The Effect of Person-Job Fit on Employee Performance Through Job Satisfaction as an Intervening Variable

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ABSTRACT

The purpose of this study was to examine and analyze the effect of person-job fit on employee performance through job satisfaction at PT. Adikara Jaya Sentosa, tbk. This research is a causal research that uses a quantitative approach, with a population consisting of 75 commercial division employees. Data analysis in this study used SEM-PLS with the help of SmartPLS3 software. This results of this study prove that person-job fit has a significant positive effect on employee performance, person-job fit has a positive and significant effect on job satisfaction, job satisfaction has a positive and significant effect on employee performance, and job satisfaction mediates between person-job fit employee performance.

Introduction

Competition in the business world is currently increasing, especially on the construction industry. According to Indonesia's Central Statistics Agency (BPS), in the third quarter of 2022 the construction business sector recorded a positive growth of 4.72% (Rahulessin, 2022). Gunasti & Pratama (2022) said that construction labor requires good management because humans are very complex creatures. Competition between contractor companies is also increasing, in the process of increasingly fierce competition, demanding contractor service companies to always prepare superior human resources given the competition and the many competitors that exist. Human Resource has an important role for companies as a force and driving force in industrial activities to gain profits or maintain the survival of the company. Creating good human resources starts with allocating tasks based on the...
abilities mastered (Rajper et al., 2020). The survival of a company begins with optimizing human resource management, especially the performance of its employees. Employee performance needs to always be considered by the company to find out the ability of workers because employee performance can later be directly related to the organization. There are two variables that affect employee performance, namely person-job fit and job satisfaction (Kadek et al., 2022).

In order to increase the performance of workers, companies are required to be able to pay attention to person-job fit, which requires a match between the abilities and values of workers and the values implemented in their work (Nugraha & Ramdansyah, 2022). According to Berahmawati et al. (2019), a company that pays more attention to employee abilities can strengthen the ties between workers and their jobs, therefore workers will have a higher commitment to their jobs. Employees who carry out their work based on their abilities certainly understand the meaning of what they do so that they have the opportunity to improve their abilities in the world of work and are also not under excessive stress because they feel in accordance with their interests. When placing workers it is necessary to use the principle of the right man in the right place, the division of labor must be objective, not subjective based on like and dislike (Jaya et al., 2019). Where an increase in individual-job fit can increase employee performance because employees feel comfortable when carrying out work (Kaur & Kang, 2021). With a comfortable and safe work environment, it is one of the factors for job satisfaction in employees.

According to Kurniawan, (2021) job satisfaction depends on person job fit, where all company employees have their own uniqueness and what is sought is the match with the conditions of the work carried out in order to increase satisfaction and obtain optimal results based on their abilities and expertise. Shah & Ayub, (2021) say that there is an attachment between person-job fit and job satisfaction which shows a significant positive effect. Companies engaged in contracting are also one of the specific focuses for assigning employees according to their abilities, where good employee performance will affect the company. Job satisfaction is also an aspect that needs to get the company's attention, if employees are satisfied, the commitment to the company will also be greater.

The object of this research is a company engaged in construction. From the acquisition of observations that have been carried out, there are several problems that exist in the company PT Adikara Jaya Sentosa, tbk, namely there are employees who do not match their abilities with the work they do. Where from these problems cause a sense of discomfort to employees. In addition, some employees also do
double work which results in a greater workload and responsibility, and risks being impractical when working. Based on the phenomena described above, the authors have an interest in conducting research on "The influence of Person-job fit on Employee Performance through Job Satisfaction in employees of PT Adilara Jaya Sentosa, tbk".

**Literature Review**

**Theory of Person-Job Fit**

Person job fit is defined as the match between job requirements such as insights, skills and abilities with the existing qualifications of workers (Widodo et al., 2020). According to Anindita (2019) person-job fit is a measurement of how a person's characteristics meet the job demands they face. Person-job fit is based on the characteristics of workers with their jobs. When the characteristics of workers and their jobs are aligned, their performance can increase automatically. In this case, individuals will understand the meaning of the work they do so that they can have the opportunity to improve their abilities in the world of work.

In a company, the suitability between the ability of workers and the demands of their work is an important thing to consider where employees are one of the company's assets. Jaya et al. (2019) states that if there is a similarity between a person's characteristics and his job, the person has a performance or organization that tends to be high and low pressure.

**Theory of Employee Performance**

Employee performance is defined as an employee's ability to perform a specific skill. The performance of the officer is necessary because through the performance can know to what extent the worker is capable of carrying out the job assigned to him. Therefore, it is necessary to establish clear, measurable and jointly defined criteria that can be used as a reference. According to Bhat & Rainayee, (2019) performance is the extent to which an individual has implemented his or her part in implementing an organization's strategy to specific goals related to individual roles or by demonstrating his/her organizational abilities. Performance is a concept that has many dimensions and consists of three aspects: attitude, ability and achievement.

