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THE ROLE OF POSITIVE AFFECT MEDIATORS ON PERSON ORGANIZATION FIT AND JOB SATISFACTION

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ABSTRACT

This study was to investigate the role of positive affect on the effect of person-organization fit and employment. This study used a quantitative approach. 135 employees who worked in PT. Perusahaan Listrik Negara (PLN) Tarahan, Bandar Lampung was chosen as the respondent in this study. Measurement of the person-organization fit variable was measured by an instrument developed by Kristof (1996). Job satisfaction was measured using the Michigan organization assessment questionnaire (Bowling & Hammond, 2008). Positive affect was measured using the positive & negative affect schedule (PANAS) developed by Watson et al (1988). Data processing and hypothesis testing used moderating regression analysis. The findings in this investigation are: first, P-O fit had a positive and significant effect on employee job satisfaction, second, positive affect did not moderate the relationship between P-O fit and job satisfaction. This was indicated by the interaction variables that are smaller than the significance value.

Keywords: *Positive Affect, Person Organization Fit, Job Performance, Side Bet Theory, Work Adjustment Theory.*

INTRODUCTION

Job satisfaction is one of the factors that continues to be investigated by practitioners and academics. Kreitner and Kinicki (2007) showed that job satisfaction can affect various attitudes and behaviors of employees in the company. Employees who have high job satisfaction will show maximum performance, high work discipline, be more committed to the company, and create self-sacrificing behavior for the sake of the organization (Platis, Reklitis, & Zimeras, 2015; Rumangkit & Maryati, 2017; Valaei & Rezaei, 2016; Williams & Anderson, 1991). In addition, job satisfaction can also affect employee intentions to leave the company. Employees who have a high level of job satisfaction will not leave the organization. When employees leave the organization, the sources of job satisfaction will be lost. This is in line with the side bet theory, where employees will try to maintain the sources of job satisfaction.

Kristof (1996) stated that one of the factors predicted to affect job satisfaction. It is person-organization fit or abbreviated as P-O fit. Previous investigations have concluded that P-O fit is the conformity of employees' values with the values that exist in the company (Kristof-Brown, Zimmerman, & Johnson, 2005; Kristof, 1996; Vancouver and Schmitt, 1991). Employees who have the same values as the organization will have an emotional attachment to the organization so that it will affect employee job

satisfaction. This is in line with the work adjustment theory which states that individuals will try to maintain their membership in the organization when they are in conformity with the organizational environment. Kristof (1996) stated that one of the factors predicted to affect job satisfaction. It is person-organization fit or abbreviated as P-O fit. Previous investigations have concluded that P-O fit is the conformity of employees' values with the values that exist in the company (Kristof-Brown, Zimmerman, & Johnson, 2005; Kristof, 1996; Vancouver and Schmitt, 1991). Employees who have the same values as the organization will have an emotional attachment to the organization so that it will affect employee job satisfaction. This is in line with the work adjustment theory which states that individuals will try to maintain their membership in the organization when they are in conformity with the organizational environment.

Positive affect or commonly abbreviated as PA is thought to be able to strengthen or weaken the P-O fit relationship and job satisfaction. Positive affect (PA) is a dimension of personality that describes the feelings of someone who is enthusiastic, active, and alert. Individuals with high levels of PA are generally more satisfied, have more energy, are full of concentration, and are cheerful. On the other hand, individuals who have a low PA level will often look sad, lethargic, lazy, and indifferent. Previous investigations have confirmed that employees with high PA tend to have greater job satisfaction than employees with low PA (Cropanzano, James, & Konovsky, 1993).

METHODS

The type of research was quantitative research. The sample in this study was employees of PT. PLN Tarahan Lampung. The sample in the study was determined using Simple Random Sampling. Each element of the population had the same opportunity to be selected as a sample (Hair, Jr., 2015). The rule of thumb used according to Sekaran & Bougie (2014), stated that the sufficient samples are about 30 to 500. The number of samples used was 135 employees generally.

The suitability of individual values with organizational values or P-O fit was measured by an instrument. This measurement tool was developed by Kristof (1996). The measurement used a five-point Likert scale format. The respondents were asked to answer each question item ranging from 1 (strongly disagree) to 5 (strongly agree). Job satisfaction was measured using four-question items. Scale adapted from the Michigan Organization Assessment Questionnaire (Bowling & Hammond, 2008). The items used in the study included "Overall, how satisfied are you with your work?" (The response to this item is measured on a Likert scale, 5 (very satisfied) to 1 (very dissatisfied), "overall I am satisfied with my work. Me, "in general, I don't like my job, "and" in general, I like working here. Positive affect was measured using the positive & negative affect schedule (HEAT) developed by Watson et al (1988). HEAT had 10 explanations about PA (enthusiastic, strong, active, alert/ready, concentrated, firm / solid, have ideas, are interested, enthusiastic/passionate, strong/steadfast), and each respondent showed the extent to which they had experienced in each description and the responses were recorded on a 5-point scale from (1) not at all to (5) continuous Moderating regression analysis was used to test the hypothesis.

