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Influence of Person-Organization Fit, Compensation, and Work-Life Balance on Employee Performance

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Abstract

Person-Organization Fit has become a key factor in fostering harmony and employee engagement with the organization's culture and values. Well-managed Compensation and Work-Life Balance play a crucial role in enhancing employee performance. The aim of this research is to explore the influence of Person-Organization Fit, Compensation, and Work-Life Balance on Employee Performance with the mediation of Job Satisfaction and Organizational Commitment. This study was designed using purposive sampling method involving 375 employees from several banks in Jabodetabek that have implemented Person-Organization Fit. Data was processed using SmartPLS 3.0 tools. The findings of this study indicate that Person-Organization Fit, Compensation, and Work-Life Balance have a significant influence on employee Job Satisfaction. Additionally, this research also demonstrates that Job Satisfaction has a significant influence on Organizational Commitment. However, there is no significant influence between Person-Organization Fit and Compensation on Organizational Commitment. The managerial implications of this research for management emphasize the importance of human resource management in considering the alignment between individuals and organizations, fairness in compensation, as well as support for the balance between employees' work and personal lives in creating a positive and productive work environment.

Keywords

Compensation, Employee Performance, HRM, Person-Organization

1. Introduction

One of the main objectives in human resource management is to achieve the alignment of individuals with the organization, known as Person-Organization Fit (Ahmad & Jasimuddin et al., 2021). This alignment is key to creating an efficient and productive work environment. In this context, social exchange theory, recognized as a grand theory in understanding social interactions, plays a central role (Özel & Kozak, 2017). This theory highlights the importance of exchanges between individuals and their environment, including the organization. Organizations need to design strategies that enable individuals to fit with the values and culture of the organization. In an ever-changing work environment, Person-Organization Fit becomes a crucial factor in achieving organizational success (Armitage & Amar, 2021). Person-Organization Fit has been an area of interest for researchers and managers in recent years, especially concerning the factors that precede and result from the alignment between individuals and organizations. Within the framework of Person-Organization Fit, the alignment of individuals with the values and culture of the organization takes center stage (Lim et al., 2019). With individuals feeling aligned with the organization, they can create value covering social and economic aspects. Person-Organization Fit can drive the development of appropriate organizational practices and culture, potentially leading to increased productivity and greater profits (Issa, 2024). Furthermore, in enhancing the relationship between individuals and organizations, compensation factors also play a significant role.

Competitive and fair reward systems play a key role in attracting and retaining talented employees. When employees perceive that the rewards they receive are commensurate with their performance and contributions, it tends to increase their motivation and productivity levels (Harden et al., 2018). Moreover, good compensation can also help reduce employee turnover rates, which can result in high costs and disruptions within the organization. Therefore, organizations need to carefully design and manage compensation systems to achieve goals such as retaining talented employees, enhancing motivation, and retaining employees in the long term. Balanced compensation can contribute to improving the balance between employees' work and personal lives. Another important factor that significantly impacts employee performance is the presence of Work-Life Balance policies. In the context of human resource management, creating an environment that supports Work-Life Balance is key to enhancing employee performance. When employees can maintain a healthy balance between work demands and personal life, they tend to be happier, healthier, and more motivated (Jackson & Fransman, 2018). This can have a positive impact on productivity, creativity, and the quality of work produced. Furthermore, Work-Life Balance also plays a role in retaining experienced employees in the long term, reducing turnover rates, and increasing loyalty to the organization (Weng et al., 2023).

Research related to the variables of Person-Organization Fit, Compensation, and Work-Life Balance has been conducted previously. Person-Organization Fit variables have a positive relationship with job satisfaction (Lim et al., 2019; Dhir & Dutta, 2020). Person-Organization Fit variables have a positive relationship with job satisfaction and Organizational Commitment (Ilmi & Juliana, 2023; Kim et al., 2023). Furthermore, Compensation variables also have a positive influence on job satisfaction and Organizational Commitment (Daniel, 2019). Work-Life Balance variables also have a positive correlation with job satisfaction (Jackson & Fransman, 2018; Lestari & Rahardianto, 2021; Irawanto et al., 2021). Work-Life Balance variables also have a positive correlation with job satisfaction and Organizational Commitment (Oyewobi et al., 2022).

