling out questionnaires distributed to employees of Telkom Regional I Sumatera.

#### 2. Secondary Data

The definition of secondary data according to Sugiyono (2013) is a data source that does not directly provide data to data collectors, for example through other people or through documents. The type of secondary data is generally in the form of evidence, historical records or reports that have been compiled in archives (documentary data) that are published and that are obtained by researchers randomly and indirectly through intermediary media (obtained and recorded by other parties). The secondary data of this research are data obtained by reading, studying, and understanding through other media sourced from literature, books, and company documents.

## 4. RESULTS AND DISCUSSION

In 1961, the Government of Indonesia established the State Enterprise for Post and Telecommunications (PN Postel). However, in 1965, PN Postel was split into the State Post and Giro Company (PN Pos and Giro) and the State Telecommunications Company (PN Telekomunikasi), based on PP No. 30 dated July 6, 1965. Subsequently, in 1974 PN Telekomunikasi was split into two entities, namely the Public Telecommunications Company (Perum Telekomunikasi (Perumtel) and PT Industri Telekomunikasi (PT INTI). In 1991, Perumtel changed to a state-owned limited liability company with the name officially PT Telekomunikasi Indonesia (Persero) or called Telkom. In 1995, Telkom transformed into a public company listed on the Indonesia Stock Exchange (IDX) and the New York Stock Exchange (NYSE). At the end of 2021,

### 4.1. Organizational Structure

In order to carry out the company's operational tasks, an organizational structure is needed. The organizational structure is a framework for the embodiment of the pattern of relationships between functions, parts and people that shows the division of delegation of tasks, positions, authority and different responsibilities within a company. The following is a picture of the organizational structure of Telkom Regional I Sumatera:



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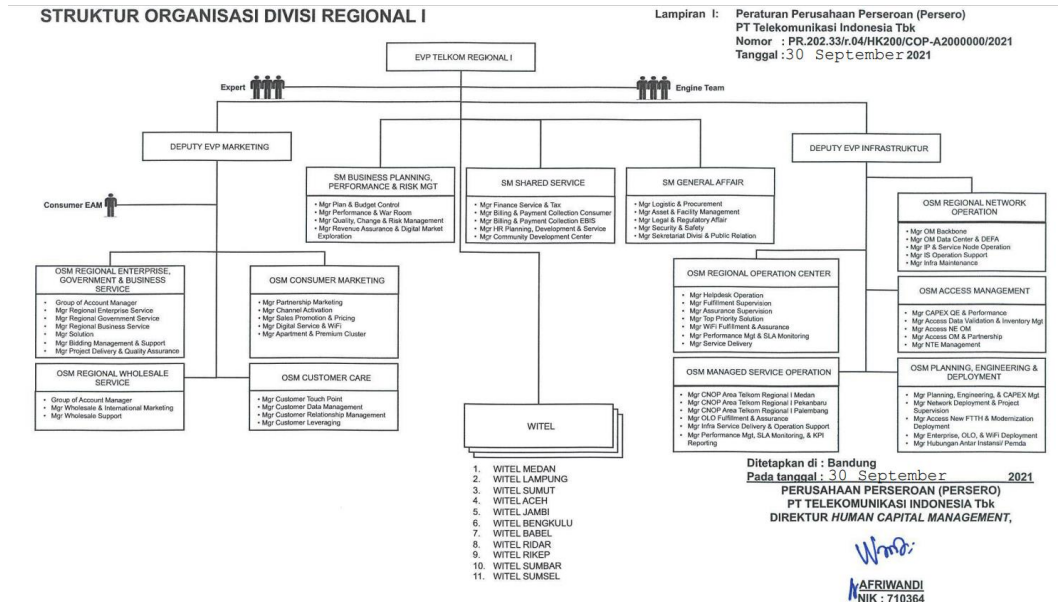


Figure : 4.1 Organizational Structure of PT Telekomunikasi Indonesia, Tbk (Regional I Sumatera) Source :Researcher 2022

4.2. Research Results

Characteristics of Respondents

There were various characteristics of the respondents taken by the researchers including age, gender, marital status, last education, years of service, income and position. The following is a description of PT Telkom Regional I Sumatera employee data. Based on the characteristics that have been mentioned, the following is the data on the characteristics of the respondents:

Characteristics of Respondents Based on Gender

Based on the questionnaire that was distributed by the researchers, the age data for the 253 research respondents can be seen in Figure 4.2.

