

The Effect Of Person-Job Fit And Work-Life Balance As Well As Job Involvement On The Performance Of Employees Of The Ombudsman Of The Republic Of Indonesia At The Representative Office

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Abstract.

This study aims to analyse the influence of Person Job Fit and Work Life Balance as well as Job Involvement on Employee Performance at Representative Offices. At the Indonesian Ombudsman, Assistant Ombudsmen are employees who support the Ombudsman in carrying out their supervisory functions in the provision of public services. The influence between variables was measured using the Structural Equation Modelling - Partial Least Square 4 approach. Data was collected by distributing questionnaires to 48 Ombudsman employees (Assistants) at the Representative Office. The results of the study indicate that Person Job Fit has a significant influence on Job Involvement and Employee Performance. Work-Life Balance also shows a significant influence on Employee Performance but does not show a significant influence on Job Involvement. While Job Involvement can act as a mediator between Person-Job Fit and Employee Performance, it cannot act as a mediator between Work-Life Balance and Employee Performance. Thus, job fit, which includes skills, interests, values, experience, and expectations, can help an Ombudsman employee achieve their individual performance. The achievement of performance from this job fit can also be supported through Job Involvement from the aspects of emotional involvement, cognitive involvement, work motivation, and job satisfaction.

Keywords: *Person-Job Fit; Work-Life Balance; Job Involvement; Employee Performance; Ombudsman of the Republic of Indonesia.*

I. INTRODUCTION

Public sector employees face unique challenges, including demands to handle diverse public service issues and provide quality services to the community. The situations they encounter are diverse, including the wide range of public service issues reported by the community and issues that require further in-depth analysis, which are influenced by the educational background and competencies of individual assistants, the limited number of human resources, particularly for assistant positions, and the increasing workload and organisational targets each year, which can affect the balance between work and personal life. The increasing demand for improved public service quality through the oversight functions carried out by the Indonesian Ombudsman requires effective strategies to enhance employee performance. Employee performance is a key indicator reflecting the effectiveness and efficiency of employees in performing their duties and responsibilities at the workplace. Within the scope of a state institution like the Indonesian Ombudsman, employee performance plays a crucial role in ensuring the quality of services provided to the public. Employees are required to perform their duties with integrity, precision, and a high level of responsibility, given that their tasks involve overseeing and monitoring the quality of public services (Robbins & Judge, 2020). Job involvement also plays a role in strengthening employee performance at the Ombudsman of the Republic of Indonesia.

Job involvement refers to the extent of employees' emotional attachment and commitment to their work, thereby encouraging them to work more optimally and proactively. Employees who have a high level of responsibility tend to be more committed to achieving organisational goals and demonstrate a high level of reliability in their work (Lestari, et.al, 2023). Mansilao and Gallardo (2024) show that employees with high job involvement tend to have more optimal performance, as emotional involvement increases a sense of responsibility towards the tasks assigned. With strong Job Involvement, employees are expected to have high motivation to achieve organisational targets and contribute to the achievement of the Ombudsman's vision

and mission. Employees' ability to balance work demands and personal life, also known as Work-Life Balance, is one of the factors influencing the level of Job Involvement. According to research by Isa and Indrayati (2023), a good balance between work and personal life contributes to increased job involvement, as employees with good Work-Life Balance tend to be more satisfied and committed to their work.

Effective Work-Life Balance can also reduce stress and fatigue, thereby increasing employee Job Involvement. Job Fit or Person-Job Fit can be defined as a concept that describes the alignment between an individual's characteristics and job demands, including abilities, values, and goals. Research by Nicolás-Agustín et al. (2024) shows that employees who feel suited to their jobs tend to have higher levels of job involvement. Good Person-Job Fit allows individuals to feel comfortable performing their duties and increases their interest in their daily work. With high involvement, employees are expected to achieve optimal results and contribute to the achievement of the organisation's overall goals. Based on the above explanation, this study aims to analyse the influence of Person-Job Fit and Work-Life Balance as well as Job Involvement on the Performance of Ombudsman Employees at Representative Offices, where Employee Performance can be mediated through the role of Job Involvement. This study is expected to provide guidance for the Ombudsman of the Republic of Indonesia in designing and implementing policies that support employee performance improvement.