Exploration related to employee performance in the banking industry has in 2018 however, this study only looked at Compensation and Employee Satisfaction

(Sudiardhita et al., 2018). In this research, modifications were made to the variables used, such as the addition of Person-Organization Fit, Work-Life Balance, and Organizational Commitment variables. These new variables are considered more relevant to the banking industry context and can provide a more comprehensive understanding of the factors influencing employee performance. Where Employee Satisfaction variables also have a positive impact on Organizational Commitment and Employee Performance (Yousef, 2017). Furthermore, Person-Organization Fit and Work-Life Balance variables are added because of their correlation with Organizational Commitment and Employee Performance (Issa, 2024). The aim of this research is to explore the influence of Person-Organization Fit, Compensation, and Work-Life Balance on Employee Performance with the mediation of Job Satisfaction and Organizational Commitment. This research is expected to provide valuable insights for human resource practitioners and managers, which they can apply to improve working conditions, support organizational sustainability, and create an environment where employees feel engaged, committed, and productive. The right balance between these factors will enable organizations to achieve optimal productivity and ensure that employees feel engaged and supported in achieving organizational goals

2. Literature Review

The relationship between person-organization fitness and job satisfaction is a crucial aspect in the context of human resource management. Previous research has shown that alignment in values of person-organization fit has a strong influence on job satisfaction (Issa, 2024). This level of alignment generates strong motivation in employees, encouraging them to not only contribute more than expected but also to maintain their engagement with the organization over the long term (Armitage & Amar, 2021). When individuals feel that their values and personal characteristics align with the culture and values of the organization, they tend to experience higher job satisfaction (Dhir & Dutta, 2020).

The relationship between person-organization fit and organizational commitment is an important dimension in understanding the interaction between individuals and the work environment (Ilmi & Juliana, 2023). Several previous studies have consistently revealed that the level of alignment between the characteristics of person-organization fit has a significant positive effect on organizational commitment (Park & Hai, 2024). Furthermore, positive person-organization fit provides a sense of meaning and psychological attachment to the organization, leading to higher levels of employee engagement. Therefore, understanding and managing person-organization fit can play a crucial role in shaping employees' commitment to the organization, building a strong corporate culture, and creating a supportive work environment.

Satisfaction with compensation is seen as a factor of job satisfaction because individuals tend to feel satisfied and motivated when they receive adequate compensation (Susilowati & Fadli, 2023; Rachman et al., 2025). Compensation also influences individuals' perceptions of alignment with values, lifestyles, and organizational goals, which can motivate them in their work (Haryadi et al., 2016). Workers expect a compensation system that is easy to understand, fair, and meets their expectations (Arinnis et al., 2023). If the compensation system is perceived as fair, based on job requirements, individual skills, and compensation standards in the workplace, then job satisfaction can be achieved.

In the context of human resource management, factors such as recognition, fair rewards, and fairness in compensation play a crucial role in shaping the relationship between employees and the organization. Therefore, appropriate compensation can help increase employees' level of commitment to the organization (Daniel, 2019). Employees who are strong in their commitment to their organization may be more

likely to perceive the compensation they receive as fair and adequate. These employees may experience higher levels of satisfaction with the compensation they receive because they feel a strong attachment to the organization and its goals (Sari & Tukirin, 2023).

