

Person Job Fit On Employee Performance : The Mediating Role of Job Satisfaction At PT Pegadaian Surabaya

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ABSTRACT

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This study aims to test and analyze the influence of person job fit on employee performance with job satisfaction as a mediating variable. This study uses a quantitative approach involving 48 employees at PT Pegadaian Cabang Pembantu Dinoyotangsi Surabaya. The sampling technique uses a saturated sample of 49 respondents using a non-probability side technique with a saturated sample type. The statistical analysis used in this study is SEM PLS with the help of SmartPLS 3.2.9 software. The findings of this study indicate that person job fit has a significant effect on employee performance. Person job fit has a significant positive effect on Job satisfaction. Job satisfaction has a significant positive effect on Employee performance. Job satisfaction in this study is able to mediate the influence of person job fit and employee performance.

INTRODUCTION

Entering the era of increasingly advanced technology and information today, every business needs experienced and high-quality human resources. HR management can help improve working conditions for the benefit of workers and companies (Hartini, 2023). According to Yeni et al., (2022) Companies that have a competitive advantage are able to create professional resources that other companies do not have, this is in accordance with the Resources Based Theory. The growth of a company's business is highly dependent on the level of productivity achieved by human resources within the organization (V. Rivai, 2023).

Based on the Central Statistics Agency (BPS), the quality of Indonesian workers in 2020 decreased by 20.7% from 55.23 in 2019. This makes the quality of human resources in Indonesia still relatively lacking. In improving the need for a match between individuals and their jobs can improve employee performance because they feel comfortable in carrying

out their duties (Kaur & Kang, 2021). Nugraha, (2022) to improve employee performance, companies are required to pay attention to the suitability between employee abilities and values with the values applied in their work (person job fit).

Person job fit not only affects employee performance but also affects job satisfaction. Like Kurniawan's research, (2021) in his research, it provides results that job satisfaction is able to mediate person job fit on employee performance. Similar things were stated by Trysantika et al., (2023), Widyana & Bagia, (2022), Wulandari, (2021), Rajper et al., (2020), that job satisfaction is able to mediate person job fit on employee performance. In contrast to the results of research conducted by Nugraha & Ramdanyah, (2022), stating that person job fit has no effect on employee performance.

Meanwhile, Person job fit on job satisfaction as a whole studies the mechanism of suitability between employee values and their work which will affect satisfaction with their work, so that it has a

positive impact on job satisfaction. Several research results confirm the positive influence of person job fit on job satisfaction, including research conducted by Kaur & Kang, (2021), Anindita, (2019), Kurniawan, (2021). However, other results stated in research conducted by Nuraji & Zakiy, (2018) stated that person job fit does not affect job satisfaction.

Among the success of a company is influenced by human resource factors. At PT Pegadaian Dinoyotangsi there are several employees who are considered not punctual in carrying out their duties, the distribution of employee salaries is paid late, lack of training and competence for employees, employees who do not do their duties according to the established regulations, and complaints from customers. Where these problems are caused because several employees in the company do not have sufficient ability to do the job. From this phenomenon, this study was conducted to see how the influence of person job fit on employee performance and job satisfaction as a mediating variable at PT Pegadaian Dinoyotangsi Surabaya.

LITERATURE REVIEW

Person Job Fit and Employee Performance

Person-Job fit is defined as the match between job requirements including knowledge, skills and abilities with the qualifications possessed by the employee (Nugraha & Ramdansyah, 2022). Person-job fit is based on the characteristics of the worker and his job (Trysantika et al., 2023). When the characteristics of the worker and his job are aligned, his performance can automatically increase. Person job fit according to Nurtjahjono et al., (2020) is the match between an individual's abilities with job demands or a person's desires with job attributes.

Employee performance is a real manifestation of the behavior of each individual in the form of work performance produced according to their role. This is important because organizations are basically run by humans, and their performance affects the success of the organization (Mahendra & Kurniawan, 2023). The relationship between person job fit and employee performance is in line with research conducted by Trysantika et al., (2023), Wulandari, (2021), idyana & Bagia, (2022) which states that person job fit has a significant positive effect on employee performance. However, in research by Bika Mahendra & Soni

Kurniawan, (2023), Anindita, (2019) stated that person job fit does not have a significant effect on employee performance. Based on this, the hypothesis for the current study is formulated as below.

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

Person Job Fit and Job Satisfaction

Person Job Fit means the extent to which a person's qualifications, skills, knowledge, and abilities match the job requirements (Riant & Krisnandi, 2023). Person job fit is defined as the relationship between an employee's knowledge, skills, and abilities and job requirements, or it can also be defined as the relationship between an employee's needs or desires and what the job provides (Dilshad, 2023).

