

# The Influence Person Organization Fit and Transformational Leadership on Self Awareness Work More, Resilience and Its Impact on Ocb-Organization Lecturers In The College of Sea LevelsIn South Sulawesi

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**ABSTRACT:** This study aims to find out the effect of the influence of Person Organization Fit and Transformational Leadership on Self Awareness Work More, Resilience and Its Impact on the OCB-Organization of Lecturers In South Sulawesi. The study population was 232 lecturers at the Maritime Polytechnic Maritime College. Using the Slovin formula with a tolerance of 5%, the number of samples was 147 respondents. Test the model with Generalized Least Square Estimation, SEM. The results showed that: 1). The Fit organization person affects the self awareness work more, resilience, and OCB-Organization of the lecturer. 2). Transformational Leadership affects resilience, and OCB-Organizational lecturers, and does not affect the self awareness of more lecturers. 3). Self awareness works more influence lecturer resilience, and lecturer OCB-Organization. 4). Resilience affects the OCB-Organization of lecturers. Considering the size of the role of the Person Fit organization against Self awareness works more lecturers, and the resilience of lecturers, it is recommended that Higher Education always improve by adjusting the value of the organization to the value of the lecturer. Lecturers can accept the values of the organization, because it is similar to the values that exist in themselves lecturers. Suggestions for future researchers, is to examine further about the insignificant influence between transformational leadership and self-awareness works more lecturers, can also be done by adding other variables that have not been included in this study. Because there are still many other variables that can affect OCB-Organizations.

**KEYWORDS:** -Fit person organization, Transformational Leadership, Self Awareness Works More, resilience, OCB organization

## I. INTRODUCTION

Lecturers are a very valuable asset in the world of education that must be managed properly by universities in order to make an optimal contribution. As educators, lecturers are required to work voluntarily outside of their main duties. Organizational Citizenship Behavior Organization (OCB-O) is a voluntary commitment of a person in an organization. This is reflected in all relevant positive behaviors of organizational members (Van Dyne, 1994). With high OCB-O can produce high performance too. OCB-O will emerge if each individual in the organization has a Person Organization Fit (PO-Fit), which is the conformity between organizational values and individual values (Valentine et al., 2002). In practice, the PO - Fit is the main key to maintaining and maintaining commitment (Bowen et al., 1991). Individual values that are in line with organizational values will cause employees with their own awareness to be willing to work beyond what is assigned.

Several studies have shown that PO-fit is associated with reactions to work (Netemeyer et al., 1996). When individual and organizational values match, it will cause the individual's self-awareness to work beyond what they are assigned to (Silverthone, 2004). In a review of PO-Fit, Kristof (1996), proved empirically that the PO - Fit is a strong predictor of self-awareness of working more, OCB-O (Boxx et al., 2001; O'Reilly et al., 2001).

Chadwell and O'Reilly (2000), found that the PO - Fit is positive and strongly related to self-awareness work more, and OCB-O. The same thing was stated by Sekiguchi (2004). Chatman (2009) empirically states that the PO - Fit is an important factor in influencing OCB-O. Likewise, if an individual's values are in line with the values of the organization where he works, this will cause the individual to be able to respond to adversity faced in healthy and productive ways. A person who is able to survive in the organization will certainly be willing to work beyond what is his duty for the benefit of the organization, where he is (Effendi, 2009; Novliadi, 2007). Resilience is the human ability to face, overcome, be strong when facing obstacles and obstacles.

Another factor that can cause someone to be willing to do work beyond what they are assigned to be the leadership factor. The effectiveness of the role of a leader is needed so that the OCB-O of employees is

shown properly. Bennis and Nanus (1985) state that an effective leader is someone who gets the trust of his followers. Transformational leadership is the behavior of a leader that influences individuals or groups to achieve certain goals, emphasizing charismatic attitudes, paying attention to individuals, providing inspiration and intellectual stimulation.

The resulting behaviors can lead to self-awareness, work more, and resilience from subordinates. The study by Suryaningtyas et al. (2019), proved that strong leadership has an impact on the behavior of subordinates to consciously be willing to work beyond what is their job and cause subordinates to have the ability to withstand difficulties. Followers of transformational superiors have respect, loyalty, trust and admiration for superiors and are motivated to do OCB-O (Lian and Tui, 2012). Transformational leadership has a positive and significant influence on OCB (Gunawan, 2016), while Juniarta et al. (2016), found different things that transformational leadership has no effect on OCB.

The Maritime College in Makassar turns out to have problems with human resources, especially its lecturers. There is a phenomenon in which lecturers in carrying out their duties, functions and authorities tend to behave selfishly, indifferently, in the sense that they only carry out tasks set by the organization and are reluctant to carry out tasks outside of the things they are responsible for. There are many other things that show that lecturers are reluctant to be willing to behave more than they are responsible for. The results of the observations show that the indifferent behavior carried out by the lecturer is caused by the lecturer consciously reluctant to do more than their main task, besides that the lecturer is also less resilient in facing pressure and difficulties. This condition turns out to be from the results of observations because they think that the values adopted are not in accordance with the prevailing values of the organization where they work. Besides, it is also suspected because of the inability of leaders to motivate lecturers and to give confidence to innovate and improvise. In this article, the variable relationship model for person, organization fit, transformational leadership, and self-awareness work more becomes a novelty in this study.

## **II. LITERATURE REVIEW AND HYPOTHESES**

In the decision-making process, it turns out that at every stage there are various behaviors of people, from being quiet and completely surrendering to others, monopolizing and wanting to impose their will, too pretentious attitudes, or withholding information. The decision-making process in any organizational activity in general will establish an interpersonal relationship or communication between its members. The essence of decision making is basically the same as problem solving, namely with regard to selecting a number of alternatives in which the decision-making process is always through a process: gathering facts, determining the number of alternatives and alternative solutions. As in the decision-making process, there are many obstacles in the communication process that can be encountered and result in ineffective communication.

Conditions in which organizational processes do not run as expected, in turn, will cause discomfort to organizational members, as well as lead to the possibility of conflict, both in positive and negative terms. Positive conflicts are maintained to spur increased productivity, or organizational performance, while negative conflicts are resolved as soon as possible. Byars and Rue (2008), state that conflict is not only a positive force within the group, but it is absolutely necessary for the group to produce effective performance. The ultimate goal of forming an organization is human welfare, while this welfare can be achieved if the productivity of the organization can be continuously improved.

### **2.1 Person-Organization Fit**

Companies in recruiting employees are based on a traditional approach, namely the fit between individuals and the job being offered (Person-Job Fit). Kristof (1996) and Sekiguchi (2004) argue that the person-job fit approach is not good in the employee selection process. They argue that organizational effectiveness is not only supported by the success of employee job tasks, but needs to pay attention to employee behavior in a broad sense. The Person Organization Fit (PO-fit) approach can support this. Some researchers argue that individuals and organizations are attracted to each other when there is a match between one another, this greatly affects the organization in recruiting employees and also the attitude of employees to choose the job. In this paper, the PO - Fit is the suitability between organizational values and individual values (Schneider et al., 2005).

### **2.2 Transformational Leadership**

Transformational leadership is a leader who provides the consideration and intellectual stimulation that is individualized and has charisma (Spencer and Spencer, 2003). Meanwhile, according to Sadeghi and Pihie (2012), transformational leadership has certain behavioral components, including integrity and justice, setting clear goals, having high expectations, providing support and recognition, arousing followers' emotions, and getting people to see things beyond, self-interest to achieve the impossible. Transformational leadership is a process of influencing individuals to achieve organizational goals by prioritizing organizational interests and putting personal interests aside (Kinicki and Kreitner, 2014). According to Yukl (2015) there are three types of transformational behavior, namely idealized influence, intellectual stimulation, and individual consideration as

well as a revision of the theory and adding another transformational behavior, namely inspirational motivation. In this paper, transformational leadership is a condition in which the followers of a transformational leader feel that they have trust, admiration, loyalty and respect for the leader, and they are motivated to do more than what they initially expected.

**2.3 Self awareness work more**

Self awareness is the ability to recognize feelings and why someone feels that way and the influence of one's behavior on others. Self-awareness is the basis of emotional intelligence. The ability to monitor emotions over time is essential for psychological insight and self-understanding. Someone who has emotional intelligence will try to be aware of his emotions when those emotions control him. However, this self-awareness does not mean that a person is carried away in the flow of his emotions so that the mood takes over him completely (Dishon et al., 2017). In this paper, self awareness work more, is awareness itself willing to work beyond what is assigned.

**2.4 Resilience**

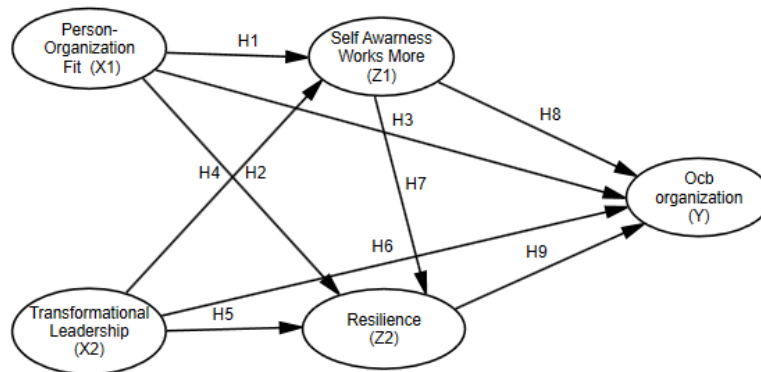
Resilience is the ability to respond healthily and productively when facing obstacles (Reivich and Shatte, 2002). Resilience is a resilient and resilient attitude that a person has when faced with difficult circumstances (Papalia, Olds and Feldman, 2009). According to Grotberg (2008), resilience is the human ability to face, overcome, be strong when facing obstacles and obstacles. Resilience is not a miracle, it is not only found in some humans and is not something that comes from an unclear source. Every human being has the ability to be resilience and everyone is able to learn how to deal with obstacles and obstacles in his life. In this paper resilience is the ability to respond healthily and productively when faced with obstacles or trauma, also the tenacity and resilience that a person has when faced with difficult circumstances.

**2.5 Organizational Citizenship Behavior Organization**

Organizational Citizenship Behavior (OCB) is an action taken by organizational members that exceeds the formal terms of their work (Greenberg and Baron, 2003). OCB is a behavior that is free to choose, is not regulated directly or explicitly by a formal reward system, and in stages promotes organizational functions (Luthans, 2006). In this paper, Organizational Citizenship Behavior Organization (OCB-O) is a behavior that is an individual choice and initiative, not related to the formal organizational reward system but in aggregate to increase organizational effectiveness. Also as an employee work behavior within the organization, which is carried out on a voluntary basis outside of a predetermined job description, with the aim of improving the progress of organizational performance.

**2.6 Theoretical Framework**

The variables used were explained as Fig. 1 and each relationship of an independent variable with dependent variable represent hypothesis.



**Figure 1.** Conceptual Framework

**2.7 Research Hypotheses**

The research hypothesis is as follows:

1. PO-Fit has a significant effect on Self Awareness Works More lecturers
2. PO-Fit has a significant effect on lecturer resilience
3. PO-Fit has a significant effect on OCB-O lecturers
4. Transformational Leadership has a significant effect on Self Awareness Works More lecturers
5. Transformational Leadership has a significant effect on lecturer resilience
6. Transformational Leadership has a significant effect on OCB-O lecturers
7. Self Awareness Works More has a significant effect on lecturer resilience
8. Self Awareness Works More has a significant effect on OCB-O lecturers
9. Resilience has a significant effect on OCB-O lecturers

### III. RESEARCH METHODE

#### 3.1 Research Subjects

The population in this study was 232 lecturers at the Maritime College in Makassar. The criteria for the sample of lecturers, who already have a functional position, are at least a lecturer and have been a lecturer for at least 2 years. Referring to the slovin formula with a tolerance of 5%, the adequacy of the sample is 147 respondents. In this study, sampling was carried out using the proportional random sampling method. Furthermore, the sample size of respondents for each location is determined by the proportional allocation formula as shown in Table 1.

**Table 1.** Population and Research Samples

No.	Maritime College	Number of Lecturers	Respondents
1.	Poltek Maritim AMI Makassar	81	51
2.	AMI / AIPI Makassar	49	31
3.	PIP Makassar	102	65
Total		232	147

Source: processed by researchers

#### 3.2 Research Measurement

Person-Organization Fit variables were measured using 4 indicators adopted from Netemeyer et al. (1999), namely: value congruence, goal congruence, employee need fulfillment, and culture personality congruence. Transformational leadership variables were measured using 4 indicators adopted from Antonakis et al. (2003); Avolio et al. (2004), namely: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The variable Self awareness work more is measured using 3 indicators adopted from Goleman (2007), namely: recognizing emotions, accurate self-recognition, and self-confidence. Resilience variables were measured using 5 indicators adopted from Reivich and Shatte (2002), namely: emotion regulation, impulse control, optimism, causal analysis, and self-efficacy. Organizational Citizenship Behavior Organization variables were measured using 5 indicators adopted from Organ et al. (2006), namely: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

### IV. RESULT AND DISCUSSIONS

#### 4.1. Characteristics of Respondents

Broadly speaking, the majority of respondents are those in the 36-45 year age group. The number of respondents in the 25-35 year age group was 51.7%, the number of respondents included in the 36-45 year age group was 40.8%, the 46-55 year age group was 5.5%, and the above 56 65 age group year is 2.0%. Based on male gender 52.4%, while women consisted of 47.6%. Based on the education of the dominant respondent, S2 education was 80.3%, and by the side S3 education was 19.7%.

#### 4.2 Results Testing Instrument

The results of testing the validity showed significant for all indicators or the item in question, which means that the indicators or items of questions for each of the variables included in the questionnaire have been eligible validity. From the results of Pearson product moment correlation, it is known that all of the questionable items on the questionnaire correlated significantly to the error rate of 5% (\*\* <0.05), so we can say all of the item in question is valid and can be processed further.

Reliability test results with test Cronbach alpha ( $\alpha$ ) in this study indicate that all variables of the study are reliable, since the entire value of the alpha coefficient of each variable larger study of standardized (0.6), so that each item question on measurement instruments can be used. The value of the corrected item total correlation of the entire item in question is greater than 0.3.

#### 4.3 Confirmatory Factor Analysis

Results of confirmatory factor analysis of the measurement model of research based on the results of statistical tests, obtained value of the loading factor for each indicator forming a study variable is greater than 3, therefore, all indicators of research variables are indicators that significantly shape each study variable (Table 2).

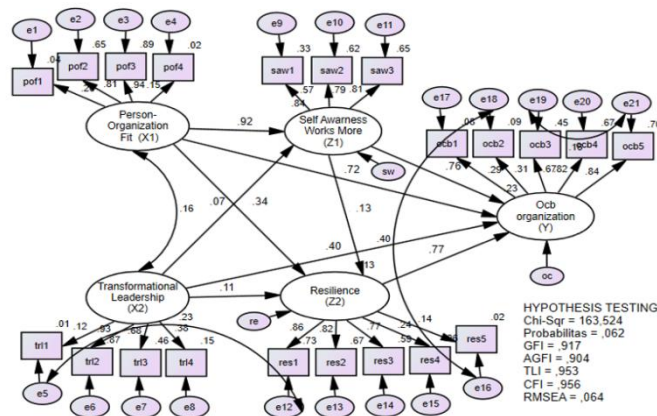
**Table 2:**Confirmatory Factor Analysis

Research variables	Relationship	C. R.	Loading Factor ( $\lambda$ )	Probability
<i>Person-Organization Fit</i>	POF → pof1	2.000	0.333	0.000
	POF → pof2	2.068	0.915	0.000
	POF → pof3	2.184	0.873	0.000
	POF → pof4	2.786	0.338	0.000
<i>Transformational Leadership</i>	TRL → tr11	2.000	0.657	0.000
	TRL → tr12	9.328	0.695	0.000
	TRL → tr13	10.440	0.993	0.000
	TRL → tr14	5.679	0.386	0.000
<i>self awareness work more</i>	SAW → saw1	2.000	0.585	0.000
	SAW → saw2	5,737	0.479	0.000
	SAW → saw3	4.966	0.819	0.000
<i>Resilience</i>	RES → res1	2.000	0.779	0.000
	RES → res2	12,730	0.852	0.000
	RES → res3	12.711	0.839	0.000
	RES → res4	2,985	0.332	0.000
	RES → res5	7.203	0.447	0.000
<i>OCB-O</i>	OCB → ocb1	2.000	0.395	0.000
	OCB → ocb2	4.487	0.466	0.000
	OCB → ocb3	7.303	0.702	0.000
	OCB → ocb4	8.308	0.843	0.000
	OCB → ocb5	8.346	.836	0.000

Source: processed by researchers

**4.3. Goodness of Fit Test**

The results of data processing using a sample of 147 shows Chi-square is 163,524 with a probability of 0.062. Meanwhile, from GFI, AGFI, TLI, CFI, RMSEA and CMIN / DF respectively 0.917, 0.904, 0.953, 0.956, 0.064 and 0.926, all within the range of acceptable values. The results are shown in Fig.2.



**Figure 2:** Coefficient of Research Model Path

**4.5. Hypothesis testing**

Hypothesis testing is done based on the estimated value of the parameters of the research model shown in Table 3.

**Table 3:** Hypothesis Testing

H	Relationship	Standardized Coefficient	C.R	P	Decision
H1	POF → SAW	0.924	10.637	0.000	accepted
H2	POF → RES	0.339	3.622	0.000	accepted
H3	POF → OCB-O	0.725	3.373	0.000	accepted
H4	TRL → SAW	0.068	1.519	0.204	rejected
H5	TRL → RES	0.108	2.522	0.000	accepted
H6	TRL → OCB-O	0.398	8.591	0.000	accepted

H7	SAW → RES	0.135	2.847	0.000	accepted
H8	SAW → OCB-O	0.764	7.712	0.000	accepted
H9	RES → OCB-O	0.772	10.560	0.000	accepted

Source: Amos output

## V. CONCLUSION AND RECOMMENDATIONS

The results of testing the model in this study, being able to explain the relationship between person organization fit (PO-Fit), transformational leadership, self-awareness works more, resilience and OCB organization (OCB-O) lecturers, have resulted in the conclusion that the research model is a model that is right to describe more self-awareness works, resilience and OCB-O lecturers at the Maritime College in Makassar. The results of this study are very important because there are stages of influence from each construct that run in a tiered (recursive) way, namely the PO-Fit variable, transformational leadership influencing the variability of self-awareness works more, resilience and OCB-O. Meanwhile, the self-awareness variable works more in influencing the resilience variability. The results of this study are a significant contribution, particularly in the human resource theory and organizational behavior.

Based on the results of the analysis and testing of research hypotheses that have been carried out previously, the following conclusions can be drawn from this study: 1). PO-Fit affects the self-awareness of the works of more lecturers. This shows that with the PO - Fit, it will encourage the increase of self-awareness works of more lecturers. So it can be concluded that PO-Fit, which consists of value congruence, goal congruence, employee need fulfillment, and culture, personality congruence, if it is done well and always improved, the self-awareness of the work of more lecturers will increase. The results of this study are in line with the findings of Kim et al. (2019); Fatmasari (2017). 2). PO-Fit affects the resilience of lecturers, this shows that the PO - Fit will encourage an increase in lecturer resilience. So it can be concluded that PO-Fit, if it is properly maintained and always improved, the resilience of the lecturers will increase. The results of this study are in line with the findings of Deniz et al. (2015). 3). PO-Fit affects the OCB-O of lecturers. This shows that, the PO - Fit can encourage the increase of OCB-O for lecturers. So it can be concluded that the PO-Fit, which is good and always improved, the OCB-O of lecturers increases. The results of this study are in line with the findings of Mache et al. (2014). 4). Transformational leadership has no effect on the self-awareness of the work of more lecturers, this shows that good Transformational leadership has not been able to encourage the increase in self-awareness of the work of more lecturers, in terms of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The results are different from the findings of Buil et al. (2018); Goei, and Winata (2016). 5). Transformational leadership affects the resilience of lecturers, this shows that with good Transformational leadership, it will encourage an increase in lecturers' resilience. The results of this study are in line with the findings of Bycio et al. (2005); Helmi, and Arisudana (2015). 6). Transformational leadership has a significant effect on OCB-O lecturers, this shows that Transformational leadership can encourage the increase of OCB-O lecturers. The results of the study are in accordance with the findings of Tresna (2016); Gunawan (2016). 7). Self-awareness works have more effect on lecturer resilience. This shows that awareness works by more lecturers, can encourage increased lecturer resilience. Therefore, it can be concluded that awareness works more for lecturers, which consists of recognizing emotions, accurate self-recognition, and self-confidence, if implemented properly and always improved, the lecturers' resilience will increase. The results of the study are in line with the findings of Dariyo (2016). 8). Self awareness works more influence on OCB-O lecturers. This shows that awareness works for more lecturers, it can encourage the increase of OCB-O for lecturers. Therefore, it can be concluded that awareness works for lecturers, if it is carried out properly and always improved, the OCB-O of lecturers will increase. The results of this study are in line with the findings of Harahap et al. (2013). 9). Resilience affects the OCB-O of lecturers. This shows that the resilience of lecturers can encourage the increase of OCB-O for lecturers. Therefore, it can be concluded that lecturer resilience which consists of emotion regulation, impulse control, optimism, causal analysis, and self-efficacy can increase lecturers' OCB-O. The results of this study are in line with the findings of Paul et al. (2016); Azzahra (2017).

Of the three variables hypothesized to have an effect on the self-awareness of works of more lecturers in this study, the biggest value is the direct relationship between PO-Fit and self-awareness of works of more lecturers. This confirms that the PO-Fit is very dominant in influencing the self-awareness works of more lecturers. Of the three variables hypothesized to have an effect on lecturer resilience in this study, the greatest value is the direct relationship between PO-Fit and lecturer resilience. This also confirms that the PO-Fit is very dominant in influencing the resilience of lecturers at the Maritime College in Makassar.

On the other hand, of the four variables hypothesized to have an effect on OCB-O of lecturers in this study, the biggest value is the direct relationship between Resilience and OCB-O of lecturers. This also reinforces the role of PO-Fit. Therefore OCB-O lecturers will increase with increasing PO-Fit. Thus the suitability between organizational values and individual values should be maintained and if possible improved, so that OCB-O lecturers will increase.

For the benefit of higher education, as well as science, some suggestions are given as follows: Given the large role of the PO-Fit in the self-awareness work of more lecturers, and the resilience of lecturers, it is recommended that universities always improve their PO-Fit organization with the existing values of the lecturers. Lecturers can accept organizational values, because they are similar to those of the lecturer. Suggestions for the next researcher are to examine more deeply about the insignificant influence between transformational leadership and self-awareness of the work of more lecturers, it can also be done by adding other variables that have not been included in this study, because there are many other variables that can influence OCB-O.

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