II. METHODS

Research Design

This study is a quantitative research using a survey method to analyse the influence of Person Job Fit on Job Involvement and Employee Performance. This quantitative approach was chosen to systematically measure the relationship between variables. Furthermore, the Job Involvement variable will be tested, particularly in relation to its role as a mediator between Person Job Fit and Employee Performance. A questionnaire was designed to measure each variable in the study: Person-Job Fit, Job Involvement, and Employee Performance, using a Likert scale to facilitate the measurement of employee perceptions. The study involved respondents who were directly involved in public service supervision, namely Ombudsman employees with the position of Assistant Ombudsman.

Population and Sample

Data collection in this study used saturated sampling technique. Sugiyono (2017) explains that saturated sampling is a technique for determining a sample when all members of the population are used as samples. This technique is typically used when the population size is relatively small or when the researcher aims to capture all possible variations in characteristics within the population. The population of this study was all Ombudsman Employees at the Representative Office. The total number of Ombudsman Employees was 48, and all of them became respondents in this study. The Ombudsman Employees selected were those whose main task was to assist the Ombudsman in supervising the implementation of public services.

Data Collection Techniques

The data in this study was collected through a questionnaire distributed to 48 Ombudsman employees online. The questionnaire consisted of questions measuring variables based on indicators from the variables of Person Job Fit, Job Involvement, and Employee Performance. Responses to the questionnaire questions used a Likert scale with scores ranging from 1 to 5 (strongly disagree, disagree, neutral, agree, and strongly agree).

Data Analysis Techniques

The collected data were analysed using Structural Equation Modelling-Partial Least Squares (SEM-PLS). The primary objective of SEM-PLS is to explain the relationships between constructs and emphasise the understanding of the value of these relationships. PLS is a powerful analysis method that does not rely on many assumptions and allows analysis of various latent variable indicators, both reflective and formative. In this context, it is important to note the necessity of a theoretical framework that provides assumptions to describe the model, select variables, choose an analytical approach, and interpret results. The PLS procedure is conducted in two stages. First, a series of latent factors are identified that explain as much covariance as

possible between independent and dependent variables. Second, predicting the values of dependent variables using independent variable decomposition (Sarwono, 2013)

Validity Test

In evaluating Convergent Validity from individual item reliability checks, this can be seen from the standardised loading factor. A correlation can be considered valid if the loading factor has a value > 0.5 (Jogiyanto & Abdillah, 2015). Discriminant validity is assessed based on cross-loadings of measurements with their constructs. The method used to assess discriminant validity is by comparing the AVE root for each construct with the correlation between other constructs and the model. AVE (Average Variance Extracted) is the average percentage of variance scores extracted from a set of latent variables estimated through standardised indicator loadings in the iterative algorithm process in PLS.

III. RESULTS AND DISCUSSION

Respondent Demographics

In this study, 48 Ombudsman employees participated as respondents. Respondent characteristics included gender, age range, highest level of education, length of service at the Indonesian Ombudsman, and current job level. The following is an overview of the respondents in this study:

Table 1. Respondent Demographics

Category	Description	Total	Percentage
Gender	Male	25	52%
	Female	23	48%
Age Range	20 – 25 years old	0	0%
	25 – 35 years old	26	54%
	35 – 45 years old	20	42%
	45 – 58 years old	2	4%
Degree	S1	28	58%
	S2	20	42%
	S3	0	0%
Length of Service	1 - 5 years	7	15%
	5 – 10 years	30	62%
	10 – 15 years	10	21%
	Above 15 years	1	2%
Current Position	Pratama	25	52%
	Muda	20	42%
	Madya	3	6%

Respondents were predominantly Ombudsman employees who had been working for 5–10 years. Respondents with a bachelor's degree were the most numerous in this study. Based on age range, there were no respondents under the age of 25. These factors indicate that respondents met the criteria for working as Ombudsman employees.