The importance of job satisfaction in a job cannot be underestimated, as it encompasses a combination of various aspects, both psychological, physiological, and environmental, that determine how satisfied an employee feels with their work. Recent research indicates a positive and significant relationship between work-life balance and job satisfaction (Irawanto et al., 2021; Rizqulloh et al., 2024). This balance includes dimensions such as time balance, involvement, and how it affects job satisfaction as a dependent variable (Jackson & Fransman, 2018). Work-life balance is described as achieving a balance between an employee's personal life and work, and it can positively or negatively affect employee performance regarding job satisfaction (Lestari & Rahardianto, 2021). Employees experiencing an imbalance between work and personal life may experience decreased job satisfaction. Therefore, work-life balance can have a positive impact on job satisfaction (Isni et al., 2022).

The balance between job demands and personal life, which includes the ability to manage the differences between work time and leisure time, is a crucial factor directly influencing the level of commitment an employee has toward the organization they work for (Wardana & Anindita, 2020). Challenges that arise when one tries to maintain a balance between the demands of work life and personal life can have detrimental consequences on the level of commitment to the organization. Thus, managing work-life balance well can be a key factor in building and maintaining high levels of organizational commitment among employees (Özgökçeler, 2014).

Several previous studies have indicated that employees who are satisfied with their jobs tend to perform better (Sudiardhita et al., 2018; Thi, 2019; Sari & Nugroho, 2023). Several theories, including gap theory and equity theory, have been used to explain the concept of job satisfaction, and although there are various views, the majority of research supports the idea that high levels of job satisfaction have a positive impact on employee performance (Nugroho et al., 2021). Therefore, management endeavors to ensure employee well-being enhances their performance. In this context, hypotheses are proposed to test the relationship between job satisfaction and employee performance.

The relationship between job satisfaction and organizational commitment plays a central role in organizational behavior studies. Job satisfaction reflects the extent to which employees feel satisfied with their jobs and has been shown to significantly influence organizational commitment levels (Chordiya et al., 2017; Thi, 2019). Research indicates that employees who are satisfied with their jobs tend to have stronger organizational commitment. They are more likely to feel emotionally attached to the company and are more willing to contribute positively to the organization (Linggiallo et al., 2021). When employees are satisfied with their jobs, they tend to feel more committed to the values and goals of the organization.

The relationship between organizational commitment and employee performance is an important aspect in the context of human resource management (Thi, 2019). Strong commitment to the organization, including a willingness to exert maximum effort for the organization and a strong desire to remain a part of the organization, is a powerful motivator for employees, ultimately enhancing their job performance (Ćulibrk et al., 2018; Linggiallo et al., 2021). Employees who feel committed to the organization tend to achieve higher performance because they believe their achievements contribute to the overall success of the organization. Thus, understanding and managing organizational commitment can be an effective strategy in improving employee performance (Kaynak et al., 2016).

- H1. Person-Organization Fit has a positive influence on Job Satisfaction.
- H2. Person-Organization Fit has a positive influence on Organizational Commitment.
- H3. Compensation has a positive influence on Job Satisfaction.
- H4. Compensation has a positive influence on Organizational Commitment.
- H5. Work-Life Balance has a positive influence on Job Satisfaction.
- H6. Work-Life Balance has a positive influence on Organizational Commitment.
- H7. Job Satisfaction has a positive influence on Employee Performance.
- H8. Job Satisfaction has a positive influence on Organizational Commitment.
- H9: Organizational Commitment has a positive influence on Employee Performance.

