

The Effect of Person Job Fit, Person Organization Fit on Organizational Commitment with Job Satisfaction as an Intervening Variable on Teachers of Ma'arif as Sa'adiyah Islamic Boarding School

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ABSTRACT: This study aims to analyze the effect of person job fit, person organization fit on organizational commitment with job satisfaction as an intervening variable on teachers of Ma'arif As Sa'adiyah Islamic boarding school. This study uses a quantitative method. The population in this study were all teachers of Ma'arif As Sa'adiyah Islamic boarding school totaling 30 people. The sampling technique used a non-probability sampling method using a saturated sampling technique. Data analysis method using the Structural Equation Model (SEM) with partial Least Square (SEM PLS). The results of this study indicate that person job fit has a significant effect on job satisfaction. Person organization fit has no significant effect on job satisfaction. Person job fit has a significant effect on organizational commitment. Person organization fit has a significant effect on organizational commitment. Job satisfaction has a significant effect on organizational commitment. Person job fit has a significant effect on organizational commitment with job satisfaction as an intervening variable. Person organization fit has no significant effect on organizational commitment with job satisfaction as an intervening variable.

KEYWORDS: Person Job Fit, Person Organization Fit, Job Satisfaction, Organizational Commitment

I. INTRODUCTION

Human resources are one of the important aspects in an organization. One of the roles of human resources is to build and develop the organization so that the organization can achieve its goals effectively and efficiently. The achievement of organizational goals can be realized, one of which is by improving the quality of human resources in a planned, directed, and sustainable manner so that it will end in the creation of human resources who have a strong commitment to completing all tasks given according to their respective responsibilities and functions effectively, efficiently and productively. The potential of human resources has a major effect in achieving the goals of the work organization. Human resources are assets that have an important role in the running of a work organization (Putri & Parmin, 2022). The success of an organization is determined by the activities carried out and the results of the employees' work in carrying out their duties and responsibilities.

Islamic Boarding School as an Islamic educational institution has an important role in shaping the character and quality of human resources in Indonesia. Ma'arif As Sa'adiyah Islamic Boarding School is a private Islamic educational institution that was established in 1995. The number of teachers working at Ma'arif As Sa'adiyah Islamic Boarding School is 30 people. In Islamic Boarding School, teachers are key elements that not only teach, but also guide students in their daily lives. The quality and performance of teachers are highly dependent on internal factors within themselves and the compatibility between individuals and jobs and organizations. However, although Islamic Boarding School has a noble mission in producing a generation with noble character and knowledge, there are many challenges faced in maintaining the organizational commitment of teachers. One of the problems that often occurs is the low level of job satisfaction among Islamic Boarding School teachers. This job satisfaction can affect their level of commitment to the organization, which ultimately has an impact on the quality of education provided to students.

Organizational commitment is important for employees because with commitment, employees will be more responsible for their work. Employee commitment to the organization determines whether or not the goals that an organization wants to achieve are achieved. According to Robbins & Judge (2017) organizational commitment is the degree to which a person

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identifies with an organization, its goals and the desire to maintain membership in the organization. Rahmawati (2020) states that organizational commitment is seen as a value orientation towards an organization that shows that individuals think a lot about and prioritize work and the organization. Putri & Parmin (2022) states that employees who have organizational commitment are more stable and more productive employees, thus more profitable for the organization.

The phenomenon that occurs at Ma'arif As Sa'adiyah Islamic Boarding School related to organizational commitment is very concerning, one sign of low organizational commitment in teachers can be seen from their attendance rate, teachers are often absent without clear reasons or are often late, this will reduce the quality of learning for students, teacher delays cause instability in the teaching and learning process. The behavior of teacher absence will certainly affect the teacher's working time in completing work and at the same time shows that there are still teachers who have low organizational commitment in working.

One of the factors that effect organizational commitment is person job fit. One important aspect that can increase organizational commitment is person job fit. Person job fit is the suitability between employees and jobs by looking at the abilities possessed by employees and the demands of the job. Putri & Parmin (2022) states person job fit as the suitability of an individual with the knowledge, skills and abilities possessed with the job description. Person job fit is determining the work needed by the organization such as the abilities possessed when working according to the demands of the job, and the knowledge possessed by the employee. Bangun et al., (2017) found that person job fit has a significant effect on organizational commitment.

The current conditions at Ma'arif As Sa'adiyah Islamic Boarding School show that not all teachers feel a good fit with their jobs and organization. Some factors that effect this include high workload, limited facilities, and differences between the values held by individuals and the values upheld by the Islamic Boarding School. Some teachers are appointed based on personal closeness to the management or other reasons that are not entirely related to teaching competence. As a result, some teachers may feel unable to carry out their duties optimally, leading to dissatisfaction with the work they do. For example, teachers who are appointed to teach a particular field, but do not have an adequate educational background in that field, will find it difficult to convey material and provide appropriate guidance to students.

Then teachers are often asked to carry out very heavy tasks, such as teaching more than one subject, managing extracurricular activities, and even being responsible for administrative matters that take up their time. These demands can exceed individual capacity, so they feel overwhelmed and dissatisfied with the work they do. If the workload exceeds their abilities or desires, the fit between teachers and the work they do decreases. This situation has the potential to reduce the level of organizational commitment of teachers, which in turn can have a negative impact on the quality of education and services to students.

The next factor that influences organizational commitment is person organization fit. Person organization fit is defined as the suitability between organizational values and individual values (Putri & Parmin, 2022). Feeling comfortable and happy in doing work is also a satisfaction for employees before showing organizational commitment behavior. Putri & Parmin (2022) states that person organization fit has a significant effect on organizational commitment, which means that person organization fit influences the level of employee organizational commitment. Bangun et al., (2017) also found that person-organization fit has a significant effect on organizational commitment.

In Islamic Boarding School, religious values, culture, and tradition play a central role, the fit between the individual and the organization becomes very important. If a teacher feels that his/her personal values and life goals are not in line with the values applied by the Islamic Boarding School, then this can affect motivation, job satisfaction, and commitment to the organization. The current condition at Ma'arif As Sa'adiyah Islamic Boarding School shows that not all teachers feel a fit between their personal values and the culture and policies in the boarding school. One of the causes is the difference between personal values and principles and the organizational culture. Each teacher has a different educational background and experience. Some teachers have a more modern approach to teaching, while the Islamic Boarding School still prioritizes traditional teaching methods based on yellow books. The mismatch between the values and teaching approaches adopted by the individual and the culture applied by the Islamic Boarding School can create discomfort and tension. Teachers who do not feel a fit with the organizational culture tend to feel alienated and less motivated.

