

The Effect of Person Organization Fit and Competence on Employee Performance with Work-Life Balance as an Intervening Variable in Logistics Companies in Jakarta

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ABSTRACT

This study aims to test the research model which is expected to obtain results from the influence of Person Organization Fit and Competency on Work-Life Balance and its impact on Employee Performance. Respondent data will use the results of the distribution of questionnaires to employees of Logistics Companies in Jakarta online through the Google Drive platform to 81 employees. In this study, 5 tests were carried out on the hypothesis based on variable indicators prepared using SEM PLS (Partial Least Square) analysis using the smartPLS method. This test consists of an outer model, an inner model, and a Hypothesis test. The results of the study show that person organization fit and competence have a positive and significant effect on work-life balance. Work-life balance also has a positive and significant effect on employee performance. However, person organization fit has a positive but not significant effect on employee performance, while competence has a positive and significant effect on employee performance. In addition, there is no indirect influence of person organization fit and competence on employee performance through work life. This study emphasizes the importance of person organization fit and competence in improving work-life balance and employee performance, although the role of intervening work-life balance in these relationships is not proven.

INTRODUCTION

In the current era of globalization, companies are required to always be able to grow and be able to survive all possible challenges faced, both companies engaged in trade, industry and services. To ensure that the company can continue to survive and grow, companies must strive for the best capabilities they have, one of which is by maximizing the role of resources owned by each company. One of the sectors that continues to experience a high increase in the current era of globalization is the logistics business, the Indonesia Logistics Association (2024) stated that the Logistics sector, especially in the Republic of Indonesia in 2024, is predicted to grow up to 8%, this development is in line with the data presented by Statista (2024) regarding the Logistics Market globally in the period from 2018 to 2028. Although there is a decline in the logistics market trend chart from 2019 to 2023 due to Covid, the forecast of the logistics market trend chart in 2024 to 2028 shows a graph line that continues to increase, which can be interpreted that the logistics business always experiences development every year.

Human Resource Management (HRM) is one of the components that plays an active and important role in supporting companies to achieve corporate goals and face global challenges (Priyono, 2008). MSDM is one of the main contributors to the company's success, therefore if the management of MSDM is not carried out properly, it can be the main obstacle for the company in its efforts for the success of the organization and become an obstacle in satisfying the employees who work in the company. Therefore, the participation of employees is needed to be able to exert their best competencies and ensure that the company has selected the right employees in the company to support the creation of optimal performance for the company and to achieve the company's goals effectively.

The achievement of good employee performance for the company can produce good quantity and quality output for the company and it supports the company's profit and progress more effectively, one of the measurements that can be seen on the company's performance is through profit or profit. Hanafi (2010) states that profit or profit is a measure of the company's overall achievements, in line with the increase in high profits, the company hopes that its company's business can continue to grow, survive and be sustainable because the ultimate goal of the company is profit or profit and the level of profit achieved is usually used as a measure of the success of a company.

Person Organization Fit is one of the necessary factors for the success of the organization so that it is expected to be able to maximize employee performance, Pramesti (2012) explained that Person Organization Fit is a harmonious relationship between individual values and the values of the company, goals that are aligned with organizational leaders, harmonious comparisons between needs and systems in an organizational structure along with harmonious comparisons between the characteristics possessed by individual employees with their organizational climate. Thawil S. M & Hendryadi (2019) stated that the higher the value of a person's Person Organization Fit, the more they will experience satisfaction in their job role and

employees will then be able to invest energy into their daily performance so that they become more involved in the company.

In today's rapidly evolving work environment, competencies are a well-defined set of behaviors that provide structured guidance that enables the achievement of business goals and a real competitive advantage. Competencies, especially those that include knowledge, skills, and attitudes, are increasingly considered important in driving workforce productivity and organizational success (Spencer & Spencer, 1993). In the context of the millennial workforce, which is expected to make up 75% of the global workforce by 2025 (Schawbel, 2012), understanding and developing competencies is becoming increasingly crucial. This generation brings new expectations to the workplace, emphasizing the importance of meaningful work, innovation, and a good work-life balance, all of which are closely linked to their core competencies.

Rahadi et al. (2021) stated that competence is a set of characteristics and skills that can be proven and with competence, it can increase efficiency, work performance and its influence on employee job satisfaction. As the company grows, employees are expected to have competencies that continue to develop with the goal and expectation that the company can maximize the performance of each individual and ultimately have a positive impact on employee job satisfaction and result in the achievement of the company's targets in a positive way.

