



Testing a JD-R based SEM model of person–organization fit, person–job fit, and perceived organizational support toward employee performance: the mediating role of engagement in jakarta' s banking sector

Author Name(s): Rasty Susanty, Lukman Prasetyo, Agustinus Adityo, Agustian Budi Prasetya

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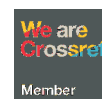
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Testing a JD-R based SEM model of person–organization fit, person–job fit, and perceived organizational support toward employee performance: the mediating role of engagement in jakarta’ s banking sector

Rasty Susanty, Lukman Prasetyo, Agustinus Adityo^{*}, Agustian Budi Prasetya
Universitas Bina Nusantara, Jakarta, Indonesia

ABSTRACT

This study aims to analyze the influence of Person-Organization Fit (P-O Fit), Person-Job Fit (P-J Fit), and Perceived Organizational Support (POS) on employee performance, as well as to evaluate the mediating role of job satisfaction among permanent employees in the banking sector in Jakarta. The research uses a quantitative explanatory approach with a survey method, involving 300 bank employees in Jakarta as respondents. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with 5,000 bootstrap resampling. The results show that POS has both a direct and indirect significant effect on employee performance through job satisfaction. P-O Fit directly affects performance but does not significantly influence job satisfaction. Conversely, P-J Fit significantly affects job satisfaction but does not have a direct impact on performance. Job satisfaction is proven to be a significant mediator in the relationships between P-J Fit and POS with performance. These findings highlight the importance of organizational support and job fit in enhancing employee satisfaction and performance. The practical implication of this study suggests that human resource strategies in the banking sector should focus on increasing job satisfaction through alignment and organizational support approaches as a strategic effort to improve employee performance.

Keywords:

Person–organization fit
Person–job fit
Perceived organizational
Support
Employee engagement
PLS-SEM
Banking sector

Corresponding Author:

Author Name, (9 pt).
Universitas Bina Nusantara
Email: agustinus.adityo@binus.ac.id

Introduction

The banking sector plays a crucial role in supporting national economic development through its financial intermediation function, collecting funds from the public and channelling them into productive sectors (Hasan, 2023; Mishkin, 2019). As Indonesia’s financial and business centre, Jakarta is a strategic hub for the banking industry, where organizational performance is pressured by intense competition and market demands (Johan & Hapsari, 2021). This competitive landscape requires employees to be not only technically proficient but also highly engaged in their work to maintain long-term organizational effectiveness.

However, managing human resources in this sector presents significant challenges. Previous studies have reported declining work motivation, high employee turnover, and misalignment between employee competencies and job demands as key factors behind poor performance (Hasan et al., 2022; Nurlaela & Hadi, 2023). Previous studies have reported declining work motivation, high employee turnover, and misalignment between employee competencies and job demands as key factors behind poor performance (Hasan et al., 2022; Nurlaela & Hadi, 2023). Similarly, Hasan (2023) highlighted that many banking employees in Indonesia face issues such as reduced motivation, job dissatisfaction, and misalignment with the company's vision and culture emphasizing the need for better organizational alignment and support mechanisms. A fundamental issue is the diverse educational backgrounds of bank employees, which often do not align with the specific needs of the financial industry. This misalignment may affect both the *Person-Organization Fit* (P-O Fit) and *Person-Job Fit* (P-J Fit), which are known to impact employee effectiveness (Putri & Riana, 2021; Anjelina & Nazriah, 2025).

Numerous studies have identified fit as a significant predictor of both employee performance and *Employee Engagement* (Liu et al., 2023; Damanpour et al., 2023). Additionally, *Perceived Organizational Support* (POS) the degree to which employees feel valued and supported by their organization has been found to strengthen employee motivation and engagement (Li et al., 2024; Dhir & Dutta, 2024). Engagement, in turn, serves as a psychological mechanism that bridges the relationship between fit, perceived support, and job performance, as highlighted in the *Job Demands-Resources* (JD-R) theory (Bakker & Demerouti, 2022).

The concept of employee engagement is commonly based on the framework by Schaufeli et al. (2001), who describe it as a positive psychological state marked by vigor, dedication, and absorption. Employee performance is measured using Koopmans et al. (2014), which captures both task and contextual performance. The construct of Person-Organization Fit, rooted in the work of Netemeyer et al. (1997), emphasizes the alignment between personal and organizational values. Similarly, Person-Job Fit is conceptualized based on Cable & DeRue (2002), referring to the match between individual capabilities and job demands. Perceived Organizational Support is grounded in the organizational support theory developed by Eisenberger et al. (1997), which highlights the role of perceived employer care and recognition.