Another factor that can affect organizational commitment is job satisfaction. Job satisfaction is an attitude shown by a person's attitude towards his work such as whether he likes it or not when placed in a section that suits his abilities and skills. According to Zainal et al., (2015) job satisfaction is an evaluation that describes a person's feelings of attitude, happy or unhappy, satisfied or dissatisfied in working. Job satisfaction can be seen from the employee's positive attitude towards his work

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and everything faced in his work environment. According to Robbins & Judge (2017) job satisfaction is an individual's attitude towards their work, such as following rules, having good relationships with co-workers, following organizational policies.

Aspects of job satisfaction consist of wages, job security, co-workers, working conditions and opportunities for employee advancement (Robbins & Judge, 2017). The level of job satisfaction is always associated with the commitment that employees have to the organization. Putri & Parmin (2022) stated that job satisfaction has a significant effect on organizational commitment, meaning that the higher the job satisfaction, the higher the organizational commitment of employees. Likewise in the study (Rahmawati, 2020) found that job satisfaction has a significant effect on organizational commitment. This means that the higher the level of job satisfaction, the higher the organizational commitment. Employees will be more loyal to the organization, maintain a positive attitude towards work, employees will not change jobs and already consider the job better (Putri & Parmin, 2022).

Job satisfaction is an important determinant that encourages someone to show organizational commitment behavior, because individuals who get satisfaction in their work, will tend to interpret the work and tasks they carry out with full responsibility and dedication. Job satisfaction among teachers of Islamic Boarding Schools is crucial, because high job satisfaction can increase motivation, performance, and commitment to the organization. Conversely, low job satisfaction can result in a decrease in teaching enthusiasm, lack of involvement in boarding school activities. However, although job satisfaction is an important factor, in reality many teachers at Islamic Boarding Schools are dissatisfied with their jobs.

Some of the main problems found at Ma'arif As Sa'adiyah Islamic Boarding School related to job satisfaction include heavy and unbalanced workload, limited facilities, limited resources, inadequate compensation and rewards, where some teachers feel that the salaries and allowances they receive are not commensurate with the workload they bear. Based on the problems of job satisfaction that are explained both in terms of heavy and unbalanced workload, limited facilities and resources. This shows that appreciation for teacher performance and contribution in improving the quality of education is often not enough. When teachers feel unappreciated, either in financial form or recognition of their efforts, their job satisfaction tends to decrease.

II. LITERATURE REVIEW

Organizational Commitment

Organizational commitment is the ability and willingness to align personal behavior with the needs, priorities and goals of the organization. Ananda et al., (2022) stating commitment to the organization can be interpreted as the extent of individual involvement in the organization. Organizational commitment can be characterized by a strong belief in the organization, and the individual accepts the goals and values of the organization; the individual is willing to work hard for the benefit of the organization; and the individual has a strong desire to maintain a relationship with the organization

Organizational commitment can grow because individuals have an emotional bond with the company. Nursafitri & Helmy (2022) suggests that people who are relatively satisfied with their jobs will be more committed to the organization and people who are committed to the organization are more likely to experience greater satisfaction. Robbins & Judge, (2017) states that organizational commitment is a condition where an employee sides with a particular organization and its goals and is interested in maintaining membership in the organization. Furthermore, he emphasizes on employee partisanship towards the organization and employee sincerity towards achieving organizational goals and employee efforts to survive. Organizational commitment is the employee's desire to maintain his membership in the organization and is willing to make high efforts for achieving organizational goals which include employee willingness, employee loyalty and employee pride in the organization (Putri & Parmin, 2022).

Person Job Fit

Person job fit is the suitability between a person and his/her job duties in the workplace. To meet the job requirements there must be a match between the employee's needs and the job supply so that their skills can be utilized (Sayuga et al., 2023). Person job fit is defined as the match between a person's abilities and the demands of the job or a person's desires and job attributes (Putri & Parmin, 2022). Individual suitability with the job will benefit the individual, because the individual will work with all the abilities they have and the employee feels happy and satisfied because they work according to the field they are engaged in. Person job fit is defined as the compatibility between the individual and the work or tasks they do in the workplace (Rahmawati, 2020)

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Person Organization Fit

Person organization fit is a match between employees and organizations that occurs when there is an entity that provides what is needed by both parties can be a characteristic of fulfilling employee needs. Feelings of comfort or pleasure in doing work are also a satisfaction for employees before emerging organizational commitment behavior (Rahmawati, 2020). Person organization fit is the suitability between organizational values and individual values (Putri & Parmin, 2022). Employees who have greater person-organization fit will adapt more easily and achieve job satisfaction more easily (Rahmawati, 2020). Person organization fit is based on the assumption of the individual's desire to maintain their conformity with the organization's values. Person organization fit is defined as the conformity between the individual's personality and the characteristics of the organization (Alfani & Hadini, 2018). Person organization fit is the fit between a person and an organization that occurs when at least one party provides the needs of the other party, or both parties share the same basic characteristics (Rahmawati, 2020).

Person-organization fit measurement directly asks employees whether they have a fit between each individual's values and the organization's values (Indriyani & Sutanto, 2021). In this regard, person-organization fit is stated as the similarity of values, similarity of goals, and suitability between employee needs and support in the work environment, suitability between individuals and organizations (Rahmawati, 2020). One of the reasons individuals enjoy working for a particular company is because they have found a match between themselves and the organization. As a variable that focuses on organizational and individual behavior, this variable explains the conceptualization of the level of fit, elements in person organization fit are based on the individual's desire to maintain their fit with the values of the organization. Person organization fit is the fit between individuals and organizations because values are fundamental and can maintain the characteristics of individuals and organizations (Yolanda, 2018).

Job Satisfaction

Job satisfaction is an employee's feeling of pleasure or displeasure with the work they do, seen as a whole or by reviewing aspects of the conditions that exist in their work in the organization where they work (Widyastuti & Ratnaningsih, 2018). Job satisfaction reflects a person's feelings towards their work, this is evident in the employee's positive attitude towards work and everything they face in their work environment. Organizations must continuously monitor job satisfaction, because it will affect the level of absenteeism, workforce turnover, work enthusiasm, and employee complaints (Yolanda, 2018).

Job satisfaction tends to be caused by various factors such as the type of organizational policy, supervision, administration, salary and quality of life. However, it can be concluded that job satisfaction describes what people expect in the organization compared to what they actually get (Farooqui & Nagendra, 2014). Satisfied employees will be more productive than dissatisfied employees. So, it can be said that employees who have a higher level of satisfaction will help the organization or company to achieve a goal (Robbins & Judge, 2017).

Job satisfaction is a condition where needs are met in the work environment such as the need for the worker's job, level of supervision, relationships with fellow workers, adequate promotion opportunities, and adequate wage levels. Job satisfaction is very important in determining whether an employee's performance is good or not. If employees are satisfied with their jobs, they will be motivated to do better. Job satisfaction is negatively associated with employee turnover, but other factors such as the labor market, alternative job opportunities and length of service are important obstacles to leaving the existing job (Yolanda, 2018)

Conceptual Framework and Hypothesis

The conceptual framework in this study can be described as follows.