Job satisfaction is the level of positive feelings a person has after comparing the performance (results) they feel with their expectations, where this comparison results in high levels of motivation and productivity, and minimizes stress and turnover (Aini et al., 2022). In addition, employees who are satisfied with their jobs show more positive behavior, such as cooperation, initiative, and higher levels of creativity and innovation. (Khoiro & Frianto, 2024). The relationship between person job fit and job satisfaction is in line with research conducted by Kurniawan, (2021), Kaur & Kang, (2021) which states that person job fit is related to job satisfaction. However, it is different from what Nuraji & Zakiy, (2018) did, stating that person job fit does not have a significant effect on job satisfaction. Based on this, the hypothesis for the current study is formulated as follows.

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

Job Satisfaction and Employee Performance

Job satisfaction is one of the determining factors of employee performance. The sense of satisfaction that employees have while working will have a positive impact on their work. When employees feel satisfied, it will directly have a positive impact on the company. Satisfied employees will maximize their performance to achieve company targets. The higher the level of job satisfaction, the more optimal the work results produced.

The relationship between job satisfaction and employee performance is in line with research conducted by Yeni et al., (2022) and Nugraha & Ramdanyah, (2022) found a significant influence between stating that the influence of job satisfaction on employee performance can encourage employee performance in the company. In contrast to the research of Fauziek & Yanuar, (2021) which stated that job satisfaction has no effect on employee performance. Based on this, the hypothesis for the current study is formulated as below.

H3. Job satisfaction has a significant positive effect on employee performance.

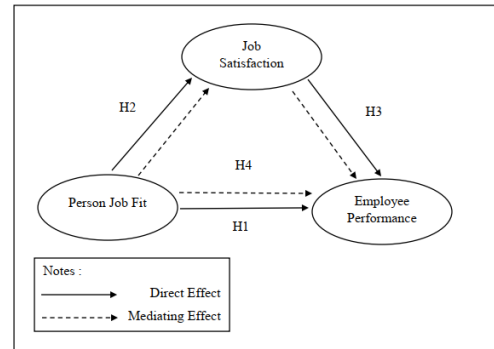
The Role of Job Satisfaction Mediating

Job satisfaction is a positive feeling experienced by employees towards their work. This feeling is influenced by various factors in the work environment, such as salary, relationships with coworkers, and workload. High job satisfaction can encourage employee motivation and enthusiasm, so that they are more enthusiastic in carrying out their duties. When employees feel satisfied and able to complete their work well, they will be more motivated, committed, and participate in achieving company goals (Wolor et al., 2022).

The mediating role of job satisfaction is in line with research conducted by Trysantika et al., (2023) & Nugraha & Ramdanyah, (2022) who found that there was a significant influence between person job fit and employee performance through job satisfaction. Employees crave harmony between their tasks and their abilities and expertise. This person job fit increases job satisfaction and produces optimal employee performance. The more aspects of the job that are in accordance with the individual's desires, the higher the level of satisfaction felt. Based on this, the hypothesis for the current study is formulated as below.

H4. Job Satisfaction mediates the influence between person job fit and employee performance

Figure 1. Research Framework



METHOD

Data Analysis

This study uses a quantitative approach to analyze the effect of person job fit on employee performance through job satisfaction. The population used in this study were employees of PT Pegadaian Dinoyotangsi Surabaya. The sample in this study was 49 employees of PT Pegadaian Dinoyotangsi Surabaya using a non-probability side technique with a saturated sample type. The data uses a Likert scale of 1 (strongly disagree) to 5 (strongly agree) which was taken through a questionnaire distribution. This study was conducted using the Structural Equation Model (SEM) approach using the Partial Least Square (PLS) analysis method using the Smart-PLS 3.2.9 program (Ghozali, 2018).

Measurement

In this study, the total statement items submitted were 23 items. Person job fit is measured using 4 indicators according to Trysantika et al., (2023), including Ability Suitability, Knowledge suitability, Personal needs suitability, Interest suitability. The employee performance variable is measured using 4 indicators according to Mahendra & Kurniawan, (2023) including Quantity, Quality, Punctuality, Attendance. And job satisfaction is measured using 4 indicators according to Aini et al., (2022) including Satisfaction with salary, Satisfaction with superiors, Satisfaction with coworkers, Satisfaction with job promotions.