3. Methods

This research uses quantitative methods. Data collection in this study was conducted through a survey method by distributing questionnaires online using Google Form. The population in this study consisted of bank employees in the Jabodetabek area. The research sample was selected using purposive sampling method from several banks that have implemented person-organization fit. Respondent criteria involved banking employees at the staff level who have been working for more than 1 year with diverse statuses and educational backgrounds. The data collection process was planned to take place during March 2024. The data consisted of sociodemographic characteristics such as gender, age, occupation, education level, length of employment, employment status, division of work, and work location. In this study, the measurement method of the investigated variables was adopted from previous research to ensure the validity and reliability of the instrument. The use of SmartPLS 3.0 in structural analysis is relevant in this context, considering that this software is commonly used for Structural Equation Modeling (SEM) analysis. The SEM approach allows researchers to delve deeper into the cause-and-effect relationships among complex variables (Sugiyono, 2017). Considering the sustainability of using SmartPLS 3.0, this study can utilize this tool to understand the relative impact of variables, enriching the interpretation of the relationships between Person-Organization Fit, Compensation, and Work-Life Balance on Employee Performance, Job Satisfaction, and Organizational Commitment in the context of the banking industry.

4. Results

Construct validity and reliability testing were conducted to ensure that the research instrument was able to measure variables accurately and consistently. Table 1 presents the results of construct validity based on the loading factor and Average Variance Extracted (AVE) values for each indicator. Loading values above 0.70 and AVE above 0.50 indicate that most indicators have good convergent validity. Table 2 shows the results of construct reliability through Cronbach's Alpha and Composite Reliability values. All variables in this study meet the reliability criteria with values exceeding the recommended minimum limit.

Table 1. Construct Validity (Loading Factors and AVE)

Variable	Indicator	Loading	AVE
Person-Organization Fit	POF1	0.859	0.723
	POF2	0.868	
	POF3	0.864	
	POF4	0.834	
	POF5	0.857	
	POF6	0.819	
Compensation	Co1	0.783	0.675
	Co2	0.858	
	Co3	0.831	
	Co4	0.802	
	Co5	0.817	
	Co6	0.835	
Work-Life Balance	Involvement Balance	0.906	0.81
	Satisfaction Balance	0.909	
	Time Balance	0.886	
Job Satisfaction	Interpersonal Relationships	0.875	0.762
	Job Competence	0.881	
	Leader Behavior	0.878	
	Personal Growth	0.881	
	Salary & Welfare	0.841	
	Work Itself	0.88	
Organizational Commitment	Affective Commitment	0.89	0.801
	Continuance Commitment	0.893	
	Normative Commitment	0.903	
Employee Performance	Adaptive Performance	0.917	0.17
	Contextual Performance	0.903	
	Task Performance	0.891	

The results of the construct validity test show that almost all variables have a loading factor above 0.70 and an AVE above 0.50. This indicates that the indicators are valid in measuring their respective constructs. Person-Organization Fit, Compensation, Work-Life Balance, Job Satisfaction, and Organizational Commitment have met the requirements for convergent validity. However, Employee Performance has an AVE of 0.17, which is far below the minimum threshold. Therefore, the Employee Performance construct needs to be re-evaluated to improve the validity of the model.

Table 2. Construct Reliability

Variable	AVE	Cronbach's Alpha	Composite Reliability
Person-Organization Fit	0.723	0.923	0.94
Compensation	0.675	0.903	0.926
Work-Life Balance	0.81	0.883	0.928
Job Satisfaction	0.762	0.937	0.951
Organizational Commitment	0.801	0.876	0.924
Employee Performance	0.17	0.888	0.930

Table 2 shows that all variables have high reliability with Cronbach's Alpha and Composite Reliability values above 0.7. This indicates that the internal consistency of the indicators is very good. The AVE of all variables also meets the requirements for convergent validity, except for Employee Performance. The AVE value for Employee Performance is only 0.17, far below the minimum threshold of 0.5. This

indicates that the indicators in the construct need to be re-evaluated to represent the variables validly.