Descriptive Analysis

Descriptive analysis is a measurement tool for respondents' responses to research variables, including Person Job Fit, Work-Life Balance, Job Involvement, and Employee Performance.

Table 2. Average Respondent Response

Variabel	Mean	SD
Person Job Fit	4.23	0.68
Work Life Balance	4.18	0.68
Job Involvement	4.42	0.62
Kinerja Pegawai	4.34	0.60

On average, all variables can be considered good because the mean value is above 4. Work engagement is the variable with the highest average response (4.42), indicating that respondents directly want to always be personally involved in their work, which can improve individual performance as Ombudsman employees.

SEM-PLS Measurement Model Evaluation Analysis

Measurement model evaluation is a process in SEM (Structural Equation Modelling) analysis using the PLS-SEM approach, which is used to assess how well indicators represent latent constructs. Hair et al. (2019) explain that indicators with loadings < 0.7 can be removed if they do not significantly improve CR or AVE reliability. Furthermore, if Cronbach's alpha has a value > 0.6 , it indicates that the construct has good internal consistency and high reliability. Fornell & Larcker (1981) explain that if the AVE value > 0.50 , it indicates that the construct explains more than 50% of the variance in its indicators.

Table 3. Measurement Model Evaluation

Variabel	Outer Loadings	AVE	Cronbach's Alpha
Person Job Fit (X1)		0.676	0.840
X1.1	0,785		
X1.2	0,861		
X1.3	0,789		
X1.4	0,850		
Work Life Balance (X2)		0.573	0.807
X2.1	0,735		
X2.2	0,868		
X2.3	0,804		
X2.4	0,538		
X2.5	0,799		
Job Involvement (Y1)		0,694	0.851
Y1.1	0,786		
Y1.2	0,844		
Y1.3	0,923		
Y1.4	0,770		
Employee Performance (Y2)		0.703	0.858
Y2.1	0,920		
Y2.2	0,865		
Y2.3	0,783		
Y2.4	0,777		

The minimum outer loading value for each indicator is > 0.7 . The test results show that all indicators in the construct show a value > 0.7 .

All constructs show an AVE value > 0.50 , indicating that more than 50% of the indicator variance is explained by the construct.

There is an indicator with a value < 0.7 , namely indicator X2.4. However, considering that the AVE and CR values for the X2 construct are adequate, this indicator is retained for further testing.

The high outer loadings on the exogenous variables are sequentially found in indicators X1.2 and X2.2, indicating that interest and work-life balance play an important role in achieving individual performance among Ombudsman staff.

SEM-PLS Structural Model Evaluation Analysis

Hypothesis testing was conducted to evaluate the direct and indirect effects between constructs in the model. Significance testing was performed using the bootstrapping technique with 5,000 resampling. Structural model evaluation was conducted to test the relationships between latent constructs in the constructed model. The coefficient of determination (R^2) values for the Job Involvement construct are 0.584 and for Employee Performance are 0.633. These values indicate that the exogenous variables can moderately explain the variability of the endogenous constructs, in line with the criteria of Hair et al. (2019), who state that an R^2 above 0.50 is considered sufficiently good in social research.

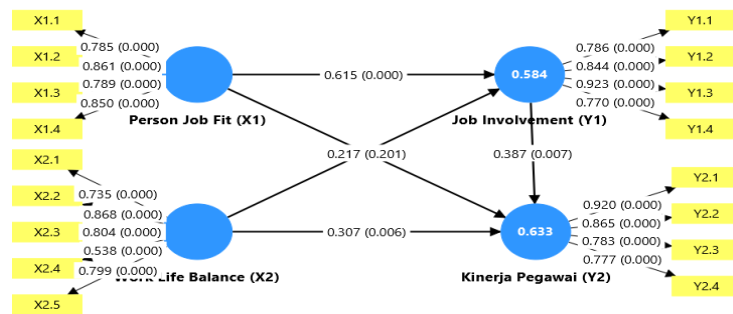


Fig 1. Path Coefficient

Table 4. R Square dan Q Square Test

Construct	R square	Q Square
Job Involvement (Y1)	0.584	
Y1.1		0.233
Y1.2		0.355
Y1.3		0.453
Y1.4		0.420
Employee Performance (Y2)	0.633	
Y2.1		0.427
Y2.2		0.460
Y2.3		0.277
Y2.4		0.257