Work-life balance has become a major concern in organizational studies, especially when considered as an intervening variable that affects various work outcomes. Research shows that Work-Life Balance has a significant effect on job satisfaction, organizational commitment, and employee performance. Research in the health sector shows that work-life balance has a positive and significant effect on job satisfaction. The study found that employees who had a good work-life balance tended to produce better output. This shows that maintaining a balance between personal life and work can improve work productivity (Omar, 2016). In the oil and gas industry, research has found that effective work-life balance practices, such as comprehensive leave policies, significantly improve employee performance. A good leave policy motivates employees to provide services more efficiently and effectively. This emphasizes the importance of Work-Life Balance not only in improving employee well-being but also in driving organizational success (Bienwi-Patrick & Onuoha, 2020).

However, there is a substantial research gap on how organizations can effectively improve Person Organization Fit, particularly in adapting and adapting to a rapidly changing work environment to attract and retain millennial workers. Many previous studies have focused on the influence of Person Organization Fit on overall job satisfaction without delving into how specific factors such as technology, flexible work policies, and sustainability initiatives affect the perception of this fit among millennials. Furthermore, most studies on Person Organization Fit and millennial workers often ignore how internal dynamics such as interpersonal competencies and employee adaptability affect this fit.

Based on the presentation and supported by information obtained from interviews conducted by the author in the company, the author will conduct a research entitled "The Effect of Person Organization Fit and Competence on Employee Performance with Work-Life Balance as an Intervening Variable in Logistics Companies in Jakarta"

THEORETICAL OVERVIEW

Person Organization Fit

Based on the presentation and supported by information obtained from interviews conducted by the author in the company, the author will conduct a research entitled "The Effect of Person Organization Fit and Competence on Employee Performance with Work-Life Balance as an Intervening Variable in Logistics Companies in Jakarta"

Competencies

Competencies are the set of skills, knowledge, and behaviors required by individuals to perform a specific task effectively. According to Spencer & Spencer (1993), competence is a fundamental type of an individual which related to superior or efficient performance in condition or job. Competencies can be classified into five main types: motives, traits, self-concepts, knowledge, and skills.

Work-Life Balance

This is a concept that is getting more and more attention in the modern world of work. Along with changing work dynamics and life demands, achieve the balance among personal life and balance has become crucial to the well-being of individual and this is elaborated as individual's will to find the demand of personal life and work (Greenhaus & Beutell, 1985).

Employee Performance

This is the result of work which attained by the employee in taking out the task that given by the organization in line to the standards also kriteria that have been set. Mangkunegara (2005) employee performance defined as the quantity and quality result of work that achieved from the employee that taking out the duties that correlated to the responsibility. This is impacted from many factors such as work environment, ability, and also motivation.

METHODOLOGY

The research here implements a method to prove a hypothesis with a type of research called quantitative which is explained by Sugiyono (2019) that this method is based on a term called the philosophy of positivism as shown in examining samples and populations determined by data collected through research instruments and the analysis carried out systematically. Statistics in order to examine the conditions of the hypothesis that have been included in the research.

This research was conducted on a Logistics Company where the analysis unit is an employee in the Marketing & Operations business unit with the criteria

of a minimum working period of 6 (six) months and is a worker at the work site at the Jakarta Head Office with the following division of the number of workers:

Table 3. 1 Breakdown of Number of Workers by Business Unit

Business Units	Number of Employees
Marketing	20 Employees
Operation	61 Employees
Total Marketing & Operations	81 Employees

Source: HR Data of Logistics Companies in Jakarta

The independent variables applied here include Competence and Person Organization Fit as well as the dependent variable in the form of employee performance and intervening, namely the variable called Work Life Balance. It was stated by Sugiyono that there is an impact that one variable will have on other variables. If there is a change in the dependent type variable while using a bottle, this place is defined as a type of variable as given the impact of another type of variable, namely the independent variable type. Meanwhile, on the one hand, the definition of an intervening type variable is defined as a type of variable that from a theoretical perspective can have an impact on the other two variables but will not have a direct influence thereby resulting in change.

The variables that will be studied in this study are:

Y1, X2, X1, dan Z1

1. Independent Variables. The independent variables here are the variables Person Organization Fit (X1) and Competency (X2).
2. Variabel Intervening. In this study is Work Life Balance (Z1).
3. Intervening variables, that is Work Life Balance (Z1).

