



RESEARCH ARTICLE

The Effect of Person-Job Fit, Entrepreneurial Orientation, Person-Organization Fit on Managerial Behavior and Organizational Commitment and its Impact on the Managerial Performance of Bumdes Managers in South Sulawesi

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ARTICLE INFO	ABSTRACT
Received: Nov 10, 2024 Accepted: Jan 8, 2025	As an effort to support economic development at the village level, Village-Owned Enterprises (BUMDes) have a crucial role in improving community welfare. However, the managerial performance of BUMDes managers is often hit by internal challenges that affect operational effectiveness and decision-making. The purpose of this study is to analyze in depth how these factors affect the managerial performance of BUMDes managers in South Sulawesi Province. This study uses a quantitative approach with the Structural Equation Modeling - Partial Least Squares (SEM-PLS) method to test seventeen hypotheses that connect the variables involved. The research sample consisted of 225 BUMDes managers spread across three districts, namely Takalar, Gowa, and Wajo. The results of this study show that Person Organization Fit has a significant influence on managerial behavior and organizational commitment, which in turn improves managerial performance. In addition, Entrepreneurship Orientation is proven to strengthen managerial behavior and managerial performance both directly and through the mediation of managerial behavior. Person Job Fit has also been proven to have a significant effect on managerial behavior and organizational commitment, which ultimately improves the managerial performance of BUMDes. These findings emphasize the importance of compatibility between individuals and organizations and work in improving the quality of BUMDes management. However, this study has limitations in the limited sample coverage in three districts in South Sulawesi Province, so the results of this finding cannot be generalized to all regions of Indonesia. In addition, the cross-sectional approach used in this study limits the analysis to a more in-depth cause-and-effect relationship between the variables studied.
Keywords	
Managerial Performance	
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1. INTRODUCTION

The development of today's era has global consequences in the order of life in all sectors, including in the development of organizations. The competitive market conditions, the development of diverse business models, disruption in various aspects, new trends in corporate restructuring, the demands of economic growth and a strong focus on short-term profits have dramatically changed the traditional working relationship where every organization is required to make rapid changes. Today's organizations cannot succeed without the role of human resources to contribute to the mission and survival of the organization (Iyigun, et al, 2012). The challenge of globalization faced today is how to develop strategies for improving human resources who excel in maximizing their work performance (Imran, et al. 2014). The main problem in the current era of globalization is the effective management of human resources to improve organizational performance (Kursheed, 2010). Every Organization around the world uses the maximum potential of their human resources to survive in the midst of competition (Mohsan, 2004). Human resource management involves a variety

of activities, including analyzing the company's competitive environment and designing work and teams so that the company's strategies can be successfully implemented to beat the competition. This, in turn, requires identifying, recruiting, and selecting the right people for the job and the team; train, motivate, and assess such individuals; developing competitive compensation policies to maintain them; take care of them to lead the organization in the future (Snell and Morris, 2018). Organizational behavior is an interdisciplinary field aimed at understanding and managing employees well, because organizational behavior is research-oriented and applied. There are three basic levels of analysis in organizational behavior, namely, individuals, groups, and organizations (Kreitner and Knicki, 2014). The overall success of an institution in achieving strategic goals is highly dependent on the level of performance of employees. Employee performance is a function of ability and motivation, where ability consists of skills, training and resources needed to perform a task and motivation is described as an inner force that drives individuals to act towards something (Mukuru, 2013). Research that discusses the function of managers as decision-makers was conducted by Johnson (1997). Using a typological approach, Johnson (1997) examined the similarity of managers' profiles in a number of dimensions of managerial performance. As a result, they identified three types of managers, including:

1. Task oriented technician, i.e. a manager who is an expert in technical matters, but less effective in terms of interpersonal relationships.
2. Amiable underachievers, i.e. managers who are sensitive to interpersonal relationships, but are not good in terms of motivation and managerial skills.
3. People oriented leaders, namely managers who are good in terms of leadership and supervision but weak in terms of finance and quantitative (calculation).

Despite the many studies on managerial performance that have been described, this study adopts the eight functional dimensions of managers and executives developed by Mahoney (1963) to measure managerial performance. According to Govindarajan (2005), Mahoney's dimensional size has two advantages. First, independent assessments of the reliability and validity of this measure have had satisfactory results in previous studies. Second, it explicitly acknowledges the nature of multidimensional managerial performance while preventing inherent problems in dimensions with too many dimensions.

