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The Influence of person-organization Fit, Psychological Climate, and Work Stress on the Performance of Employees of the Public Works Department Bina Marga in East Java Province

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Original Article

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Abstract
This research investigates the complex dynamics of the Highways Public Works Department in East Java Province, exploring the multifaceted influence of Person-Organization Fit (POF), Psychological Climate, and Job Stress on employee performance. Person-Organization Fit, which reflects the alignment between individual values and organizational culture, is examined for its role in shaping employee effectiveness. This study assesses how the Psychological Climate in the workplace, which includes factors such as organizational culture and leadership style, contributes to employee well-being and performance. Additionally, the impact of Job Stress on employees in this particular public service context is also investigated. By analyzing these factors comprehensively, this research aims to provide actionable insights for organizational development and management strategy. This study uses a quantitative approach. The population in this study was all employees of the East Java Bina Marga DPU, totaling 667 people. The data collection method used in this research is by using a questionnaire. The data that has been collected is then tested using multiple linear regression analysis. These findings are expected to guide interventions that improve employee performance, job satisfaction, and overall organizational effectiveness. Because the Public Works Department plays an important role in infrastructure development, understanding and optimizing the factors that influence employee performance is important to ensure the successful implementation of public projects and services in East Java Province. This study contributes valuable knowledge at the intersection of organizational psychology and public administration, addressing practical implications for fostering conducive work environments and maximizing employee contributions. This research can be used as a basis for developing new theories or enriching existing theories regarding the influence of person-organization fit, psychological climate, and work stress on employee performance.
Keywords: Person-Organization Fit, Psychological Climate, Work Stress, Employee Performance, Public Works Department

1. Introduction

In the era of economic globalization, there is a demand for competitive competition among companies to continually innovate in achieving organizational goals. To adapt to this competition, human resources with sufficient competence are needed to perform well in the era of globalization. Employee performance is crucial for organizations to achieve their established goals.

Performance is the qualitative and quantitative work process carried out by an individual in performing tasks or duties assigned to them. It focuses on how individuals carry out their work in pursuit of desired goals. Employee performance is about what individuals do and how they execute their tasks (Syafi et al., 2023). It emphasizes the display process of an individual's work regarding how they contribute to the achievement of desired goals. Performance can also be interpreted as the quality and quantity of work results achieved by an individual in carrying out tasks or duties assigned to them, according to specific standards (Hidayah, 2014).

Performance is a crucial effort in an organization because employee performance is the main driver in achieving set goals (Wibowo, 2019). Several factors influence employee performance, including Person-Organization Fit (P-O Fit) (Fatmasari, 2017) (Maria & Yuniawan, 2016), Psychological Climate (Chandra & Saryatmo, 2023) (Mianto et al., 2018), and Workload, which can lead to stress for employees (Handayani & Daulay, 2021) (Setyawati et al., 2018).

Person-Organization Fit, the first factor, is the alignment between organizational values and individual values. P-O Fit is based on the assumption that individuals desire to maintain alignment with organizational values (Schneider et al., 1995). It is depicted as a structure with three dimensions: values, personality, and work environment. This theory emphasizes the alignment between employees and the organization (Barrick et al., 2005). Person-Organization Fit is a selection method that considers the alignment between individuals and organizational values. It places the selection process as a means to interact between the organization and individuals, considering both Person-Job Fit and Person-Organization Fit, rather than traditional selection models.

Person-Organization Fit can be applied to acquire employees with values that align with organizational values, allowing employees to willingly contribute good performance to the organization (Hadiwijaya, 2017). Research by Alfani & Hadini (2018) shows that effective Person-Organization Fit implementation can positively impact employee performance. Another study by (Maria & Yuniawan, 2016) suggests that Person-Organization Fit has a greater influence on employee performance compared to other factors, as the alignment between the organization and employees can lead to better performance. Consistent with the study conducted by (Fatmasari, 2017), which indicates that a lower level of Person-Organization Fit in employees can result in poor performance.