The population here is the employees of logistics companies in the Marketing & Operations business unit, the population is 81 employees. In this study using 15 research indicators, the number of samples needed is a minimum of 80 employees. However, in saturated sampling, the total sample to be used is 81 employees. The authors selected the sample implementing the surfeited sampling method when the small number is relative in a population, so the total sample is 81 people. The author distributed a questionnaire link through Google Form to workers of logistics companies in the Marketing & Operations business unit which was distributed through a short message application with the criteria of being workers at the head office work site in Jakarta.

In this study, the author uses five levels of scores, so that the arrangement of the scale becomes:

Table 3. 3 Likert Scale Used in Research

Question Answers	Bobot Nilai
1. SA (Strongly Agree)	5
2. A (Agree)	4

Question Answers	Bobot Nilai
3. N (Netral)	3
4. D (Disagree)	2
5. SD (Strongly Disagree)	1

(Source: Sugiyono, 2019)

RESEARCH RESULTS

This section will explain the results of data collection that has been carried out in accordance with the research plan that has been set, namely regarding "The Influence of Person Organization Fit and Competency on Employee Performance with Work-Life Balance as an Intervening Variable in Logistics Companies in Jakarta" Data collection is carried out online through Google Form, which includes questions about personal information such as age, occupation, and gender of the respondents, as well as questions related to the research variables that have been previously identified.

The following from the test of the questionnaire with a sample of 30 respondents using Smart PLS. Evaluation of the validity of indicators in the framework of the study was carried out to assess the results of factor loading and AVE. Based on this evaluation standard, it is expected that the factor loading value of each measurement factor must be surpassed 0,7 when the AVE Have to be surpassed 0,5 (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014). This reliability test is carried out using SmartPLS 3 and from the software will generate all the necessary values to assess its reliability. This is the results obtained from reliability testing using SmartPLS 3.

Table 4. 1 Reliability and Validity Test Results of 30 Samples

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Y1	0.783	0.789	0.875	0.703
X2	0.777	0.806	0.856	0.600
X1	0.867	0.880	0.909	0.716
Z1	0.832	0.852	0.888	0.667

Source: Processed by the author (2024)

By the table above, so this test of the construct using SmartPLS 3 software for four constructs: Employee Performance (Y1), Competency (X2), Person Organization Fit (X1), and Work-Life Balance (Z1). From there, it's shown that Cronbach's Alpha values for Y1 (0.783), X2 (0.777), X1 (0.867), and Z1 (0.832) constructs show that all constructs have a good level of internal consistency because they meet the criteria for Cronbach's Alpha value > 0.7.

Based on Table 4.1 above, it shows that AVE value for Y1 is 0.716, X2 is 0.600, X1 is 0.703, and Z1 is 0.667 indicates that each construct has an AVE value of > 0.5, which indicates good to excellent convergence validity. Thus, here show

which the instruments implemented in study is consistent and accurate in measuring the concepts studied, based on the high reliability and validity values obtained from testing using SmartPLS 3.

In the questionnaire that was prepared, there were three questions about the respondent's personal information and 15 special questions about the working conditions of employees in accordance with the questionnaire that had been prepared in the Appendix. Respondents were asked to rate a number of statements using a rating scale from 1-5, where a 1 value means strongly disagree also value of 5 means is strongly agree. Data collection was carried out for 10 days and successfully collected data from 81 respondents. The collected data will be used in various stages of analysis, including descriptive analysis, processing of respondent demographic data, and path analysis.

The respondents in the study consisted of several profiles presented as follows:

Gender Demographics

Table 4. 2 Gender Demographics

Gender	Total (Employee)	Value
Man	53	65%
Woman	28	35%
Value	81	100%

Source: Processed by the author (2024)

The data above shows that out of a total of 81 Marketing & Operations PWTT employees at Logistics Companies in Jakarta, there are 53 male employees is 65% and 28 female employees by 35%.

Age Demographics

Tabel 4. 3 Age Demographics

Age	Number of Employees	Value
51 years and older	4	5%
46-50 years	15	19%
41-45 years	16	20%
31-40 years	15	19%
20-30 years	31	38%
Value	81	100%

Source: Processed by the author (2024)

This research will be analyzed using the Partial Least Square (PLS) data analysis technique. Based on the operational definition of each of the research

variables that Person Organization Fit (X1) consists of 3 (three) indicators, competence (X2) consists of 4 (four) indicators, Work Life Balance (Z1) consists of 4 (four) indicators, and employee performance (Y1) consists of 4 (four) indicators, the relationship model between the variables is as follows:

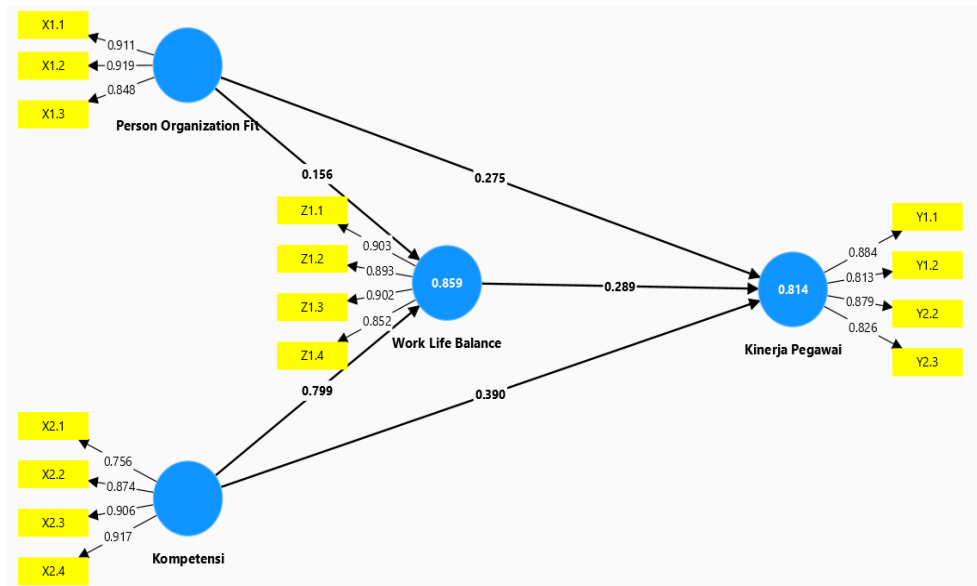


Figure 4. 1 Relationship Model Between Variables of SmartPLS Research

Based on the data mentioned above, the highest percentage value was obtained for employees in the age category of 20 – 30 years, and 76.54% of employees were categorized as millennials.

In this study, to proving quality of the data reliable dan Paris. ., reliability and validity tests are carried out using SmartPLS 3 software. This test is very important to assess the consistency and accuracy of the measuring tool in measuring the concept being studied. The reliability test aims to evaluate the consistency of respondents' answers to the items in the questionnaire. In this study, the reliability test was carried out using Cronbach's Alpha technique. The generally considered adequate Cronbach's Alpha score is 0.7 or above, showing a good consistent level internally on the items in the questionnaire. Evaluation of the validity of indicators in the framework of the study was carried out to assess the results of factor loading and AVE. Based on this evaluation standard, it is expected that the factor loading value of each measurement have to surpass 0,7 while the AVE is 0,5 (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014). This reliability test is carried out using SmartPLS 3 and from the software will generate all the necessary values to assess its reliability. The following are the results obtained from reliability testing using SmartPLS 3.

Table 4. 7 Reliability and Validity Test Results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Y1	0.873	0.881	0.913	0.724
X2	0.886	0.893	0.922	0.749

X1	0.872	0.873	0.922	0.798
Z1	0.910	0.913	0.937	0.788

Source: Prepared by the Author (2024)

Based on Table 4.7 above, the results of the reliability and validity test of the construct using SmartPLS 3 software for four constructs: Employee Performance (Y1), Competency (X2), Person Organization Fit (X1), and Work-Life Balance (Z1). From the table above, it is shown that Cronbach's Alpha values for the Y1 (0.873), X2 (0.886), X1 (0.872), and Z1 (0.910) constructs show that all constructs have a good level of internal consistency because they meet the criteria of Cronbach's Alpha value > 0.7 , with Z1 having the highest value indicating excellent internal consistency.

Then based on Table 4.7 above, it shows that the rho_A values for Y1 (0.881), X2 (0.893), X1 (0.873), and Z1 (0.913) also show high and consistent reliability for each construct. In addition, the Composite Reliability values for Y1 (0.913), X2 (0.922), X1 (0.922), and Z1 (0.937) confirm that all constructs have excellent reliability because they meet the criteria for a Composite Reliability value of > 0.7 .

Based on Table 4.7 above, it shows that the Average Variance Extracted (AVE) values for Y1 are 0.724, X2 is 0.749, X1 is 0.798, and Z1 is 0.788 indicating that each construct has an AVE value of > 0.5 , which indicates good to excellent convergence validity. Thus, these results show that the instruments used in this study are consistent and accurate in measuring the concepts studied, based on the high reliability and validity values obtained from testing using SmartPLS 3.