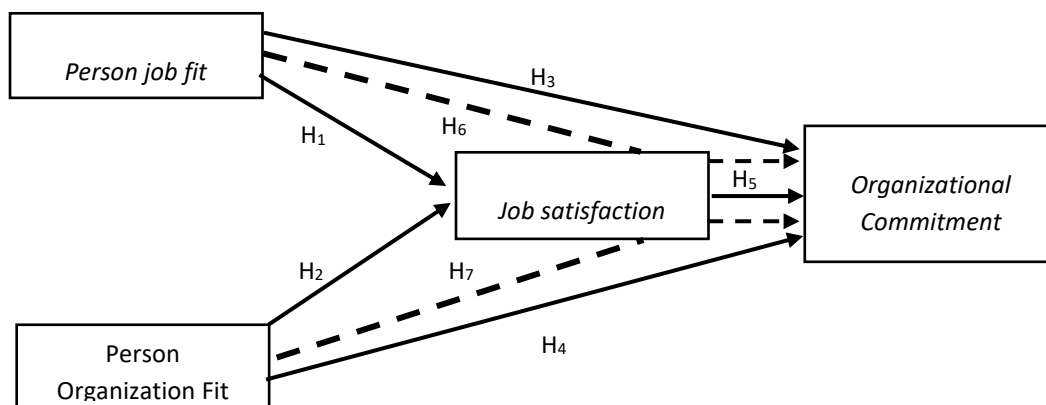


Figure 1 Conceptual Framework

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Based on the conceptual framework, the hypotheses used can be described as follows:

- H1: Person job fit suspected to have an effect on job satisfaction
- H2: Person organization fit suspected to have an effect on job satisfaction
- H3: Person job fit suspected to have an effect on organizational commitment
- H4: Person organization fit suspected to have an effect on organizational commitment
- H5: Job satisfaction suspected to have an effect on organizational commitment
- H6: Person job fit is thought to have an effect on organizational commitment with job satisfaction as an intervening variable
- H7: Person organization fit is thought to have an effect on organizational commitment with job satisfaction as an intervening variable

III. RESEARCH METHODS

This research uses quantitative methods (Margono, 2010). Based on the research objectives using hypothesis testing (Sekaran & Bougie, 2017). Data collection techniques using questionnaires. The population in this study were all teachers of Ma'arif As Sa'adiyah Islamic Boarding School, totaling 30 people. The sampling technique used the non-probability sampling method using the saturated sampling technique (sensus), which is a sampling determination technique when all members of the population are used as samples (Sugiyono, 2021). The data collection method used is through a questionnaire with a Likert scale. The data analysis method uses Structural Equation Model (SEM) analysis with partial Least Square (SEM PLS) (Hair et al., 2017). The measurement of variables in this study is described as follows:

Table 1 Measurement of Research Variables

Variables	Indicator	Source	
Organizational commitment	Affective commitment	(Bangun et al., 2017)	
	a. Give your best effort		
	b. Tell friends the organization is a good organization		
		c. Accept all assignments	(Budiarti, 2020)
	Normative commitment		
	a. Proud to say part of the organization		
		b. Inspire to achieve job performance	
	Continuance commitment		
	a. Happy to choose an organization over others		
b. Care about the future of the organization			
	c. Best organization to work for		
Person job fit	Demand-ability fit	(Bangun et al., 2017)	
	a. Ability to match the job		
	b. Good skills to do the job		
		c. Job requirements according to ability	(Budiarti, 2020)
	Need-supplies fit		
a. Personality matches the job			
Person organization fit	Conformity of values	(Kristoff, 1996)	
	a. The values adopted are the same as the organization's values		
	Fulfillment of employee needs	(Rahmawati, 2020)	
	a. Best place to work		
		b. Providing welfare according to workload	(Budiarti, 2020)
	Suitability of purpose		
	a. Have the same goal		
	Culture-personality characteristic fit		
	a. Personality characteristics are the same as organization		
	b. Feel comfortable with the work environment		
	c. Feeling compatible with coworkers		
Job satisfaction	Satisfaction with salary	(Zulfa, 2021)	

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a. salary received is appropriate and feel satisfied	(Budiarti,
b. In addition to salary Receive allowances	2020)
Satisfaction with work	
a. interesting and enjoyable work	
Satisfaction with promotion opportunities	
a. equal opportunity with others to achieve a position	
b. fair and transparent promotion system	
Satisfaction with the treatment of supervisors (superiors)	
a. superiors praise good results	
b. superiors help when there are difficulties in work	
satisfaction with coworkers	
a. coworkers are quite smart and helpful	
b. co-workers encourage work to be carried out	

IV. RESULTS AND DISCUSSION

Respondent Characteristics

Respondents in this study were Teachers of Ma'arif As Sa'adiyah Islamic Boarding School. In general, teachers are dominated by women, 17 people (56.7%). Furthermore, generally teachers are aged around 20-30 years 10 people (33.3%), then aged > 50 years 8 people (26.7%), with the most recent education being S1 20 people (66.7%). Then generally teachers' work period ranges from > 7 years as many as 12 people (40%) and teachers marital status is generally married 23 people (76.7%).

Data analysis

Evaluation of measurement models (Outer Model)

Evaluation of the measurement model is an evaluation of the extent to which the validity and reliability of the indicators used to measure latent variables are tested (Hair et al., 2017)

Convergent Validity

The first convergent validity test uses the outer loading measure. The recommended outer loading value is > 0.70 (Hair et al., 2017). Another method to measure convergent validity is by using Average Variance Extracted (AVE). The recommended AVE value is > 0.50 (Hair et al., 2017). The following are the results of the convergent validity test, as seen in Table 2:

Table 2 Convergent Validity Test Results Based on Outer Loading Values and AVE

Variables	Indicator	Outer Loading	AVE
Job satisfaction	J.S1	0.784	0.656
	J.S2	0.751	
	J.S3	0.837	
	J.S4	0.725	
	J.S5	0.827	
	J.S6	0.934	
	J.S7	0.875	
	J.S8	0.788	
	J.S9	0.746	
Organizational _Commitment	OC1	0.880	0.785
	OC2	0.908	
	OC3	0.871	
	OC4	0.878	
	OC5	0.901	
	OC6	0.864	
	OC7	0.864	
	OC8	0.922	
Person job fit	PJ Fit1	0.829	0.628

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	PJ Fit2	0.776	
	PJ Fit3	0.769	
	PJ Fit4	0.794	
Person organization fit	PO Fit1	0.891	0.623
	PO Fit2	0.852	
	PO Fit3	0.740	
	PO Fit4	0.777	
	PO Fit5	0.818	
	PO Fit6	0.725	
	PO Fit7	0.706	

Source: processed primary data, 2025

Based on table 2, it can be explained that all statement items on the variables used in the form of person job fit, person organization fit, job satisfaction and organizational commitment have met the requirements, where the value of each outer loading for each statement item is > 0.70, so that all statement items are declared valid. Furthermore, it can be explained that the Average Variance Extracted (AVE) value for all variables used is all > 0.50, which means that the statement is valid according to the convergent validity criteria.

