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The Role of *Person Organization Fit as Moderation* in the Relationship of *Perceived Organizational Support* towards Organizational Commitment of Nurses at Bali Med Denpasar Hospital

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ABSTRACT : This study aims to analyze the effect of *perceived organizational support* on organizational commitment, analyze the effect of *person organization fit* on organizational commitment and analyze the moderating role of *person organization fit* in the relationship of *perceived organizational support* to organizational commitment. This research was conducted at the Bali Med Denpasar Hospital. The number of samples used was 132 nurses, with the *proportional random sampling technique* and the Slovin approach as a method of determining the sample. Analysis of the data in this study using *Moderated Regression Analysis*(MRA). The result of this study is that *perceived organizational support* has a positive and significant effect on organizational commitment. *Person organization fit* has a positive and significant effect on organizational commitment. *Person organization fit* strengthens the effect of *perceived organizational support* on organizational commitment.

KEY WORDS : *perceived organizational support, person organization fit , organizational commitment*

I. INTRODUCTION

The 2019 *Corona Virus Disease* outbreak has spread to many countries including Indonesia and has affected most provinces in the country, including Bali Province. Medical personnel are now at the forefront of efforts to treat the recovery of *Covid* -19 patients . Hospitals are the most vulnerable places for the spread of *Covid-* 19 (Wasisto *et al.,* 2020). Nurses are human resources who play an important role in the care and healing of patients in the hospital. Their work is closely related to patient recovery and nurses require a high commitment to be able to survive and carry out their duties and responsibilities in the hospital organization. Organizational commitment is defined as a psychological condition between members and the organization that results in individual decisions to stay in the organization (Allen and Meyer, 1990). Organizational commitment will create a sense of belonging to the organization so that members will be willing to make sacrifices in helping the company realize its goals and be loyal to remain part of the organization (Ramadhan and Mujiati, 2018; Crow *et al.,* 2012; Cahayu and Rahyuda, 2019).

According to the *social exchange theory,* individuals will tend to give rewards and good treatment in return if treated well. Conversely, if the emotional expectations of a relationship are not met, individuals can become less committed to their work and tend not to provide positive behavior (Moin *et al* ., 2018; Fung *et al.,* 2012). Initial interviews with five nurses obtained information that three of them expressed that they did not hesitate to leave the hospital if they got a better chance, were less interested in a long career at the hospital, and felt that moving to another hospital was normal, while the other two felt they did not want to leave the organization . The nurses also revealed that the organization does not care about their complaints, the employee benefits are not proportional to the work effort and the low value compatibility between nurses and hospitals. This is important for the company to know because there is an indication of a nurse's lack of organizational commitment. The variables that affect organizational commitment are *perceived organizational support* and *person organization fit* (Kim *et al.,* 2016; Rhoades and Eisenberger, 2002; Rumangkit and Maryati, 2017; Bangun *et al.,* 2017). In line with *social exchange theory, perceived organizational support* has a reciprocal relationship with organizational commitment (Nazir and Islam, 2017). Previous research by Pattnaik *et al.* (2020) found that *person organization fit* moderates the relationship of *perceived organizational support* to organizational commitment. This study aims to reveal the moderating role of *person organization fit* in the relationship of *perceived organizational support* to organizational commitment within the scope of health service organizations.

II. CONCEPTUAL FRAMEWORK AND RESEARCH HYPOTHESIS
2.1 Organizational Commitment

Organizational commitment is defined as a psychological condition between members and their organization shown by loyalty to the organization, internalizing organizational goals, and dedicating oneself from organizational goals which will result in individual decisions to continue their membership in the organization (Allen and Meyer, 1990; Crow *et al.* , 2012). The success of an organization in pursuing quality depends on how the organization increases the commitment of its employees (Giaque *et al.,* 2015). Social exchange theory sees a relationship between behavior and the environment or vice versa (Blau, 1964). When individuals have been treated well by the organization, they will tend to behave and behave more positively towards the organization, if the expectations of a relationship are not met, the individual becomes less committed to the organization and tends not to give positive behavior (Moin *et al.,* 2018; Fung) *et al* ., 2012). Organizational commitment is very important for the organization because it creates attachments so that employees will be willing to make sacrifices to help the organization achieve its goals so that the organization can run effectively and efficiently (Kumar *et al.,* 2012; Ramadhan and Mujiati, 2018). According to Allen and Meyer (1990), there are three components of commitment, namely *affective commitment* , *continuance commitment* and *normative commitment. The affective commitment is* related to the individual's emotional bond with the organization, the *continuance commitment is* related to the risk of profit and loss, and the *normative commitment is* related to the individual's obligation to help the organization.