Employee performance is the key to the success of an organization. The top priority of organizational leaders is how to create employees as superior human resources, behave well in the workplace and perform well based on the needs at work and have
an understanding of the values that exist and apply within the organization (Nurtjahjono et al., 2020). Performance is also a management mechanism to define standards and goals of performance in order to motivate employees in the future for the company’s survival (Nugraha & Ramdansyah, 2022).

**Theory of Job Satisfaction**

Job satisfaction is a condition of satisfaction or satisfaction obtained from a job assessment or work experience. Comprehensively, job satisfaction consists of cognitive, affective, and evaluative reactions and attitudes. There are several theories that can explain employee satisfaction, including the two-factor theory, which assumes that both job satisfaction and job dissatisfaction are something that has a difference (Ordu, 2021). Then it can be said that continuous satisfaction and job dissatisfaction are not a continuous variable. Job satisfaction can be achieved when employees work productively and employee expectations can be met by the company (Aini et al., 2022).

According to (Shah & Ayub, 2021) the worker shows his disappointment with the dissatisfaction he feels through four ways such as leaving the job and looking for another job; doing the job with the meanings of being late or not coming to work to make a mistake intentionally; expressing his dissatisfied feelings to the boss aiming for the situation to be resolved; and the latter waiting with confidence that the organization and management can do the best thing.

**Relationship Between Variables**

Research conducted by Berahmawati et al. (2019) found the results that person-job fit has a positive and significant effect on employee performance on 100 PPKS employees in Medan city. Meanwhile, research by Jaya et al. (2019) on employees of PT Citra Putra Kebun Asri also found a positive and significant relationship between person-job fit and employee performance. In addition, research conducted by Nurtjahjono et al. (2020) on the effect of person-job fit on employee performance at PT Jamsostek (Persero) in East Java shows that person-job fit has a significant positive effect on employee performance.

H1: Person-job fit has a positive and significant effect on employee performance.

In the world of work, a person's suitability for his job is needed. If employees feel a match, the higher the job satisfaction felt by employees. Every employee in the company with each characteristic, where what employees are looking for is the
match between the ability and the work carried out so that it can increase satisfaction and produce maximum work (Kurniawan, 2021).

Person-job fit is one of the most important roles in job satisfaction, person-job fit directly affects job satisfaction. This statement is in line with research from Shah & Ayub. (2021) that there are several factors that cause job satisfaction, one of which is one of which is the match of work with the expertise that a person has which makes the job interesting to do. This research shows that there is a positive and significant influence between person-job fit and job satisfaction

H2: Person-job fit has a positive and significant effect on job satisfaction.

Job satisfaction is one aspect that affects employee performance. The sense of satisfaction that employees have at work will feel a positive impact from their work. If workers are satisfied with their work, it will directly impact the company, where employees will maximize work to achieve the targets given by the company. The higher the satisfaction experienced by employees when working, it will affect the work of employees who are increasingly optimal (Nugraha & Ramdansyah, 2022)

There are several aspects provided by the company so that employees feel satisfied at work, namely comfort at work, job security, salary, bonuses, supportive coworkers, promotions provided by the company, adequate facilities for employees, and many more things. This is done by the company in order to create good employee performance. This statement is in line with research from Suwandana & Perdanawati. (2020) which says that there is an attachment between job satisfaction and employee performance which shows a positive and significant effect.

H3: Job satisfaction has a positive and significant effect on employee performance

Companies must pay attention to the person-job fit of an employee so that employees have a match between their work and their abilities. According to Jaya et al. (2019) if there is a similarity between a person's ability and his job, that person has a performance or organization that tends to be high and low pressure. In research conducted by Nugraha & Ramdansyah. (2022) states that person-job fit has a positive effect on employee performance which is mediated by job satisfaction.

H4: Job satisfaction mediates the relationship between person-job fit and employee performance.
Method

This research is a quantitative research using exploratory research method by collecting observational data and distributing questionnaires to the entire population of PT Adikara Jaya Sentosa, tbk employees as many as 75 samples using saturation sampling with a likert scale of 1-5. The data that has been collected is then processed using Structural Equation Modeling (SEM) with the SmartPLS version 3.0 application. The analysis phase begins with the outer model test to determine the value of convergent validity, composite reliability and composite validity. Then do the inner model test to determine the value of R-Square, Predictive Relevance, Goodness of Fit, test the hypothesis and test the mediating effect.

Result and Discussion

Convergent validity
Based on the results, all outer loadings of each indicator are above 0.7. Then the variables studied Person-Job Fit (X), Employee Performance (Y), and Job Satisfaction (Z) as a whole can be said to have met convergent validity.