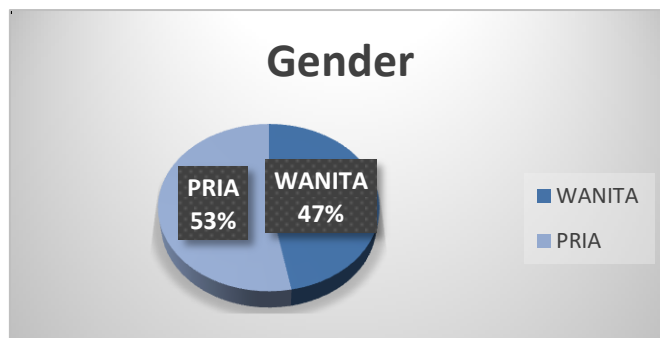


Figure 4.2 Respondent Gender Descriptive Source: Researcher (2022)



The picture above can be interpreted that from a total of 253 respondents taken by researchers with gender characteristics, 53% were male and 47% female. It also means that there were 134 male respondents and 119 female respondents. Based on this number the number of respondents in this study was even 253 respondents.

### 4.3. Questionnaire Validity and Reliability Analysis

Questionnaire validity analysis (list of statements) was carried out to determine the ability of a list of statements to measure what should be measured. The list of statements used in this research examines the variables of person organization fit, person job fit, work engagement and turnover intention whose validity and reliability levels are unknown. For this reason, the validity of each statement item and the reliability of the statement list were tested.

The validity testing criteria is carried out at a significant level of 95% or  $\alpha = 5\%$ . Meanwhile, to test the reliability of a list of statements from a research variable, the Cronbach's Alpha coefficient is used. The magnitude of the Cronbach's Alpha coefficient shows the level of reliability of the list of statements. According to Nugroho (2010), a variable construct is said to be reliable if it has a Cronbach's value of  $> 0.60$ .

#### a. Analysis of the validity of the person organization fit variable

The variable person organization fit is measured by the nine statement items as listed in the questionnaire in Appendix 1. Based on the results of processing SPSS version 21.0 in Appendix 2 which involved 253 respondents ( $n = 253$ ) the coefficient  $r$  is obtained from the nine statement items of the person organization fit variable as shown in the following table .

**Table 4.1**  
**Markr and Sig Variable Person Organization Fit**

No	Items	R count	Sig	Informati on
1	POF1	.957**	0.00	Valid
2	POF2	.947**	0.00	Valid
3	POF3	.960**	0.00	Valid
4	POF4	.943**	0.00	Valid
5	POF5	.944**	0.00	Valid
6	POF6	.908**	0.00	Valid
7	POF7	.845**	0.00	Valid
8	POF8	.935**	0.00	Valid
9	POF9	.961**	0.00	Valid

Source: Data processed, 2022

Based on Table 4.1, it can be seen that all items in the statement of the person organization fit variable are valid. Thus, all items in the statement of the person organization fit variable are valid for measuring the person organization fit variable, so that all of them are included in the follow-up analysis.

#### b. Analysis of the validity of the person job fit variable

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The person job fit variable is measured by the six statement items as listed in the questionnaire in Appendix 1. Based on the processing results of SPSS version 21.0 in Appendix 2 which involved 253 respondents (n = 253) the coefficient r is obtained from the six item statement person job fit variables as shown in Table 4.2 following.

**Table 4.2**  
**Mark r and Sig Variable Person Job Fit**

No	Items	r count	Sig	Information
1	PJF1	.910**	0.00	Valid
2	PJF2	.942**	0.00	Valid
3	PJF3	.934**	0.00	Valid
4	PJF4	.927**	0.00	Valid
5	PJF5	.914**	0.00	Valid
6	PJF6	.930**	0.00	Valid

Source :Data processed, 2022

Based on Table 4.2 it can be seen that all statement items of the person job fit variable are valid. Thus, all the statement items of the person job fit variable are valid for measuring the person job fit variable, so that all of them are included in the follow-up analysis.

c. Analysis of the validity of the work engagement variable

The work engagement variable was measured by the ten statement items as listed in the questionnaire in Appendix 1. Based on the processing results of SPSS version 21.0 in Appendix 2 which involved 253 respondents (n = 253) the coefficient r was obtained for the ten items of work engagement variable statements as shown in Table 4.3 below.

**Table 4.3 Markr and Sig Variable Work Engagement**

No	Items	R count	Sig	Information
1	WE1	.905**	0.00	Valid
2	WE2	.950**	0.00	Valid
3	WE3	.955**	0.00	Valid
4	WE4	.952**	0.00	Valid
5	WE5	.935**	0.00	Valid
6	WE6	.956**	0.00	Valid
7	WE7	.964**	0.00	Valid
8	WE8	.938**	0.00	Valid
9	WE9	.938**	0.00	Valid





10	WE10	.964**	0.00	Valid
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Source :Data processed, 2022

Based on Table 4.3 it can be seen that all work engagement variable statement items are valid. Thus, all of the work engagement variable statement items are valid for measuring the work engagement variable, so that all of them are included in the follow-up analysis.

d. Analysis of the validity of the variable turnover intention

The variable turnover intention is measured by the six statement items as listed in the questionnaire in Appendix 1. Based on the processing results of SPSS version 21.0 in Appendix 2 which involved 253 respondents (n = 253) the coefficient r is obtained from the six statement items of the turnover intention variable as shown in Table 4.4 below.