Additionally, a factor that can enhance individual performance is the psychological climate of employees. Psychological climate, in the organizational context, is perceived by individuals as the work environment and has an impact on various work outcomes. Psychological climate is defined as an individual's perception of procedures and practices in the organization related to the organization's influence on performance, satisfaction, and motivation (Yang & Chao, 2016).

Research by Chandra & Saryatmo (2023) suggests that the psychological climate of employees shapes their performance during work. If employees can meet their psychological needs at work, they will willingly invest more time and effort into their work, leading to higher productivity and positive work attitudes, motivation, and performance improvement. In line with this, the study by (Mianto et al., 2018) indicates a positive and significant influence of psychological climate on employee performance. A positive psychological climate can increase job satisfaction, encouraging a positive work attitude among employees (Mianto et al., 2018). To enhance employee performance, a positive psychological climate is necessary, fostering mutual care, cooperation, and collaborative problem-solving among employees. This creates a positive psychological condition for employees, encouraging them to perform well (Akbar, 2019). However, a study by Fauziah (2022) shows an insignificant relationship between psychological climate and performance, indicating inconsistency that requires further investigation.

Apart from that, another factor affecting employee performance is stress caused by job pressure (Dewi et al., 2018). Stress is an individual's reaction to environmental forces influencing individual performance. Job-related stress can be debilitating due to potential threats to family functions and individual performance. Stress is influenced by various stressors. Beehr & Newman (1978) define stress as a situation that forces someone to deviate from normal functioning due to changes (disruptive or enhancing) in their psychological

and/or physiological conditions, causing them to deviate from normal functioning (Setyawati et al., 2018).

Employee stress can result from various issues, both within and outside the workplace. Within the workplace, as explained in a study by Handayani & Daulay (2021), stress can impact employee performance. Employees may experience stress due to the pressure of workload, unmet targets, frustration, unhealthy competition, and mistreatment. These experiences can affect the performance of employees in a work environment. Consistent with this statement, a study by Setyawati et al., (2018) suggests that stress experienced by employees outside the workplace can also affect employee performance. For instance, crowded and difficult-to-reach public transportation to the workplace can cause stress and pressure on employees. This is supported by a study by Massie et al. (2018) stating that employee stress can lead to negative impacts, such as a decline in employee performance, affecting other employees who experience the negative consequences.

The Inspectorate of East Java Province is an institution or regional apparatus aimed at improving financial management accountability and performance within the East Java Provincial Government. As a government institution with significant responsibilities operating within the East Java Provincial Government, the Inspectorate of East Java Province has major tasks and functions to achieve Good Governance towards Clean Government in East Java Province. Efforts to create Good Governance for the Inspectorate of East Java Province cannot be separated from the quality of human resources (HR) required in an institution. Achieving Good Governance is closely tied to the quality of human resources (HR) through good and optimal performance. Good employee performance can be achieved through the application of Person-Organization Fit, positive psychological climate, and the reduction of workload to reduce stress on employees. Therefore, based on the explanations above, this research aims to examine the influence of Person-Organization Fit, the psychological climate of employees, and employee stress on employee performance.

2. Method
Research Types
This research utilizes a quantitative approach, as it is presented with numerical data. This aligns with the opinion of Arikunto (2010), who states that quantitative research is an approach that heavily relies on numbers, from data collection to interpretation and presentation of results. This research falls under the category of cross-sectional, meaning information from a portion of the population (sample respondents) is collected directly from the location empirically to understand the opinions of a segment of the population regarding the studied object.

Population and Research Sample
The population is the generalization area consisting of objects or subjects with specific qualities and characteristics set by the researcher for study and subsequent conclusions (Sugiyono, 2010). The population in this research is all employees of the East Java DPU Bina Marga, totaling 667 people (Central Statistics Agency, 2023). The sample is a part of the total number and characteristics possessed by the population (Sugiyono, 2009). Thus, the sample is a portion of the population whose characteristics are to be investigated and can represent the entire population. This research uses the Slovin formula in determining the sample size. The sample size must be representative so that the research results can be generalized, and the calculation does not require a sample size table but can be done with a simple formula. The sample taken is based on simple random sampling technique. The minimum sample size required for this research can be calculated using the Slovin formula as follows:

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$$n = \frac{N}{1+Ne^2} = \frac{667}{1+667(0,1)^2} = 86{,}96 \approx 87 \tag{1}$$

Explanation:

n : Minimum sample size required for the study

N : Population size

e : Sampling error (10%)

Based on the calculation (1), the minimum sample required for this research is 87 people.