Discriminant Validity

One of the discriminant validity is measured by the Fornell Larcker Criterion. The Fornell Larcker Criterion is the square root of the AVE of each variable > the correlation between the variable and other variables, then it is said to have a good discriminant validity value (Hair et al., 2017). The following are the results of the discriminant validity test using the Fornell Larcker Criterion:

Table 3 Results of Discriminant Validity Testing Using Fornell – Larcker Criterium

	Job satisfaction	Organizational _Commitment	Person job fit	Person organization fit
Job satisfaction	0.810			
Organizational _Commitment	0.617	0.886		
Person job fit	0.504	0.692	0.792	
Person organization fit	0.088	0.460	0.386	0.789

Source: processed primary data, 2025

Test results in the table 3 shows the value of the square root of AVE for each variable consisting of the square root of AVE of the person job fit variable of 0.792, person organization fit of 0.789, job satisfaction of 0.810 and organizational commitment of 0.886 which is greater than the correlation between the variables and other variables in the model. This shows that all variables have good discriminant validity.

Another method used for discriminant validity is by looking at the cross loading value. The condition is that if the correlation of the variable (construct) with its indicator is greater than the size of the other constructs, then this indicates that the latent construct predicts the size of its block better than the size of the other blocks (Hair et al., 2017). The following are the results of the discriminant validity test seen based on the cross loading value:

Table 4 Results of Discriminant Validity Testing Based on Cross Loading Values

	Job satisfaction	Organizational _Commitment	Person job fit	Person organization fit
J.S1	0.784	0.368	0.409	0.041
J.S2	0.751	0.422	0.422	0.005
J.S3	0.837	0.661	0.559	0.151
J.S4	0.725	0.447	0.315	0.090
J.S5	0.827	0.410	0.260	-0.065

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J.S6	0.934	0.589	0.487	0.045
J.S7	0.875	0.587	0.492	0.159
J.S8	0.788	0.490	0.349	0.084
J.S9	0.746	0.384	0.214	0.060
OC1	0.550	0.880	0.457	0.513
OC2	0.649	0.908	0.613	0.372
OC3	0.567	0.871	0.666	0.505
OC4	0.616	0.878	0.735	0.307
OC5	0.567	0.901	0.674	0.379
OC6	0.428	0.864	0.539	0.580
OC7	0.465	0.864	0.570	0.234
OC8	0.496	0.922	0.616	0.352
PJ Fit1	0.385	0.551	0.829	0.283
PJ Fit2	0.435	0.453	0.776	0.223
PJ Fit3	0.450	0.530	0.769	0.285
PJ Fit4	0.332	0.645	0.794	0.420
PO Fit1	0.064	0.372	0.392	0.891
PO Fit2	0.024	0.378	0.212	0.852
PO Fit3	-0.042	0.311	0.163	0.740
PO Fit4	-0.106	0.268	0.175	0.777
PO Fit5	0.154	0.383	0.433	0.818
PO Fit6	0.146	0.325	0.383	0.725
PO Fit7	0.143	0.433	0.295	0.706

Source: processed primary data, 2025

In table 4, it can be seen that the correlation values of the variables person job fit, person organization fit, job satisfaction and organizational commitment to their indicators are greater than the correlation values of the indicators with other variables. This shows that all indicator values tested in this study are declared valid, so it can be concluded that all variable indicators in this study have good discriminant validity.

Discriminant validity can also be evaluated using the heterotrait-monotrait ratio (HTMT). The HTMT value received is below 0.90, which indicates that the discriminant validity evaluation is good (Hair et al., 2017). The following are the results of the discriminant validity test using HTMT:

Table 5 Results of Discriminant Validity Testing Using Heterotrait-Monotrait Ratio (HTMT)

	Job satisfaction	Organizational _Commitment	Person job fit	Person organization fit
Job satisfaction				
Organizational _Commitment	0.626			
Person job fit	0.559	0.778		
Person organization fit	0.181	0.479	0.433	

Source: processed primary data, 2025

The test results in table 5 show that all variables have a Heterotrait-Monotrait Ratio (HTMT) value < 0.90, which indicates that all variables in this study have good discriminant validity.

Reliability Test

Reliability test in SEM PLS uses Cronbach's alpha and composite reliability measures. The recommended Cronbach's alpha value is > 0.70. The accepted Composite reliability value is at least 0.70 (Hair et al., 2017).

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Table 6 Cronbach's Alpha and Composite Reliability Test Results

	Cronbach's Alpha	Composite Reliability
Job satisfaction	0.934	0.945
Organizational _Commitment	0.961	0.967
Person job fit	0.802	0.871
Person organization fit	0.899	0.920

Source: processed primary data, 2025

From Table 6 above, it can be explained that the Cronbach's Alpha and composite reliability values for all variables in the form of person job fit, person organization fit, job satisfaction and organizational commitment are greater than 0.70, which indicates that all variables are declared reliable.

Structural Model (Inner model)

This evaluation is related to hypothesis testing, namely testing the path coefficient and level of correlation.its significance. The evaluation of this inner model consists of:

Multicollinearity test

Multicollinearity test is conducted between variables. Collinearity Statistic, used for multicollinearity test using VIF (Variance Inflation Factor) value. Inner VIF value below 5 indicates no multicollinearity (Hair et al., 2017).

Table 7 Collinearity Statistic Test Results

	Job satisfaction	Organizational _Commitment	Person job fit	Person organization fit
Job satisfaction		1,365		
Organizational _Commitment				
Person job fit	1.175	1,592		
Person organization fit	1.175	1.197		

Source: processed primary data, 2025

Based on table 7, it can be explained that the variable person job fit with job satisfaction has a VIF value of 1.175, person organization fit with job satisfaction has a VIF value of 1.175. Furthermore, job satisfaction with organizational commitment has a VIF value of 1.365, person job fit with organizational commitment has a VIF value of 1.592, and person organization fit with organizational commitment has a VIF value of 1.197. This shows that there is no multicollinearity between variables because the resulting VIF value is less than 5.