2. 2 *Perceived Organizational Support* and Organizational Commitment

Perceived organizational support is the perception of organizational support for employees, which is an employee's belief about the extent to which the organization appreciates their contribution and cares about their welfare (Rhoades and Eisenberger, 2002). Employees who feel the support of the company for themselves will develop and give their best efforts because employees will feel a connection with the company so they feel obliged and have a reciprocal relationship with the company (Le and Lei, 2019). Organizational support is not only salary, benefits, and bonuses, but also attention, praise, acceptance, familiarity, information. and self-development. (Chen *et al.,* 2020; Altinoz *et al* ., 2016). Employees with a low level of *perceived organizational support* indicate that the organization does not pay attention to the interests of employees and may take advantage of them (Mohamed and Ali, 2015). Based on social exchange theory, when employees feel supported by the organization, it will lead to an exchange relationship with positive behavior towards the organization, namely organizational commitment. Employees have the perception that an organization cares about its welfare, it will increase positive behavior, namely commitment (Tumwesigye, 2010; Pattnaik *et al.,* 2020; Metria & Riana, 2018; Islam *et al.,* 2015). Cahayu and Rahyuda (2019) reveal that there is a positive and significant relationship between organizational support and organizational commitment. Research by Kim *et al.* (2016) and Dewi & Rahyuda (2015) found that the level of organizational commitment is influenced by perceptions of organizational support.

H1: *Perceived organizational support* has a positive and significant effect on organizational commitment.

2. 3 *Person Organization Fit* and Organizational Commitment

Person organization fit is generally defined as the conformity between individual values and organizational values that occur when they have similar characteristics (Cable and De rue, 2002; Kristof *et al.* 2005). The level of value similarity between individuals and companies becomes an attraction that brings employee candidates to organizational processes such as recruitment, allowing organizations to find people whose values are more in line with their values so that there is harmony (Trembley *et al.,* 2017). The more employees have a conformity with the values, culture, personality and goals of the organization, the more likely employees will have positive behaviors related to the organization, namely organizational commitment (Alniacik *et al.,* 2013). Value is a fundamental cognitive mechanism that underlies a person's decisions and behavior (Meglino and Ravlin, 1998; Bao *et al.,* 2012). The value of the nurse with the appropriate hospital value greatly influences the work-related behavior of nurses. One of the values that is at the core of nursing is *altruism* (Van and Van, 2020). *Altruism* is a value that has been associated throughout the history of medicine and is referred to as a value that makes individuals care about others to improve their welfare (Mitchell, 2017). Milton (2012) *states* that *altruism* is the heart of nursing which is related to a nursing philosophy that respects human dignity and is dedicated to serving humanity and is associated with the quality of nursing for those in need. The *altruism* value is a value that fits perfectly with the work of nurses caring for patients in the hospital. If individuals have values, goals, culture and personality that are *fit* with the organization, it will foster positive behavior towards the organization. Ahmadi *et al.* (2014) and Silverthorne (2004) in their research found that *person organization fit* has a positive relationship with organizational commitment. The more individuals fit into their organization, the more positive work-related results will be achieved including a greater commitment, such as the results of previous studies by Kooij and Boon (2016), Pattnaik *et al.* (2020) and Astakhova (2016).

H2: *Person organization fit* has a positive and significant effect on organizational commitment.