Mahoney (1963) in Afrida (2013) stated that there are eight dimensions of managerial performance, namely planning, investigation, coordination, evaluation, supervision, staff assessment, negotiation, and representation. These eight dimensions are part of what managers must do to be able to develop the organization. Planning is related to determining policies related to work agendas and procedures, then investigation means conducting examinations through relevant evidence to be used as information and measurement of work results. The coordination dimension is related to activities to coordinate parts of the organization so that necessary adjustments can be made in the work. Furthermore, evaluation activities that are the manager's field of duty are directed to assessments carried out on the planning that has been set. In addition to these four dimensions, another dimension is supervision activities as part of a manager's duties. Supervision is intended to measure and correct individual performance to ensure that the activities carried out are in accordance with the plan. The next dimension is staff assessment, which is an effort to identify the workforce, labor inventory, selection, placement, promotion, career planning, compensation, and training. The next dimension is negotiation, which is an attempt to obtain an agreement in terms of purchasing, selling or contracting for goods or services, negotiating taxes, connecting suppliers, negotiating with sales representatives to agents or consumers. The last dimension is representation as an activity intended for the benefit on behalf of the organization. The study of the problem of individual suitability for work, in an organization has become a topic of discussion in research some time ago. The results of Sims & Galen Kroeck's (1994:939) research stated that different types of individuals have suitability for different types of jobs. Thus it is clear that the suitability between individuals and the type of work in various other aspects of the work situation may be just as important as the type of work to be performed. So that employees who really have the competencies that the organization wants, namely those who are able to change according to the work.

Bohlander and Snell 2004:184) stated that individual person-job fit is a job specification process as an effort to help identify individual employee competencies needed to obtain success, such as knowledge, abilities, expertise and other factors that can refer to the acquisition of superior

performance, therefore this variable is very important for companies to pay attention to. Likewise, Bowen, et. Al. (1997:37) states that person job fit takes into account the types of individuals needed with qualifications: knowledge fit, skills, abilities, social skills, personal needs, values, interests and personality traits. Thus, it is important for companies to make individual-work adjustments so as to obtain optimal individual performance.

The birth of Village-Owned Enterprises has been mandated since the promulgation of Law Number 32 of 2004 concerning Regional Government. In Article 213 paragraph (1) it is stated that "Villages can establish village-owned business entities in accordance with the needs and potentials of the village", as stated in Government Regulation No. 71 of 2005 concerning Villages. The next legal basis is more detailed in Law Number 6 of 2014 concerning Villages. Village-Owned Enterprises, hereinafter referred to as BUM Desa, are business entities whose capital is wholly or most owned by the Village through direct participation derived from the Village's wealth which is separated in order to manage assets, services, and other businesses for the maximum welfare of the Village community. The establishment of Village-Owned Enterprises is based on the emergence of awareness of the importance of encouraging the birth of new growth centers in rural areas. Historical data on economic growth figures achieved by the Government of Indonesia over the past two decades, especially after the reform era, are quite impressive with an average achievement of more than five percent per year, far above the average economic growth of developed countries in the world. However, there are problems that arise because the high economic growth is not enjoyed equally by all residents, especially those in rural areas.

The establishment of this village business entity is accompanied by efforts to strengthen capacity and is supported by regional policies (Regencies/Cities) that facilitate and protect the businesses of village communities from the threat of competition from large investors. Considering that village-owned enterprises are new economic institutions operating in rural areas, they still need a strong foundation to grow and develop. The foundation builder for the establishment of BUMDes is the Government, both central and regional. However, several problems have arisen related to the performance of Bumdes, such as the BPK assesses that the local government has not fully fostered the use of village funds in the context of the formation and management of village-owned enterprises (SOEs). Based on the results of the sampling test on 8,220 Village BUMs, as many as 2,188 Village BUMs established are not operating, and 1,670 Village BUMs have not contributed to village income. In addition, as many as 1,034 Village BUMs did not submit reports, as many as 871 Village BUMs whose formation has not been supported by feasibility studies, and 864 Village BUMs have not been orderly in the administration and reporting of Village BUMs. Furthermore, as many as 585 Village BUMs have not been supported by competent managers. In addition, 547 Village BUM in their business fields are not in accordance with the village's superior potential. In the midst of various problems, the management of Village-Owned Enterprises (BUMDes) in Indonesia has become one of the important pillars in village economic empowerment. As a business unit owned and managed by the village community, BUMDes functions to improve community welfare through various productive businesses that utilize local potential. However, even though the number of BUMDes continues to grow, the latest data from the Ministry of Villages recorded around 47,000 BUMDes in 2022, not all BUMDes can achieve optimal performance. Successful BUMDes are often influenced by certain factors, such as managerial quality, managerial behavior, job compatibility with individuals, and entrepreneurial orientation owned by BUMDes managers. Good managerial performance is one of the key factors in the success of BUMDes. BUMDes managers who have adequate managerial skills can plan, organize, and control various village economic activities more effectively. However, many BUMDes managers still face obstacles related to limited managerial knowledge and skills, both in terms of business planning and management of existing resources. Research shows that managers who do not have an educational background or experience in management often have difficulty in facing existing challenges, such as transparent financial management or appropriate decision-making. The concept of person-job fit, which is the match between individual skills, expertise, and motivation with the work being carried out, is also very important in the management of BUMDes. BUMDes managers who have the right background and competencies in accordance with the tasks carried out will find it easier to carry out their roles efficiently. However, in many villages, BUMDes managers are often selected based on political factors or social relations rather than based on the compatibility of competencies with the tasks that must be carried out. This can lead to inefficiencies

in the management of BUMDes, which in turn reduces operational effectiveness and the achievement of BUMDes' long-term goals.