Nevertheless, in the context of Indonesia's banking sector, particularly in Jakarta, empirical studies examining the simultaneous impact of P-O Fit, P-J Fit, and POS on Employee Engagement and Employee Performance remain limited. Therefore, this study aims to analyse the direct and indirect effects of these factors on engagement and performance, while also investigating the mediating role of Employee Engagement to provide practical insights for human resource strategies in the banking industry.

This study is grounded in the Job Demands-Resources (JD-R) theory developed by Bakker and Demerouti (2007; 2022), which provides a comprehensive framework for understanding employee motivation and performance. According to the JD-R model, every job has two general categories of characteristics: job demands (e.g., workload, emotional demands) and job resources (e.g., perceived organizational support, person-job fit). While demands may lead to strain and burnout, resources are motivational and help employees stay engaged, productive, and satisfied.

In the context of this research, Perceived Organizational Support (POS), Person-Job Fit (P-J Fit), and Person-Organization Fit (P-O Fit) are conceptualized as job and organizational resources that contribute to Employee Engagement. Engagement, in turn, is expected to positively influence Employee Performance. This aligns with the motivational pathway of the JD-R theory, which emphasizes that job resources stimulate employees' intrinsic motivation by fulfilling their basic psychological needs, thereby enhancing engagement and performance.

The relevance of the JD-R framework in the banking sector is supported by prior studies. Awwad et al. (2022), in a study conducted in the Palestinian banking sector, employed the JD-R model to analyze how job resources and demands influence burnout and job satisfaction. Their findings affirm

that job resources play a critical role in mitigating stress and improving motivational outcomes in high-pressure industries like banking. In line with the JD-R theory, recent empirical evidence from Indonesian banking institutions also supports the mediating role of employee engagement. For instance, Hasan (2023) found that organizational culture significantly impacts employee performance indirectly through engagement, reinforcing its strategic importance as a motivational pathway in performance management.

Furthermore, Zahra et al. (2022) used the JD-R model to examine the mediating role of Employee Engagement between psychological capital and extra-role behavior among banking employees. Their study highlights that engagement acts as a psychological mechanism through which individual and organizational resources translate into positive behavioral outcomes. This supports the rationale for placing engagement as a mediator in this study.

Employee engagement, defined as an emotional, cognitive, and physical commitment to one's job, has been widely recognized as a key psychological mechanism that bridges organizational resources and performance outcomes (Schaufeli & Bakker, 2004). Prior research has consistently shown that employee engagement mediates the relationship between various organizational support practices and behavioral outcomes such as performance, loyalty, and commitment (Abdullahi et al., 2020; Yousf & Khurshid, 2024). This is further reinforced by Vigoda-Gadot et al. (2020), who found that employee engagement mediates the relationship between perceived organizational politics and performance. Their findings highlight that even in contexts characterized by political behavior, engagement remains a central psychological pathway through which environmental factors influence work outcomes.

For instance, Abdullahi et al. (2020) found that talent management practices significantly affect employee performance through engagement as a mediating variable, emphasizing the strategic role of engagement in converting organizational resources into tangible outcomes. This aligns with the motivational pathway of the Job Demands Resources (JD-R) theory, which posits that job resources such as person-job fit and perceived organizational support enhance engagement, which in turn drives performance. Similarly, Yousf and Khurshid (2024) demonstrated that employer branding positively influences employee commitment through engagement, further confirming that engagement serves as a psychological conduit linking employees' positive perceptions of the organization with work-related commitment and output.

Based on this theoretical and empirical foundation, the inclusion of employee engagement as a mediating variable in this study is well-justified to explain the indirect mechanisms through which P-O Fit, P-J Fit, and POS influence employee performance.

Therefore, building on the JD-R theory and these empirical findings, this study proposes a conceptual model where P-O Fit, P-J Fit, and POS influence Employee Performance, both directly and indirectly through Employee Engagement.

Methods

This study employs a quantitative and explanatory research approach to examine the causal relationships among variables within a structural framework. The research is cross-sectional in nature, conducted in a non-contrived setting, and focuses on individual-level analysis.

The population of this study consists of permanent employees working in the banking sector in Jakarta, Indonesia. The sampling method applied is non-probability purposive sampling, selected based on specific inclusion criteria: (1) the respondent must hold a permanent employment status, and (2) must have a minimum of one year of tenure in their current organization. This is intended to ensure that participants have sufficient organizational exposure to evaluate key constructs such as job fit, support, engagement, and performance.