2. 4 *Perceived Organizational Support, Person Organization Fit* and Organizational Commitment

    Perceived organizational support is considered to affect organizational commitment. When employees have strong *perceived organizational support* , employees will have the willingness to help the organization by being committed to achieving goals. Commitment can occur when there is alignment between what the employee wants to achieve and what the organization wants to achieve . The ability of an organization to make employees committed to achieving common goals also depends on the degree of *person organization fit* (Krajcsak, 2018; Tremblay *et al.,* 2017) meaning that the higher the *person organization fit* , the higher the organizational commitment will be. When there is an alignment of values, goals, culture and personality between employees and the organization, it will lead to increased organizational commitment (Kooij and Boon, 2016; Astakhova, 2016). Employees' perception of an organization that values its contribution and cares about its welfare is influenced by *person organization fit* . This results in increased commitment to the organization. In other words, *person organization fit* acts as a moderator in the relationship between *perceived organizational support* and organizational commitment. Research conducted by Pattnaik *et al.* (2020) found that *person organization fit* acts as a moderating variable between *perceived organizational support* and organizational commitment.

H3: *Person organization fit* strengthens the relationship of *perceived organizational support* to organizational commitment.

Based on the description that has been presented, to clarify the direction of the research on the moderating role of *person organization fit* in the relationship of *perceived organizational support* to the organizational commitment of nurses at Bali Med Denpasar Hospital, the conceptual framework in this study can be seen in Figure 1
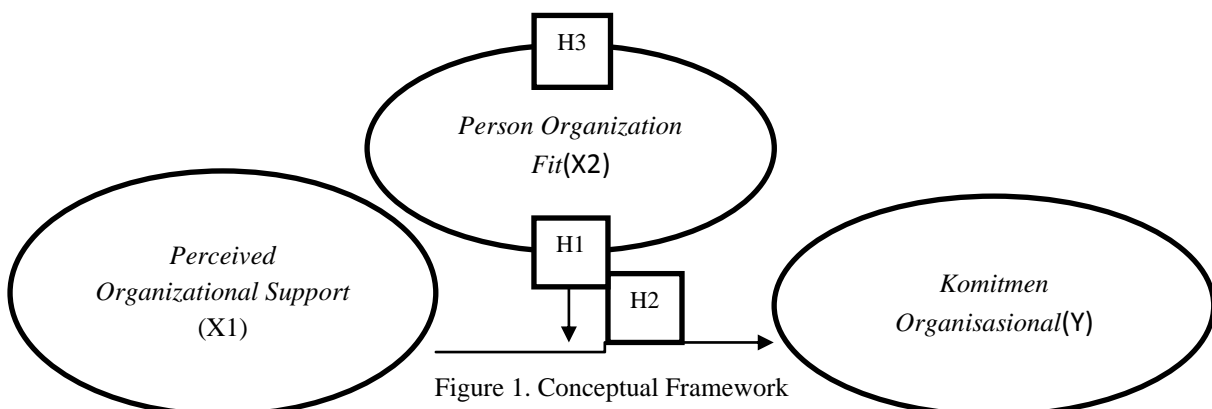

Figure 1. Conceptual Framework

III. RESEARCH METHODS

    The design of this study used a survey method, namely taking a sample from a population and using a questionnaire in data collection. Survey research is intended to study and describe the phenomenon of the independent variables, namely *perceived organizational support* (X_1), the moderating variable, namely *person organization fit* (X_2), and the dependent variable, namely organizational commitment (Y). This research was conducted at Bali Med Hospital which is located at Jalan Mahendradatta no 57X Denpasar, Bali. The population of this study were 196 nurses at Bali Med Denpasar Hospital. The number of samples used in this study was determined by the Slovin approach. The number of samples was 132 using *proportional random sampling technique.* The measurement of organizational commitment refers to the research of Allen and Meyer (1990) which measures organizational commitment with 3 dimensions, namely *affective commitment* , *continuance commitment* and *normative commitment,* consisting of 24 indicators . The measurement of the variable *perceived organizational support* refers to the research of Rhoades and Eisenberger (2002) with 8 indicators, namely appreciating contributions, appreciating extra effort, paying attention to complaints, caring about welfare, caring about work errors, job satisfaction, showing concern and pride. The measurement of *person organization fit* refers to the research of Alniacik *et al.* (2013) and Rushton *et al.* (1981) , this study measures *person organization fit* with 4 dimensions, namely *value congruence, goal congruence, personality congruence* and *culture congruence.* The *person organization fit* indicator in this study modifies the *value congruence* with the *altruism value.* Data were measured using a Likert scale with a range of 1-5. The validity test in this study used Confirmatory Factor Analysis (CFA) with the parameter value of *Kaiser Meyer Olkin (KMO)* $\geq$ 0.5 with *factor loading* items $\geq$ 0.5, *Commulative Explained Variance* $\geq$ 50 percent, *Measures of*

Sampling Adequancy (MSA) ≥ 0.5 and *Eigenvalue* ≥ 1,0. The reliability of the data was confirmed if Cronbach's alpha was ≥ 0.6.