Similarly, the entrepreneurial orientation of BUMDes managers is also a determining factor in optimizing their performance. Managers who have a strong entrepreneurial orientation are more likely to look for new business opportunities, innovate in products and services, and dare to face challenges to develop the business they manage. On the other hand, managers who lack entrepreneurial orientation are more focused on running a business regularly without any encouragement to develop further. Data shows that BUMDes that are managed with a high entrepreneurial orientation tend to be more successful in creating sustainable businesses and have a positive impact on the village economy. However, the low entrepreneurial orientation of some BUMDes managers in Indonesia is one of the main obstacles in improving their business performance. Therefore, the management of BUMDes in Indonesia requires more attention to managerial aspects, managerial behavior, job suitability, and entrepreneurial orientation. Although BUMDes have great potential to encourage village economic growth, the challenges faced by their managers must be overcome by improving the quality of management and paying attention to the factors that affect their performance. By strengthening managerial skills, adaptive behavior, job compatibility with individuals, and higher entrepreneurial orientation, BUMDes in Indonesia can be more competitive and sustainable in facing future economic challenges.

RESEARCH METHODS

Research design in social research is generally divided into three forms, namely explorative research, descriptive research, and explanatory research (Umar, 1999). Exploratory research is a type of research that seeks to find new ideas or relationships. While descriptive research is research that aims to describe the nature or characteristics of a certain phenomenon. Finally, explanatory research is research that aims to analyze the relationships between one variable and another variable or how one variable affects other variables. Based on the explanation above, it can be seen that this study is an explanatory research that intends to provide an explanation of the causal relationship between variables through hypothesis testing as well as explanatory.

Types and data sources

Based on the type, the data obtained in this study consists of qualitative data and quantitative data. Qualitative data is data that is subjective in the form of statements obtained from the results of interviews expressed in the form of statement sentences and data from the results of questionnaire filling, while quantitative data is data in the form of numbers sourced from the results of qualitative data transformation that has tiered differences (Bungin, 2001). The data used in the analysis are sourced from primary data and secondary data. Primary data was collected through interviews, questionnaires, and field observations which were then processed by the authors. Secondary data collection is carried out using open access publication data at the Ministry of Villages of the Republic of Indonesia with the website address: <https://sid.kemendes.go.id/bumdes>. Some local information was obtained at the District Village Community Empowerment Office that is related to this research. The data recorded is only data that can complement and help in analysis. In addition, diaries are also made to record certain information or events that are useful for this research, namely those that are not covered by the questionnaire.

Data collection techniques

In order to obtain data relevant to the research problem, the author collected data through field studies through: 1). Interviews with the Village Community Empowerment Office, Village Economic Empowerment Assistants, and several BUMDes managers. The interview is conducted in a focused way by preparing structured question material in advance. 2). Distribution of questionnaires to research respondents containing a list of questions containing indicators of research variables. The questionnaire made is a list of statements with closed answer choices that have been prepared in the questionnaire. 3). Conduct direct observation at the research location, in this case in several BUMDes in each district that is the location of the research with the aim of photographing globally phenomena that can be observed with the naked eye. 4). Recording documentation by utilizing written documents related to the description of the phenomenon of the problem being studied.

Population and sample

A population is a whole set of elements that can be used to draw some conclusions. The population in this study is all BUMDes managers in Wajo Regency, Gowa Regency, and Takalar Regency. The number of BUMDes that have officially incorporated in the region is 222 units. Population representation by the sample in the study is an important condition for generalization. Considering that this study uses a structural equation modeling model, Ferdinand (2002) stated that to get a good goodness of fit, it is recommended that the minimum sample size is 5 times the number of manifest variables (indicators) of all latent variables (Solimun, 2002). Based on these calculations, the number of samples proportionally by region is 250 people. The number of samples has also met the requirements of at least 5 times the number of manifest variables. Furthermore, the selection of samples that became respondents was carried out randomly based on a questionnaire distributed online through village empowerment assistants.