Test Coefficient Determinant (R Square)

*Tabel 4. 11
Tabel R-Square dan R-Square Adjusted*

	R Square	R Square Adjusted
Kinerja Pegawai	0.814	0.807
Kompetensi	0.831	0.822
Person Organization Fit	0.822	0.813
Work-Life Balance	0.859	0.855

Source: Prepared by the Author (2024)

The R square from above has 0,814 that is 81,4% of the variance in Y1 can be explained by the exogenous constructs present in the model. The R Square Adjusted value for Y1 is 0.807, which indicates an adjustment to the number of predictors in the model. The higher the R Square value, the better the model will be at explaining the variance of the construct.

R square is 0,859 or 85,9% in Z1 can be fixed from exogeneous construct. The Square Adjusted R value for X2 is 0.822 reflecting the adjustment to the number of variables in the model.

Based on the same Table 4.11 it shows that the R Square value for the X1 construct is 0.822, which indicates that 82.2% of the variance in X1 can be explained by the exogenous construct in the model. While the R Square Adjusted value for X1 is 0.813, indicating the adjustment made to the number of predictors.

Table 4.11 above shows that the Z1 construct has the highest R Square value of 0.859, which means that 85.9% of the variance in Z1 can be explained by the exogenous construct. The Square Adjusted R value for Z1 is 0.855, which indicates a small adjustment after accounting for the number of variables in the model.

Overall, both test has a strong ability to explain the variance of the constructs studied. This confirms that the exogenous constructs in the model make a significant contribution to the variation of endogenous constructs, reflecting the good predictive power of the models used in this study.

Q-Square Test

Testing the Q-Square value can be done to see if there is predictive relevance. A Q-Square value > 0 indicates that the model already has predictive relevance. The calculation results from Q-Square are as follows:

$$Q^2 = 1 - (1-R1^2) (1-R2^2)$$

$$Q^2 = 1 - (1-0.859) (1-0.814)$$

$$Q^2 = 1 - (0.141) (0.186)$$

$$Q^2 = 1 - (0.026)$$

$$Q^2 = 0.974$$

Table 4. 12 Table Q-Square (R Square)

	R Square	R Square Adjusted
Kinerja Pegawai	0.814	0.807
Work-Life Balance	0.859	0.855
<i>Predictive Relevance</i>	0.974	

Source: Prepared by the Author (2024)

By the calculation prove that the predictive relevance value is 97,4% or 0.974 so the model's worthy of being siad to do relevant predictive value of 97,4% is intended to be the magnitude of the indjcation ability from a diversity that is 97,4% or the information maintained on the data is elaborated by 97,4% and the remaining 2,6% is expected from other variables from the models.

Testing the Overall Significance of the Research Model

At this stage, the researcher uses the bootstrap feature in Smart PLS by applying 5000 sub-samples. This process will generate t-value, p-value, and path coefficients

values. Path coefficients reflect among the variabel at research between -1 to 1 where the +1 point the negative correlation and the -1 poin the positive correlation, and in the context of this study, the practical guidelines used are t-values above 1.96 and p-values below 0.05 (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014). The results of these measurements shown in the Figure below.