**Table 4.4 Markr and Sig Variable Turnover Intention**

No	Ite ms	r count	Sig	Informatio n
1	TI1	.920**	0.00	Valid
2	TI2	.924**	0.00	Valid
3	TI3	.929**	0.00	Valid
4	TI4	.866**	0.00	Valid
5	TI5	.841**	0.00	Valid
6	TI6	.781**	0.00	Valid

Source :Data processed, 2022

Based on Table 4.4 it can be seen that all items of turnover intention variable statements are valid. Thus, all the statement items of the turnover intention variable are valid for measuring the turnover intention variable, so that all of them are included in the follow-up analysis.

e. Reliability Analysis

In this analysis, a comparison of Cronbach's Alpha (alpha reliability coefficient) was carried out with processing results with a value of 0.60. From the processing of SPSS version 21 in Appendix 2, the Cronbach's alpha coefficient is obtained as shown in the following table

**Table 4.5 Cronbach's Alpha coefficient**

Variable	Cronbach Alpha	Informatio n
<i>Person organization fit</i>	0.981	Reliable
<i>Person job fit</i>	0.966	Reliable
<i>Work engagement</i>	0.987	Reliable
<i>turnover intention</i>	0.935	Reliable

Source :Data processed, 2022

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Based on Table 4.5, it can be seen that the coefficient of Cronbach's Alpha (the coefficient of calculating alpha reliability) is  $> 0.60$ . This means that all statements on the variables person organization fit, person job fit, work engagement and turnover intention are reliable.

#### **4.4. Research Results and Hypothesis Testing**

This research on the effect of person organization fit, person job fit, work engagement on turnover intention is not intended to produce a model, but is shown to confirm the hypothetical model contained in the previous presentation of the framework through empirical data. To support this, empirical data was obtained from 253 respondents.

The data in Appendix 3 is then processed using the statistical program Amos for Windows version 22 for the Normality test, CFA and effect test with Structural Equation Modeling (SEM) based on the assumptions in SEM to test the feasibility of the model. Evaluation of the various SEM assumptions used in this study was first evaluated for normality which aims to determine the normality of the data for each indicator of the variables studied.

### **5. CONCLUSIONS AND RECOMMENDATION**

Based on the results of the analysis and interpretation of the data that has been carried out in this study, the following conclusions are obtained:

1. The first hypothesis (H1) which states that the person organization fit variable has a negative and significant effect on the turnover intention variable.
2. The second hypothesis (H2) which states that the person job fit variable has a negative and significant effect on the turnover intention variable.
3. The third hypothesis (H3) which states that the work engagement variable has a negative and significant effect on the turnover intention variable.
4. The fourth hypothesis (H4) which states that the person organization fit variable has a positive and significant effect on the work engagement variable.
5. The fifth hypothesis (H5) which states that the person job fit variable has a positive and significant effect on the work engagement variable.

#### **5.2.RECOMMENDATION**

Based on the results of observations that have been made, the explanation of the conclusions and implications that have been stated previously, there are several suggestions that the researchers provide, namely as follows:

Observations that have been made of PT Telekomunikasi Indonesia, Tbk Regional I Sumatera employees show that there is a significant correlation between person organization fit, person job fit, work engagement on turnover intention. And the higher the person organization fit, person job fit, work engagement, it will be able to reduce the turnover intention rate for employees of PT Telekomunikasi Indonesia, Tbk Regional I Sumatera. Some suggestions in an effort to reduce turnover intention:

1. Selection of the right employees, in this case PT Telekomunikasi Indonesia, Tbk Regional I Sumatera, can carry out initial processes such as selection, on job training processes and employee placement according to company needs with the interests and competencies of employees who will take on a position or job.
2. An employee retention strategy that is supported by culture, connections and contribution.



With the existence of a corporate culture that is created, it is able to maintain a conducive work environment and create a positive work experience and this is usually associated with the level of employee generation. Generation X employees tend to prefer a work environment that guarantees financial stability and security. Meanwhile, employees from generation Y and beyond are more interested in companies that support career development. Connection strategy in the form of creating positive and productive working relationships with colleagues. Another form is creating a balanced work life and wellbeing culture. There needs to be a work life balance where employees still have time for personal interests and can still be connected to life outside of work. The strategy of contributing efforts from the company's side is to find out what the strongest abilities of employees are so that they are able to support company goals.

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