A total of 300 valid responses were collected, meeting the minimum sample size threshold for Partial Least Squares Structural Equation Modelling (PLS-SEM) as suggested by Hair et al. (2017) and Memon et al. (2020). Prior to analysis, a data cleaning procedure was conducted: responses with more than 20% missing values were excluded, and minimal missing values were addressed using mean substitution to avoid data loss and bias.

Primary data were collected using a structured online questionnaire based on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The measurement instruments were adapted from validated and widely cited sources, which were previously introduced in the theoretical framework. These include Schaufeli et al. (2001) for measuring *Employee Engagement*, Koopmans et al. (2014) for *Employee Performance*, Netemeyer et al. (1997) for *Person Organization Fit*, Cable & DeRue (2002) for *Person Job Fit*, and Eisenberger et al. (1997) for *Perceived Organizational Support (POS)*.

To ensure instrument appropriateness in the local context, the questionnaire underwent content validation by two subject-matter experts in Human Resource Management, and construct validity was empirically tested using Average Variance Extracted (AVE) and Heterotrait Monotrait Ratio (HTMT).

Data analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS 3 software. This method was selected because of its suitability for predictive models, analysis of complex relationships involving latent variables, and its robustness with non-normally distributed data (Hair et al., 2017). Reliability was assessed using Cronbach's Alpha and Composite Reliability (CR), while the inner model evaluation included path coefficient significance, coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2).

The conceptual framework of this study is illustrated in Figure 1.

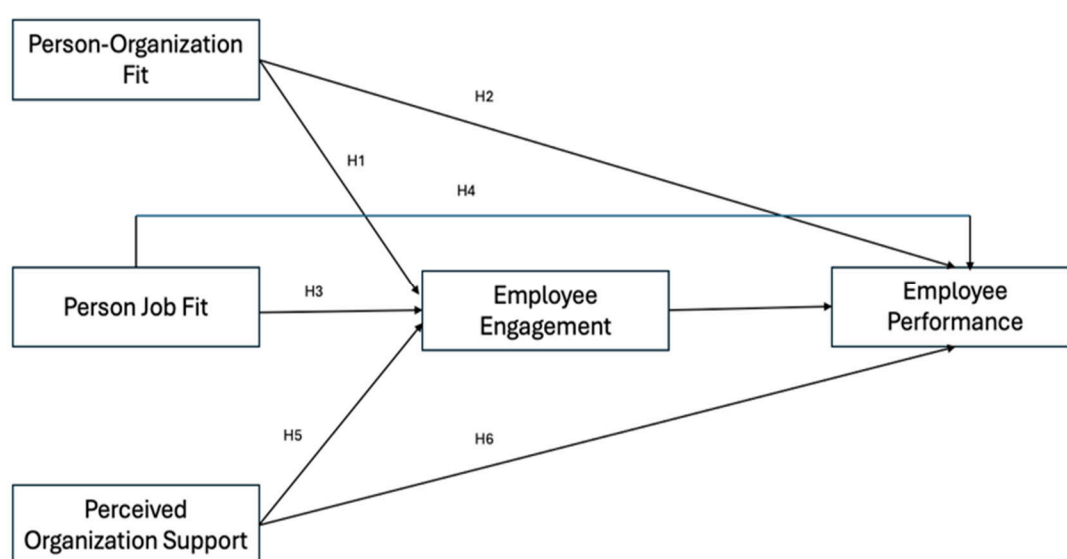


Figure 1 Research Model

Results and Discussion

Demographic Data

In this study, data were collected from 300 respondents for analysis. Of these, 192 (64%) were male and 108 (36%) were female. In terms of age, 165 respondents (55%) were between 18–27 years old, 102 respondents (34%) were between 28–43 years old, and the remaining 33 respondents (11%) were

above 43 years old. Regarding educational background, 279 respondents (93%) held a Bachelor's degree, while 21 respondents (7%) held a Master's degree or equivalent.

Research Model Analysis Results

The results of the data analysis indicate both significant and non-significant direct and indirect effects between Person-Organization Fit (PO-Fit), Person-Job Fit (PJ-Fit), and Perceived Organizational Support (POS) on Employee Engagement and Employee Performance.