Research Variables

Variables are aspects or characteristics observed and have various values that form a concept so that their functional relationship and position can be analyzed and categorized into 2, namely: (a) independent variables: independent variables or independent variables are variables that cause changes or influence dependent variables. In this research, the independent variables are organizational culture, workload, and employee engagement. (b) dependent variables: dependent variables or dependent variables are variables that are affected or influenced by independent variables. In this research, the dependent variable used is job satisfaction.

Data Collection Source and Method

This research uses two data sources: primary and secondary data. Primary data is obtained directly by the researcher from informants who possess that information. These informants are employees of the Inspectorate of East Java Province. Additionally, this research also uses secondary data, referring to information collected from existing sources, such as previous studies related to this research. The advantage of seeking secondary data is time and cost savings to obtain information (Sekaran & Bougie, 2016). The data collection method used in this research is by using a questionnaire. The questionnaire provided is a set of questions that measure organizational culture, workload, employee engagement, and job satisfaction variables. Data collection is done using Google Forms to facilitate remote data collection by the researcher.

Data Analysis

After the data is collected, the next step is to analyze the data using multiple linear regression analysis. Multiple linear regression analysis is used to understand the relationship between one dependent variable (in this case, employee performance) and two or more independent variables (person-organization fit, psychological climate, and work stress). The purpose of this analysis is to determine how much each independent variable contributes to the dependent variable.

3. Results and Discussion

Characteristics of Respondents Analysis

The characteristics of respondents in this study describe gender, age, highest education, and length of employment.

Table 1

Characteristics of Research Respondents

Characteristic	Amount	Percentage (%)
Gender		
Male	47	54.0%
Female	40	46.0%
Age		
20 - 25 Years	10	11.5%
26 – 30 Years	28	32.2%
31 – 35 Years	32	36.8%

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>35 Years	17	19.5%
Education		
Bachelor	72	82.8%
Masters	15	17.2%
Length of work		
< 5 Years	24	27.6%
5 – 10 Years	24	27.6%
> 10 Years	39	44.8%

Respondent characteristics based on gender show that the majority of respondents are male, with 47 people (54.0%), while female respondents are 40 people (46%). Based on age, it is known that respondents aged 20 to 25 years are 10 people (11.5%), aged 26 to 30 years are 28 people (32.2%), aged 31 to 35 years are 32 people (36.8%), and those over 35 years are 17 people (19.5%). Based on education level, respondents in this study only consist of two educational levels, namely bachelor and master. There are 72 people (82.8%) with a bachelor's degree and 15 people (17.2%) with a master's degree. Other characteristics can also be known based on the length of employment. The number of respondents with less than five years of work experience is 24 people (27.6%), 5 to 10 years is 24 people (27.6%), and 39 people (44.8%) with work experience of more than 10 years.

Classic Assumption Test

This study aims to determine the influence of organizational culture, workload, and employee engagement on job satisfaction. The analysis is carried out using multiple linear regression. Before conducting regression analysis, classical assumption tests need to be performed, including normality tests, multicollinearity tests, heteroskedasticity tests, and linearity tests.