RESULT

Responden Description

According to Hair et al., (2014) recommends that a sample size of 49 provides a strong basis for estimation. Thus, the sample size in this study (n = 49)

is considered adequate for the use of PLS-SEM in testing the proposed hypothesis as many as five components are presented using the frequency test. The five components are gender, age, last education, marital status, and length of service. The results are 37 people (75.5%) are male, 12 people (24.5%) are female. At the age of 17-25 years there are 12 people (24.5%), the age of 26-30 years there are 18 people (36.7%), the age of 31-35 years there are 9 people (18.4%), the age of 36-40 years there are 5 people (10.2%), the age of 41-45 years there are 2 people (4.1%), and the age > 45 years there are 3 people (6.1%). In High School/Equivalent Education, there are 25 people (51.0%), Diploma, there are 5 people (10%), S1, there are 14 people (28.6%), S2, there are 5 people (10.2%). In married status, there are 28 people (57.1%), unmarried, there are 21 people (42.9%). In the 0-5 years of work period, there are 26 people (51%), 6-10 years, there are 9 people (18.4%), 11-20 years, there are 10 people (20.4%), 21-30 years, there are 4 people (8.2%).

Measurement Model

In the first step, we ran the measurement model in SmartPLS 3.2.9 to ensure that the constructs were properly correlated based on the variances proposed. based on the variances proposed. Therefore, convergent and discriminant validity were examined to assess the measurement model in this study. To evaluate convergent validity, the factor loading of each item was examined in the first stage. According to (Ghozali, 2014) All indicators can be considered valid if they meet a correlation value greater than 0.70. However, if the indicator loading ranges from 0.50 to 0.60, it can be considered quite valid. Figure 2 shows that, for all variable indicators in this study, the loading factor seen through the outer loading value of each statement item is more than 0.70. This indicates the validity of the variable statement items for each variable in this study.

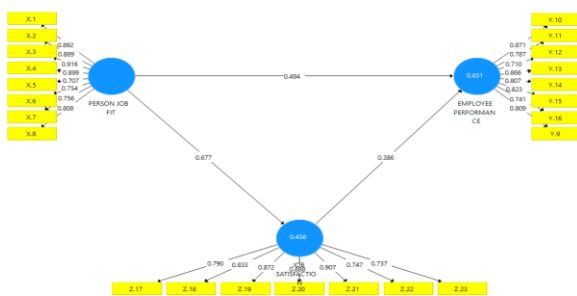


Figure 2. Measurement Model

Composite reliability (CR) was assessed to check internal consistency in this study. Hair et al. (2020) suggested a cutoff value of 0.70 for CR. In this study, CR for all items ranged from 0.935 to 0.947, exceeding the recommended value of 0.7. Furthermore, Cronbach's alpha (CA) can strengthen the reliability test results of the CR results obtained from the CR results. Or it can be said that the CA value is to evaluate internal consistency. The CA value in this study ranged from 0.922 to 0.936 and was above 0.70. Finally, the Average Variance Extracted (AVE) was examined to establish convergent validity in the study. According to Hair et al. (2020), AVE represents the overall average value of the squares of the indicators related to the research construct. AVE value An AVE value of 0.50 will indicate that 50% of the items provide sufficient explanation of the construct construct (Hair et al., 2020). In this study, the AVE values for all constructs are below the range of 0.645 to 0.691, which exceeds the recommended values of 0.5. The Specified Measurement Model can be seen in Table 1.

Tabel 1. Specified Measurement Model

Variable and scale item	AVE	CR	CA	Mean
Person Job Fit	0,645	0,947	0,936	4,02
Employee Performance	0,684	0,938	0,922	3,87
Job Satisfaction	0,691	0,935	0,921	3,73

The results of the respondents' answers were then interpreted using Ferdinand's three-box method, (2005:292). Based on the criteria for selecting Likert scale answers, the range of five must be divided by three to produce a range of 1.33 (1.00 - 2.33 = low; 2.34 - 3.67 = moderate; 3.68 - 5.00 = high) which was then used as the criteria for selecting Likert scale answers. Based on the respondents' assessment of the research variables (Person job fit = 4.02; Employee performance = 3.87; Job satisfaction = 3.73) the three latent variables are categorized as high.

Structural Model Assesment

It has been proposed to report path coefficients, p-values, and t-statistics in the structural model to evaluate the significance of the hypothesis (Rahman et al., 2020). Assessing the structural model by looking at the significance value to determine the influence between variables through the bootstrapping

procedure. Table 2 shows the results of testing the hypothesis of direct and indirect influence relationships.