Hypothesis Testing

Hypothesis testing in SEM PLS uses bootstrapping because SEM PLS does not require the assumption of data normality (non-parametric). Hypothesis testing uses the criteria if the p-value of the path coefficient test result is < 0.05 then the hypothesis is accepted or there is a significant effect between the hypothesized variables. Hypothesis testing results are stated to be accepted for the two-tailed hypothesis results (2-way hypothesis) with the provision of a t-statistic value greater than the t table value (1.96) for a significance level of 0.05 (Hair et al., 2017). The results of bootstrapping testing to obtain significance values for hypothesis testing in this study can be described as follows:

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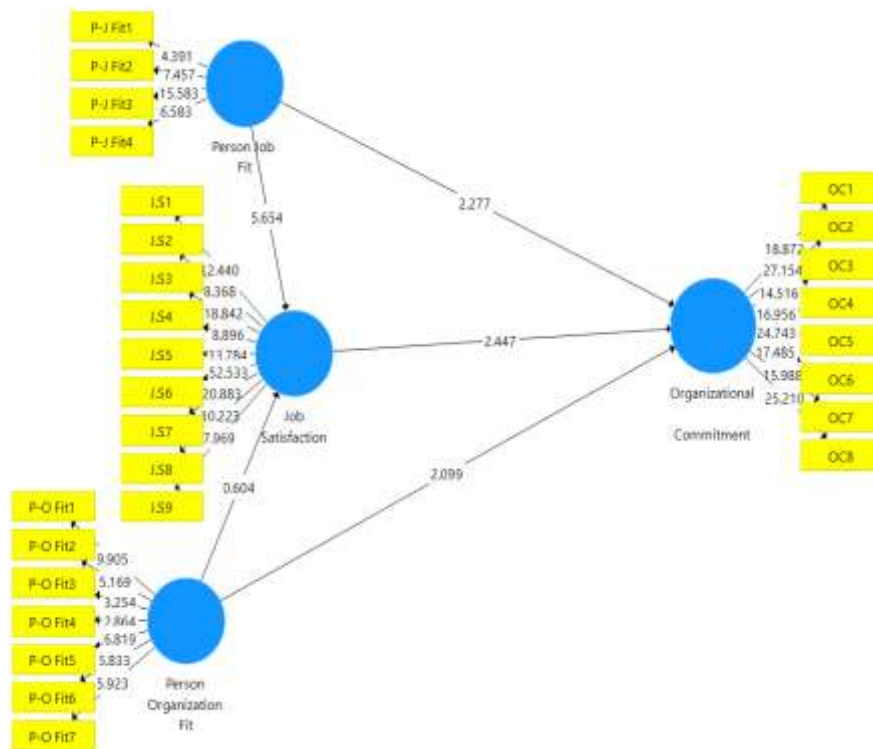


Figure 2 Bootstrapping Test Results

Table 8 Path Coefficient and Indirect Effect Results

		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
H1	Person job fit-> Job satisfaction	0.552	0.552	0.098	5,654	0.000	Accepted
H2	Person organization fit-> Job satisfaction	-0.126	-0.028	0.208	0.604	0.550	Rejected
H3	Person job fit-> Organizational _Commitment	0.384	0.380	0.169	2.277	0.030	Accepted
H4	Person organization fit-> Organizational _Commitment	0.276	0.243	0.132	2,099	0.044	Accepted
H5	Job satisfaction-> Organizational _Commitment	0.399	0.400	0.163	2,447	0.020	Accepted
H6	Person job fit-> Job satisfaction -> Organizational _Commitment	0.220	0.216	0.091	2,429	0.021	Accepted
H7	Person organization fit-> Job satisfaction -> Organizational _Commitment	-0.050	-0.009	0.091	0.553	0.584	Rejected

Source: processed primary data, 2025

The results of the H1 test show a t-statistic value (5.654 > 1.96) and a p value (0.000 < 0.05). This shows that person job fit has a significant effect on job satisfaction, thus H1 is accepted. The results of the H2 test show a t-statistic value (0.604 < 1.96) and a p value (0.550 > 0.05). This shows that person organization fit has no significant effect on job satisfaction, thus H2 is rejected. The results of the H3 test show a t-statistic value (2.277 > 1.96) and a p value (0.030 < 0.05). This shows that person job fit has a significant effect on organizational commitment, thus H3 is accepted. The results of the H4 test show a t-statistic value (2.099 > 1.96) and a p value (0.044 < 0.05). This shows that person organization fit has a significant effect on organizational commitment, thus H4 is accepted. The results of the H5 test show the t-statistics value (2.447 > 1.96) and the p

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value ($0.020 < 0.05$). This shows that job satisfaction has a significant effect on organizational commitment, thus H5 is accepted. The results of the H6 test show the t-statistics value ($2.429 > 1.96$) and the p value ($0.021 < 0.05$). This shows that person job fit has a significant effect on organizational commitment with job satisfaction as an intervening variable, thus H6 is accepted. The results of the H7 test show the t-statistics value ($0.553 < 1.96$) and the p value ($0.584 > 0.05$). This shows that person organization fit has no significant effect on organizational commitment with job satisfaction as an intervening variable, thus H7 is rejected.

F Square Test

The F square test or so-called effect size F is the effect of variables at the structural level, where the F square value is 0.02 (small effect), 0.15 (medium effect), 0.35 (large effect) (Hair et al., 2017).

Table 9 F Square (Effect Size F)

	Job satisfaction	Organizational _Commitment	Person job fit	Person organization fit
Job satisfaction		0.323		
Organizational _Commitment				
Person job fit	0.354	0.257		
Person organization fit	0.018	0.176		

Source: processed primary data, 2025

Based on table 9, it can be explained that if job satisfaction is dropped (deleted) from the model, the impact on R square organizational commitment is 0.323, meaning a moderate effect ($0.323 > 0.15$). If person job fit is dropped (deleted) from the model, the impact of changes in R square job satisfaction is 0.354, meaning a large effect ($0.354 > 0.35$). If person job fit is dropped (deleted) from the model, the impact of changes in R square organizational commitment is 0.257, meaning a moderate effect ($0.257 > 0.15$). If person organization fit is dropped (deleted) from the model, the impact of changes in R square job satisfaction is 0.018, meaning a small effect ($0.018 < 0.02$). If person organization fit is dropped (deleted) from the model, the impact of changes in R square organizational commitment is 0.176, meaning a moderate effect ($0.176 > 0.15$).

