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The Effect of Person Organization Fit and Work Life Balance on Subjective Well Being and its Impact on Employee's Performance

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Regarding the 2020 plan to eradicate polio globally by the World Health Organisation (WHO), Indonesia is one of the countries that are working to support this plan. Life science company in Indonesia revealed that the company's profit had decreased significantly because of the program. In order to survive in a competitive environment, the company must be able to follow the pattern of change. Due to the organizational culture change in the life science company, problems in balancing in work and family life and the subjective well-being of the employee had arisen. This work life balance concept has not yet received special attention in Indonesia. Employee's with higher subjective well-being tend to be more productive in the work place and also have a stronger organizational performance. This study examines the effect of person organization fit and work life balance on subjective well-being and its impact on the performance of 460 employees at a life science company in Indonesia. We used the work life balance questionnaire from Fisher (2009) and thesubjective well-being measures that were compiled by Ed Diener and Robert Biswas-Diener (2009). The person organization fit questionnaire was made based on the works of Kristof Brown (2011). Employee performance was measured by a competency questionnaire. Results of this research is that person organization fit and work life balance affects the subjective well-being and performance of employees of the life science company in Indonesia; person-organization fit and work life balance affects subjective well-being employees, person-organization

fit and work life balance affects the performance of employees, and subjective well-being is influential in the performance of employees.

Key words: *Person Organization Fit, Work Life Balance, Subjective Well Being, Employee Performance, Life Science Company.*

Introduction

Dynamic changes in the industrial field have triggered competition in the industry. In order to survive in a competitive environment, the company must be able to follow the pattern of change, otherwise the company will not survive. Culture organization naturally depends on the market situation and a company needs to adapt to it in order to survive or to maintain its competitive position.

The Polio eradication campaign began in 1988 by the World Health Organization (WHO). This initiative drove WHO to support countries, including Indonesia, to further develop their polio control capacity in any necessary aspects, from laboratory reagents to national campaigns. WHO's South East Asia Region, which includes Indonesia, is expected to be certified as polio free in 2020 (https://apps.who.int/iris/handle/10665/272397). Such a positive development also has consequences for the manufacturers of vaccines and antisera in Indonesia. The company had revealed that the company's experienced a significant decrease in profit because 2/3 of the world's needs for the polio vaccine were met by this company. Many efforts to improve organizational performance fail because the fundamental culture of the organization—values, ways of thinking, managerial styles, paradigms, and approaches to problem solving— remain the same (Cameron, 2011).

Organizational culture is seen as one of the important elements that can help organizations to anticipate and adapt to environmental changes and maintain their performance to achieve long-term economic success. Changes in the organizational culture can be seen as having a strong effect on the effectiveness of organizational performance in the long run, and changes in employee behaviour as part of the organization are key to changing the organization.

When entering an organisation, individualscarry personal values, needs, and expectations, which then will be adjusted to the values, needs, and expectations of the organization. The Model Person Environment (PE) Fit has always been a prominent theme in the field of industrial and organizational psychology. PE Fit refers to the level of compatibility or suitability between individuals and some aspects of their work environment (Kristof-Brown, & Zimmermann, 2005). In the theory of Person-Organization Fit (PO Fit) (Chatman, 1989), which is part of PE fit, emphasizes values as the basis of suitability between individuals and organizations because values are characteristics that persist in individuals and organizations.

That is, when someone works with values that are misfit, then there will be problems in the workplace, which in turn will be negative for the organization.

Suitability between individuals and organizations can occur due to supplementary fit and complementary fit. Supplementary fit occurs when an individual complements, elaborates, or has characteristics similar to an organization, or is called value congruence. The second is the complementary fit, which involves the extent to which individuals and their respective environments provide for what the other party needs, or are called need-supplies fit / demands-abilities fit. The suitability of the individual with the organizational culture will affect an individual's job satisfaction, organizational commitment, well-being, job stress, work performance, and rates of employee turnover (Kristof-Brown & Guay, 2011).