1) Normality Test

The normality test aims to determine whether the residual distribution of the regression model is normal or not. The normality test in this study uses the One-Sample Kolmogorov-Smirnov Test. The decision-making basis in this research is if the asymp.sig. (2-tailed) value is above the 5% (0.05) significance level, it can be concluded that the variable has a normal distribution. Meanwhile, if asymp.sig. (2-tailed) is below the 5% (0.05) significance level, it can be concluded that the variable does not have a normal distribution. Based on the data processing conducted, the results of the normality test can be seen in the following table:

Table 2

Normality Test

	Kolmogorov Smirnov	p
Unstandardized Residual	0,058	0,200

Based on Table 2, the One-Sample Kolmogorov-Smirnov (K-S) Normality Test results show that the Kolmogorov-Smirnov test statistic value is 0.058, and the sig value is 0.200 > 0.05. Therefore, it can be concluded that the data in this study has a normal distribution.

2) Multicollinearity Test

The multicollinearity test is used to determine whether there is a relationship or correlation among independent variables. Multicollinearity indicates the relationship between independent variables. A good regression model should not correlate with independent variables. The existence or absence of multicollinearity in the regression model can be seen from the magnitude of the VIF (Variance Inflation Factor) and tolerance. Regression is free from multicollinearity if the VIF value is <10, and the tolerance value > 0.10.

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Table 3
Multicollinearity Test

Variable	Tolerance	VIF	Information
Person-Organization Fit (X1)	0.588	1.699	No Multicollinearity
Psychological Climate (X2)	0.406	2.465	No Multicollinearity
Mental Workload (X3)	0.438	2.283	No Multicollinearity

Based on Table 3, in the multicollinearity test, it can be seen that the regression model in this study does not experience multicollinearity in its independent variables because all VIF values are < 10, and tolerance > 0.10.

3) Heteroskedasticity Test

The heteroskedasticity test aims to determine whether there is a deviation from the classic assumption of heteroskedasticity, i.e., the inequality of residual variance for all observations in the regression model. In this study, the heteroskedasticity test used is the Glesjer test.

Table 4
Heteroskedasticity Test

Variable	t	p	Information
Person-Organization Fit (X1)	-1.336	0.188	Heteroscedasticity does not occur
Psychological Climate (X2)	-0.695	0.490	Heteroscedasticity does not occur
Mental Workload (X3)	1.867	0.068	Heteroscedasticity does not occur

Based on Table 4, it can be seen that the p-value of all independent variables is above 0.05. According to the decision criteria, if the p-value > 0.05, there is no heteroskedasticity problem.

Figure 1
Scatterplot Regression Standardized Predicted Value
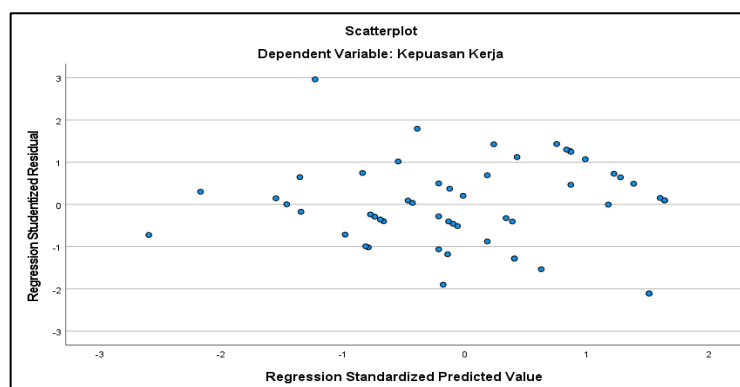
4) Autocorrelation Test

The autocorrelation test aims to examine whether there is a correlation between disturbance errors in period t and disturbance errors in period t-1 (previous). If there is a correlation, it is called an autocorrelation problem (Ghozali, 2011). The autocorrelation test is conducted using the Durbin-Watson test. The Durbin-Watson value in the regression model obtained a value of 2.056. The autocorrelation test results show that the Durbin-Watson value of 2.056 is located between du and 4-du. Thus, it can be concluded that there is no autocorrelation.

Multiple Linear Regression Analysis

The influence of organizational culture, workload, and employee engagement on job satisfaction is analyzed using multiple linear regression analysis. In multiple linear regression analysis, there are stages of analysis: model accuracy test, partial test (t-test), and coefficient of determination.

1) Model Accuracy Test

This test is used to see whether all independent variables in the regression model have an impact on the dependent variable. The F-test results are as Table 5.