R Square Test

The R Square test describes the magnitude of the variation of endogenous variables that can be explained by other exogenous/endogenous variables in the model. According to Chin (1998) the qualitative interpretation value of R Square is 0.19 (weak effect), 0.33 (moderate effect), and 0.67 (strong effect). The results of the R-Square test are as follows:

Table 10 R Square

	R Square
Job satisfaction	0.267
Organizational _Commitment	0.639

Source: processed primary data, 2025

Based on the results of the R square assessment in table 10, it can be seen that the R Square value of job satisfaction is 0.267 or in other words, job satisfaction can be explained by person job fit and person organization fit of 0.267 (26.7%) while 73.3% is explained by other variables not in this study, where the ability to explain the model is weak because $0.267 > 0.19$ but lower than 0.33. Then the R Square value of organizational commitment is 0.639 or in other words, organizational commitment can be explained by person job fit, person organization fit, job satisfaction of 0.639 (63.9%) while 36.1% is explained by other variables not in this study, where the ability to explain the model is moderate because $0.639 > 0.33$ but lower than 0.67.

Q Square Test

Q Square Test Describes the measure of prediction accuracy, namely how well each change in exogenous/endogenous variables is able to predict endogenous variables. A q square value above 0 indicates that the model has predictive relevance, where the higher the Q-Square, the better or more fit the model can be with the data with criteria of 0.02 (small), 0.15 (medium) and 0.35 (large) (Hair et al., 2017). The results of the Q Square value calculation are as follows:

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Table 11 Q² Predictive Relevance

	SSO	SSE	Q ² (=1-SSE/SSO)
Job satisfaction	270,000	229,883	0.149
Organizational _Commitment	240,000	128,015	0.467
Person job fit	120,000	120,000	
Person organization fit	210,000	210,000	

Source: processed primary data, 2025

Based on table 11, it can be explained that job satisfaction has a Q² predictive relevance value of 0.149, the predictive relevance value of job satisfaction is relatively small because $0.149 > 0.02$ but lower by 0.15. While organizational commitment has a Q² predictive relevance value of 0.467, the predictive relevance value of organizational commitment is relatively large because $0.467 > 0.35$.

Standardized Root Mean Square Residuals (SRMR)

Standardized Root Mean Square Residuals(SRMR) is a measure of model fit, namely the difference between the data correlation matrix and the estimated model correlation matrix. Hair et al., (2017) states in SEM if the SRMR value is below 0.08 indicates a fit model, but there is no threshold value introduced in the context of PLS-SEM. The following are the results of the Standardized Root Mean Square Residual (SRMR) test:

Table 12 Standardized Root Mean Square Residual (SRMR) test results

	Saturated Model	Estimated Model
SRMR	0.108	0.108

Source: processed primary data, 2025

Based on the results of Table 12, the model has an SRMR value of $0.108 > 0.08$. It can be concluded that the model in this study does not meet the criteria for a good model fit for SEM, but there is no threshold value introduced in the context of PLS-SEM according to the theory put forward Hair et al., (2017)

PLS Predict

PLS is an SEM analysis with the aim of prediction or predictive study. Hair et al., (2017) stated that to support this, a measure was proposed to show the predictive power of the PLS model called PLS predict. The PLS predict measure is a form of validation of the strength of the PLS predictive test (low, medium, or high). To show that the PLS results have a good measure of predictive power, it needs to be compared with the linear model (LM). The criteria are as follows: the PLS model is said to have high predictive power if the RMSE (root mean squared error) and MAE (mean absolute error) values of the indicator items in the PLS model are all lower than the linear model (LM). The following are the results of the PLS Predict test as can be seen in table 13

Table 13 PLS Predict

Indicator	PLS		LM	
	RMSE	MAE	RMSE	MAE
J.S1	0.586	0.463	0.649	0.529
J.S2	0.638	0.514	0.915	0.738
J.S3	0.529	0.412	0.653	0.540
J.S4	0.563	0.424	0.640	0.533
J.S5	0.736	0.606	1.162	0.893
J.S6	0.923	0.763	1,389	1,068
J.S7	0.839	0.672	1,372	1,029
J.S8	0.758	0.609	1,299	1.001
J.S9	0.781	0.631	1,200	0.982
OC1	0.545	0.421	0.700	0.589

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OC2	0.523	0.397	0.726	0.571
OC3	0.426	0.338	0.573	0.470
OC4	0.442	0.353	0.631	0.508
OC5	0.497	0.394	0.640	0.496
OC6	0.587	0.485	0.817	0.641
OC7	0.597	0.475	0.777	0.605
OC8	0.565	0.441	0.721	0.554

Source: processed primary data, 2025

Based on table 13, it can be explained that overall the indicators in the job satisfaction and organizational commitment variables have lower RMSE and MAE values of the PLS model than the RMSE and MAE of the linear model (LM). These results indicate that the PLS model in this study has a high measure of the strength of the validation of the strength of the prediction test.

DISCUSSION

The Effect of Person Job Fit on Job Satisfaction

Based on the results of the data analysis, person job fit has a significant effect on job satisfaction in teachers, thus H1 is accepted. This shows that the better the teacher's person job fit, the higher the teacher's job satisfaction will be. This means that the higher the suitability of the teacher's abilities to their work, the higher the job satisfaction. Someone who has a match between work will affect job satisfaction. An employee will feel satisfied with what is done if it is in accordance with what the employee wants. Work must be in accordance with a person's abilities and desires. The abilities possessed by a person if they do not feel comfortable with the work being done, then the employee will feel dissatisfied with the results of the work (Putri & Parmin, 2022).

When viewed from the person job fit, teachers of Ma'arif As Sa'adiyah Islamic Boarding School generally consider more agree that they have the ability that matches the job and have good skills to do the job as evidenced by the highest assessment obtained seen from the average answer of each of 3.80. This is because when viewed from the length of service of teachers of Ma'arif As Sa'adiyah Islamic Boarding School are dominated by teachers who have a work period of > 7 years, where this condition proves that they have the right ability and good skills to do the job as evidenced by the ability of the teacher to survive with a long work period in working.

Job suitability for employees can be a factor that supports job satisfaction. Job suitability for employees can be seen from the skills, abilities and knowledge that employees have related to their job duties or usually this is known as person job fit (Widyastuti & Ratnaningsih, 2018). The suitability of employees to their jobs can provide greater satisfaction in working because they feel that their skills and abilities are useful when doing the job (Indriyani & Sutanto, 2021)

The results of this study are consistent with several research results in the form of Putri & Parmin (2022) found that person job fit has a significant effect on job satisfaction. Rahmawati (2020) in his research stated that person job fit has a significant effect on job satisfaction. This means that person job fit can affect the level of job satisfaction. The suitability between the job tasks given and the characteristics will increase job performance, the intensity of employees to leave their jobs will decrease and can produce job satisfaction. Indriyani & Sutanto (2021) found that person job fit has a significant effect on job satisfaction. This shows that there is a match between them as individuals and their jobs. Because of this match, their job satisfaction arises. Widyastuti & Ratnaningsih (2018) found that there was a significant relationship between person job fit and job satisfaction

The Effect of Person Organization Fit on Job Satisfaction

Based on the results of the data analysis, person organization fit has no significant effect on job satisfaction in teachers, thus H2 is rejected. This shows that person organization fit does not have an impact on increasing teacher job satisfaction. The reason why person organization fit does not have an impact on increasing teacher job satisfaction is because although generally the length of service of teachers of Ma'arif As Sa'adiyah Islamic Boarding School is dominated by teachers who have a length of service of > 7 years. However, the length of service of the teacher has not been fully able to describe the teacher has truly understood the values of the organization. The teacher does not fully understand the organization where he works so that the high value of person organization fit does not affect job satisfaction. This is not in line with what was stated Putri & Parmin

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(2022) states that new individuals will be able to understand the values and culture of the organization only 10 months after entering the organization.