Table 1. Characteristics of Respondents

No.	Variable	Classification	Number of people)	Percentage (%)
1	Gender	Women	110	83.33
		Man	22	16.67
	amount		**132**	**100**
2	Age (years)	21-25	17	12.88
		26-30	37	28.03
		31-35	39	29.55
		36-40	24	18.18
		> 40	15	11.36
	amount		**132**	**100**
3	Education	D3	93	70.45
		S1	39	29.55
	amount		**132**	**100**
4	Years of service	1-5 years	44	33.33
		6-10 years	51	38.64
		> 10 years	37	28.03
	amount		**132**	**100**

Source: Primary data processed, 2021

The distribution of respondent data in the study at Bali Med Hospital Denpasar was predominantly female (83.33%) and the rest were male. The characteristics of respondents based on age indicate that the dominant respondents are less than 36 years old (70.46%) and 29.5% are 36 years old or more. Respondents in this study, dominantly have a work period of less than 10 years (71.9) and 28.3% have a tenure of more than 10 years. The most recent education of the dominant respondent was D3 degree, namely 70.45 % and the rest graduated from S1 by 29%.

IV. RESEARCH RESULTS AND DISCUSSION
Table 2. Validity and Reliability

No.	Variable	KMO	Barlett's Test	Cumulative variance (%)	Eigenvalue	Validity	Cronbach Alpha	Reliability
1.	POST	0.913	850,890	71,122	5,690	Valid	0.942	Reliable
2.	PO Fit	0.901	1,675,562	53,140	2,160	Valid	0.932	Reliable
3.	Com	0.869	1,287,294	55,180	1,575	Valid	0.843	Reliable

Source: Primary data processed, 2021

The test results showed that the value of *Kaiser Meyer Olkin (KMO)* ≥ 0.5 with *factor loading* items ≥ 0.5, *Commulative Explained Variance* ≥ 50 percent, *Measures of Sampling Adequancy (MSA)* ≥ 0.5 and *Eigenvalue* ≥ 1.0, the variable *perceived organizational support, person organization fit* and organizational commitment are declared valid. An instrument is declared reliable if the instrument has a *Cronbach's Alpha value* ≥ 0.6. The reliability test results show that the Cronbach's Alpha value of all variables is ≥ 0.6. It can be concluded that all instruments are reliable.

4.1 Distribution of scores for *perceived organizational support*

The average score of *perceived organizational support was* reported to be sufficient (3.30) measured on an interval scale of 1-5. Among all indicators, complaints (3.06), welfare (3.14) and extra effort (3.25) require management attention to be improved. Complete information can be seen in Table 3.

Table 3. Distribution of scores for *perceived organizational support*

No.	Indicator	N	Average score	Information
1.	Contribution	132	3.42	High
2.	Extra effort	132	3.25	Enough
3.	Complaint	132	3.06	Enough
4.	Well-being	132	3.14	Enough

5.	Work result	132	3.54	High
6.	Job satisfaction	132	3.33	Enough
7.	Attention	132	3.36	Enough
8.	Proud	132	3.33	Enough
Average			**3.30**	**Enough**

Source: Primary data processed, 2021

4.2 Distribution of *person organization fit* scores

The average score of *person organization fit was* reported to be sufficient (3.38) measured by an interval scale of 1-5. Compared to other dimensions, *value congruence is* reported to have the lowest mean and needs better management attention. Meanwhile, the dimensions of *goal congruence* (3.45) and *culture congruence* (3.42) are above average.