Table 5

Results of F-test

Model	Sum of Square	Mean Square	F	p
Regression	11.696	3.899		
Residual	5.134	0.105	37.210	0.000
Total	16.830			

Based on the regression results above, it is known that the significance value for the joint effect of organizational culture, workload, and employee engagement on job satisfaction is 0.000 with an F value of 37.210. Therefore, reject H_0. Thus, it can be concluded that at least one independent variable (organizational culture, workload, and employee engagement) has a positive and significant effect on the dependent variable (job satisfaction).

2) Partial Test (t-test)

The partial test is used to see whether independent variables (X) partially affect the dependent variable (Y). This test is done using the significance value. The results of the partial test can be presented in the following Table 6.

Table 6

Results of t-test

Variable	Coefficient	t	p
Constant	0.765	2.128	0.038
Person-Organization Fit (X1)	0.070	0.830	0.411
Psychological Climate (X2)	1.050	8.287	0.000
Mental Workload (X3)	-0.279	-2.497	0.016

In Table 6, the multiple linear regression equation in this study can be explained. The regression equation in this study is as follows:

$$\hat{Y} = 0,765 + 0,070X_1 + 1.050X_2 - 0.279X_3 + e$$

Based on the regression equation and t-test results, the interpretation of the results can be as follows:

a) The regression coefficient value for person-organization fit (X_1) is 0.070, which means that person-organization fit has a positive effect on job satisfaction. The significance value obtained is 0.411 (p > 0.05). This indicates that personal organization fit does not significantly affect job satisfaction. Therefore, Hypothesis 1 is rejected.

b) The regression coefficient value for psychological climate (X_2) is 1.050, which means that psychological climate has a positive effect on job satisfaction. The significance value obtained is 0.000 (p < 0.05). This indicates that psychological climate has a negative and significant effect on job satisfaction. Therefore, Hypothesis 2 is accepted.

c) The regression coefficient value for mental workload (X_3) is -0.279, which means that mental workload has a positive effect on job satisfaction. The significance value obtained is 0.016 (p < 0.05). This indicates that mental workload has a negative and significant effect on job satisfaction. Therefore, Hypothesis 3 is accepted.

Coefficient of Determination

The coefficient of determination aims to measure how much percentage of the influence of independent variables on the dependent variable in percentage units in a regression model of the study. The results of the coefficient of determination test are as 7.

Table 7

Coefficient of Determination

R	R Square	Adjusted R Square
0.834	0.695	0.676

Based on Table 7, it can be seen that the adjusted R Square value is 0.676 (67.6%). This means that the performance variable is influenced by the variables of person-organization fit, psychological climate, and mental workload by 67.6%. Meanwhile, the remaining 32.4% is influenced by other factors outside the study.

Discussion

Organization Fit Has a Positive Influence on Job Satisfaction

The results of this research reveal that there is a positive influence between person-organization fit and job satisfaction for employees of the Public Works Department of Highways in East Java Province. That is, when employees feel that the values, culture, and work environment of the organization match their characteristics and preferences, they tend to feel more satisfied with their jobs. This shows the importance of alignment between individuals and organizational values and governance to increase job satisfaction in the work environment.

Previous research Fatmasari (2017) shows that Person Organization Fit has a positive effect on performance, Person Organization Fit has a positive effect on Job Satisfaction, Job Satisfaction has a positive effect on Performance, and Job Satisfaction can mediate the effect of Person Organization Fit on Performance. Other research by Rindahati & Helmy (2021) shows that servant leadership has a positive effect on job satisfaction. Person organization fit has a positive effect on job satisfaction. Servant leadership has no direct effect on employee loyalty. Person organization fit has a direct effect on employee loyalty. Job satisfaction has a direct effect on employee loyalty. Job satisfaction can mediate between servant leadership and employee loyalty. Job satisfaction does not mediate between person organization fit and employee loyalty. Similar research by Chandra (2018) found that person-organization fit had a significant positive effect on job satisfaction, person-organization fit had a significant negative effect on turnover intention, and job satisfaction had a significant negative effect on turnover intention.

