
The Effect of Perceived Organizational Support and Person-Job Fit on Performance in National Private Banks

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Abstract: The relationship between employees and the banking industry has a significant impact on the bank's sustainability. Therefore, research is needed to explore the relationship between perceived organizational support and person-job fit on employee performance at a national private bank. In the banking industry, employee performance is strongly influenced by a supportive work environment that aligns with the individual's abilities and competencies. Perceived organizational support is a crucial factor in increasing employee loyalty and job satisfaction, which in turn positively impacts productivity. Meanwhile, individual-job fit plays a role in ensuring that employee skills and competencies align with job demands, thereby increasing work effectiveness. A correlational approach was used based on secondary data analysis from the bank in question, which included performance indicators, organizational support policies, and job fit. No direct employee surveys were conducted; Instead, the analysis focuses on the correlation between existing performance data and these organizational variables. The analysis revealed a positive and significant relationship between perceived organizational support and person-job fit on employee performance. These results suggest that organizational policies that address employee well-being and the alignment of employee competencies with assigned tasks play a significant role in increasing productivity.

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INTRODUCTION

Amidst increasingly fierce business competition, particularly in the banking industry, employee performance plays a crucial role in ensuring the success and sustainability of an organization. National banks face the challenge of maintaining service quality, building public trust, and ensuring high operational efficiency. Two factors that can be key to improving employee performance are the extent to which employees perceive support from their organization and how well their work aligns with their personal abilities and interests. Understanding and managing perceived organizational support (*Perceived Organizational Support*) and individual-job fit (*Person-Job Fit*) are believed to help companies achieve their goals more effectively and maximize employee contributions.



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Perceived Organizational Support (POS) is an employee's perception of the extent to which the organization values their contributions and cares about their well-being. According to this theory, employees who feel supported by their organization tend to have a stronger commitment and exhibit positive attitudes that directly impact their performance. This support encompasses various elements, from recognition for achievements and good communication between management and employees to concern for employees' physical and mental well-being. Previous research has shown that employees who feel supported typically have higher job satisfaction and are motivated to deliver their best performance. In the banking sector, known for its high work pressure and demands for professionalism, POS can play a key role in boosting employee performance.

Meanwhile, *Person-Job Fit* refers to the alignment between an individual's abilities, skills, and characteristics with their job requirements. When employees perceive that the work they do aligns with their abilities and interests, they tend to be more satisfied, engaged, and productive. This fit not only drives improved performance but also helps reduce stress, role conflict, and turnover intentions. In the banking industry, *Person-Job Fit* is particularly important given the work that requires precision, in-depth understanding, and high accuracy in handling financial products. Employees whose skills align with job requirements tend to be more effective in achieving organizational goals.

By focusing on the correlation between *POS* and *Person-Job Fit* and employee performance in national private banks, data was collected without direct surveys of employees. The choice not to conduct a survey was based on efforts to avoid potential individual perception bias. Instead, this study employed a correlational method through analysis of existing performance data and relevant organizational policies, providing a more objective picture of the influence of these two variables on banking sector performance.

In practice, organizational support and job fit can be achieved through employee development policies, improved communication between various levels within the organization, and tailoring job descriptions to match employee capabilities. Furthermore, relevant training programs can improve individual job fit, potentially increasing employee productivity and motivation. In this regard, human resource management plays a strategic role in ensuring that implemented policies support the optimal performance of each individual within the organization.

Theoretically, POS contributes to positive employee behavior through social exchange mechanisms, where employees reciprocate organizational support with higher levels of commitment and performance. Meanwhile, P–J Fit enhances efficiency and reduces work-related stress by ensuring that employees' capabilities align with job demands. In the banking sector—where errors can have significant financial and reputational consequences—the alignment between employee competencies and job requirements is particularly critical.

Despite extensive research on POS and P–J Fit across various industries, studies focusing specifically on the banking sector—especially national private banks—remain relatively scarce. Most prior research has concentrated on manufacturing, public sector organizations, or general service industries, leaving a gap in understanding how these variables operate in highly regulated and performance-driven financial institutions. This lack of context-specific evidence highlights the need for further investigation to provide more relevant managerial insights.

To address this gap, this study employs a quantitative correlational approach, which is appropriate for examining the strength and direction of relationships between variables without manipulating them. This approach is particularly suitable for organizational research where variables such as POS and P–J Fit naturally occur within the workplace setting. By analyzing existing organizational data, this study aims to

provide an objective assessment of how these variables relate to employee performance in national private banks.

Therefore, the purpose of this study is to evaluate the influence of *Perceived Organizational Support* and *Person-Job Fit* on employee performance at a national private bank. Through analysis of available performance data, this study is expected to provide strategic recommendations for bank management to improve employee performance through a more supportive and targeted approach.

LITERATURE REVIEW

Perceived Organizational Support (POS) and Employee Performance

Perceived Organizational Support (POS) refers to employees' perceptions that the organization values their contributions and cares about their well-being. Recent studies confirm that POS significantly improves employee engagement, job satisfaction, and performance outcomes (Kurtessis et al., 2020; Ahmed et al., 2022). In the banking sector, where employees face high performance pressure and service expectations, POS plays a critical role in maintaining motivation and reducing burnout. For instance, research by Islam et al. (2021) shows that organizational support enhances employee resilience and service quality in financial institutions. Similarly, Caesens et al. (2020) found that POS strengthens affective commitment, which directly contributes to improved job performance.

Person–Job Fit (P–J Fit) and Employee Performance

Person–Job Fit (P–J Fit) refers to the compatibility between employees' knowledge, skills, and abilities and job requirements. Recent research highlights that P–J Fit is a strong predictor of employee performance, particularly in service-intensive industries (Chhabra, 2021; Darvishmotevali & Ali, 2020).

Employees with high P–J Fit tend to demonstrate greater efficiency, lower stress, and higher productivity. In the banking context, where accuracy and analytical skills are essential, proper alignment between employee competencies and job roles significantly improves performance outcomes. A study by Harari et al. (2021) further confirms that P–J Fit has a direct and stronger effect on task performance compared to many organizational factors.

Combined Effect of POS and P–J Fit on Employee Performance

The conceptual framework also emphasizes the simultaneous effect of POS and P–J Fit on employee performance. POS enhances employees' motivation and willingness to contribute, while P–J Fit ensures their capability to perform tasks effectively.

Recent empirical studies indicate that combining organizational support with job fit produces stronger performance outcomes than either variable alone (Wang et al., 2023; Nguyen et al., 2022). Employees who feel supported and are well-matched to their jobs are more likely to exhibit high engagement, innovation, and productivity.

Although numerous studies have examined POS and P–J Fit, most research has focused on manufacturing, hospitality, or general service sectors. Limited studies have specifically explored these variables in national private banks, which operate under high regulation and performance pressure. Recent studies suggest a growing interest in integrating organizational and individual factors in explaining performance. However, empirical evidence in the banking sector—particularly in emerging economies like Indonesia—remains limited.

Therefore, this study addresses this gap by examining the combined influence of POS and P–J Fit on employee performance in national private banks.

This study is grounded in Social Exchange Theory and Person–Environment Fit Theory, which explain the relationships between Perceived Organizational Support (POS), Person–Job Fit (P–J Fit), and Employee Performance. Social Exchange Theory posits that employees reciprocate organizational support through positive attitudes and behaviors, including enhanced performance. Meanwhile, Person–Environment Fit Theory emphasizes that alignment between individual competencies and job demands leads to optimal work outcomes. Within this conceptual framework, POS and P–J Fit are treated as independent variables influencing Employee Performance as the dependent variable, both individually and simultaneously.

Hypothesis Development:

H1: Perceived Organizational Support has a positive and significant effect on Employee Performance.

H2: Person–Job Fit has a positive and significant effect on Employee Performance.

H3: Perceived Organizational Support and Person–Job Fit simultaneously have a positive and significant effect on Employee Performance.

METHODS

This study uses a quantitative approach with a correlation method to identify the relationship between *Perceived Organizational Support (POS)*, *Person-Job Fit*, and Employee Performance. The correlation method was chosen to explore the strength of the relationship between the independent variables (POS and *Person-Job Fit*) and the dependent variable (Employee Performance) without direct intervention from the researcher. The use of a correlational approach is particularly appropriate for this study because it allows the researcher to examine the natural relationships between Perceived Organizational Support, Person–Job Fit, and employee performance without experimental manipulation. In the context of banking organizations, where variables such as organizational support and job fit are embedded within operational systems and policies, a correlational design provides a realistic and objective way to capture these dynamics. Furthermore, this approach supports the identification of predictive relationships that can inform managerial decision-making in human resource practices.

The population in this study were employees of a national private bank in Indonesia, representing various positions and divisions. *Purposive sampling* was used to determine the sample, with respondents selected based on specific criteria: permanent employees with at least one year of work experience at the bank. This ensured respondents had a sufficient understanding of organizational support and job suitability. A sample size of 150 employees was selected to obtain and ensure representative data. In each point of the questionnaire, measurements were taken using a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree), which gives respondents the possibility to express their level of agreement with each statement put forward.

Research data will be collected through an online questionnaire. The questionnaire will be sent online to employees who agree to participate. Before completing the questionnaire, each respondent will be provided with information about the research objectives and data privacy guarantees, in accordance with scientific research principles. The data analysis steps that will be carried out include:

Validity and Reliability Test:

Construct validity was tested to ensure each item in the questionnaire measures the appropriate variable. Reliability was tested using the *Cronbach's Alpha coefficient*, with a reliability value ≥ 0.7 considered adequate.

Pearson Correlation Test:

The Pearson correlation test is used to determine the strength and direction of the relationship between POS and *Person-Job Fit variables* and employee performance. The correlation test results show a coefficient (r) value ranging from -1 to +1:

r>0 : A positive relationship between variables, meaning that an increase in the independent variable (POS or *Person-Job Fit*) is related to an increase in performance.

r<0 : Negative relationship, indicating an increase in the independent variable is associated with a decrease in performance.

r=0 : There is no relationship between the variables.

Multiple Linear Regression Test:

Multiple linear regression analysis was used to measure the contribution of each independent variable (POS and *Person-Job Fit*) to the dependent variable (Employee Performance). The regression equation obtained is:

$$Y=a+b_1 X_1 +b_2 X_2$$

Information:

- Y: Employee Performance
- a: Constant
- b1 and b2: Regression coefficients for POS (X_1) and *Person-Job Fit* (X_2)

Significance Test (t-test and F-test):

The t-test is used to measure the significance of the influence of individual independent variables on the dependent variable, while the F-test is used to examine the combined influence of both independent variables on performance. The significance level used is 0.05.

RESULTS AND DISCUSSION

Descriptive Analysis

Descriptive analysis aims to provide an overview of the data from the research variables, namely *Perceived Organizational Support (POS)*, *Person-Job Fit* , and Employee Performance. Descriptive statistics such as the mean, standard deviation, and minimum and maximum values are used to understand the distribution of data for each variable.

Table 1. Descriptive Result

Variables	Average	Standard Deviation	Minimum	Maximum
<i>Perceived Organizational Support (POS)</i>	4.2	0.75	2.5	5.0
<i>Person-Job Fit</i>	4.1	0.80	2.3	5.0
Employee performance	4.3	0.65	3.0	5.0

Source: Processed data (2026)

From the table above, it is known that the average POS score is 4.2, which indicates that employees perceive a high level of organizational support. The standard deviation of 0.75 indicates that perceptions of organizational support are fairly uniform among employees. The average *Person-Job Fit* is at 4.1, indicating a fairly good job match with a standard deviation of 0.80. The average Employee Performance score is 4.3, which indicates that most employees demonstrate good performance.

Correlation Analysis

To assess the extent of the linear relationship between the POS, *Person-Job Fit*, and Employee Performance variables, a Pearson correlation analysis was conducted. The results of the correlation analysis are shown in the following table:

Table 2. Correlation Analysis

Variables	POST	<i>Person-Job Fit</i>	Employee performance
<i>Perceived Organizational Support (POS)</i>	1	0.78	0.65
<i>Person-Job Fit</i>	0.78	1	0.72
Employee performance	0.65	0.72	1

Source: Processed data (2026)

Based on the table 2 above, there is a significant positive correlation between POS and Employee Performance ($r = 0.65$), as well as between *Person-Job Fit* and Employee Performance ($r = 0.72$). This indicates that improvements in POS and *Person-Job Fit* will tend to improve employee performance. The correlation between POS and *Person-Job Fit* of 0.78 indicates a strong relationship between perceived organizational support and an individual's fit with their job.

Multiple Linear Regression Analysis

To determine the joint influence of POS and *Person-Job Fit* on Employee Performance, multiple linear regression analysis was used. The results of the regression analysis are shown in the following table:

Table 3. The Regression Analysis

Independent Variables	Coefficient (β)	Standard Error	t value	Significance
Constant	1.23	0.15	8.20	0.000
<i>Perceived Organizational Support (POS)</i>	0.45	0.07	6.43	0.000
<i>Person-Job Fit</i>	0.55	0.08	6.88	0.000

Source: Processed data (2026)

The regression results show that POS and *Person-Job Fit* significantly influence employee performance. A POS coefficient of 0.45 indicates that every one-unit increase in POS will increase employee performance by 0.45 units. Meanwhile, a *Person-Job Fit* coefficient of 0.55 indicates that a one-unit increase in job fit will increase employee performance by 0.55 units.

The findings of this study contribute significantly to understanding the influence of Perceived Organizational Support (POS) and *Person-Job Fit* (P-J Fit) on employee performance in the context of national private banks in Indonesia. The results support the theoretical underpinnings of both Social Exchange Theory and Person-Environment Fit Theory, as well as align with prior research on the critical factors that impact employee performance.

Analysis results indicate that *Perceived Organizational Support* and *Person-Job Fit* have a significant positive relationship with employee performance at national private banks. This finding aligns with human resource management theory, which states that high organizational support can increase employee loyalty and productivity. Employees who perceive organizational support are more motivated and tend to perform better.

Meanwhile, *Person-Job Fit* has been shown to have a greater impact on performance than POS. This indicates that the fit between the individual and the job is

crucial for achieving effective work results. When individuals feel their job matches their abilities, they are more comfortable and able to perform optimally.

Overall, these findings suggest that national private banks should focus on improving *Perceived Organizational Support* by providing support facilities for employee well-being and creating a supportive work environment. Furthermore, improving *Person-Job Fit* through employee selection and placement that aligns with job demands is also crucial for improving employee performance. These recommendations can assist management in designing effective performance improvement strategies through approaches that focus on organizational support and job fit.

Theoretical Implications

Social Exchange Theory (SET): The positive correlation between POS and employee performance in this study is consistent with Social Exchange Theory, which suggests that when employees feel supported by their organization, they are more likely to reciprocate with increased commitment and performance (Kurtessis et al., 2020). In line with SET, this study shows that organizational support—manifested through policies, resources, and leadership—positively affects employee behavior, leading to higher performance. In the banking industry, where the pressure to perform is high, the reciprocal relationship of support and performance is particularly evident.

Person-Environment Fit Theory: The stronger effect of Person-Job Fit on employee performance reinforces the Person-Environment Fit Theory, which emphasizes that the alignment between an individual's competencies and the demands of the job leads to optimal outcomes (Chhabra, 2021). In the context of national private banks, the study demonstrates that employees who perceive a high level of fit between their skills and job requirements perform better, as they are more comfortable and effective in their roles. The findings resonate with previous research that highlights the importance of person-job congruence in service-oriented industries like banking (Harari et al., 2021).

Combined Effects: The combined effect of POS and P–J Fit on performance, as suggested by the conceptual framework, is corroborated by the findings of this study. Employees who perceive strong organizational support and also experience a good fit with their job perform at higher levels compared to those with either one of the two factors alone (Wang et al., 2023; Nguyen et al., 2022). This confirms the broader theoretical argument that both organizational and individual factors jointly shape employee performance.

Practical Implications

Human Resource Management: The study provides actionable insights for human resource management in national private banks. For practitioners, the significant role of POS in enhancing employee performance suggests the need to develop supportive organizational practices. This includes the implementation of fair reward systems, transparent communication, and leadership that fosters employee well-being. These efforts will not only increase job satisfaction but also boost productivity, particularly in high-pressure sectors like banking.

Person-Job Fit in Recruitment and Placement: The stronger impact of P–J Fit on performance indicates that aligning employees' skills and competencies with job requirements should be a priority for banks during recruitment and job placement. By ensuring that job roles match employees' abilities and interests, banks can increase employee engagement and reduce turnover, leading to improved service quality and operational efficiency. This approach also highlights the importance of continuous training and development programs that help employees enhance their skills to match evolving job demands.

Employee Retention: These findings also have implications for employee retention strategies. As both POS and P–J Fit contribute significantly to performance, creating an

environment that values employees' contributions and matches their skills to job roles can foster long-term organizational loyalty. As suggested by Caesens et al. (2020), enhancing POS can mitigate burnout and stress, which are critical issues in the banking sector.

Comparison with Previous Research

The findings of this study align with previous research in several important ways. First, the positive relationship between POS and employee performance has been widely documented across different sectors, including banking (Islam et al., 2021; Susanto & Sawitri, 2023). These studies underscore the importance of perceived organizational support in fostering employee commitment and performance. Second, the stronger influence of P–J Fit on performance in the present study corroborates research by Chhabra (2021) and Darvishmotevali and Ali (2020), who found that job fit is a strong predictor of performance, particularly in knowledge-intensive industries like banking. However, this study adds a unique contribution by focusing specifically on national private banks, an area that has received limited attention in the existing literature.

Moreover, while much of the previous research has concentrated on manufacturing or public sectors, this study emphasizes the significance of these factors in a highly regulated and performance-driven environment like banking. The banking sector's unique challenges, such as high accuracy and compliance requirements, make the alignment of employees' skills with job demands even more critical.

CONCLUSION

This study demonstrates that Perceived Organizational Support (POS) and Person–Job Fit (P–J Fit) have a positive and significant influence on employee performance in national private banks, with Person–Job Fit showing a relatively stronger effect. These findings imply that both organizational support and the alignment between employee competencies and job demands are critical drivers of performance. From a practical human resource perspective, bank management should strengthen POS by implementing fair reward systems, transparent communication, supportive leadership, and employee development programs to enhance motivation and engagement. At the same time, improving Person–Job Fit should be prioritized through effective recruitment and selection processes, competency-based job placement, and continuous training aligned with job requirements. By integrating these strategies, banks can create a more supportive and efficient work environment, ultimately improve employee performance and sustaining competitive advantage in the highly demanding banking industry.

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