Data analysis techniques

This study aims to prove and analyze the influence of exogenous variables on endogenous variables. The influence is very complex, where there are independent variables, intervening variables and bound variables. Therefore, the analysis tool used in hypothesis testing is using SEM (Structural Equation Modeling) analysis with the help of the SmartPLS Version 4.1 program. To conduct data analysis using SEM-PLS (Structural Equation Modeling Partial Least Squares) using SmartPLS 4.1, Hair et al. (2017) provide a systematic procedure that can be used as a reference. This procedure is divided into several stages that are important to ensure valid and accountable results.

ANALYSIS OF RESEARCH RESULTS

This analysis is a multivariate statistical analysis that estimates the influence between variables simultaneously with the aim of predicting, exploring, or developing a structural model, Hair et al (2019). Model evaluation in PLS consists of measurement model evaluation, structural model evaluation and model goodness and compatibility evaluation. In this study, there are six latent variables whose values are obtained from each dimension, and the dimensions are measured using indicators. Therefore, the measurement model used is with a second order. Second order factor is a multidimensional variable measurement model where variables are measured by a number of sub-variables/dimensions and then each sub-variable/dimension is measured by a number of measurement items. The relationship/causality between the variable and the dimension that measures it is at the second order level, while the relationship/causality between the dimension and the measurement item/indicator is at the first order level. For model estimation, the embedded two-stage approach is used. In the initial stage, the variable measurement model uses repeated indicators to evaluate the first order measurement (the relationship between dimensions and variables) and create a latent variable score. Furthermore, the latent variable score obtained in the initial stage is used to represent the dimensional measurement in the second stage. An example of the embedded two-stage approach process can be seen in Sarstedt et al (2019). The measurement model in this study consists of a reflective measurement model so that according to Hair et al (2021), the evaluation of the reflective measurement model consists of a loading factor value of ≥ 0.70 , for the composite reliability value of Cronbach's alpha ≥ 0.70 and average variance extracted (AVE ≥ 0.50) as well as an evaluation of the validity of discrimination, namely the Fornell and Lacker criteria and HTMT (Heterotrait Monotrait Ratio) below 0.90.

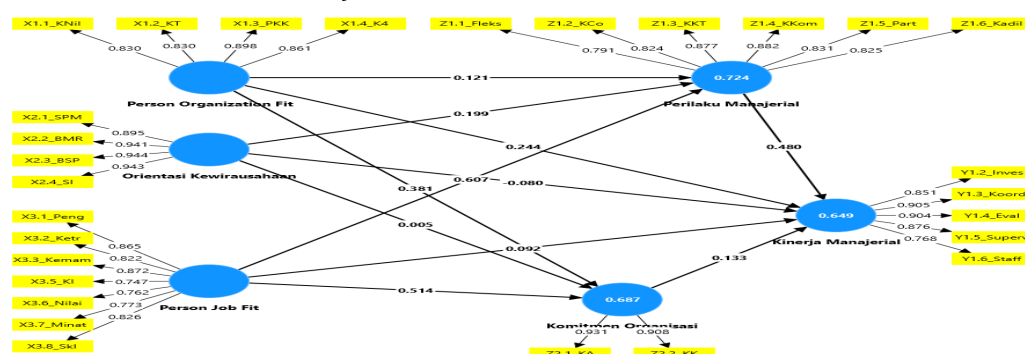


Figure 1: Final model

Testing the direct influence hypothesis

In this section, this study will test the relationship between the variables that have been proposed in the research model using the Structural Equation Modeling (SEM) approach with Partial Least Squares (PLS) through the SmartPLS 4.1 application. This study aims to test the direct and indirect influence between the variables involved, by paying attention to the role of intervening variables. The three independent variables that are the main focus in this study are Person Organization Fit, Entrepreneurial Orientation, and Person Job Fit. This study also examines two intervening variables, namely Managerial Behavior and Organizational Commitment, which are hypothesized to have a mediator role in the relationship between independent variables and dependent variables. The dependent variable studied in this study is Managerial Performance. This study aims to evaluate the extent of the direct influence of the independent variable on the dependent variable, as well as to identify whether the intervening variable has a significant influence in strengthening or weakening the relationship between the variables studied.