Table 1. Hypothesis Testing Results

| Pengaruh | Original Sample | Sample Mean | Standard Deviation | T Statistics | P Values |
|---|-----------------|-------------|--------------------|--------------|--------------|
| Person Organization Fit -> Employee Engagement | 0,114 | 0,115 | 0,066 | 1,732 | 0,084 |
| Person Job Fit -> Employee Engagement | 0,171 | 0,178 | 0,063 | 2,740 | 0,006 |
| Perceived Organization Support -> Employee Engagement | 0,452 | 0,454 | 0,062 | 7,247 | 0,000 |
| Person Organization Fit -> Employee Performance | 0,162 | 0,167 | 0,051 | 3,180 | 0,002 |
| Person Job Fit -> Employee Performance | 0,099 | 0,101 | 0,059 | 1,691 | 0,091 |
| Perceived Organization Support -> Employee Performance | 0,266 | 0,261 | 0,060 | 4,460 | 0,000 |
| Employee Engagement -> Employee Performance | 0,392 | 0,395 | 0,055 | 7,079 | 0,000 |
| Person Job Fit -> Employee Engagement -> Employee Performance | 0,067 | 0,070 | 0,026 | 2,5 85 | 0,010 |
| Perceived Organization Support -> Employee Engagement -> Employee Performance | 0,177 | 0,179 | 0,034 | 5,282 | 0,000 |

Perceived Organizational Support (POS) showed a highly significant effect on Employee Engagement ($p = 0.000 < 0.05$). This indicates that perceived support from the organization such as attention to employee well-being, recognition of their contributions, and the availability of adequate resources encourages increased employee engagement. Employees who feel valued and supported are more likely to develop emotional and cognitive attachment to the organization. These findings are supported by studies from Kurtessis et al. (2017) and Caesens & Stinglhamber (2014), which emphasize that POS has a strong positive correlation with engagement and is one of the key predictors of work engagement.

Regarding its effect on Employee Performance, PO-Fit was found to have a significant influence ($p = 0.002 < 0.05$). This means that although PO-Fit may not strongly enhance engagement, the alignment between personal and organizational values can directly drive employees to perform better. When employees' personal values align with those of the organization, a strong internal motivation emerges to deliver optimal performance. This finding aligns with studies by Jufrizen et al. (2023) and Kristof-Brown et al. (2023), which suggest that value alignment fosters a sense of belonging and commitment that directly enhances work productivity.

In contrast, the direct effect of PJ-Fit on Employee Performance was found to be insignificant ($p = 0.091 > 0.05$). This suggests that although a good fit between individuals and their jobs may enhance engagement, it does not automatically result in improved performance. Employees may feel well-suited to their roles, but other factors such as motivation, managerial support, or career development opportunities may play a more critical role in driving optimal performance. This supports the explanation provided by the Job Demands Resources (JD-R) theory by Bakker & Demerouti (2022), which highlights the importance of mediators such as engagement in bridging the relationship between job fit and performance outcomes.

POS also demonstrated a significant direct effect on Employee Performance ($p = 0.000 < 0.05$), affirming that perceived organizational support not only fosters engagement but also contributes directly to performance enhancement. Employees who feel supported are more likely to work harder and be more loyal to the organization. This is in line with the findings of Madden et al. (2015), which indicate that POS strengthens employees' sense of responsibility and commitment to organizational goals.

Employee Engagement itself had a highly significant impact on Employee Performance ($p = 0.000 < 0.05$), confirming its crucial role as a mediating variable. Employees who are emotionally and cognitively engaged in their work tend to demonstrate higher performance levels, both in core tasks and contextual behaviors. This finding supports those of Gallup (2022) and Saks v, which suggest that engagement is a key driver of organizational success through maximal individual contribution.

Furthermore, the indirect effect of PJ-Fit on Employee Performance through Employee Engagement was also significant ($p = 0.010 < 0.05$). This indicates that while PJ-Fit may not directly influence performance, it contributes indirectly by fostering engagement, which subsequently enhances performance. Similarly, POS demonstrated a significant indirect effect on performance via Employee Engagement ($p = 0.000 < 0.05$), suggesting that organizational support plays a strategic role in shaping positive employee attitudes, ultimately driving better work outcomes.

Thus, these results underscore the importance of cultivating a supportive work environment, prioritizing appropriate job placement, and ensuring value alignment as part of human resource management strategies aimed at enhancing employee engagement and performance particularly within the banking sector in Jakarta.

