

Person-Job and Organization Fit in a Mismatched Work Environment and its Impact on Employee Satisfaction and Performance



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ABSTRACT: This paper discusses person-job fit (PJF) and person-organization fit (POF) in a mismatched work environment and examines their relationship with employee satisfaction and performance. The data was obtained from the distribution of electronic questionnaires to 452 employees working in Indonesia. Data analysis used structural equation modelling (SEM), and the results showed that PJF was positively correlated with POF. Both were positively related to job satisfaction, and were consistent across all aspects of the test. Similarly, the relationship between POF and performance, but the relationship between PJF and performance is inconsistent. In general, PJF is positively related to performance, but in work environment mismatch the relationship is negative, and it varies widely from a demographic perspective. In addition, job satisfaction is positively related to performance, but it does not mediate the relationship between POF and performance. In general, the mediating effect of satisfaction on the relationship between PJF and performance was not proven, but it was proven in the work environment mismatch. From a demographic perspective, the mediating effect is only evident in certain types of demographics.

KEYWORDS: Person-job fit, person-organization fit, job satisfaction, employee performance, mismatched work environment.

I. INTRODUCTION

Indonesia is a country with an inherently incompatible work environment. In the last four years, the average mismatch has reached 55.4 percent of the total workforce. The incompatibility occurs in two types. First, horizontal mismatch, which refers to a condition in which a person works but does not match his background of expertise or ability. For example, someone whose background is expertise or ability in the health sector, works as a banker, sales, etc. Second, vertical mismatch, which refers to a condition where a person works in a position that is lower than his skills or abilities. For example, someone whose expertise or ability is as a manager, actually works as a supervisor. Prayudhani (2020) found that 55.2 percent of the total workforce in Indonesia was mismatched, of which 64.52 percent were over-qualified and in the government service industry (74.34 percent), then manufacturing (66.06 percent), construction (51.3 percent), trade and services (48 percent), and the lowest is the education industry (27.5 percent).

So far, this discrepancy is believed to be due to a mismatch between education output and industry demand, as has been acknowledged by the government. In addition, the work environment there is also inherent in the practice of nepotism. This is marked by the proliferation of recruitment and job placement systems that tend to be unprofessional. Some workers are recruited and placed in certain positions, but not based on the needs of the organization and the skills or abilities of the workers, but because of requests or recommendations from insiders, which of course have a strong influence in the organization. In such a work environment, person-job fit (PJF) tends to be very low, because an individual has to work in an unfit field, which can have a negative impact on various aspects of human resource management. The most extreme impacts include work stress and burnout, which will then end in turnover.

PJF is an important component of person- environment (PEF), which has important implications in industrial and organizational psychology and other related fields. Many studies have proven that, but some experts argue that PJF is not too important, but person-organization fit (POF) is more important. PJF can be built over time as long as the POF has been firmly established (Kristof, 1996).

Basically, PJF and POF are the main components of PEF. Both have a very important role for the survival of the organization. Both are widely studied in the recruitment process, where PJF is considered more important at the selection stage, while POF is

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at the interview stage. Both have been studied for years, but until now there is no consensus. Several researchers have explored the antecedents of both, including training and development, performance appraisal, and the drag-selection-friction process (Boon and Hatog, 2011). Meanwhile, many studies have explored their impact on personnel aspects, including job satisfaction and employee performance (Kristof- Brown and Guay, 2011; Ellis et al., 2017; Peng and Mao, 2015; Chhabra, 2015; Lin et al., 2015). al., 2014; Farooqui and Nagendra, 2014; Iqbal et al., 2012; June and Mahmood, 2011). In general, PJF is positively related to satisfaction and performance, as is the relationship between POF and satisfaction. However, the relationship between POF and performance has not reached a consensus.

Apart from the antecedents and impact factors, the important role of PJF and POF is also unclear. In this context, is PJF more important than POF or vice versa? Basically, PJF is easy to measure and test through a pre-selection assessment, so it will be easy for organizations to find qualified employees. However, this does not guarantee that they will later work as expected. This is because one's work will also be greatly influenced by the conditions of the work environment that lead to POF. In addition, the PJF may not be something that is too important, because the PJF can be created over time as long as the POF is firmly established. However, empirical evidence of this has not been explored. Indirectly, some studies find that PJF has a dominant contribution than POF in explaining turnover intensity (eg, Saufi et al., 2020), while some others actually find that both have an equally large contribution in explaining employee satisfaction and performance (eg., Ardic et. al., 2016; Yahya et. al., 2012; Hasan et. al., 2012; and Hamid and Yahya, 2011).

This paper discusses person-job fit (PJF) and person-organization fit (POF) in a mismatched work environment and examines their relationship with employee satisfaction and performance. This is different from existing studies. We explore the relationship in two perspectives. First, the relationship will be studied and tested directly in a mismatched work environment. Second, the analysis of the relationship will be discussed specifically and comprehensively, which is based on demographic characteristics. Therefore, it is hoped that our findings will be able to broaden our horizons about PJF and POF and their relation to employee satisfaction and performance. Therefore, it can make a significant contribution to the development of science, especially in industrial and organizational psychology disciplines and other related fields.

The remainder of this paper describes the literature and hypotheses, methods, results and discussion, and closes with conclusions.