The analysis of the influence between constructs shows that all paths in the structural model have significant coefficients. Person Job Fit has a direct effect on Job Involvement ($\beta = 0.615$) and Employee Performance ($\beta = 0.217$), while Work Life Balance has an effect on Job Involvement ($\beta = 0.219$) and Employee Performance ($\beta = 0.307$). Additionally, Job Involvement has a significant direct effect on Employee Performance ($\beta = 0.387$). All path coefficient values meet the significance criterion ($p < 0.05$) and exceed the substantive threshold ($\beta > 0.2$) as suggested by Hair et al. (2019). For the Job Involvement construct (Y1), the Q^2 indicator ranges from 0.23 to 0.45, indicating moderate to strong prediction. This means that exogenous constructs such as Person Job Fit and Work-Life Balance contribute well to predicting job involvement. Meanwhile, in the Employee Performance construct (Y2), the Q^2 indicator is between 0.26 and 0.46, which is also considered a strong predictor. This shows that the Job Involvement, Person Job Fit, and Work Life Balance constructs can predict performance well. Next, the Multicollinearity Test was conducted by examining the Variance Inflation Factor (VIF) values. High multicollinearity can complicate the interpretation of results, reduce prediction accuracy, and interfere with statistical significance. A VIF value > 5.0 indicates high multicollinearity. According to Hair et al. (2021), the guidelines for interpreting VIF values are as follows:

VIF < 3.3 indicates no multicollinearity

VIF between 3.3 and 5 requires caution, depending on the context

VIF > 5 indicates a serious multicollinearity issue

The results of the multicollinearity evaluation test show that all Variance Inflation Factor (VIF) values are below the threshold of 5.0, indicating that there are no collinearity issues among the constructs.

Tabel 5. Varians Inflation Factor

Indicator	VIF	Interpretation
X1.1	2,213	No Issue
X1.2	2,372	No Issue
X1.3	1,781	No Issue
X1.4	2,157	No Issue
X2.1	1,793	No Issue
X2.2	3,065	No Issue
X2.3	2,388	No Issue
X2.4	1,371	No Issue
X2.5	1,932	No Issue
Y1.1	1,718	No Issue
Y1.2	3,594	No Issue

Y1.3	4,743	No Issue
Y1.4	1,728	No Issue
Y2.1	3,386	No Issue
Y2.2	2,242	No Issue
Y2.3	2,026	No Issue
Y2.4	2,089	No Issue

Discussion

If $\leq t\text{-table}$ or $\text{sig} \geq \alpha$, then H_1 is rejected and H_0 is accepted, or if the probability value of significance is > 0.05 , it means the exogenous variable has no significant effect on the endogenous variable. However, if $\leq t\text{-table}$ or $\text{sig} \geq \alpha$, then H_1 is rejected and H_0 is accepted, or if the probability value of significance is > 0.05 , it means the exogenous variable has no significant effect on the endogenous variable.