Table 2. Hypothesis Testing for Direct Effect and Indirect Effect

Relationship	Coefficient	T-Stats	P-Value
Direct effect			
Perilaku proaktif → Employee performance	0,494	4,847	0,000
Person job fit → Job satisfaction	0,677	6,827	0,000
Job satisfaction → Employee performance	0,386	4,006	0,000
Indirect effect			
Person job fit → Job satisfaction → Employee performance	0,261	3,344	0,001

Level Significace (5%); t-statistics $\geq 1,96$; P-value $\leq 0,05$

Discussion of H1 shows that person-job fit has a significant positive effect on employee. The results of the path analysis show a relationship ($\beta = 0.494$, t-statistic = , 4.847 p , <0.05), so H1 is accepted. H2 shows a significant positive effect between person-job fit and job satisfaction. The results of the path analysis show a relationship ($\beta = 0.677$, t-statistic = , 6.827 p , <0.05), so H2 is accepted. Hypothesis 3 is also supported because there is a significant positive relationship between job satisfaction and employee performance. The results of the path analysis show a relationship ($\beta = 0.386$, t-statistic = , 4.006 p , <0.05), so H3 is accepted. Hypothesis 4 shows that job satisfaction is able to mediate the influence of person-job fit on employee performance. The results of the path analysis show a relationship ($\beta = 0.261$, t-statistic = , 3.344 p , < 0.05), so H4 is accepted.

DISCUSSION

The overall objective of this study is to analyze the effect of person job fit on employee performance through job satisfaction at PT Pegadaian Dinoyotangsi Surabaya. We found that there is a significant positive relationship between person job fit and employee performance through job satisfaction.

The research findings reveal that person job fit has a significant positive effect on employee performance. This finding confirms the research studies (Widyana

& Bagia, 2022) and (Wulandari, 2021) and (Rajper et al., 2020) which state that there is a significant positive effect of person job fit on employee performance. Based on these results, person job fit in employees can improve employee performance. This is because employees of PT Pegadaian Surabaya feel that their work is in accordance with their fields, and within the employees have a desire to achieve maximum results, where the employees also feel that they are in accordance with the tasks given by the company, so that employee suitability can improve employee performance. When viewed from the results of the descriptive statistics, the person job fit variable is included in the high category with an average of 4.52. In addition, the findings of this study confirm that person job fit with the ability suitability indicator owned by employees is able to improve employee performance. This is because they can complete their tasks according to their respective abilities with the strategies they have, employees also show that competence leads to better performance when there is a good job fit. Employees who feel a good fit between job requirements and their personal skills and abilities tend to perform better in their roles (Hinami et al., 2013).

The second finding is that the influence of person job fit has a significant positive effect on job satisfaction. This finding strengthens the results of previous studies conducted by (Kaur & Kang, 2021), (Anindita, 2019) and (Mahendra & Kurniawan, 2023) which stated that there is an influence of person job fit on job satisfaction. This is also supported by respondent data which shows that the indicator of satisfaction with coworkers has a value of 3.87. This is because PT Pegadaian employees highlight that person job fit is a strong predictor of overall job satisfaction and satisfaction with certain aspects of the job such as the job itself, salary, and promotion opportunities. And the suitability of employee abilities leads to a sense of satisfaction with coworkers who help each other in their work. Employees who feel comfortable with their jobs tend to feel more competent and capable, which in turn increases their job satisfaction (Issah M, 2021).

The next finding related to job satisfaction has a significant positive effect on employee performance. This finding confirms the research conducted by Suhartini (2019), Yeni et al., (2022), Prasetyaningrum & Hendarsjah, (2022) which states that there is an influence between job satisfaction and employee

performance. Based on these results, because high job satisfaction will produce good employee performance. Employees at PT Pegadaian themselves feel satisfied with their coworkers who help each other between employees, so that employee quality will increase and employee performance will also be better. Employees who feel satisfied are more committed to their organization which will lead to high productivity and better performance (Madiistriyatno, 2017). In addition, employee performance findings are influenced by various factors, including ability, motivation, support from the organization and the compensation system. Satisfied employees tend to have higher motivation, stronger commitment, and a desire to give their best effort in completing work, and feel satisfied, they will be more enthusiastic, creative, and proactive in carrying out their duties.

The last finding related to job satisfaction is able to mediate the relationship between person job fit and employee performance. This is in line with research conducted by Trysantika et al., (2023) where there is a positive and significant influence between person job fit and employee performance through job satisfaction. This finding is because PT Pegadaian employees feel satisfied with their jobs, they can adjust their personal values with the values of the company where they work in order to help complete work tasks so that they can improve employee performance. Previous research found that person job fit can lead to increased employee performance (Tahir Iqbal et al., 2012) through supportive job satisfaction, satisfaction with coworkers and salary. In addition, PT Pegadaian employees stated that they felt a match between their abilities and competencies with the work given by the company. PT Pegadaian employees stated that they felt a match between their abilities and competencies with the work given by the company.

CONCLUSION

Person job fit is very important for employee and organizational performance, especially at PT Pegadaian Dinoyotangsi Surabaya. This study examines the effect of person job fit on employee performance through job satisfaction. The results of the study indicate that person job fit has a significant positive effect on employee performance through job satisfaction at PT Pegadaian Dinoyotangsi Surabaya employees.

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