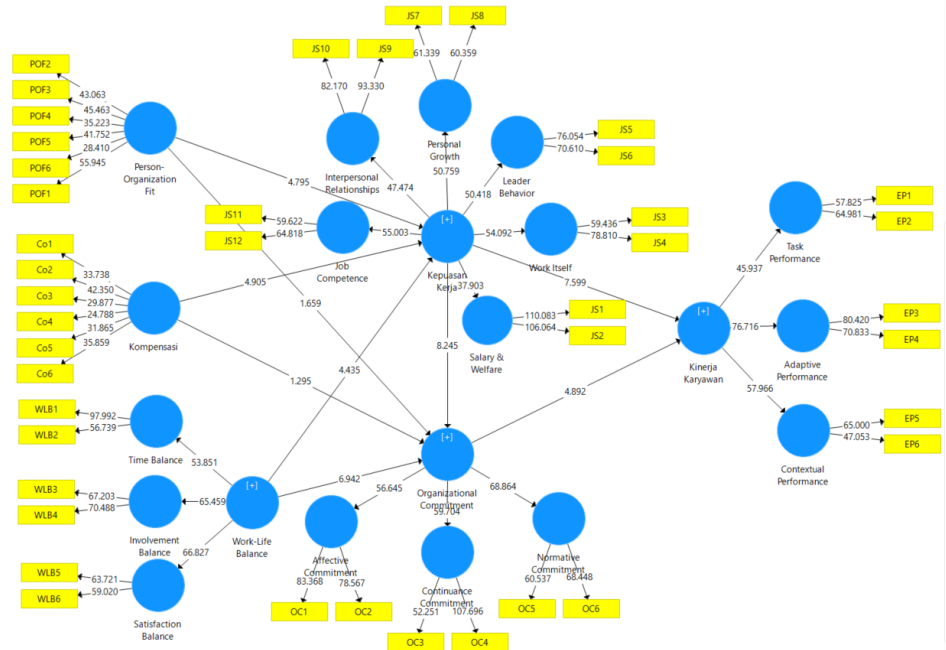


Figure 1. Empirical Research Method

Figure 1 shows a structural model of the relationship between variables that affect employee performance. The main variables such as Person-Organization Fit, Compensation, and Work-Life Balance affect Job Satisfaction and Organizational Commitment. Job Satisfaction and Organizational Commitment then directly affect Employee Performance, which consists of Task Performance, Adaptive Performance, and Contextual Performance. Each construction is measured by several indicators indicated by arrows from the indicators to the latent variables. The loading values and influence paths between variables are displayed to illustrate the strength and direction of the relationship.

Table 3. The Structural Model Coefficient Analysis

Statement	Original Sample	T Statistics	P Values	Result
Person-Organization Fit → Job Satisfaction	0.293	5.195	0.000	Accepted
Person-Organization Fit → Organizational Commitment	0.101	1.657	0.082	Rejected
Compensation → Job Satisfaction	0.335	5.116	0.000	Accepted
Compensation → Organizational Commitment	-0.089	1.343	0.203	Rejected
Work-Life Balance → Job Satisfaction	0.312	4.558	0.000	Accepted
Work-Life Balance → Organizational Commitment	0.385	7.114	0.000	Accepted
Job Satisfaction → Employee Performance	0.517	8.039	0.000	Accepted
Job Satisfaction → Organizational Commitment	0.513	8.185	0.000	Accepted
Organizational Commitment → Employee Performance	0.380	4.968	0.000	Accepted

Based on the results from the structural model coefficient analysis presented in Table 3, hypothesis testing reveals that most of the relationships between variables are statistically significant. Specifically, the relationship between Person-Organization Fit and Job Satisfaction ($O=0.293$, $p<0.05$) and between Work-Life Balance and Job Satisfaction ($O=0.312$, $p<0.05$) are both significant, supporting the acceptance of the alternative hypotheses H1 and H5 respectively. This suggests that both Person-Organization Fit and Work-Life Balance positively influence Job Satisfaction. Furthermore, the relationship between Job Satisfaction and Employee Performance ($O=0.517$, $p<0.05$), along with Organizational Commitment and Employee Performance ($O=0.380$, $p<0.05$), are both statistically significant, supporting the acceptance of hypotheses H7 and H9. These findings highlight the important roles of job satisfaction and organizational commitment in enhancing employee performance.