Table 2. R-square Values

| | R Square | R Square Adjusted |
|----------------------|-----------------|--------------------------|
| Employee Engagement | 0,390 | 0,384 |
| Employee Performance | 0,555 | 0,549 |

Based on the R-square table, it can be explained that the R-square value of 0.390 indicates that 39% of the variation in Employee Engagement can be explained by the independent variables in this model, namely Person-Organization Fit (PO-Fit), Person-Job Fit (PJ-Fit), and Perceived Organizational Support (POS). This suggests that organizational fit, job fit, and perceived organizational support have a substantial influence in explaining employee engagement. However, 61% of the variation in employee engagement may be influenced by other variables outside of this model.

Meanwhile, the R-square value of 0.555 indicates that 55.5% of the variation in Employee Performance can be explained by the variables in the model, including PO-Fit, PJ-Fit, POS, and Employee Engagement as a mediating variable. This demonstrates that the variables used in this study have a fairly strong influence in explaining employee performance. However, 44.5% of the variation in employee performance may be influenced by other factors not included in this model.

Table 3. F-square Values

| | Employee Engagement | Employee Performance |
|--------------------------------|----------------------------|-----------------------------|
| Employee Engagement | | 0,211 |
| Perceived Organization Support | 0,032 | 0,014 |
| Person Job Fit | 0,014 | 0,039 |
| Person Organization Fit | 0,232 | 0,090 |

Based on the F-square analysis results, the effect of Employee Engagement on Employee Performance yielded a value of 0.211, which falls into the medium category. This indicates that Employee Engagement plays a relatively strong role in enhancing performance. Employees with high engagement levels tend to demonstrate greater motivation and dedication in completing their tasks, positively influencing work outcomes. This finding is consistent with the Job Demands Resources

(JD-R) theory, which identifies engagement as a central mediating mechanism between organizational resources and performance results.

Although Perceived Organizational Support (POS) had a statistically significant impact on Employee Engagement ($p < 0.05$), its F-square value was only 0.032, suggesting that while POS contributes to engagement, its explanatory power in the model remains modest. Similarly, POS's direct effect on Employee Performance was very small ($F^2 = 0.014$), reinforcing the idea that its main influence is channeled through engagement.

Person-Job Fit (PJ-Fit) also demonstrated low F-square values for both Employee Engagement (0.014) and Employee Performance (0.039), indicating limited structural influence despite being statistically significant for engagement. This suggests that PJ-Fit alone may not be a dominant factor in driving performance and that its effect is more likely indirect through engagement.

Interestingly, Person-Organization Fit (PO-Fit) exhibited a medium F-square value (0.232) for its influence on Employee Engagement, despite the effect being statistically non-significant. This finding suggests that PO-Fit may still play a meaningful structural role in the model. The discrepancy between the statistical significance and structural contribution implies that factors such as organizational context, employee perception variability, or measurement sensitivity may be moderating the relationship. Moreover, PO-Fit's effect on Employee Performance, though small ($F^2 = 0.090$), reinforces its role as a background contributor to performance outcomes.

These findings indicate that while PO-Fit and EE do not show statistically significant paths in certain relationships, they nonetheless carry practical relevance in the overall model structure. Future research should explore potential moderators or interaction effects that could better explain these patterns, particularly within the context of Jakarta's banking sector and the variables investigated.

Conclusion

This study aims to examine and analyse the influence of Person-Organization Fit (P-O Fit), Person-Job Fit (P-J Fit), and Perceived Organizational Support (POS) on Employee Engagement and Employee Performance in the banking sector in Jakarta. Employee Engagement was also tested as a mediating variable in the relationship between the independent variables and employee performance.

The results reveal that P-O Fit does not significantly affect Employee Engagement, suggesting that value alignment alone may not directly drive engagement. However, P-O Fit significantly influences Employee Performance directly, indicating that value alignment still contributes to improved performance even if not through engagement. In contrast, P-J Fit significantly influences Employee Engagement but has no direct effect on performance. The mediation test confirms that engagement significantly mediates the relationship between P-J Fit and performance.

Furthermore, POS has a strong and significant impact on both engagement and performance, both directly and indirectly. When employees feel supported and appreciated by their organization, they tend to be more engaged and perform better. Engagement itself is confirmed as a key mediating variable between organizational perceptions and outcomes. These findings highlight the critical role of employee engagement in mediating the effects of job fit and perceived support on performance. While P-O Fit and P-J Fit influence performance through different paths, POS is the most consistent predictor across outcomes.

This study contributes empirical insights to the literature on human resource management in the Indonesian banking sector, emphasizing the importance of organizational support and job-person alignment in fostering engagement and performance.

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