Psychological Climate Has a Positive Influence on Job Satisfaction

The results of the research confirm that there is a positive relationship between the psychological climate and the level of job satisfaction of employees of the Public Works Department of Highways in East Java Province. This means that when employees feel that there is a conducive psychological climate in their work environment, such as social support, mutual trust, and a positive work atmosphere, they tend to feel more satisfied with their work. This shows that creating a work environment that supports the psychological and emotional aspects of employees can increase their job satisfaction and well-being at work. The results of this research are in line with previous research by Tenaya & Suwandana (2018) which found that psychological climate has a significant positive effect on job satisfaction. Second, psychological climate has a significant positive effect on organizational citizenship behavior. Third, job satisfaction has a significant positive effect on organizational citizenship behavior.

Other research by Yekty (2006) shows that the model and research results are well accepted. Furthermore, the results of this research prove that the influence of psychological

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climate on work engagement is significantly positive. The effect of work engagement on employee performance is significantly positive. The influence of psychological climate on job satisfaction is significantly positive. And job satisfaction has a significant positive effect on employee performance. And the influence of the psychological climate on employee performance is significantly positive.

Similar research by Ramadhan & Ferdiansyah (2022) shows that the psychological climate on performance has a positive influence, the psychological climate on job satisfaction has a positive influence, the work environment has a positive influence on performance, the work environment has a positive influence on job satisfaction. Simultaneously the psychological climate and work environment influence job performance and satisfaction.

Mental workload has a positive influence on job satisfaction

The research results show that workload has a positive influence on the job satisfaction of Highways Public Works Department employees in East Java Province. This means that the higher the level of workload felt by employees, the higher the level of job satisfaction they have. This indicates that employees tend to feel more satisfied with their jobs when they feel they have considerable responsibility or challenging tasks because this provides a sense of achievement and significant contribution to their work.

The results of this research are in line with previous research by Wijaya (2018) showing that work stress mediates the effect of workload on job satisfaction. In other words, the influence of workload on job satisfaction is not direct. Workload has a positive effect on work stress; work stress hurts job satisfaction. This means that the higher the workload, the higher the level of work stress, and this can cause a decrease in job satisfaction. Other research by Nurhasanah et al. (2022) shows that work ethic directly has a positive and significant effect on job satisfaction, organizational culture has a positive and significant effect on job satisfaction, workload has a positive and significant effect on job satisfaction, work ethic has a positive and significant effect on job satisfaction. significant to job satisfaction. performance, organizational culture has a positive and significant effect on performance, workload has a positive and significant effect on performance, and job satisfaction has a positive and significant effect on performance. Indirectly, job satisfaction mediates the relationship between work ethic variables and performance variables. Indirectly, job satisfaction also mediates the relationship between organizational culture variables and performance variables and finally, indirectly, job satisfaction mediates the relationship between workload variables and performance variables.

4. Conclusion

The results of this research reveal that there is a positive influence between several factors on the job satisfaction of employees of the Public Works Department of Highways in East Java Province. First, organization fit or person-organization suitability shows a positive influence on job satisfaction, which indicates that when employees feel compatible with the values, culture, and work environment of the organization, they tend to be more satisfied with their jobs. Second, the psychological climate also has a positive influence on job satisfaction, indicating that psychological conditions in the workplace, such as social support, fairness, and positive perceptions, can increase employee job satisfaction. Apart from that, the research results also found that mental workload has a positive influence on job satisfaction, which indicates that the higher the level of stress or mental load experienced by employees, the higher their level of job satisfaction. Thus, these findings provide valuable insight into the factors that influence job satisfaction in the specific context of employees of the Public Works Department of Highways in East Java Province. Based on the analysis conducted and the conclusions obtained, the following recommendations can be proposed for the company: it is

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recommended to pay more attention to the climate that arises in the organization, such as psychological climate because by paying attention to this, the company will be able to create a conducive and positive climate that will ultimately make employees satisfied with their work and the company they work for.

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