However, not all hypotheses were supported. The relationship between Compensation and Organizational Commitment ($O=-0.089$, $p>0.05$) was found to be non-significant, leading to the rejection of hypothesis H4. This suggests that compensation does not have a significant direct impact on organizational commitment in this context. Additionally, Person-Organization Fit and Organizational Commitment ($O=0.101$, $p>0.05$) showed a non-significant result, meaning H2 is rejected. This indicates that the alignment between personal and organizational values does not have a direct effect on organizational commitment. To summarize, the analysis confirms significant positive relationships for most of the proposed hypotheses, particularly in the areas of job satisfaction, employee performance, and organizational commitment, while some relationships did not show the expected effects.

5. Discussion

This study reveals that Person-Organization Fit significantly influences Job Satisfaction, which aligns with previous findings (Issa, 2024). When employees perceive alignment with the values and culture of the organization, they are more likely to feel satisfied with their jobs. This finding reinforces the importance of cultural fit in enhancing job satisfaction, as noted in previous research. However, the study also found that Person-Organization Fit did not significantly influence Organizational Commitment. This can be explained by the diverse characteristics of the sample, including gender, age, education, and employment status, which affect individuals' perceptions of organizational fit. This highlights the need to consider contextual factors when analyzing these relationships.

Moreover, Compensation was found to have a positive impact on Job Satisfaction, consistent with prior research that emphasizes the role of fair compensation in enhancing job satisfaction (Susilowati & Fadli, 2023; Rachman et al., 2025). This finding underscores the importance of adequate compensation in boosting employee motivation and satisfaction, especially in the banking sector, where demands are high. However, no significant relationship was found between Compensation and Organizational Commitment, which may be influenced by factors such as career stage and employment status. This study also found that Work-Life Balance significantly affects both Job Satisfaction and Organizational Commitment, which is consistent with prior research that highlights the importance of work-life balance in increasing satisfaction and employee loyalty (Rizqulloh et al., 2024). In the demanding banking industry, policies that promote work-life balance, such as flexible work hours and support for personal well-being, can strengthen employees' attachment to the organization and improve performance.

Additionally, Job Satisfaction was found to have a positive impact on Employee Performance, which supports previous studies indicating that satisfied employees

tend to perform better (Sudiardhita et al., 2018). This finding is crucial in demonstrating that organizations that prioritize job satisfaction can enhance employee productivity. Finally, Organizational Commitment was found to significantly affect Employee Performance, which supports prior research showing that organizational commitment plays a vital role in enhancing employee performance (Kaynak et al., 2016; Ćulibrk et al., 2018). This indicates that strong commitment to the organization boosts employee motivation and dedication, ultimately contributing to the achievement of organizational goals.

6. Conclusion

This study identifies significant influences of factors like Person-Organization Fit, Compensation, and Work-Life Balance on employee Job Satisfaction within the banking industry, emphasizing the importance of aligning organizational values and culture with individual preferences to enhance job satisfaction. However, there's no significant influence observed between Person-Organization Fit and Compensation with Organizational Commitment, indicating complexities in forming employee commitment to the organization. Despite this, Job Satisfaction proves to significantly influence Organizational Commitment, highlighting the need to maintain employee satisfaction as a strategy to increase loyalty and engagement toward organizational goals. These findings provide valuable contributions to developing effective human resource management strategies to improve employee performance and engagement in banking. This study has limitations, such as only focusing on bank employees in the Jabodetabek area, thus limiting the generalizability of the findings. Relevant variables such as personal factors and specific work environments have also not been included. These findings have managerial implications, especially in the importance of Person-Organization Fit, fair compensation, and Work-Life Balance to job satisfaction. To improve employee performance and commitment, management needs to create a positive work environment, support career development, and provide recognition for achievements. Further research is recommended to cover a wider area and industry sector as well as a qualitative approach.

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