In the research of Xeniya Kurmayeva, Marsel Kurmayev, Mais Zainalabidin, Saleem Rabbani & Hesham Mubarak (2014), it is said that employees will be more interested in working for organizations that have strong values, beliefs, and vice versa. This research also examined the relationship between organizational culture and work life balance (WLB), it is said that, rigid organizations are less able to create WLB in employees because of its hierarchy and structure. On the other hand, organizations that are more culturally flexible will be better able to create WLB. WLB itself in Indonesia has not received special attention.

The concept of Work-Life Balance is defined according to (Fisher, 2002), it is defined as a multi-dimensional construct which consists of the use of time, energy, goal achievement, and tension in work and personal life. The dimensions of work-life balance are work interference with personal life, personal life interference with work, work enhancement of personal life, and personal life enhancement of work.

Research from Dr. Ajay Kumar Singh and Ms. Amanjot shows the relationship between WLB and Subjective Well-Being (SWB). SWB demonstrates life satisfaction and evaluates important life domains such as work, health, relationships, and leisure. It also includes individual emotions, such as cheerfulness and involvement, and experiences of negative emotions, such as anger, sadness, and fear. In other words, happiness is a name given to positive thoughts and feelings towards one's life (Diener & Biswas-Diener, 2008). In other words, SWB is explained as a subjective evaluation of one's life, which includes life satisfaction as a cognitive component and happiness as an affective component.

According to De Neve, Diener, Tay, & Xuereb (2013), the benefits of SWB include health, productivity and organizational behaviour, and employee's social behaviour. In terms of productivity and organizational behaviour, SWB is meant to increase productivity, increase income, reduce absenteeism, increase creative and flexible thinking skills, build teamwork

skills, give a chance for colleagues to work collaboratively, and improve organizational performance.

Based on the explanation above, it is seen that PO fit or suitability between individuals and organizations and WLB can be seen as factors that exist in individuals that affect SWB, which then have consequences on the performance of individuals and organizations. Therefore, the hypotheses proposed in this study are as follows:

1. Person-organization fit and work life balance effects the subjective well-being of employees of life science company in Indonesia.
    a. Person-organization fit effects subjective well-being employees of life science company in Indonesia.
    b. Work life balance affects the subjective well-being of employees of life science company in Indonesia.
2. Person-organization fit, work life balance, and subjective well-being effect the performance of the employees of life science company in Indonesia of life science company in Indonesia.
    a. Person-organization fit effects the performance of the employees of life science company in Indonesia.
    b. Work life balance effects the performance of the employees of life science company in Indonesia.
    c. Subjective well-being effects the performance of the employees of life science company in Indonesia.

Literature Review

The concept of compatibility of individuals and the environment is known as Person-Environment Fit (PE Fit). PE Fit is defined as the degree of compatibility that occurs when the individual characteristics and work environment are very suitable (Kristof-Brown et al., 2005). Person-Organization Fit (PO Fit) as a part of PE Fit, emphasizes similarities between individuals and organizations. Chatman (1991), said that value is the basis of PO fit because the value is a characteristic that persists in individuals and organizations. PO Fit has 2 (two) dimensions, namely supplementary fit, and complementary fit. Supplementary fit occurs if a person completes, and has similar characteristics to the organization (value congruence). Complementary fit occurs when “weakness or environmental needs are fulfilled by individual strengths, and vice versa”.

Previous studies show the importance of knowing the compatibility between organizational culture and the value that employees have. O'Reilly et al., (1991), found in his research that

the compatibility of individuals with organizational culture or Person-Organization Fit (PO Fit) is a predictor for job satisfaction, organizational commitment and employee turnover.

In previous PO Fit literature, the variable that shows the most association with PO Fit is life satisfaction in the work domain (job satisfaction). Pervin (1987) said that individuals who are a good "fit" with the work environment will show high performance, high job satisfaction, and low stress levels. In line with this, Cyr et al., (2004) expressed the correlation between PO Fit and employee satisfaction because there is conformity with organizational value and fulfilling the needs of employees by the supplies from the organization. When employees feel fit with their environment, individuals will be reported to have more favourable behaviours, a better well-being, and more effective performance (Russel E. Johnson et al., 2013).