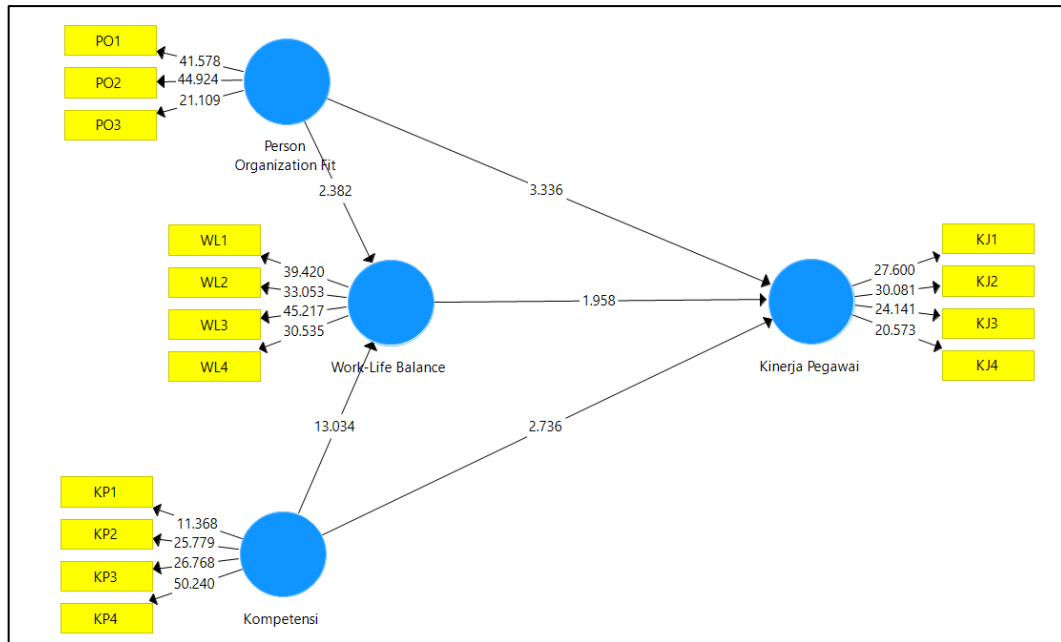


Figure 4. 2 SmartPLS Research Model

By running the bootstrap feature with 5000 sub-samples in the SmartPLS 3 software, tables will be obtained that show important values for testing hypotheses such as path coefficients, t-statistics and p-values. After the bootstrap simulation, the following results were obtained.

Table 4. 13 Subsample 5000x Bootstrap Test Table

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Information
Kompetensi -> Employee Performance	0.390	2.736	0.006	Hypothesis accepted
Competence -> Work-Life Balance	0.799	13.034	0.000	Hypothesis accepted
Person-Organization Fit -> Employee Performance	0.275	3.336	0.001	Hypothesis accepted
Person Organization Fit -> Work-Life Balance	0.156	2.382	0.017	Hypothesis accepted

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Information
Work-Life Balance -> Employee Performance	0.289	1.958	0.051	Hypothesis rejected

Source: Prepared by the Author (2024)

Hypothesis Testing

In this study, hypothesis testing was carried out using the Structural Equation Modeling (SEM) method with the Partial Least Squares (PLS) approach to test the relationship between four main variables: Competency (X2), Work-Life Balance (Z1), Person Organization Fit (X1), and Employee Performance (Y1). SEM PLS is applied to evaluate the Hypothesis model involving direct relationships and mediation between these variables. The use of SEM PLS through SPSS in this study allows for an in-depth analysis of the complex relationships between key variables. In this hypothesis test, the table to be used in this test is the table generated from the PLS feature of the smartPLS 3 software as shown in Table 4.15 below.

Table 4. 15 PLS Result Table and Its Description

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Information
Competence -> Employee Performance	0.390	2.736	0.006	Hypothesis accepted
Competence -> Work-Life Balance	0.799	13.034	0.000	Hypothesis accepted
Person-Organization Fit -> Employee Performance	0.275	3.336	0.001	Hypothesis accepted
Person Organization Fit -> Work-Life Balance	0.156	2.382	0.017	Hypothesis accepted
Work-Life Balance -> Employee Performance	0.289	1.958	0.051	Hypothesis rejected

Source: Prepared by the Author (2024)

Based on Table 4.13 above, it shows the results of bootstrap analysis conducted using SmartPLS 3 software. This table shows the values of Original Sample (O), T Statistics (O/STDEV), and P Values for the relationship between constructs in the research model.

Testing the Effect of Person Organization Fit on Work-Life Balance

H1: Person Organization Fit (X1) has a positive and significant effect on Work-Life Balance (Z1).

Based on Table 4.15 above, it shows that the results of the hypothesis test were obtained, the value of the path coefficient (Original Sample) for the relationship between X1 and Z1 was 0.156. This value is Positive, which indicates that the better the fit between individuals and organizations, the better the work-life balance perceived by employees.

The same Table 4.15 shows that the t-statistic value for this relationship is 2.382, which is greater than the threshold of 1.96, and the p-value is 0.017, which is less than 0.05. This shows that the relationship between Person Organization Fit (X1) and Work-Life Balance (Z1) is statistically significant. Thus, the H1 hypothesis is accepted, indicating that Person Organization Fit (X1) does have a positive and significant influence on Work-Life Balance (Z1).

The results of this hypothesis test are also supported by several studies such as those conducted by Kristof-Brown (2005) in his meta-analysis found that the fit between individuals and organizations (Person-Organization Fit) has a positive relationship with various work outcomes, including job satisfaction, organizational commitment, and work-life balance. Research by Kim (2014) also found that high Person Organization Fit is positively related to Work-Life Balance. Employees who feel a good fit fit with their organization tend to be better able to manage their time and energy, so they can achieve a better balance between two things.