This is proven by person organization fit who got the lowest rating with an average answer of 3.67 each. Where each of the 12 teachers (40%) had a neutral opinion that this organization is the best place to work and teachers and the organization have the same goals, then 11 teachers (36.7%) also had a neutral opinion that the organization has provided welfare (salary, allowances, promotion opportunities, etc.) in accordance with the employee's workload. This is because even though teachers assess that the organization has fulfilled its obligations in providing welfare, such as appropriate salary, allowances, and promotion opportunities that are proportional to the workload. In addition, the relationship between teachers and the organization is going well, with a common goal in carrying out tasks. However, teachers have not seen any outstanding advantages compared to other organizations or still see some aspects that can be improved. In addition, the common goal is considered part of professional responsibility. Therefore, teachers choose to give a neutral assessment. The results of this study are consistent with the results of the study Putri & Parmin (2022) who found that person-organization fit had no significant effect on job satisfaction.

The Effect of Person Job Fit on Organizational Commitment

Based on the results of the data analysis, person job fit has a significant effect on organizational commitment in teachers, thus H3 is accepted. This means that the higher the teacher's person job fit, the higher the organizational commitment will be. The person job fit possessed by teachers is in accordance with what is needed by the organization. Person job fit is defined as the compatibility between individuals and the work or tasks they do in the workplace. This definition includes compatibility (ability) based on employee needs and the job equipment available to meet those needs, as well as job demands and employee abilities to meet those demands (Ananda et al., 2022). The retention of an employee in an organization is caused by many things, especially because they feel they have value, ability, and desire in a job (Putri & Parmin, 2022).

This is evident from the highest assessment of the person job fit variable with an average answer of 3.80 each, where most of the teachers 22 people (73.3%) agree that they have the ability that matches the job and have good skills to do the job. Where this is able to increase the organizational commitment of teachers, especially in terms of the organization, it greatly inspires teachers to achieve good job performance which obtained the highest average with an average answer of 4.00. This shows that most of the teachers 18 people (60%) agree that the organization greatly inspires teachers to achieve good job performance. This is because the values upheld by the organization, such as integrity, dedication, and cooperation, are in line with the spirit of teacher devotion in educating students. This arouses and inspires teachers to work better in order to achieve good job performance

The results of this study are consistent with several research results in the form of research Putri & Parmin (2022) stated that person job fit has a significant effect on organizational commitment, similar things were also stated. Rahmawati (2020) states that person job fit has a significant effect on organizational commitment. This shows that there is individual suitability with work that affects the organizational commitment that is owned. The higher the person job fit, the higher the organizational commitment. Likewise with Ananda et al., (2022) person job fit has a significant effect on organizational commitment. This shows that the higher the employee's person job fit, the higher the organizational commitment to the organization. Similar things are also stated. Nursafitri & Helmy (2022) found that person job fit has an effect on organizational commitment and Bangun et al., (2017) also stated that person job fit has a significant effect on organizational commitment.

The Effect of Person Organization Fit on Organizational Commitment

Based on the results of data analysis person organization fit has a significant effect on organizational commitment in teachers, thus H4 is accepted. This means that the higher the person-organization fit of the teacher, the higher the organizational commitment will be. The results of this study found that there is a match between individual values and the organization that affects the organizational commitment of teachers. Organization is an attractive condition for individuals, so that individuals feel like they are part of it, which makes individuals stay if they have a good match with the individual and stop if the individual feels that they do not have a good match with the organization (Ananda et al., 2022).

Person organization fit refers to the fit between an individual's values, culture, goals, and characteristics with the values and culture of the organization in which they work. When Person-organization fit is high, employees feel aligned with the organization's goals, and they are more likely to feel accepted and valued in the work environment. This has a direct impact on the level of Organizational commitment. Organizational commitment refers to the extent to which employees feel engaged, loyal, and willing to remain with the organization. The results of this study are consistent with the results of research conducted Putri & Parmin (2022) states that person organization fit has a significant effect on organizational commitment, which means

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that person organization fit affects the level of employee organizational commitment. The higher the person organization fit, the higher the level of organizational commitment. This shows that individuals who have the same values and beliefs as the organization can feel more comfortable with the organization's value system. Likewise with the results of the study Bangun et al., (2017) found that person-organization fit has a significant effect on organizational commitment.

The Effect of Job Satisfaction on Organizational Commitment

Based on the results of data analysis, job satisfaction has a significant effect on organizational commitment in teachers, thus H5 is accepted. This shows that when teachers feel satisfied with their work, it will increase the teacher's organizational commitment. Employees who feel satisfied with their work will contribute fully to providing their abilities to the organization. An employee who feels satisfied with their work will continue to stay in an organization (Putri & Parmin, 2022). Job satisfaction refers to the extent to which employees are satisfied with various aspects of their jobs, such as tasks, work environment, relationships with coworkers, compensation, and career development opportunities. Job satisfaction plays an important role in shaping Organizational commitment, which refers to the extent to which employees feel bound and committed to staying and working in their organization.

When viewed from job satisfaction, teachers of Ma'arif As Sa'adiyah Islamic Boarding School generally agree that most teachers 14 teachers (46.7%) agree that superiors always help teachers when they have difficulties in their work and co-workers always encourage them to do their jobs well with an average answer of 4.13 each. This is because according to some teachers, they do feel supported by superiors who are responsive and ready to help when facing difficulties in their work. The assistance provided is real, such as providing solutions, direction, or moral support, which greatly helps the smooth running of tasks. In addition, they also get co-workers who support and motivate each other, so that they are able to create a harmonious and productive work atmosphere. This can be seen from co-workers who encourage other teachers to do their jobs well, so that this has an effect on the teacher's organizational commitment. The results of this study are consistent with several research results in the form of study Putri & Parmin (2022) It is stated that job satisfaction has a significant effect on organizational commitment, meaning that the higher the job satisfaction, the higher the organizational commitment of employees. Likewise in the study Rahmawati (2020) found that job satisfaction has a significant effect on organizational commitment.