The research of Xeniya Kurmayeva, Marsel Kurmayev, Mais Zainalabidin, Saleem Rabbani & Hesham Mubarak (2014) says that employees will be more interested in the organisations that have the same values and beliefs as them,and vice versa. The research also examined the linkage between organizational culture and work life balance. Rigid organizations are less able to create a work life balance for employees because of their hierarchy and structure. On the other hand, a more flexible organization of culture will be more capable of creating a work life balance for employees.

Fisher (2002) defines work-life balance as a multi-dimensional construct that consists of the use of time, energy, the achievement of goals, and tension in both work and personal life. The dimensions of work-life balance consist of both demands and resources. Demands consist of: Work Interference with Personal Life (WIPL), which is a dimension that refers to the extent to which the work interferes with one's personal life; Personal Life Interference with Work (PLIW), which is a dimension that refers to the extent to which individual personal life disrupts an individual's work life. Resources consist of a Work Enhancement of Personal Life (WEPL), which refers to the extent to which a person's work life can improve the quality of their personal life. This dimension relates positively to life satisfaction; Personal Life Enhancement of Work (PLEW), is a dimension that refers to the extent to which a person's personal life improves their individual performance in their work life. This dimension relates positively to life satisfaction. The high proportion of resources compared to demands in the domain of personal life and individual work will facilitate the psychological functioning and well-being of the individual.

Work life balance has implications on individuals, organizations, communities, and other factors, both in the work environment and in the outside environment (Poulose, 2014). Positive outcomes from work life balance according to this research, apart from job satisfaction, is career satisfaction, organizational commitment, marital satisfaction, family satisfaction, life satisfaction, leisure satisfaction, health, family performance, and job

performance. Similar to this research, Chiara Ghislieri et., AL 2011, had also found in his research that work life balance has positive consequences on involvement, job performance, and well-being.

Subjective well-being is defined as an individual's subjective evaluation of their life . This evaluation includes a cognitive assessment of the satisfaction and fulfillment of life as well as an emotional reaction to the events experienced by the individual as an effective judgment. Individuals have a high degree of subjective well-being when individuals are more often experiencing positive reinforcement, are less frequently subjected to negative appraisers, and are satisfied with the quality of their life (Diener, 2009). Employees with a high subjective well-being tend to have higher revenues, and those revenues result from their good quality performance. Happy employees work better, their performance is noticed by their customers, colleagues, and employers.

Methods

Participants

In this study Stratified Cluster Sampling is used. The cluster in this study is the Directorate. The Strata in this study are positions. All of six existing directorates will be taken. The Strata are divided into Structural Level Strata (which consists of 5 strata because the main expert strata are not used because many are empty) and the Operational Level Strata (which consists of 3 strata because the other strata are not used because many are empty). Therefore the calculation of the minimum sample size will be carried out in the Structural Structure and Operational Strata with the formula used is the minimum sample size formula for sampling Stratification with the estimated proportions as follows:

$$n = \frac{\sum N_i^2 P_i(1-P_i)/w_i}{N^2 D + \sum N_i P_i(1-P_i)}$$

$D = B^2/4$

W_i = allocation

B = bound of error

Add a reserve of about 10% of the minimum sample size, so the sample composition for structural strata is:

	Division Head	Sub Division Head	Middle Associate	Section Head	Lower Associate	Total
B= 0.03	23	60	28	115	59	285
B= 0.05	16	42	20	81	42	201

The sample composition for operational strata is as follows:

	Staff	Lower Staff	Technical	Total
B= 0.03	75	107	306	488
B= 0.05	44	63	179	286

Measuring instrument

Based on the operationalization of variables and sample criteria, a questionnaire design was made using an ordinal scale. The blueprint of the measuring tool for each variable is illustrated in the table below:

No	Variable	Dimension	Questionnaire	Total Item
1	Person Organization Fit	Value congruence, need-supplies.	Construction of measuring instruments by researchers with reference to the concept Kristof-Brown (2011).	17 14
2	Work Life Balance	Resources (Work Enhancement Personal Life, Personal Life Enhancement Work), Demands (Work Interfere Personal Life, Personal Life Interfere Work).	Questionnaire by Gwenith G. Fisher, Carrie A. Bulger and Carlla S. Smith (2009) and translated by a certified translator.	6 11
3	Subjective Well Being	Komponen kognitif, komponen afektif (afek positif dan afek negatif).	Questionnaire by Ed Diener dan Robert Biswas-Diener (2009) and translated by a certified translator.	5 12
4	Performanc e	Core Competency	Construction of measuring instruments by researchers by modifying the performance measurement tools already owned by PT. Biofarma (Persero).	5

Validity and Reliability of Measuring Instruments

In this study, the calculation of item validity on all questionnaires uses Confirmatory Factor Analysis (CFA), where valid items are shown with SLF values > 0.5. The loading factor (λ) value for each manifested variable is greater than 0.5. This means that each manifested variable is declared as valid in constructing the construct. Before calculated using the CFA, a readability test was conducted on the questionnaire that was created to find out whether the research questions in the questionnaire were easy to read or not by the respondents. In connection with this, a readability test will be conducted on four groups of people with different educational backgrounds, namely high school education, Diploma, Bachelor Degree, and Master Degrees.

Reliability is shown empirically by a number called the value of the reliability coefficient. High reliability is indicated by CR value s> 0.7 and VE value s> 0.5. Testing the reliability of measuring instruments in this study using CFA can be seen in the table below:

VARIABLE	CR	VE	Reliability
Person Organization Fit	0,970	0,516	Reliable
Work Life Balance	0,976	0,707	Reliable
Subjective Well Being	0,982	0,762	Reliable
Performance	0,943	0,767	Reliable

Inferential analysis is done to be able to answer the research hypothesis and generalize to a wider population (Dancey & Reidy, 2011). Inferential analysis in this study uses structural equation modelling with a Structural Equation Modelling (SEM) approach based on Partial Least Square (PLS) using SmartPLS software version 3.0. By using SEM it is possible to answer the research problem, which is to examine the relationship between the variables person organization fit, work life balance, subjective well-being, and performance on the employees of life science company in Indonesia.

Results

The table below is a description of the demographic data of respondents consisting of 460 employees at life science company in Indonesia.

	Demographic Data	**Total**	**%**
Age	20 – 39 years	237	51,5%
	40+ years	223	48,5%
	Total	**460**	**100%**
Gender	Male	334	72,6%
	Female	126	27,4%
	Total	**460**	**100%**
Marital Status	Not married	37	8,0%
	Married	422	91,7%
	Divorce	1	0,2%
	Total	**460**	**100%**
Race	Betawi	1	0,2%
	Bugis	2	0,4%
	Jawa	81	17.6%
	Sumatera	29	6,3%
	Sunda	325	70,7%
	Others	22	4,8%
	Total	**460**	**100%**
Income	5 – 10 million	254	55,2%
	11 – 15 million	84	18,3%
	16 – 20 million	65	14,1%
	21 – 25 million	36	7,8%
	>25 million	21	4,6%
	Total	**460**	**100%**
Length of work	2 – 5 years	65	14,1%
	6 – 10 years	116	25,2%
	11 – 15 years	100	21,7%
	>15 years	179	38,9%
	Total	**460**	**100%**