Table 1: Path coefficients

H	Path of Influence	Original sample	Sample mean	t Statistics	p Values	Result
H1	Person Organization Fit -> Managerial Performance	0,244	0,208	1,856	0,064	Rejected
H2	Person Organization Fit -> Managerial Behavior	0,121	0,133	1,780	0,075	Accepted
H3	Person Organization Fit -> Organizational Commitment	0,381	0,370	5,531	0,000	Accepted
H4	Entrepreneurial Orientation -> Managerial Performance	-0,080	-0,082	1,289	0,198	Rejected
H5	Entrepreneurial Orientation -> Managerial Behavior	0,199	0,200	4,023	0,000	Accepted
H6	Entrepreneurship Orientation -> Organizational Commitment	0,005	0,011	0,082	0,934	Rejected
H7	Person Job Fit -> Managerial Performance	0,092	0,124	0,582	0,560	Rejected
H8	Person Job Fit -> Managerial Behavior	0,607	0,594	7,989	0,000	Accepted
H9	Person Job Fit -> Organizational Commitment	0,514	0,519	7,990	0,000	Accepted
H10	Managerial Behavior -> Managerial Performance	0,480	0,503	4,818	0,000	Accepted
H11	Organizational Commitment -> Managerial Performance	0,133	0,117	1,245	0,213	Rejected

Source: Smart PLS 4.1 processing results

Based on the data from the SmartPLS processing as shown in the table, it can be described as follows:

The effect of person organization fit on managerial performance

The first hypothesis tests the influence of Person Organization Fit on Managerial Performance. The results of the analysis showed a path coefficient of 0.244, which showed a positive relationship between the two variables. This means that the higher the level of suitability between individuals and organizations, the higher the managerial performance produced. However, the t-statistical value obtained was 1.856 with a p-value of 0.064, which is greater than the significance threshold of 0.05. This shows that although there are indications of a relationship between Person Organization Fit and Managerial Performance, the influence is not significant at the 5% level. Therefore, the H1 hypothesis was rejected, which means that in the context of this study, Person Organization Fit did not have a significant influence on Managerial Performance.

The effect of person organization fit on managerial behavior

The second hypothesis tests the influence of Person Organization Fit on Managerial Behavior. In this case, the path coefficient of 0.121 indicates that there is a positive influence, although it is relatively small. With a t-statistic of 1.780 and a p-value of 0.075, this result shows an indication of a positive

influence between Person Organization Fit and Managerial Behavior, but not significant at the level of 5%. Nonetheless, given the p-value close to 0.05 and the sizable t-statistic, this hypothesis is still acceptable at a significance level of 10%. This suggests that although not significant at the 5% level, there is a considerable significant influence between the two variables that are acceptable under certain study conditions, which may suggest that an individual's fit with organizational values and culture can influence managerial behavior indirectly.

The effect of person organization fit on organizational commitment

The third hypothesis tests the influence of Person Organization Fit on Organizational Commitment. The results of the analysis showed a path coefficient of 0.381, which showed a strong positive influence between the two variables. In addition, the t-statistic obtained is 5.531 with a very small p-value, which is 0.000. These results show that the influence of Person Organization Fit on Organizational Commitment is statistically significant at the level of 5%. The H3 hypothesis is accepted, which means that the better the individual fits into the organization, the higher the commitment that the individual has to the organization. These findings are consistent with the theory that states that when individuals feel a good fit with an organization's values and culture, they tend to have a higher level of commitment. This influence highlights the importance of compatibility between individuals and organizations in building loyalty and dedication to organizational goals.

The effect of entrepreneurial orientation on managerial performance

The fourth hypothesis tests the influence of Entrepreneurial Orientation on Managerial Performance. The path coefficient found was -0.080, which indicates a negative, albeit very small, influence between Entrepreneurial Orientation and Managerial Performance. The t-statistic obtained is 1.289 with a p-value of 0.198, which is greater than 0.05. Therefore, the H4 hypothesis was rejected, which means that there was no significant influence between Entrepreneurial Orientation and Managerial Performance. This shows that in this study, entrepreneurial orientation cannot directly affect managerial performance. There may be other factors that affect managerial performance more or external factors that are more dominant in determining managerial success than entrepreneurial orientation.

The influence of entrepreneurial orientation on managerial behavior

The fifth hypothesis tests the influence of Entrepreneurial Orientation on Managerial Behavior. The path coefficient of 0.199 shows that Entrepreneurial Orientation has a significant positive influence on Managerial Behavior. With a t-statistic of 4.023 and a p-value of 0.000, this result shows that the influence is significant at the level of 5%. The H5 hypothesis is accepted, which means that individuals with a higher entrepreneurial orientation tend to exhibit better managerial behavior. This can be explained by the theory that individuals with a high entrepreneurial orientation are more risk-taking, more innovative, and have a strong drive to achieve organizational goals, which is reflected in their managerial behavior.

The effect of entrepreneurial orientation on organizational commitment

The sixth hypothesis tests the influence of Entrepreneurial Orientation on Organizational Commitment. The results of the analysis showed a very small path coefficient, which was 0.005, with a t-statistic of 0.082 and a p-value of 0.934. Because the p-value is greater than 0.05, this hypothesis is rejected. This shows that in this study, Entrepreneurial Orientation does not have a significant influence on Organizational Commitment. This may indicate that while entrepreneurial orientation can influence individual behavior within an organization, it is not enough to form a high level of commitment to the organization, perhaps due to other more influential factors, such as the values of the organization itself.