The Effect of Person Job Fit on Organizational Commitment with Job Satisfaction as an Intervening Variable

Based on the results of data analysis person job fit has a significant effect on organizational commitment with job satisfaction as an intervening variable for teachers, thus H6 is accepted. This indicates that job satisfaction as an intervening variable it can be a mediator of effect between person job fit to organizational commitment to the teacher, due to job satisfaction seen from the perspective of satisfaction with salary, satisfaction with work, satisfaction with promotion opportunities, satisfaction with treatment by supervisors (superiors) and satisfaction with co-workers is things to consider teacher of Ma'arif As Sa'adiyah Islamic Boarding School as an intermediary for effect person job fit to organizational commitment.

Job suitability for employees can be a factor that supports job satisfaction. Job suitability for employees can be seen from the skills, abilities and knowledge that employees have related to their job duties or usually this is known as person job fit (Widyastuti & Ratnaningsih, 2018). The suitability of employees to their jobs can provide greater satisfaction in working because they feel that their skills and abilities are useful when doing the job (Indriyani & Sutanto, 2021). Employees who feel satisfied with their work will contribute fully in providing the abilities they have for the organization. An employee who feels satisfied with his/her work will continue to stay in an organization (Putri & Parmin, 2022).

The relationship between Person job fit to Organizational commitment with Job satisfaction as an intervening illustrates how the fit between individuals and their jobs can affect job satisfaction, which in turn has an impact on their commitment to the organization. This shows that job satisfaction acts as a variable that bridges the relationship between person job fit to organizational commitment. The results of this study are consistent with several research results in the form of Research conducted Putri & Parmin (2022) states that person job fit has an effect on the organizational commitment variable with job satisfaction as an intervening variable. Likewise with the research Rahmawati (2020) states that job satisfaction can mediate the effect of person job fit on organizational commitment. This means that good person job fit can effect job satisfaction which will later effect organizational commitment.

The Effect of Person Organization Fit on Organizational Commitment with Job Satisfaction as an Intervening Variable

Based on the results of the data analysis, person-organization fit has no significant effect on organizational commitment with job satisfaction as an intervening variable for teachers, thus H7 is rejected. This indicates that job satisfaction as an

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intervening variable cannot be a mediator of the effect between person organization fit to organizational commitment for teachers, because job satisfaction as seen from satisfaction with salary, satisfaction with work, satisfaction with promotion opportunities, satisfaction with treatment by supervisors (superiors) and satisfaction with co-workers are not things that teachers consider to increase organizational commitment.

Causes of job satisfaction cannot be an intermediary effect between person organization fit to organizational commitment in teachers is person organization fit describes the extent to which an individual's values, goals, and culture are aligned with those of the organization. When this fit is high, individuals are likely to immediately feel an emotional attachment to the organization without first feeling satisfied with their work. In addition, job satisfaction refers more to an individual's feelings about their work (e.g., daily tasks, superiors, coworkers), while person organization fit and organizational commitment is more related to the organization as a whole. Because the focus is different, job satisfaction does not always bridge the relationship between person organization fit and organizational commitment.

The results of this study are inconsistent with several research results in the form of Research conducted Putri & Parmin (2022) states that person organization fit has an effect on the organizational commitment variable with job satisfaction as an intervening variable. Likewise with the research Rahmawati (2020) states that job satisfaction can mediate the effect of person organization fit on organizational commitment. This means that good person organization fit can effect job satisfaction which will later effect organizational commitment.

V. CONCLUSIONS

Based on the results of the analysis of the research and discussion that has been carried out, it can be concluded that:

1. Person job fit has a significant effect on job satisfaction, thus H1 is accepted.
2. Person organization fit has no significant effect on job satisfaction, thus H2 is rejected.
3. Person job fit has a significant effect on organizational commitment, thus H3 is accepted.
4. Person organization fit has a significant effect on organizational commitment, thus H4 is accepted.
5. Job satisfaction has a significant effect on organizational commitment, thus H5 is accepted.
6. Person job fit has a significant effect on organizational commitment with job satisfaction as an intervening variable, thus H6 is accepted.
7. Person organization fit has no significant effect on organizational commitment with job satisfaction as an intervening variable, thus H7 is rejected.

This study has several important findings for Ma'arif As Sa'adiyah Islamic Boarding School, to pay more attention to person job fit, person organization fit, job satisfaction in order to improve organizational commitment Teacher. According to the research results, several important efforts that must be made are:

1. For person job fit is by adapting teacher's personality to suit the job given because it has the lowest assessment in the form of
 - a. It is advisable to retain and support teachers with personalities that are in line with the demands of the profession, as this contributes positively to the effectiveness of teaching and relationships with students.
 - b. It is recommended that organizations continue to consider personality aspects in teacher recruitment and development processes, to ensure a fit between individual character and the demands of the job as an educator.
 - c. Organizations should provide training that strengthens positive personality aspects relevant to the teaching profession, such as empathy, patience, and interpersonal communication skills.
2. For person organization fit by making the organization is the best place to work, besides that it makes the organization able to provide welfare (salary, allowances, promotion opportunities, etc.) according to the employee's workload and makes teachers and the organization have the same goal because it has the lowest assessment, with things that must be done in the form of
 - a. Organizations are advised to continue to maintain a positive and supportive work culture, as this has been shown to create a conducive work environment.
 - b. To maintain employee satisfaction and commitment levels, organizations need to continue to implement welfare policies (salary, benefits, and promotion opportunities) that are fair and proportional to the workload and contribution of each individual.
 - c. It is recommended that organizations periodically conduct strategic dialogue and open communication to ensure that individual (teacher) goals remain aligned with the organization's vision and mission, thereby creating long-term synergy.

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- d. Organizations should continue to provide career development opportunities, training, and clear promotion paths, as a form of appreciation for performance and a form of investment in the quality of human resources.
 - e. It is recommended that organizations periodically conduct welfare and workload evaluations to ensure that a balance is maintained between job demands and teacher job satisfaction.
3. For job satisfaction by paying more attention Apart from salary or wages, teachers receive other allowances, which can be done in the form of:
 - a. Optimizing Non-Salary Allowances in a Fair and Transparent Manner (such as performance, transportation, health, and education allowances because these contribute greatly to teachers' sense of appreciation and job satisfaction.
 - b. Improving Work Facility Support by ensuring that the facilities and infrastructure needed by teachers are available in good condition and support the teaching and learning process.
 - c. Providing non-material recognition and appreciation such as awards, certificates, or publication of achievements can also significantly increase job satisfaction.
 - d. Self-development and Career Opportunities, where organizations should provide training, workshops, or professional development programs on an ongoing basis. Benefits in the form of continuing education scholarships or training costs can also be a form of appreciation that has a positive impact on job satisfaction.

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