Living with	Nuclear Family	397	86,3%
	Alone	28	6,1%
	Extended Family	35	7,6%
	Total	**460**	**100%**
Source of Income	Single	161	35,0%
	Double	299	65,0%
	Total	**460**	**100%**
Education	High School	139	30,2%
	Diploma	71	15,4%
	Bachelor	165	35,9%
	Master	82	17,8%
	Doctoral	3	0,7%
	Total	**460**	**100%**
Number of Children	0	65	14,1%
	1	79	17,2%
	2	204	44,3%
	3	91	19,8%
	4	16	3,5%
	5	2	0,4%
	6	2	0,4%
	7	1	0,2%
	Total	**460**	**100%**
Youngest Children	-	65	14,1%
	<3 years	122	26,5%
	4 – 5 years	56	12,2%
	6 – 9 years	71	15,4%
	10 – 12 years	50	10,9%
	> 12 years	96	20,9%
	Total	**460**	**100%**
Position	Technical	163	35,4%
	Lower Staff	57	12,4%
	Staff	40	8,7%
	Section Head	84	18,3%
	Lower Associate	41	8,9%
	Subdivision Head	43	9,3%
	Middle Associate	17	3,7%
	Division Head	15	3,3%
	Total	**460**	**100%**
Directorate	Main	54	11,7%

	Finance	48	10,4%
	Marketing	45	9,8%
	Research and Development	105	22,8%
	Production	175	38,0%
	Human Resource Development	33	7,2%
	Total	**460**	**100%**

The following table is a summary of the estimated parameters from the SEM analysis:

Variable	Path	T value	Correlation
POFit-->SWB	0,602	10,952	Significant, positive correlation
WLB-->SWB	0,085	2,076	Significant, positive correlation
POFit-->PERFORMANCE	0,241	5,004	Significant, positive correlation
WLB--> PERFORMANCE	0,099	2,622	Significant, positive correlation
SWB--> PERFORMANCE	0,518	9,031	Significant, positive correlation

Based on the coefficient values in the above table, the following hypothesis test results can be explained:

1. Effect of Person Organization Fit and Work Life Balance on Subjective Well Being

The hypotheses tested are:

H0: Person Organization Fit and Work Life Balance has no influence on Subjective Well Being

H1: Person Organization Fit and Work Life Balance influences Subjective Well Being

To test the hypothesis simultaneously the F test is used with the following formula:

$$F = \frac{(n-k-1)\, R^2_{x1x2y}}{k(1- R^2_{x1x2y})}$$

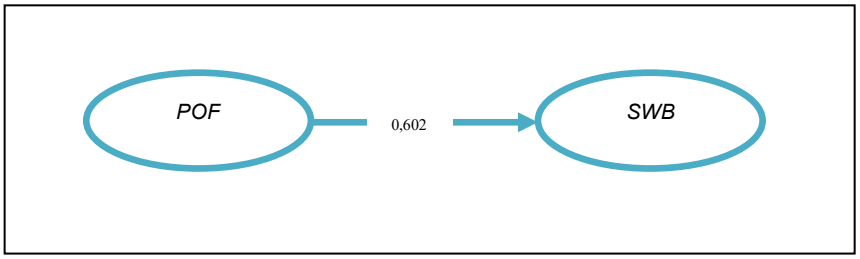
The condition is that if the calculated F value is greater than the F table then it means that there is a significant influence between the Person Organization Fit and Work Life Balance on the Subjective Well Being simultaneously. The following is the calculation result based on the formula above.

Variable			F value	F Table	Significance
POF, WLB	→	SWB	151,068	3,0155	Significant

Based on the calculation results, the calculated F value is -151.068. This value will be compared with the value of F table with a sample size of 460, obtained F table of 3.0155. Thus, F value <F table, meaning that simultaneously Person Organization Fit and Work Life Balance has a significant effect on Subjective Well Being.

2. Effect of Person Fit Organisation on Subjective Well Being
The hypotheses tested are:

H0: Person Organization Fit has no effect on Subjective Well Being
H1: Person Organization Fit effects Subjective Well Being

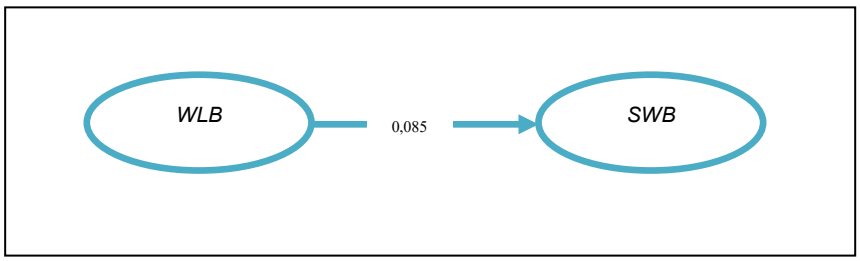


The value of the standardized regression weight coefficient between the Person Organization Fit variable and the Subjective Well Being variable is 0.602 (positive) and has a T value of 10.952 or greater than 1.96 then H0 is rejected. This means that the Person Organization Fit variable significantly influences the Subjective Well Being variable, so that hypothesis 1 can be accepted.
The coefficient of 0.602 indicates that if the Person Organization Fit is raised, the Subjective Well Being will be 0.602. Because this coefficient is positive, it means that the higher the Fit Person Organization, ideally, it will be followed by the increasing Subjective Well Being.

3. Effect of Work Life Balance on Subjective Well Being
The hypotheses tested are:

H0: Work Life Balance has no effect on Subjective Well Being

H1: Work Life Balance effects Subjective Well Being



The value of the standardized regression weight coefficient between the Work Life Balance variable and the Subjective Well Being variable is 0.085 (positive) and has a T value of 2.076 or greater than 1.96 then H0 is rejected. This means that the Work Life Balance variable has a significant effect on the Subjective Well Being variable, so hypothesis 2 can be accepted.

The coefficient of 0.085 indicates that if the Work Life Balance is increased, the Subjective Well Being will increase by 0.085. Because this coefficient is positive, it means that the higher Work Life Balance, ideally, it will be followed by the increasing Subjective Well Being.

4. Effect of Fit Organization, Work Life Balance and Subjective Well Being on Performance

The hypotheses tested are:

H0: Person Organization Fit, Work Life Balance and Subjective Well Being have no effect on performance.

H1: Person Organization Fit, Work Life Balance and Subjective Well Being have an effect on Performance.

To test the hypothesis simultaneously the F test is used with the following formula

$$F = \frac{(n-k-1)\, R^2_{x1x2y}}{k(1- R^2_{x1x2y})}$$

The condition is that if the calculated F value is greater than the F table then it means that there is a significant influence between Person Organization Fit, Work Life Balance against

and Subjective Well Being on performance simultaneously. The following is the calculation result based on the formula above:

Variable			F value	F Table	Significance
POF, WLB, SWB	→	PER	259,748	3,0155	Significant

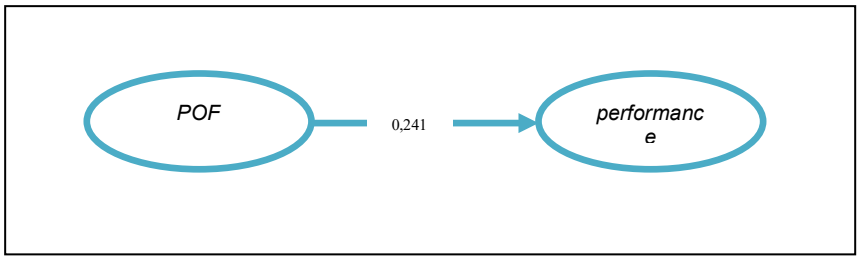
Based on the calculation results, the calculated F value is -259.748. This value will be compared with the value of F table with a sample size of 460 obtained by F table of 3.0155. Thus, F value <F table, meaning that simultaneously Person Organization Fit, Work Life Balance and Subjective Well Being have a significant effect on performance.

5. Influence of Person Organizations on Performance

The hypotheses tested are:

H0: Person Organization Fit has no effect on performance.

H1: Person Organization Fit influences performance.



The value of the standardized regression weight coefficient between the Person Organization Fit variable and the Performance variable is 0.214 (positive) and has a T value of 5.004 or greater than 1.96 then H0 is rejected. This means that the Person Organization Fit variable has a significant effect on the Performance variable, so hypothesis 1 can be accepted.

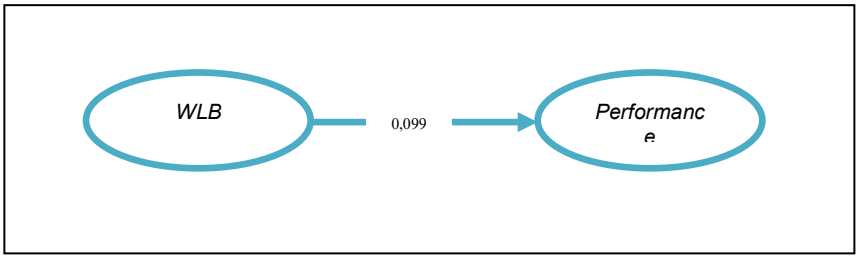
The coefficient of 0.241 indicates that the performance will increase by 0.241 units. Because this coefficient is positive, it means that the higher the Fit Person Organization, ideally the performance will be followed.

6. Effect of Work Life Balance on Performance

The hypotheses tested are:

H0: Work Life Balance has no effect on performance.

H1: Work Life Balance affects Performance.



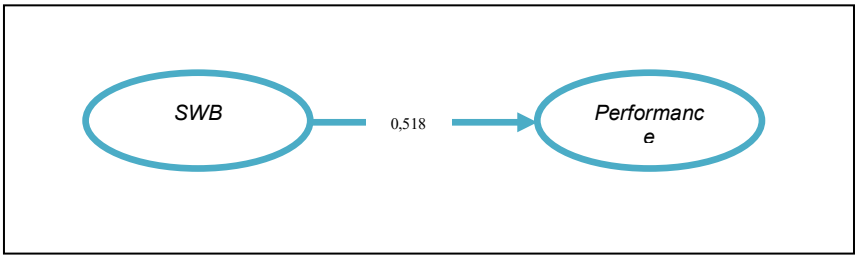
The value of the standardized regression weight coefficient between the Work Life Balance variable and the Performance variable is 0.099 (positive) and has a T value of 2.622 or greater than 1.96 then H0 is rejected. This means that the Work Life Balance variable has a significant effect on the Performance variable, so hypothesis 1 can be accepted.

The coefficient of 0.099 indicates that if the Work Life Balance is increased by one unit, the Behaviour Intention will increase by 0.099 units. Because this coefficient is positive, it means that the higher the Work Life Balance that is ideally given will be followed by increasing performance.

7. Effect of Subjective Well Being on Performance

The hypotheses tested are:
H0: Subjective Well Being Effects Performance

H1: Subjective Well Being has no effect on performance



The value of the standardized regression weight coefficient between the Subjective Well Being variable and the Performance variable is 0.518 (positive) and has a T value of 9.031 or greater than 1.96 then H0 is rejected. This means that the Subjective Well Being variable has a significant effect on the Performance variable, so hypothesis 1 can be accepted.
The coefficient of 0.518 indicates that if Subjective Well Being is increased, the Performance will increase by 0.518 units. Because this coefficient is positive, it means that the higher the Subjective Well Being that is given, ideally, it will be followed by increasing performance.

Conclusions

Here are the conclusions obtained from the results of the study:

1. There is a significant influence between the Person Organization Fit and Work Life Balance on Subjective Well Being simultaneously.
   a. Person-organization fit affects the subjective well-being of employees of the life science company in Indonesia.
   b. Work life balance affects the subjective well-being of employees of the life science company in Indonesia.
2. There is a significant influence between Person Organization Fit, Work Life Balance and Subjective Well Being on performance simultaneously.
   a. Person-organization fit affects the performance of the employees of life science company in Indonesia.
   b. Work life balance affects the performance of the employees of life science company in Indonesia.
   c. Subjective well-being affects the performance of the employees of life science company in Indonesia.

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