![Discriminant Validity Diagram](image)

**Figure 2 Uji Measurement Model**

**Discriminant Validity**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Employee Performance (Y)</th>
<th>Job Satisfaction (Z)</th>
<th>Person-job Fit (X)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Performance (Y)</td>
<td>0.730</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job Satisfaction (Z)</td>
<td>0.689</td>
<td>0.782</td>
<td></td>
</tr>
<tr>
<td>Person-Job Fit (X)</td>
<td>0.694</td>
<td>0.337</td>
<td>0.820</td>
</tr>
</tbody>
</table>

Source: Output SmartPLS3

From the table, it can be seen that the value for all variables has exceeded 0.70. Based on the results of discriminant validity testing, it proves that the root AVE of the Employee Performance construct of 0.730 is higher than the correlation between the job satisfaction construct of 0.689 and the person-job fit construct of 0.694. So, it can
be concluded that discriminant validity has been able to be fulfilled by these variables, or it can be stated that the reliability of these variables is quite good.

Reability Test

<table>
<thead>
<tr>
<th>Variable</th>
<th>Composite Reliability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Person-Job Fit</td>
<td>0.892</td>
</tr>
<tr>
<td>Employee Performance</td>
<td>0.901</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>0.917</td>
</tr>
</tbody>
</table>

Source: Output SmartPLS3

Composite reliability is considered good if the value obtained exceeds 0.70. The table shows that person-job fit has a value of 0.892, for employee performance is 0.901 and job satisfaction is 0.917. The conclusion that can be expressed from here is that composite reliability has been able to be met by these variables, or it can be revealed that the reliability of the variables is fairly good.

In addition, Cronbach's alpha in this study shows that the person-job fit variable is 0.838, employee performance is 0.876, and job satisfaction is 0.895. So the Cronbach's alpha value in this study exceeds 0.60, this indicates that this value can be used.

Analysis The of R-Square

<table>
<thead>
<tr>
<th>Variabel</th>
<th>R-Square</th>
</tr>
</thead>
<tbody>
<tr>
<td>Person-Job Fit</td>
<td></td>
</tr>
<tr>
<td>Employee Performance</td>
<td>0.715</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>0.114</td>
</tr>
</tbody>
</table>

Source: Output SmartPLS3
The table indicates that the R-Square value provided by the person-job fit influence model on employee performance is 0.715. This indicates that 71.5% of person-job fit is able to explain the employee performance variable, while on the other hand 28.5% is explained by a number of other variables not included in the study. And the results related to person-job fit on job satisfaction have an R-Square value of 0.114. So, Job Satisfaction is able to be explained by the person-job fit variable by 11.4% and the remaining 88.6% is influenced by variables outside the study.

**Analysis Path Coefficients**

<table>
<thead>
<tr>
<th>Relationship Between Variables</th>
<th>Original Sample (O)</th>
<th>T-Statistics</th>
<th>T-Table</th>
<th>Kesimpulan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Satisfaction → Employee Performance</td>
<td>0.513</td>
<td>8.101</td>
<td>≥ 1.96</td>
<td>Hypothesis accepted</td>
</tr>
<tr>
<td>Person-Job Fit → Employee Performance</td>
<td>0.521</td>
<td>8.001</td>
<td>≥ 1.96</td>
<td>Hypothesis accepted</td>
</tr>
<tr>
<td>Person-Job Fit → Job Satisfaction</td>
<td>0.337</td>
<td>2.343</td>
<td>≥ 1.96</td>
<td>Hypothesis accepted</td>
</tr>
</tbody>
</table>

Source : Output SmartPLS3

Based on the results of the path coefficient analysis shows the correlation that emerges between variables. The t-statistics value of the influence of job satisfaction on employee performance is $8.101 \geq 1.96$, which indicates that it is found a significant influence on the job satisfaction variable on employee performance. On the value of coefficient estimate obtained is as much as 0.513 and this indicates a positive sign, precisely that job satisfactions will be increased if accompanied with employee performance. The resulting t-statistic value of $8.001 \geq 1.96$ proves that the person-job fit variable has a significant positive effect on employee performance. The person-job fit variable on employee performance has a positive effect with a coefficient of 0.521. The resulting t-statistics value of $2.343 \geq 1.96$ indicates that the person-job fit variable
on job satisfaction has a significant positive effect or with another meaning, namely the higher the person-job fit of employees affects employee job satisfaction or employee job satisfaction. The person-job fit variable on job satisfaction has a positive effect with a coefficient of 0.337. So, there is a significant positive effect and the job satisfaction variable is able to mediate the effect of person-job fit on employee performance in employees of PT Adikara Jaya Sentosa, tbk.