Table 4. Distribution of *person organization fit* scores

No.	Indicator	N	Average score	Information
1.	Helping people whose car broke down	132	3.52	High
2.	Give directions to others	132	3.64	High
3.	Make changes for others	132	3.14	Enough
4.	Donate to charity	132	3.64	High
5.	Providing financial assistance to others	132	3.59	High
6.	Donating goods to charity	132	3.70	High
7.	Volunteer for charity work	132	3.61	High
8.	Help carry other people's stuff	132	3.32	Enough
9.	Delaying elevators for other people	132	3.43	High
10.	Give queues for other people	132	2.94	Enough
11.	Giving rides to other people	132	2.65	Enough
12.	Returns more change	132	3.70	High
13.	Buying goods for charity	132	3.52	High
14.	Helping colleagues in distress	132	3.31	Enough
15.	Volunteering to help neighbors in distress	132	3.05	Enough
16.	Helping others cross the road	132	3.67	High
17.	Offer seats to others	132	2.99	Enough
18.	Help an acquaintance move house	132	3.39	Enough
19.	To suit an objectives with the organization	132	3.45	High
20.	Conformity k epribadian with organization	132	3.42	High
21.	Compatibility of culture with organization	132	3.38	Enough
Average			**3.38**	**Enough**

Source: Primary data processed, 2021

4.2 Distribution of organizational commitment scores

The average score for organizational commitment was reported as adequate (3.39) as measured by an interval scale of 1-5. Compared to other dimensions, *continuance commitment was* reported to have the lowest mean and needs better management attention. Meanwhile, the dimensions of *affective commitment* (3.53) and *normative commitment (* 3.40) are above the average.

Table 5. Distribution of organizational commitment scores

No.	Indicator	N	Average score	Information
1.	Enjoys a career in the organization	132	3.70	High
2.	Proud to work in the organization	132	3.81	High
3.	Organizational issues are mine too	132	3.36	Enough
4.	Become part of an organization	132	3.74	High
5.	The meaning of life is positive	132	3.77	High
6.	Feelings of belonging	132	2.84	Enough
7.	Not sure if you will get a job if you leave	132	2.98	Enough

8.	It's hard to leave the organization	132	3.56	High
9.	Life is disrupted when it comes out	132	3.43	High
10.	Loss if it comes out	132	3.36	Enough
11.	Working here is my wish	132	3.74	High
12.	A little alternative if I go out	132	3.19	Enough
13.	Has no alternative other than within the organization	132	2.8	Enough
14.	Other organizations are not as profitable as they are today	132	3.17	Enough
15.	Loyalty	132	3.73	High
16.	It is unethical to change jobs	132	3.09	Enough
17.	The moral obligation to remain	132	3.60	High
18.	Stay loyal in the organization	132	3.48	High
19.	Career requirements	132	3.10	Enough
20.	Staying loyal is wise	132	3.45	High
	Average		**3.39**	**Enough**

Source: Primary data processed, 2021

4.3 Moderation Test

The results of the *Moderated Regression Analysis are* presented in Table 6.

Table 6. Moderation Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.036	0.069		-0.526	0.599
	Perceived Organizational Support (X1)	0.412	0.071	0.412	5,820	0.000
	Person Organization Fit (X2)	0.317	0.071	0.317	4,497	0.000
	*POS * PO Fit* (X1X2)	0.145	0.059	0.173	2,472	0.015
	The coefficient of determination: 0.408	F Count: 31,141				

Source: Primary data processed, 2021

The regression model equation on the moderating role of *person organization fit* on the relationship of *perceived organizational support* to organizational commitment is illustrated in the following equation:

$Y = \alpha + \beta 1 X1 + \beta 2 X2 + \beta 3 (X1 * X2) + \varepsilon$

Organizational Commitment = -0.036 + 0.412 *Perceived Organizational Support* + 0.317 *Person Organization Fit* + 0.145 *Perceived Organizational Support * Person Organization Fit*

4.4 Classical Assumption Test Results

Data on the results of normality, multicollinearity and heteroscedasticity tests are presented in tables 7, 8 and 9. The results of the analysis show that the data are normally distributed, free of multicollinearity and do not contain heteroscedasticity symptoms.