RESULT AND DISCUSSION

The total number of questionnaires distributed was 135 questionnaires. A total of 135 questionnaires were returned. Data were collected in February 2016. In general, the majority of respondents were male (85 people or 63%) with the age range 30-50 years

and over. Most of the respondents had a work period of more than 3 years (87 people or 64%).

From the results of the validity test using the Pearson product-moment correlation coefficient test, 23 questions were declared valid. Furthermore, the reliability test using the Cronbach's alpha test showed that the organizational commitment variable had the highest level of reliability with $\alpha = 0.754$, followed by the job satisfaction variable with $\alpha = 0.786$, and the positive effect variable with $\alpha = 0.635$.

Table 1. The Coefficient of Determination Result

R	R Square	Adjusted R Square	Std. Error of the Estimate
.530 ^a	.281	.264	4.631

a. Predictors: (Constant), Interaction, POF, Positive Affect

Table 1 showed that the effect of person-organization fit and positive effect on job satisfaction was 26.4% and the rest was affected by other variables from outside the research model.

Table 2. Anova Testing Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1097.370	3	365.790	17.055	.000 ^b
	Residual	2809.563	131	21.447		
	Total	3906.933	134			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Interaction, POF, Positive Affect

Table 2 showed that the obtained value $\text{sig} = 0.000 < 0.05$. Thus it concluded that the variable person-organization fit and positive effect simultaneously affected employee job satisfaction.

Table 3. T test Result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.518	28.544		.649	.518
	Positive Affect	2.213	2.232	.697	.992	.323
	POF	.273	.578	.263	.472	.638
	Interaction	-.014	.044	-.342	-.314	.754

a. Dependent Variable: Job Satisfaction

Table 3. Showed that the obtained sig value = $0.754 > 0.05$. Thus it concluded that the interaction variable had no effect on the dependent variable. It meant that the positive

variable affect was not a moderating variable. Therefore, it concluded that the positive effect was not able to weaken or strengthen the relationship between person-organization fit and job satisfaction.

DISCUSSION

The results of the data analysis showed that the person-organization fit affected job satisfaction. These findings meant when the high conformity of employee personal values with the organization was able to increase employee job satisfaction. Employees who had value conformity with the organization was able to show positive attitudes, namely: good communication to superiors and colleagues, high discipline, self-sacrifice for the sake of the organization, and high integrity. On the contrary, the organization was able to get positive employee attitudes with appropriate compensation, clear career paths, reward both financially and non-financially, and provide opportunities for employees to improve their abilities. So, in the end, it was able to create a sense of job satisfaction in employees. Several previous studies had strengthened the results of these studies, namely: Greguras & Diefendorff (2009); Kristof (1996); O'Reilly, Chatman, & Caldwell, (1991); Verquer et al (2003) concluded that person-organization Fit is a potential determinant of job satisfaction. Another finding of this study stated that the positive effect did not moderate the relationship between person-organization fit and job satisfaction. These results indicated that personality had no impact on the level of job satisfaction of employees. When employees had a positive effect or negative affect did not affect the level of employee job satisfaction. It was because employee job satisfaction was things that can be felt by employees so that it was able to increase the employee's emotional feelings. The two-factor theory put forward by Herzberg states that job satisfaction was related to employee emotional feelings and it was caused by factors such as growth opportunities, advancement in career, and recognition of others. Applicable organizational policies, working conditions, and remuneration systems.

CONCLUSION

Based on the results of the research and discussion, it was concluded that P-O fit had a positive and significant effect on employee job satisfaction. Furthermore, positive affect did not moderate the relationship between P-O Fit and job satisfaction. It was indicated by the smaller interaction than the significance value.

SUGGESTION

Some suggestions for future research, related to this research are this study uses a sample, namely employees who work at PT. PLN Tarahan Lampung. Research results may differ when using samples of other institutions that have different values. Therefore, to increase the generalizability of the study, further research is needed using different samples. Furthermore, this study uses the overall P-O fit to see how it affects organizational commitment. Further research can use the dimensions of P-O fit, such as goal congruence, need structure fit, and personality-climate fit. This study uses the dependent variable organizational commitment. Further research can influence the P-O fit on dimensions of organizational commitment such as normative commitment, continuous commitment, and affective commitment.

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