The Effect of Person-Job Fit on Employee Performance

From the test results that have been carried out, it is found that person job fit positively and significantly affects employee performance with a coefficient of 0.521. The resulting coefficient means that the higher the level of person-job fit that employees have in the company, the employee performance of employees also increases. The resulting t-statistic value of 8.001 ≥ 1.96 proves that the person-job fit variable has a significant positive effect on employee performance so that H1 is accepted. The results of this study are corroborated by research conducted by Anindita. (2019), Kadek et al. (2022), Widodo et al. (2020), Bhat & Rainayee (2019), Alfi et al. (2021) and Lorensa et al. (2020) which found that there was a significant positive effect on person job fit on employee performance. This is also supported by the descriptive results of respondents in this study for the person-job fit variable which is classified in the high category when viewed from the variable criteria category, namely with the average value of the person job fit variable of (4.07) and the average value of the employee performance variable (4.13).

The Effect of Person-Job Fit on Job Satisfaction

From the test results that have been carried out, it is found that person job fit positively and significantly affects job satisfaction with a coefficient of 0.337. The resulting coefficient means that the higher the level of person-job fit that employees have in the company, the job satisfaction of employees also increases. The resulting t-statistic value of 2.343 ≥ 1.96 proves that the person-job fit variable has a significant positive effect on job satisfaction so that H2 is accepted. The results of this study are corroborated by research conducted by Li et al. (2021),Yulianti & Fitdiarini. (2022), Dhir & Dutta. (2020), Nugraha. (2021),Agustian & Rachmawati. (2021) and Nielsen et al. (2020) who found that there was a positive influence on person job fit on job satisfaction. With the strong job satisfaction felt by employees, it can be beneficial for the company, because employees try to complete their work as well as possible to achieve the best results.
The Effect of Job Satisfaction on Employee Performance

From the test results that have been carried out, it is found that job satisfaction positively and significantly affects employee performance with a coefficient of 0.513. The resulting coefficient means that the higher the level of person-job fit that employees have in the company, the job satisfaction of employees also increases. The resulting t-statistic value of 8.101 ≥ 1.96 proves that the person-job fit variable has a significant positive effect on job satisfaction so that H3 is accepted. The results of this study are corroborated by research conducted by Suwandana & Perdanawati. (2020) and Prasetyaningrum & Hendarsjah. (2022) which found that there was a significant positive effect on job satisfaction on employee performance. With the strong job satisfaction felt by employees, it can increase the performance of employees which can benefit the company because employees work optimally.

The Effect of Person-Job Fit on Employee Performance through Job Satisfaction

The test results show that person-job fit has a positive and significant influence on employee performance through job satisfaction. This study strengthens the research previously conducted by Nugraha & Ramdansyah. (2022) which provides an explanation that there is a positive and significant influence between person job fit on employee performance through job satisfaction. Based on interviews from the commissioner of PT Adikara Jaya Sentosa, tbk, it is stated that employee performance has increased due to the suitability of the work that has been done. Where employees enjoy their work because it suits their interests. This creates satisfaction with the work that employees do because they feel optimal in every task given by the company.

Conclusion

From the results obtained from the procurement of this research and the discussion reviewed, the conclusions that the data reveal are person-job fit has a significant positive effect on employee performance at PT Adikara Jaya Sentosa, tbk. The data shows that the higher the person-job fit in a company, the higher the employee performance. Person job fit has a significant positive effect on job satisfaction at PT Adikara Jaya Sentosa, tbk. This shows that the higher the person job fit in a company, the higher the job satisfaction felt by employees. Job Satisfaction has a significant positive effect on employee performance at PT Adikara Jaya Sentosa, tbk. This shows that the higher the job satisfaction in a company, the higher the increase in employee
performance. Job satisfaction is an intervening variable capable of influencing the relationship between person job fit on employee performance in PT Adikara Jaya Sentosa, tbk. This is due to the indirect effect of person job fit on employee performance through job satisfaction.

In this study, it is still classified as a small scale because the number of respondents is limited and also in this study it is still dominated by men, it is hoped that it can bring up respondents with a variety of diversity. Person-job fit in PT Adikara Jaya Sentosa, tbk can be improved on the suitability of employee abilities with their work. By conducting training and self-development can help build characteristics in employees to be able to better master the work given so that employees can increase their capabilities in the field of work. Employee performance of employees of PT Adikara Jaya Sentosa, tbk can be improved on the quantity of work of employees who pay more attention to their work, employees object to doing additional tasks given suddenly by superiors that can interfere with routine tasks. In this problem can be overcome by holding team tasks with colleagues from several positions to increase awareness of helping others and the impact on coworkers and being tolerant of unfavorable situations in the company. Things that might increase job satisfaction in employees of PT Adikara Jaya Sentosa, tbk are improvements in terms of giving promotions where they must be given fairly.
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