Testing the Effect of Competency on Work-Life Balance

H2: Competence (X2) has a positive and significant effect on Work-Life Balance (Z1)

Based on Table 4.15 above, it proves that the value of the path coefficient (Original Sample) for the relationship between X2 and Z1 is 0.799. This value is positive, indicating which the more high variables than possessed by the individual, the better the work-life balance they feel.

From the same Table 4.15 it shows that the t-statistical value for this relationship is 13.034, which is much greater than the threshold of 1.96, and a p-value of 0.000, which is much smaller than 0.05. This shows that the relationship between Competency (X2) and Work-Life Balance (Z1) is very statistically significant. Thus, the H2 hypothesis is accepted, indicating that Competence (X2) has a positive and significant influence on Work-Life Balance (Z1).

The result here motivated from the research that held by some studies such as those conducted by Boyar (2008) which found that individuals with good skills and competencies tend to be able to manage the demands of work and personal life more effectively, which improves their work-life balance. Then a study conducted by Boyatzis (2008) showed that emotional and social competencies, such as self-awareness and self-management, contribute positively to an individual's ability to manage stress and job demands, which is essential for achieving Work-Life Balance.

Testing the Effect of Work-Life Balance on Employee Performance

H3: Work-life balance has a positive and significant effect on employee performance.

Based on Table 4.15 above, it shows that the value of the path coefficient (Original Sample) for the relationship between Z1 and Y1 is 0.289. This value is positive, indicating that the better the variable the better their performance will be.

The same Table 4.15 shows that the t-statistic value for this relationship is 1.958, which is close to the threshold of 1.96, and the p-value is 0.051. Although this p-value is slightly above the 0.05 threshold, it is still around a significant threshold that is often considered sufficient in some research contexts. Thus, the H3 hypothesis shows that Work-Life Balance (Z1) has a positive influence on employee performance (Y1), although this influence is not entirely statistically significant at the conventional level.

The result here motivated from the research that held by the Grzywacz and Carlson (2007) which shows that perceived work-life balance is not necessarily associated with higher performance. The study found that in some cases, efforts to achieve balance can lead to additional stress, that in turn negatively impacts employee performance.

Testing the Influence of Person Organization Fit on Employee Performance

H4: Person Organization Fit (X1) has a positive and significant effect on employee performance (Y1)

Based on Table 4.15 above, it shows that the value of the path coefficient (Original Sample) for the relationship between X1 and Y1 is 0.275. This value is Positive, indicating that the better the fit between individuals and organizations, the good performance of employees.

From the same Table 4.15 it shows that the t-statistical value for this relationship is 3.336, which is greater than the threshold of 1.96, and the p-value is 0.001, which is much smaller than 0.05. This shows that the relationship between Person Organization Fit (X1) and employee performance (Y1) is statistically significant. Thus, the H4 Hypothesis is accepted, indicating that Person Organization Fit (X1) has a good also significant impact to the employee performance (Y1).

The result here also appropriate and supported by previous research through Schneider (1987) stating that organizations tend to attract individuals who have a fit with their values and culture. The attraction and selection process can cause individuals who are not suitable for the organization to leave, this theory supports the explanation that there's a good for those things it will have an impact on improving employee performance. This theory is also in line with research (Audina, 2022) which states that Person Organization Fit has good impact.

The Effect of Competence on Employee Performance.

H5: Competence (X2) has a positive and significant effect on employee performance (Y1).

Based on Table 4.15 above, it shows that the value of the path coefficient (Original Sample) among X2 and Y1 is 0.390. This value is Positive, indicating which the better degree of Competence possessed by individuals, the better their

performance. The same Table 4.15 shows that the t-statistic value for this relationship is 2.736, that's better from the threshold of 1.96, and the p-value is 0.006, which is much smaller than 0.05. This shows that the relationship between Competency (X2) and employee performance (Y1) is statistically significant. Thus, the H5 hypothesis is accepted, indicating that Competence (X2) has a positive and significant influence on employee performance (Y1).

The result here are also in accordance with previous research conducted by Bandura (1997) in the theory of Self-Efficacy which also states that individuals' belief in their ability to carry out work tasks effectively affects their performance. Individuals who have high self-confidence in carrying out work tasks will tend to achieve better performance. Kristof et al. (2005) maintained which there's a connection among the suitability of individual skills with job demands and employee performance. Individuals who have skills that match the demands of the job will achieve better performance, correlated to the study from Shafira & Rozak (2020) that shows competence has a positive and significant effect on employee performance.