The effect of person job fit on managerial performance

The seventh hypothesis tests the influence of Person Job Fit on Managerial Performance. The coefficient of the found pathway was 0.092, which indicates a positive influence, but very small. With a t-statistic of 0.582 and a p-value of 0.560, these results show that Person Job Fit has no significant influence on Managerial Performance, and therefore the H7 hypothesis is rejected. Although there was a match between individuals and the work performed, the effect on managerial performance in this study was very small and insignificant. This may be due to the presence of other variables that

are more dominant in influencing managerial performance, or managerial performance measurements that may not be fully influenced by job suitability.

The influence of person job fit on managerial behavior

The eighth hypothesis tests the influence of Person Job Fit on Managerial Behavior. The path coefficient of 0.607 shows a considerable and significant positive influence. With a t-statistic of 7.989 and a p-value of 0.000, this result is very significant at the 5% level. The H8 hypothesis is accepted, which means that Person Job Fit has a significant positive influence on Managerial Behavior. This shows that individuals who feel they are suitable for the job they are doing tend to show more effective managerial behavior. Job compatibility is very important because it allows individuals to work more optimally and demonstrate better managerial abilities.

The effect of person job fit on organizational commitment

The ninth hypothesis tests the influence of Person Job Fit on Organizational Commitment. The path coefficient found at 0.514 shows a strong positive influence. With a t-statistic of 7.990 and a p-value of 0.000, this result was statistically significant (p-value < 0.05), so the H9 hypothesis was accepted. This shows that Person Job Fit has a significant positive influence on Organizational Commitment. Individuals who feel that they are a good fit for their job tend to have a higher commitment to the organization, as they feel satisfied and valued in their work, which in turn increases loyalty to the organization.

The influence of managerial behavior on managerial performance

The tenth hypothesis tests the influence of Managerial Behavior on Managerial Performance. The path coefficient of 0.480 shows a considerable and significant positive influence. With a t-statistic of 4.818 and a p-value of 0.000, this result shows a statistically significant influence (p-value < 0.05). The H10 hypothesis is accepted, which means that Managerial Behavior has a strong influence on Managerial Performance. These findings confirm that good managerial behavior, such as sound decision-making and effective leadership, can improve overall managerial performance.

The effect of organizational commitment on managerial performance

The eleventh hypothesis tests the influence of Organizational Commitment on Managerial Performance. The found path coefficient of 0.133 showed a very small positive influence, with a t-statistic of 1.245 and a p-value of 0.213, which was greater than 0.05. Therefore, this hypothesis is rejected, which suggests that Organizational Commitment has no significant influence on Managerial Performance. This may indicate that while organizational commitment is important, other factors that are more directly related to managerial performance, such as managerial behavior or other individual factors, have a greater influence.

Testing the indirect influence hypothesis

In this study, in addition to examining the direct influence, the test was also carried out to identify the existence of indirect influences mediated by two intervening variables, namely Managerial Behavior and Organizational Commitment. This indirect influence test aims to explore how the influence of independent variables on the dependent variable, Managerial Performance, through a pathway involving intervening variables. In other words, this study not only looks at the direct relationship between these variables, but also examines the role of Managerial Behavior and Organizational Commitment in mediating existing influences.

Table 3: Path coefficients indirect effects

H	Indirect Influence Path	Original sample	Sample mean	T statistics	P values	Result
H12	Person Organization Fit -> Managerial Behavior -> Managerial Performance	0,058	0,069	1,358	0,174	Rejected
H13	Person Organization Fit -> Organizational Commitment -> Managerial Performance	0,051	0,045	1,210	0,226	Rejected

H14	Entrepreneurial Orientation -> Managerial Behavior -> Managerial Performance	0,096	0,100	2,996	0,003	Accepted
H15	Entrepreneurial Orientation -> Organizational Commitment -> Managerial Performance	0,001	0,001	0,067	0,947	Rejected
H16	Person Job Fit -> Managerial Behavior -> Managerial Performance	0,291	0,296	4,896	0,000	Accepted
H17	Person Job Fit -> Organizational Commitment -> Managerial Performance	0,068	0,060	1,216	0,224	Rejected

Source: SmartPLS 4.1 processing results

Person organization fit has a significant effect on managerial performance through managerial behavior

This hypothesis tests whether the influence of Person Organization Fit on Managerial Performance is mediated by Managerial Behavior. Based on the test results, the p-value for this indirect influence path is 0.174, which is greater than 0.05, so this hypothesis is rejected. In other words, there is not enough evidence to support that Managerial Behavior acts as a significant mediator in the relationship between Person Organization Fit and Managerial Performance. This shows that the influence of Person Organization Fit on Managerial Performance does not involve Managerial Behavior directly, or the direct influence of Person Organization Fit is more dominant than the indirect influence through Managerial Behavior.