II. LITERATURE

Person-job fit (PJF) refers to a condition where there is a match between the characteristics of an employee and the characteristics of his job. Edward (1991) explains it into two perspectives, i.e.: (1) needs-supplies, which shows that PJF will occur if the organization is able to meet individual satisfactions, needs, desires, and preferences; and

(2) ability-demand, which implies that PJF will be fulfilled if a person has characteristics that are in accordance with what is needed by the organization. The needs-supplies perspective contains a number of attributes of employee desires and job characteristics that can satisfy their desires. In this context, the desired attributes include goals, psychological needs, interests, values, salary, and other job attributes. Meanwhile, in the ability-demand perspective, it contains job requests needed to do the job and individual abilities that can be equated with job requirements. In general, job demands or demands include skills, abilities, and knowledge. Meanwhile, Kristof et al. (2005) stated that the fit between personal and work can be seen objectively and subjectively. Objectively, it can be seen on how appropriate a person's characteristics are with his work, while subjectively, how is his personal perception of his work.

PJF plays an important role in aspects of human resource management. High PJF can increase satisfaction and performance, reduce turnover intention. and vice versa can trigger job dissatisfaction, underperforming, job stress, job saturation, and will end up with turnover (Christiansen et al., 2014; Lam et al., 2018). Specifically, Peng and Mao (2015) examined the relationship between PJF and job satisfaction, and the results showed that both had a positive and significant correlation. The more fit employees are with their organization, it will encourage them to be satisfied at work. The same thing was also found by Chhabra (2015), Iqbal et al. (2012), Ellis et al. (2017), Park et al. (2019), Cowin and Moroney (2018). Meanwhile, Lin et al. (2014) examined the relationship between PJF and performance, and found that PJF was positively and significantly related to employee performance. The same thing was also found by June and Mahmood (2011) on Service Sector SMEs in Malaysia, Iqbal et al. (2012) in Pakistan, and Chinomona et al. (2013) on the manufacturing sector in Zimbabwe.

Therefore:

H1: PJF is positively related to employee satisfaction and performance, where the more fit the values between the employee's personal and work, the more satisfaction and performance they will encourage, and vice versa.

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Person-Organization Fit (POF) refers to a condition where there is a match between the employee's personal beliefs and values with the mission, values, goals, and ethics of the organization. In other words, POF is the consistency between organizational culture and its employees (Grobler, 2016; Chhabra, 2015) or the extent to which individuals and organizations share similar features (Kim et al., 2013; Peng et al., 2014). POF is often used as an important criterion in the recruitment process and has been shown to be effective in directing positive aspects of individual performance (Hu et al., 2020). Various studies have found that a person will be more committed and satisfied if he is fit with his organization (eg, Kooij and Boon, 2018). A strong fit between individual values and organizational values will result in strong employee commitment, which in turn will lead to high performance (Peng et al., 2014). A high POF is also seen as key in retaining highly flexible employees who meet competitive challenges (Chen et al., 2016; Farzaneh et al., 2014; Mahdi et al., 2012).

Kakar et al., (2019) summarized two dimensions of POF, namely: (1) person- organization value fit (POVF), which represents the complexity between a person and organizational values; and (2) person-organization goal fit (POGF), which represents the fit between personal and organizational goals. These two dimensions will form the combined value of the POF. Meanwhile, Zhang et al. (2017) summarizes four dimensions of POF, namely: (1) value congruence, which refers to the degree of congruence between individual values and their organization; (2) goal congruence, which refers to the extent to which individuals agree on the priorities of their organization's goals; (3) personality-climate congruence, which shows the suitability between individual personal characteristics and organizational climate; and (4) needs-supplies congruence, which indicates that POF occurs when the organization fulfills individual needs, wants or preferences.

Just like PJF, POF also has a very important role in personnel aspects, including increasing employee satisfaction and performance. The relationship between POF with satisfaction and performance has also been widely investigated. For example, Farooqui and Nagendra (2014) found that POF is positively related to satisfaction and performance. Zhang et al. (2017), Chaturvedi and Dubey (2016), and Liu et al. (2010) also found that POF was positively related to job satisfaction, however Chen et al. (2016) did not find a direct relationship between POF and job satisfaction, but through stress and supervisor support.

Therefore:

H2: POF is positively related to employee satisfaction and performance, where the more fit the values between the employee's personality and the organization, the more it encourages their satisfaction and performance, and vice versa.

Employee satisfaction and performance have long been believed to have a positive relationship. It has long been and is widely studied in industrial and organizational psychology and other related fields. However, the relationship between the two is still ambiguous. Several studies found that both have a two-way relationship, on the one hand satisfaction affects performance, and on the other hand performance affects satisfaction. But many also find that the two do not have a direct relationship. Classical literature such as Locke (1970) found that job satisfaction or dissatisfaction is the result of action, and its effect on performance as a function of the extent to which performance requires or leads to the achievement of important individual values. Satisfaction or dissatisfaction is an important driver for action because it involves a tendency to action. This contrasts with Ilgen (1971), who showed that satisfaction with performance is a monotonic function of the algebraic difference between expected and reported performance. However, satisfaction is also a function of performance as well as the interaction between the reported level of performance deviation and expected performance. Meanwhile, Petty et al. (1984) using a meta-analysis found a high correlation between the two, and the correlation is higher than what has been found by previous researchers. This is in contrast to the findings of Laffaldano and Muchinsky (1985) who also used meta-analysis, but did not find a significant relationship between the two.

Recent literature reports increasingly mixed findings about the relationship between satisfaction and performance. This is due to various factors, i.e., different sample sizes and different cases. For example, Ismail et al. (2021) by bringing up the case of electronic human resource management (eHRM) in the banking sector in Malaysia and by using as many as 76 research subjects, they found that there was a positive and significant relationship between the two. This is different from the findings of Han (2021) by raising the case of golf equipment in Korea, using 328 respondents, it did not find a significant relationship between the two. Meanwhile, Khan et al. (2020) by raising a case in a university environment in Pakistan, and with a sample of 60 people, found that performance appraisal had a significant effect on job satisfaction. Previously, