

INTERNATIONAL JOURNAL OF MULTIDISCIPLINARY: APPLIED BUSINESS AND EDUCATION RESEARCH

2023, Vol. 4, No. 4, 1112 – 1121

<http://dx.doi.org/10.11594/ijmaber.04.04.08>

Research Article

Measuring the Person-Job Fit on Perceived Productivity: A Case of Indonesian Legislators

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Article history:

Submission February 2023

Revised April 2023

Accepted April 2023

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ABSTRACT

Person-job fit and its relationship with technical training (Bimtek) and productivity or work performance have been widely discussed in private and public organizations but scarcely in the legislative organization. Compared to what companies have generally practiced, the mismatch between jobs and legislators' educational backgrounds and experiences is quite common. In addition, the nature of the job is often temporary and prone to rotation between commissions within legislative bodies. This study aimed to examine the impact of Bimtek on the person-job fit and productivity of legislators in Indonesia and how the experience could moderate the relationship. The research design used a quantitative method by employing a correlational approach. Of the 110 population, eighty-one Indonesian legislators were valid to be used as the respondent. Bimtek was used as the independent, person-job fit as the mediator, perceived legislation productivity was employed as the dependent, and the moderator was the experience. All hypotheses were tested using independent t-test, mediation, and moderation techniques employing Hayes PROCESS models 1, 4, and 8. The major findings showed that repeated Bimtek improved person-job fit and productivity. Legislators' experience moderated the effect of person-job fit on perceived legislation productivity. This study concludes that attempting an appropriate person-job fit and optimal legislative productivity requires sufficient technical training for legislators to perform their legislative functions. In this case, when the person-job fit increases, the new legislators have higher perceived productivity than their seniors.

Keywords: *Bimtek, Person-job fit, Legislative organization, Productivity, Technical training*

How to cite:

Kurniawan, B., Marnis, Samsir, Jahrizal (2023). Measuring the Person-Job Fit on Perceived Productivity: A Case of Indonesian Legislators. *International Journal of Multidisciplinary: Applied Business and Education Research*. 4(4), 1112 – 1121. doi: 10.11594/ijmaber.04.04.08

Introduction

Legislator productivity in producing legislative products has been an issue that has been extensively discussed for decades and continues to occur. According to the classic notion of Balk (1984), this might be caused by some management and political reasons. Unlike private corporations, the centralized policy, control over members, and action direction is usually not a fact of the legislators' work circumstance. Balk also said that productivity in legislative products is much affected by short-term political advantage. It is the case of Indonesia, the largest country in Southeast Asia. The problem of legislative products in this country is not limited to the low quantity achieved from the target but is also problematic in terms of quality; hence, they have frequently become the object of lawsuits in the Constitutional Court and must be revised or even cancelled (Suhardjo et al., 2014; Solihah & Witianti, 2016; Indriani, 2022). Indriani also said that the domination of political oversight might cause these problems. Indeed, this is the case in Indonesia's House of Representatives, which consist of many factions and multiparty with economic and political interests of their respective groups. Often, these interests ignore the need for a person-job fit to sit on committees tasked with producing legislation.

Legislators in the Indonesian parliament have different educational and occupational backgrounds before being elected (Wenda et al., 2021). Many lack technical skills and experience regarding legislative literacy (Rahmawati & Sari, 2020), resulting in low quality of person-job fit. As a result, delays, failure to achieve targets, and inaccuracies in legislation continue to occur (Indriani, 2022). Coping with these shortcomings requires training programs to provide legislators with knowledge, skills, and self-efficacy (Kim & Kim, 2020). Indeed, it is not general training but demands specific technical training to increase productivity (Konings & Vanormelingen, 2015). Therefore, in Indonesian practice, specific technical training—called *Bimbingan Teknis* (Bimtek)—is mandatorily given to all newly elected legislators, including the Bimtek of legislation technical process.

Unlike the impact of training on individual productivity or performance, which has been extensively studied at the corporate (e.g., Konings & Vanormelingen, 2015; Abomeh & Peace, 2015; Sal & Raja, 2016) and public bodies (e.g., Asfaw et al., 2015; Hanaysa, 2016), the effect of this model on legislators is still poorly understood. Existing literature has scarcely addressed this issue, especially in the context of multiparty and multi-fraction legislators, such as in Indonesia. This is the main gap this study aims to address.

Assessing the impact of Bimtek on the legislative productivity of legislators is essential because of their unique characteristics compared to private and public employees. First, their parliament membership is limited (once every five years). Second, many legislators have educational backgrounds and come from professionals, entrepreneurs, academics, and other professions unrelated to the legislation field (Wenda et al., 2021). Third, some have been elected more than once, thus, receiving Bimtek more than one time. The latter reason becomes more interesting for this study as it has yet to be studied whether such repeated Bimtek will be more effective in increasing legislators' person-job fit and productivity in producing legislative products, even though the state has to pay for Bimtek for each legislator, both newcomers and repeatedly elected. Therefore, the current study aims to assess the impact of the frequency of providing Bimtek on person-job fit and legislative productivity moderated by the experience of legislators in the form of the frequency of their election. The findings are expected to offer novel insight into the person-job fit concept by applying it in the legislative organization.

Literature Review

Bimtek

The term Bimtek (*Bimbingan Teknis*) in this study refers to technical training given to legislative members to equalize perceptions by providing knowledge and abilities for each legislative member in carrying out their legislative functions (Andriastuti et al., 2017). Specifically, legislative training offers legislators procedures for adequately carrying out their tasks in

proposing, designing, and formulating or making constitutions and regional regulations (Rahmawati & Sari, 2020). The Bimtek method provided to Indonesian legislators is usually carried out as off-the-job training by lecturing or, on several occasions, vestibule training, where trainees learn on the actual or simulated equipment but are trained off the job (Dessler, 2020). The materials include techniques for forming laws and regulations, legal drafting, optimizing the functions and authorities of legislators in the process of preparing and stipulating the local government budget, guidelines for implementing the functions of parliament members, increasing the capacity, roles, and tasks completions of legislators (Rahmawati & Sari, 2020). The purpose of providing Bimtek is to anticipate the lack of formal and informal law educational background and experiences of legislators in Indonesia, especially newly elected ones, in carrying out legislative functions (Solihah & Witianti, 2016; Andriastuti et al., 2017; Rahmawati & Sari, 2020).

Bimtek on Person-Job Fit and Productivity

Person-job (PJ) fit theory originated from the classification of person-environment (PE) theories initially discussed in the classical management literature (e.g., Lewin, 1935; Murray, 1938; Pervin, 1968; Ekehammar, 1974). Person-environment fit widely refers to the match between the characteristics of a person and their work environment (Kristof-Brown et al., 2005). In its early development, this concept emphasized the alignment between people's interests and those of others in a vocation (e.g., Holland, 1985). However, this concept has been further discussed within the match between the individual's compatibility and their jobs, organization, workgroup, and supervisors (Kristof-Brown et al., 2005). Person-job fit is the focus of the current study.

Edwards (1991) and Kristof (1996) define person-job fit as the match between a person's characteristics and the type of job. Edwards divides it into two fundamental conceptualizations. First is demand-ability fit, where a person's knowledge, skills, and abilities correspond with the job's requirements. Second, PJ fit occurs if the job can satisfy a person's needs,

wants, or preferences. In management literature, PJ fit is the traditional basis for team member recruitment and selection (Kristof-Brown et al., 2005). The main concern in team member recruitment, selection, and placement is finding candidates with the necessary knowledge, skills, and abilities to perform a particular job (Sekiguchi, 2004; Cranston, 2012). It is not surprising then that the concept of PJ has been studied chiefly in private and public staffing contexts (e.g., Cranston, 2012; Karanja et al., 2014; Peng & Mao, 2014)—rarely in legislative organizations. Due to the diverse educational and occupational backgrounds of legislators who are often mismatched with assignments by faction heads in legislative tasks for political reasons, this research is necessary to improve person-job fit conditions in legislative organizations.

Thus far, scarce studies have observed the impact of technical training on person-job fit for legislators, both in an international and Indonesian context. Still, given the benefits of technical training in generating knowledge and skills (Dessler, 2020) and the skills needed for a person's suitability for their job (Robbins & Judge, 2022), we contend that the provision of Bimtek will be able to influence person-job fit for legislators. Andriastuti et al. (2017) also found that the provision of repeated Bimtek aims to deepen Indonesian legislators' understanding of and skills to execute their duties. This is in line with Noe et al. (2020), suggesting that one effective way of training is by providing opportunities for trainees to repeat the training materials. Moreover, De Schepper et al. (2021) also indicate that more than one-time technical training is required for more effective results.

Meanwhile, productivity refers to the output of production employees (Noe et al., 2020). Thus, this study defines perceived legislative productivity as the legislative output produced by legislators. In the context of legislator productivity, it has been long understood that most legislators do not initially understand the concept of productivity, or they tend to narrowly identify their work with the business techniques of scientific management (e.g., Balk, 1984). Hence training is needed to provide

knowledge and skills to drive productivity outputs (e.g., Abomeh & Peace, 2015; Robbins & Judge, 2022). As support, Konings & Vanormelingen (2015) found that productivity increases are associated with specific training. Thus, formally:

- H1 Repeated Bimtek generates a higher person-job fit in the legislative task force.
 H2 Repeated Bimtek results in higher legislative productivity.

Furthermore, concerning the legislative organization, Kim & Kim (2020) found that South Korean legislators' performance is highly related to their perception of their suitability for the job formed through the education and training process. In addition, Suci (2017) also suggest that, for public administrators, a person-job fit and training optimization are highly recommended for optimal performance. Formally,

- H3 Person-job fit mediates the effect of Bimtek on perceived legislation productivity.

The Moderation Role of Work Experience

Work experience, or tenure, is simply the time spent in a particular organization, field, or

job (Robbins & Judge, 2022). In this study, work experience refers to the experience of being a legislator in the previous period (Rahmawati & Sari, 2020). New or inexperienced members will consider the differences in organizational tenure more important to job performance than those who have spent more time in an organization or a particular job (Robbins & Judge, 2022). In addition to training, productivity is often associated with seniority, which suggests that longer experience is closely related to higher productivity (Robbins & Judge, 2022). In the case of the Indonesian parliament, experience largely determines the productivity of legislation produced (e.g., Solihah & Witianti, 2016; Rahmawati & Sari, 2020; Wenda et al., 2021). In support, experience is needed by legislators to fit their main tasks and functions (Solihah & Witianti, 2016), which further will positively increase productivity (e.g., Suci, 2017; Kim & Kim, 2020). With these in mind, we hypothesize:

- H4 Legislators' experience moderates the effect of person-job fit on perceived legislation productivity.

The research model can be drawn as follows:

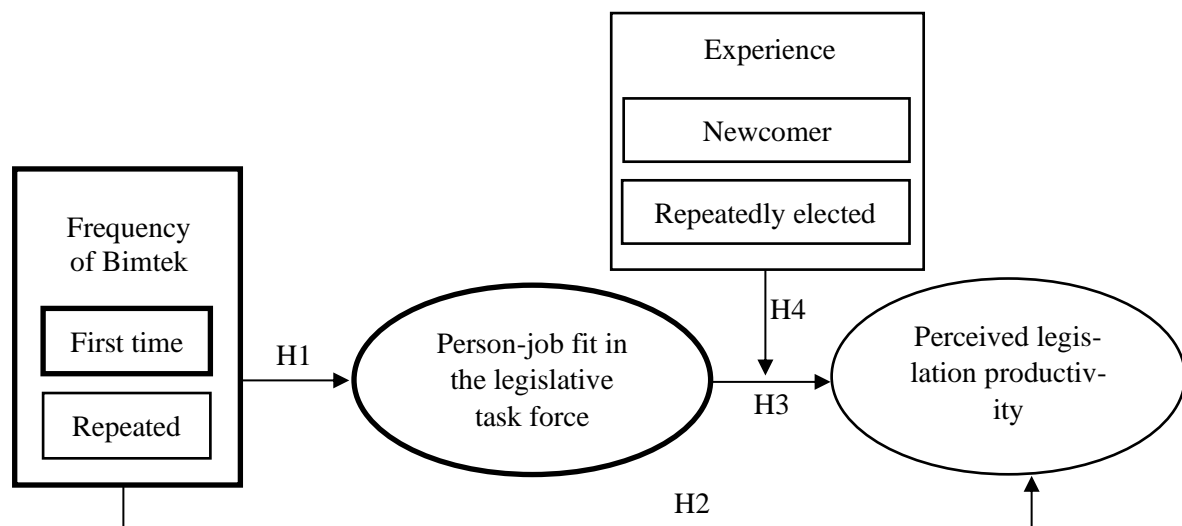


Figure 1. Research model

Methods

Research Design

The current study was carried out in two Indonesian House of Representatives, called DPR at the central level and DPRD at the

provincial and regencial level (Suhardjo et al., 2014), i.e., DPRD of Riau Province and DPRD of Pekanbaru. We used a quantitative design with a causality research method.

Samples

The total population was 110 legislators, containing 65 legislators from DPRD Riau Province and 45 from DPRD Pekanbaru. Of the 110 legislators, 99 responded to the questionnaires, but only 81 could be further processed due to technical and human errors within the data collection process. According to Hair et al. (2010), the ideal sample quantity of a survey is 5 to 20 times the number of the variable used or the total items of all variables.

This study employed four variables; thus, 81 samples were considered feasible to be quantitatively processed. Of the 81 valid respondents, 79% were male while 21% were female legislators with an average age was 45,5 years old and most held undergraduate degree (59.3%).

Variables

The frequency of Bimtek was the independent variable, measured by two categorical options: first time (coded 1) and repeated (coded 2).

Legislator's person-job fit was used as the mediator for the research model. A five-Likert point, ranged from 5 (extremely fit) to 1 (extremely unfit) was used to measure the four-

item scale person-job fit ($\alpha = .96$) modified from Yang et al. (2019).

Perceived legislation productivity ($\alpha = .96$) used as the dependent. The three-scale items were modified from Rosenkraz et al. (2020), assessed with a five-Likert point, ranged from 5 (extremely high) to 1 (extremely low). Experience was the moderator, measured by two categorical items: newcomer (coded 1) and repeatedly elected (coded 2).

All hypotheses were then tested by employing independent t-test, mediation and moderated mediation by using PROCESS Macro model 1, 4 and 8 (Hayes, 2022).

Results and Discussion

An independent t-test was employed to test H1 and H2. As shown in Table 1, the results demonstrate that, on a scale of 5, the average degree of legislators' person-job fit was moderate ($M = 3.48$; $SD = 1.14$). Most legislators received Bimtek in legislation for the first time ($N = 55$), while those who received it repeatedly were half of it ($N = 26$). Legislators who have received more than one Bimtek showed a significantly higher degree ($t = -11.17$; $sig. = .00^{***}$) of person-job fit ($M = 4.63$; $SD = .42$) than those who were the first timer ($M = 2.93$; $SD = .94$). These findings, thus, support H1.

Table 1. Independent t-test results

Source	Levene's test		N	M	SD	df	t	aSig.
	F	aSig.						
cPJ Fit	12.22	.00***	81	3.48	1.14	b78.88	b-11.17	.00***
dBT1	-	-	55	2.93	.94	-	-	-
eBT2	-	-	26	4.63	.42	-	-	-
fPP	10.12	.00***	81	3.38	.98	b78.82	b-7.86	.00***
dBT1	-	-	55	2.99	.92	-	-	-
eBT2	-	-	26	4.19	.45	-	-	-

a $p < .01$

b equal variance not assumed c PJ Fit = Person-job fit

d BT1 = First time receiving Bimtek e BT2 = Repeated time receiving Bimtek

f PP = Perceived legislation productivity

On a scale of 5, the average degree of legislators' perceived legislation productivity was also moderate ($M = 3.38$; $SD = .98$). Legislators who have received more than one Bimtek showed a significantly higher degree ($t = -$

7.86 ; $sig. = .00^{***}$) of perceived legislation productivity ($M = 4.19$; $SD = .45$) than those who were the first timer ($M = 2.99$; $SD = .92$). Hence, H2 was also supported.

Table 2. Mediation test result

Model	Coeff.	SE	t	ap	^b CI	
					LL	UL
^c BT → ^d PP	-.20	.15	-1.40	.16	-.49	.09
^e PJ → ^d PP	.83	.06	13.76	.00***	.71	.95
^c BT → ^e PJ	1.70	.19	8.74	.00***	1.31	2.08
^c BT → ^e PJ → ^d PP	^f -1.40	^g .19	-	-	^h 1.05	ⁱ 1.79

^a $p < .01$ ^b LLCI | ULCI; at the 95% of CI, the range between LLCI and ULCI must not include zero (both must be either positive or negative slope) to be significant (Hayes, 2022)^c BT = Bimtek ^d PP = Perceived legislation productivity^e PJ Fit = Person-job fit ^g Effect ^h BootSE ⁱ BootLLCI ^j BootULCI

The Hayes PROCESS model 4 was used to examine H3. Table 2 shows no significant direct effect from Bimtek on perceived legislation productivity ($t = -1.40$; $sig. = .16$) but significant toward person-job fit ($t = 8.74$; $sig. = .00***$). Person-job fit, per se, strongly affected legislators' perceived legislation productivity ($t = 13.76$; $sig. = .00***$). As a result, person-job fit demonstrated a significant mediation effect ($LLCI = 1.05$; $ULCI = 1.79$) for Bimtek toward

legislators' perceived legislation productivity, confirming H3.

Using Hayes PROCESS model 1, Table 3 shows that experience moderated the effect of person-job fit on perceived legislation productivity, albeit only with a 90% confidence level ($t = -1.87$; $sig. = .06^*$). Interestingly, this effect was stronger for newcomers ($coeff. = .91$; $t = 10.49$; $sig. = .00***$) than for those who have been elected repeatedly ($coeff. = .53$; $t = 2.93$; $sig. = .00***$).

Table 3. Moderation test result

Model	Coeff.	SE	t	ap
^b PJ → ^c PP	1.29	.25	5.12	.00***
^d EX → ^c PP	1.40	.88	1.60	.11
^b PJ* ^d EX → ^c PP	-.38	.20	-1.87	.06*
^e EX1	^g .91	.09	10.49	.00***
^f EX2	^g .53	.18	2.93	.00***

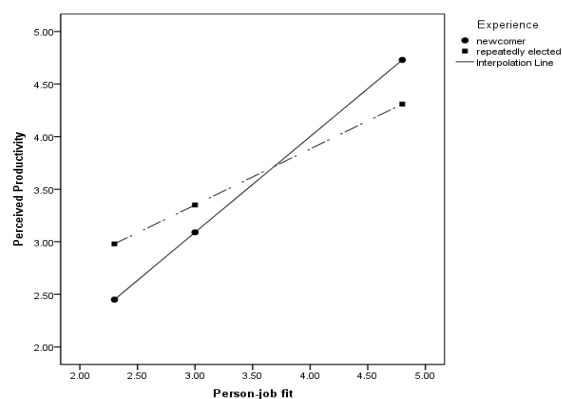
^a *** $p < .01$; * $p < .10$ ^b PJ Fit = Person-job fit ^c PP = Perceived legislation productivity^d EX = Experience ^e EX1 = Newcomer ^f EX2 = Repeatedly elected ^g Effect

Figure 2. Moderation effect

In support, Figure 2 demonstrates that the higher the degree of person-job fit, the higher the perceived productivity. At lower degrees of person-job fit, the perceived productivity of newcomers was below that of repeatedly elected legislators. But as person-job fit strengthened, newcomers' perceived productivity surpassed those repeatedly elected legislators. With this result, H4 was confirmed.

Discussion

In general, all hypotheses are supported. It means that attempting an appropriate person-job fit and optimal legislative productivity requires sufficient technical training for legislators to perform their legislative functions. Accordingly, this study's findings are relevant to previous studies suggesting that such technical training is needed to provide knowledge and skills to drive productivity outputs (e.g., Abomeh & Peace, 2015; Konings & Vanormelingen, 2015; Robbins & Judge, 2022).

This study also demonstrates that a good person-job fit can impact legislators' productivity in producing legislation products. When they feel they are well-suited to their roles and can make meaningful contributions, they might tend to be fulfilled by their job and perform at a high level. We have evidence in this study that the proper way for Indonesian legislators to feel suited to their jobs is by offering technical training, such as legislation Bimtek. Thus, this study can justify that person-job fit is an effective mediator for the implementation of technical training to increase productivity. This result is then relevant to past studies' findings suggesting that people's performance at work is highly related to how they feel fit with the given assignments resulted from training (e.g., Suci, 2017; Kim & Kim, 2020).

This study also observes the moderating role of experience on the relationship between person-job fit and perceived legislation productivity, supporting previous findings relevant to the object of legislation in Indonesia (e.g., Solihah & Witianti, 2016; Rahmawati & Sari, 2020; Wenda et al., 2021).

However, our study generates an interesting finding and offers a novel insight because the results show a dynamic effect of person-job fit on productivity between new and senior

legislators. We found that senior legislators had higher perceived productivity when person-job fit was lower. However, when the person-job fit increases, the new legislators have higher perceived productivity than their seniors.

This finding is quite surprising and adds new knowledge to the relationship between person-job fit and productivity, especially in the context of legislative organizations that differ from other types of organizations, such as companies and other public organizations. We suspect that this dynamic is related to the sense of temporariness (Goetz & Wald, 2022). Their findings indicate that such feelings can affect one's performance outcomes. We recommend future studies examine the role of organizational or task temporariness, as it is possible for new legislators to feel lower temporariness and perceive that they will be assigned to the legislative assignment for a very long time; thus, they must adjust their abilities in this area further to get higher output. Contrarily, senior legislators, whose assignments have several times been rotated by their faction leaders in parliament, are likely to have a higher sense of temporariness. Hence, they probably do not need to focus merely on one assignment because they can be reassigned at any time.

Conclusion

This study's results address the importance of achieving a person-job fit for Indonesian legislators, how to achieve it, and what positive consequences can be gained to enhance perceived legislation productivity. Technical training might enhance person-job fit by improving team member skills, confidence, adaptability, and alignment with organization goals. By receiving bimtek, legislators can improve their confidence; thus, they are more likely to take on new challenges and responsibilities, which can help them fit into their job roles and perform better.

Furthermore, when legislators have an excellent person-job fit, they are more likely to be productive because they can perform their duties more effectively and efficiently. In such a case, legislators can make informed and effective decisions by mastering the required knowledge and skills. This is because they will better understand the jobs they are dealing

with and be better equipped to develop appropriate and practical solutions.

Implications of the Study

In the case of legislators, person-job fit can be crucial in several ways. First, legislators must possess a set of skills and qualities that are essential for the job. Second, different legislative roles may require different types of skills and characteristics. Accordingly, obtaining such skills requires sufficient technical training to match the job (Dessler, 2020; Robbins & Judge, 2022). Such qualities help enhance their legislation productivity, especially for the new legislators whose person-job fit is higher than the seniors.

As the practical implications, the findings of this study confirm that the mismatch between the legislators' educational background and their legislative function in producing legislation can be anticipated by conducting Bimtek. By doing so, legislators, especially newly elected ones, can feel fitter with the tasks assigned in their new jobs. Although essential, experience in legislative work does not guarantee that legislators will be more productive in producing legislation. This research shows that young legislators can be more productive than their seniors, along with a strengthened degree of person-job fit.

Limitations of the Study

Despite the theoretical and managerial contributions offered by this study's findings, a few limitations occurred, thus, suggesting avenues for future research. First, this study was located in Indonesia, possibly limiting its generalization. Nevertheless, Indonesian legislative organizations might share similar characteristics with other countries with multiparty and multifaction systems.

Second, this study did not observe the technical training's quality or effectiveness; instead, it was limited to the frequency. The research findings showing that repeated technical training results in a higher degree of person-job fit and perceived legislation productivity need further observation by examining how many times is actually the most effective frequency. This is because too many frequencies of similar training with the same material could

bring boredom to the participants, possibly resulting in less effective training outputs. Third, when processing the data, we found high multicollinearity between technical training (Bimtek) and experience resulting in a "singular data matrix" when the two variables were tested in the same model. Therefore, future research should use a measure with a different scale for one of the two variables.

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