Person organization fit has a significant effect on managerial performance through organizational commitment

This hypothesis tests the role of Organizational Commitment as a mediator in the relationship between Person Organization Fit and Managerial Performance. The test results showed a p-value of 0.226, which is greater than the significant limit of 0.05, so this hypothesis was rejected. This means that Organizational Commitment does not have a significant influence as a mediator between Person Organization Fit and Managerial Performance. Although Person Organization Fit can influence Organizational Commitment, this influence has not been shown to flow significantly to influence Managerial Performance through Organizational Commitment.

Entrepreneurial orientation has a significant effect on managerial performance through managerial behavior

This hypothesis tests whether Managerial Behavior mediates the relationship between Entrepreneurial Orientation and Managerial Performance. Based on the test results, a p-value of 0.003 shows a significant influence at the level of 0.05. Therefore, this hypothesis is accepted. This means that Managerial Behavior plays a significant mediator role in the relationship between Entrepreneurial Orientation and Managerial Performance. In other words, managers who have a higher entrepreneurial orientation tend to exhibit better Managerial Behavior, which in turn contributes to improved Managerial Performance.

Entrepreneurial orientation has a significant effect on managerial performance through organizational commitment

This hypothesis tests the role of Organizational Commitment as a mediator in the relationship between Entrepreneurial Orientation and Managerial Performance. With a p-value of 0.947 which is much greater than 0.05, this hypothesis is rejected. This shows that Organizational Commitment does not function as a significant mediator in the influence of Entrepreneurial Orientation on Managerial Performance. Therefore, the direct influence of Entrepreneurial Orientation on Managerial Performance is more dominant, without being influenced by Organizational Commitment.

Person job fit has a significant effect on managerial performance through managerial behavior

This hypothesis tests whether Managerial Behavior mediates the relationship between Person Job Fit and Managerial Performance. Based on the test results that showed a p-value of 0.000, this hypothesis was accepted. This indicates that Managerial Behavior plays a significant mediator role between Person Job Fit and Managerial Performance. This means that when individuals have a high match between their abilities and the job being undertaken (Person Job Fit), they tend to show better Managerial Behavior, which in turn improves Managerial Performance.

Person job fit has a significant effect on managerial performance through organizational commitment

This hypothesis tests whether Organizational Commitment can mediate the relationship between Person Job Fit and Managerial Performance. The test results showed a p-value of 0.224, which was greater than 0.05, so this hypothesis was rejected. Thus, there is no evidence to support that Organizational Commitment acts as a significant mediator between Person Job Fit and Managerial Performance. The direct influence of Person Job Fit on Managerial Performance is more dominant, and the role of Organizational Commitment in this relationship has not been proven to be significant. Overall, the results of this test provide important insights in understanding how independent variables such as Person Organization Fit, Entrepreneurial Orientation, and Person Job Fit affect Managerial Performance through direct and indirect channels. Some indirect pathways of influence were found to be significant, especially those involving Managerial Behavior as a mediator, while Organizational Commitment was not shown to play a significant role as a mediator in most cases. These findings show that in the context of the management of village-owned enterprises in South Sulawesi, the Managerial Behavior factor is more decisive in mediating the relationship between several independent factors and the managerial results achieved.

COVER

CONCLUSION

It can be concluded that: 1). Person organization fit has an effect on the managerial performance of BUMDes managers in South Sulawesi Province but the influence is not significant. Compatibility between individuals and organizations in terms of values, goals, fulfillment of employee needs, and culture-personality characteristics has been proven to improve managerial performance but is not significant. 2). This study provides empirical evidence that person organization fit has a significant effect on the managerial behavior of BUMDes managers. The dimension of value compatibility and culture-personality characteristics helps direct managers' behavior in carrying out managerial tasks that are more flexible, collaborative, and fair. This is relevant to fit theory theory which shows that individuals who feel aligned with the organization are more likely to exhibit positive behavior and are oriented towards achieving organizational goals. 3). The test results also confirm that person organization fit significantly affects organizational commitment. BUMDes managers who feel they have a good fit with the organization tend to have a higher commitment to the goals and sustainability of BUMDes. This is in line with the theory of organizational commitment which emphasizes that the compatibility of values and goals between individuals and organizations increases a sense of attachment and job satisfaction. 4). Entrepreneurial orientation has been empirically proven to have a negative effect even though it is not significant on the managerial performance of BUMDes. Although the theory of entrepreneurial orientation, which states that individuals with strong entrepreneurial character (such as unyielding nature, risk-taking, and proactiveness) tend to improve organizational performance, the context of this study found no evidence of a direct direct influence on managerial performance. 5). The results of this study also show that entrepreneurial orientation has a significant effect on managerial behavior. Entrepreneurial orientation dimensions such as innovative attitudes and risk-taking courage play a role in encouraging BUMDes managers to adapt to changes and create more effective strategies in managing their businesses. High entrepreneurial orientation implies a more proactive and creative attitude in facing challenges in the management of BUMDes, which of course affects the improvement of the quality of their managerial behavior. 6). Entrepreneurial orientation has a not significant effect on the commitment of the BUMDes management organization. Managers who have a high entrepreneurial orientation tend to be more committed to the organization because they see opportunities to develop and innovate