Table 7. Normality Test Results

		Unstandardized Residual
N		132
Normal Parameters [a,b]	Mean	.0000000
	Std. Deviation	.76933328
Most Extreme Differences	Absolute	.071
	Positive	.068
	Negative	-.071
Statistical Test		.071
Asymp. Sig. (2-tailed)		.186 [c]

Source: Primary data processed, 2021

Table 8. Multicollinearity Test Results

Variable	*Tolerant c e*	VIF

Perceived Organizational Support (X1)	0, 938	1, 066
Person Organization Fit (X2)	0 , 938	1, 066

Source: Primary data processed, 2021

Table 9 . Heteroscedasticity Test Results

Variable	Sig.	Information
Perceived Organizational Support (X1)	0.181	Heteroscedasticity free
Person Organization Fit (X2)	0.248	Heteroscedasticity free

Source: Primary data processed, 2021

4. 5 The Effect of *Perceived Organizational Support on Organizational* Commitment

The results of the regression test show that *perceived organizational support* has a positive and significant effect on organizational commitment . The coefficient value of *perceived organizational support* ($\beta1$) is 0.412 with a significance level of 0.000 (<0.05) .

4. 6 The Influence of *Person Organization Fit on Organizational* Commitment

The regression test results show that *person organization fit* has a positive and significant effect on organizational commitment . The coefficient value of *person organization fit* ($\beta2$) is 0.317 with a significance level of 0.000 (<0.05) .

4. 7 *Person Organization Fit* Moderates the Influence of *Perceived Organizational Support on Organizational* Commitment

The results of the regression test show that the interaction of *person organization fit* and *perceived organizational support* has a positive and significant effect on organizational commitment . The interaction coefficient value of POS and PO Fit ($\beta3$) is 0.145 with a significance level of 0.015 (<0.05) .

4. 8 Discussion, conclusions and recommendations

Perceived organizational support positive and significant impact on organizational commitment for support organizations increase positive attitudes towards the organization that organizational commitment. The results of this study are in accordance with previous research from Tumwesigye (2010), Dewi and Rahyuda (2015), Cahayu and Rahyuda (2019), Kim *et al. (* 2016), Pattnaik *et al.* (2020), and Islam *et al* . (2015). Organization members who feel good support from the organization will also give positive attitudes towards the organization. According to *Social Exchange Theory* , exchange relations are not only limited to social exchanges such as money, information and services but also involve social exchanges such as respect, approval and support from the organization. If employees feel that the organization appreciates their contribution and cares about its welfare, employees will exchange it for positive feelings towards the organization, including organizational commitment. P *erson organization fit* positive and significant impact on organizational commitment , meaning that the higher the *person organization fit* the higher organizational commitment. M emiliki suitability of values, goals, culture and personality of the organization will increase organizational commitment . The results of this study are in accordance with the results of research by Ahmadi *et al.* (2014), Silverthorne (2004) Kooij & Boon, (2016), Astakhova, (2016), and Pattnaik *et al.* (2020). Silverthorne (2004) states that if there is a value match between an individual and an organization, the individual will be more committed because of the match between the values that the two parties share . The results showed that *person organization fit* moderates the effect of *perceived organizational support* on organizational commitment. The resulting moderating effect is to strengthen relationships. In other words, *person organization fit* strengthens the relationship of *perceived organizational support* to organizational commitment. When *perceived organizational support is* combined with *person organization fit* , organizational commitment will increase. When employees have a high perception of organizational support plus the suitability of values, goals, personality and culture with the organization, it will make organizational commitment better. Individuals who feel that they have a conformity with the values, goals and culture characteristics of the organization will find it easier to feel support from the organization. Previous research has shown that the degree of conformity depends on how the organization cares about its employees. The combination of *perceived organizational support* and *person organization fit* will affect increased organizational commitment. This study supports the results of previous studies conducted by Pattnaik *et al* . (2020) .

4. 9 Research Limitations

In this study, there are still several limitations that can become opportunities for further research, namely the scope of the study only includes nurses at Bali Med Denpasar hospital and cannot be generalized in general. This study only modifies the aspect of *value congruence* , where further research can add other aspects such as *personality models* . The factors that influence organizational commitment in this study are only limited

to *perceived organizational support and person organization fit* , then there are many other factors that can expand the research.

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