The Effect of Person Organization Fit on Employee Performance through Work-Life Balance

H6: Person Organization Fit Has a Positive and Significant Effect on Employee Performance through Work-Life Balance

Tabel 4. 16 Tabel Intervening Work-Life Balance

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Kompetensi -> Work Life Balance -> Kinerja Pegawai	0.231	1.861	0.063
Person Organization Fit -> Work Life Balance -> Kinerja Pegawai	0.045	1.557	0.120

Source: Prepared by the Author (2024)

From Table 4.16 above, it shows that the value of the path coefficient (Original Sample) for the relationship between X1, Z1 and Y1 is 0.045 which indicates that the value of this relationship is positive. As for the p-value, a value of 0.120 was obtained, which shows that there is no intervening effect of Work-Life Balance for the significant influence of Person Organization Fit on employee performance.

The result here supported by previous research, namely research by Van der Heijden, Scholarios, and Bozionelos (2008). The study found that in some cases, even though employees felt a high level of fit with the organization, their performance was not significantly better if they experienced an imbalance in their work and personal lives. The study states that other external factors, such as social support and working conditions, also act as an crucial role to determine employee performance (Van der Heijden, B. I., Scholarios, D., & Bozionelos, N., 2008).

The Effect of Competence on Employee Performance through Work-Life Balance

H7: Competence Has a Positive and Significant Effect on Employee Performance through Work-Life Balance

Based on Table 4.16 above, it shows that the value of the path coefficient (Original Sample) for the relationship between X2, Z1 and Y1 is 0.231 which indicates that the value of this relationship is positive. As for the p-value, a value of 0.063 was obtained which showed that there was no moderation effect of Work-Life Balance for the effect of significant Competence on employee performance.

The hypotesis result are motivated by previous research by Wayne et al. (2007) which found that even though employees have high competence, their performance does not necessarily improve if they experience an imbalance between work and personal life. Wayne et al. argue that stress and fatigue due to this imbalance can reduce the effectiveness of employees' use of competencies in their work, thereby reducing overall performance (Wayne, J. H., Musisca, N., & Fleeson, W., 2007).

CONCLUSIONS

The conclusion after the result explained are:

1. Person Organization Fit give a positive and significant impact to the Work-Life Balance. Thus, the hypothesis regarding the significant positive influence of person organization fit on Work-Life Balance is accepted.
2. Competence give a positive and significant impact to the Work-Life Balance. And also a significant positive influence of competence on Work-Life Balance is accepted.
3. Work-Life Balance give a positive and significant impact to the employee performance. Thus, the hypothesis about the significant positive influence of Work-Life Balance on employee performance is accepted.
4. Person Organization Fit give a positive and significant impact to the employee performance. Thus, the hypothesis about the significant positive influence of Person Organization Fit on employee performance is rejected.
5. Competence give a positive and significant impact to the employee performance. Thus, the hypothesis about the significant positive influence of competence on employee performance is accepted.

6. Person Organization Fit does not have a positive and significant effect on employee performance through Work-Life Balance. Thus, the hypothesis that Person Organization Fit does not have a positive and significant effect on employee performance through Work-Life Balance is rejected.
7. Competence doesnot has a positive and significant impact to theemployee performance through Work-Life Balance. Thus, the hypothesis that Competence does not have a positive and significant effect on employee performance through Work-Life Balance is rejected.

RECOMMENDATIONS

Advice for Companies

According to the results presented above, the conclusions that can be drawn are:

1. Companies can improve the selection and recruitment process to ensure that prospective employees have values and culture that are in line with the company.
2. Provide a comprehensive orientation program to help new hires adapt to the company culture.
3. Conducting regular training and skill development programs to improve employee competence. Focus on technical skills and soft skills that are relevant to the employee's duties and responsibilities.
4. Adopt flexible work policies, such as flexible working hours, working from home, and adequate time off, to help employees balance their work and personal lives.

Advice for Management

Based on the results of the research that has been carried out in the previous section, there are several suggestions that can be conveyed for company management as follows:

1. Management must regularly monitor and evaluate the work-life balance of employees and their impact on employee performance. Use feedback from employees to make necessary improvements.
2. Providing awards and recognition to employees who have managed to achieve a good work-life balance and show high performance.
3. Conduct periodic competency assessments to identify training and development needs for each employee.

FURTHER STUDY

There are some suggestion that may submitted for the next research as follows:

1. Examine other intervening variables that may affect the relationship between person organization fit, competence, work-life balance, and employee performance, such as leadership style, organizational culture, and work motivation.

2. Conduct similar research in other industry sectors or in different geographical locations to test the generalization of the findings of this study.

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