within the framework of BUMDes. Although the influence is not significant but the unidirectional relationship illustrates that individuals with strong entrepreneurial character are more likely to feel attached to the organization's long-term goals, reinforcing the argument of affective commitment theory. 7). Person job fit has a non-significant effect on improving the managerial performance of BUMDes managers in direct influence testing. The alignment between an individual's knowledge, skills, and abilities with the demands of their job is proven to improve managers' performance. These findings are consistent with the fit theory which states that the fit between individuals and jobs has a direct impact on the efficiency and effectiveness of individual performance in carrying out their managerial duties. 8). This study proves that person job fit has a significant effect on managerial behavior. Dimensions of knowledge, skills, and abilities that align with the demands of the job can promote more flexible, communicative, and fair managerial behavior. BUMDes managers who have this fit are better able to manage their teams well and make more effective decisions, which contributes to more productive managerial behavior. 9). The test results show that person job fit has a significant effect on organizational commitment. BUMDes managers who feel that their work is in accordance with their personal abilities and values tend to be more committed to the organization. This reinforces the normative commitment theory which states that individuals who feel a fit between themselves and work are more likely to feel attached to the organization and committed to supporting their long-term goals. 10). Managerial behavior is proven to have a significant influence on the managerial performance of BUMDes. These findings support the theory that adaptive, communicative, fair, and proactive behavior in organizational management will improve the quality of management and overall performance. Good managerial behavior, including the ability to work in a team, coach, and communicate effectively, has a direct impact on achieving optimal performance. 11). Organizational commitment has a positive but not significant effect on managerial performance. High commitment to the organization encourages BUMDes managers to try harder in achieving common goals, as well as managing resources more efficiently and effectively. This is in line with the theory of organizational commitment which states that a high commitment to the organization increases the motivation of individuals to work better and supports the achievement of organizational goals. 12). This study found that person organization fit has a not significant effect on the managerial performance of BUMDes managers through managerial behavior. The fit between individuals and organizations in terms of values and goals promotes better behavior, in turn improving managerial performance although for the context of this study the effect is not significant. These findings confirm the theory that alignment between individuals and organizations can improve behavior and work outcomes. 13). The results of the study also show that person organization fit has a not significant effect on managerial performance through organizational commitment. When individuals feel connected to the organization's values and goals, they are more likely to show a high level of commitment, which in turn has an effect on improving managerial performance. These findings show the importance of matching individuals with organizations to create commitments that can improve performance. 14). This study reveals that entrepreneurial orientation has a significant effect on managerial performance through managerial behavior. BUMDes managers who have a high entrepreneurial orientation will show more proactive and innovative behavior, which contributes to improving managerial performance. A high entrepreneurial orientation leads to a more open mindset to new opportunities and risks, which in turn improves the quality of decisions and work results. 15). Entrepreneurial orientation is proven to have an insignificant effect on managerial performance through organizational commitment. Managers with a high entrepreneurial orientation are more likely to have a strong commitment to the organization, which contributes to the achievement of BUMDes goals. This strengthens the importance of entrepreneurship as one of the main drivers in increasing commitment and performance in the organization. 16). Person job fit has a significant effect on managerial performance through managerial behavior. Compatibility between individuals and work encourages better managerial behavior, which leads to improved performance. Managers who feel that they are suitable for their work tend to have more effective behaviors, which improves the overall performance of BUMDes. 17). Person job fit is proven to have a non-significant effect on managerial performance through organizational commitment. Managers who felt they were a good fit for their job were more likely to show high commitment, which had a positive impact on managerial performance but for the context of this study the effect was not significant. These findings reinforce the importance of fit between individuals and work to create attachments that drive better work outcomes.

SUGGESTION

Based on the findings in this study, there are several suggestions that can be considered to improve the managerial performance of Village-Owned Enterprises (BUMDes) managers in South Sulawesi Province, and can be expanded to other regions in Indonesia. These suggestions include aspects of individual development, institutions, and increasing the managerial capacity of BUMDes.

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