Table 6. Variabel Test Result

Variabel Test	Original Sampel	P Values	T Stats	Result
Person Job Fit to Job Involvement	0,615	0,000	0,000	Significant
Person Job Fit to Kinerja Pegawai	0,455	0,001	0,001	Significant
Work Life Balance to Job Involvement	0,219	0,074	0,074	Not Significant
Work Life Balance to Kinerja Pegawai	0,392	0,001	0,001	Significant
Job Involvement to Kinerja Pegawai	0,387	0,007	0,007	Significant
Job Involvement memediasi Person Job Fit dan Kinerja Pegawai	0,238	0,008	0,008	Significant
Job Involvement memediasi Work Life Balance dan Kinerja Pegawai	0,085	0,195	0,195	Not Significant

The test results show that Person-Job Fit has a positive and significant effect on Job Involvement, with an original sample value of 0.615, a t-statistic of 5.847, and a p-value of 0.0. The t-statistic value, which is well above the threshold of 1.96, and the p-value, which is below 0.05, indicate that this relationship is statistically strong and significant. This means that the higher the level of alignment between an individual and their job, the greater the employee's involvement in their work. Person-Job Fit is also proven to have a positive and significant effect on Employee Performance, with an original sample value of 0.455, a t-statistic of 3.393, and a p-value of 0.001. These results indicate that the higher the level of compatibility between the individual and their job, the better the employee's performance. The results of the third hypothesis test show that Work-Life Balance does not have a significant effect on Job Involvement. The original sample value is 0.219, with a t-statistic of 1.787 and a p-value of 0.074, which is higher than the significance threshold of 0.05. This indicates that the balance between employees' work and personal lives does not directly increase their engagement in their work. The results of the fourth hypothesis test show that Work-Life Balance has a positive and significant effect on Employee Performance. With an original sample value of 0.392, a t-statistic of 3.31, and a p-value of 0.001, this relationship is statistically significant.

This means that employees who are able to balance the demands of work and their personal lives tend to perform better. The fifth hypothesis shows that Job Involvement has a positive and significant effect on Employee Performance, with an original sample value of 0.387, a t-statistic of 2.702, and a p-value of 0.007. These results indicate that employees with higher levels of job involvement tend to demonstrate better performance. The test results show that Job Involvement (Y1) significantly mediates the effect of Person-Job Fit (X1) on Employee Performance (Y2). This is indicated by an original sample value of 0.238, a t-statistic of 2.656, and a p-value of 0.008, which is well below the 0.05 significance threshold.

Thus, it can be concluded that Job Involvement serves as an effective mediator in strengthening the positive impact of Person-Job Fit on Employee Performance. In testing the mediating effect of Job Involvement (Y1) on the relationship between Work-Life Balance (X2) and Employee Performance (Y2), the results were not significant. This is evident from the original sample value of 0.085, a t-statistic of 1.295, and a p-value of 0.195, which is well above the 0.05 significance threshold. Therefore, it can be concluded that Job Involvement is not statistically proven to be a significant mediator in the relationship between Work-Life Balance and Employee Performance.

IV. CONCLUSION

This study demonstrates that Person-Job Fit has a significant effect on Job Involvement and Employee Performance. The compatibility between an individual and their job encourages Ombudsman employees to be more engaged in their duties, ultimately contributing to the achievement of performance targets. Employees who perceive a good match with their job—in terms of skills, personal values, and preferences—tend to be more motivated, responsible, and focused in carrying out their role as public service overseers. On the other hand, Work-Life Balance was not found to significantly influence Job Involvement, although it does have a significant effect on Employee Performance. This indicates that while a balance between personal life and work may not directly increase work engagement, it remains important for supporting optimal performance.

Furthermore, Job Involvement was shown to mediate the relationship between Person-Job Fit and Employee Performance, but not the relationship between Work-Life Balance and Employee Performance. This suggests that work engagement is a more relevant channel of influence for job fit than for work-life balance. It is recommended that the Ombudsman of the Republic of Indonesia continually develop both technical and non-technical training programmes to enhance employee skills aligned with their interests and job demands, thereby optimising Person-Job Fit. Additionally, a collaborative and supportive work culture should be cultivated to strengthen Work-Life Balance, particularly through flexible and empathetic task allocation. To improve Job Involvement and Employee Performance, it is essential for leadership to provide clear recognition of individual achievements, enhance understanding of work targets, and grant autonomy in task execution. Moreover, periodic retraining on work procedures should be conducted to ensure consistent adherence to standard operating procedures, prevent errors, and maintain the quality of public services.

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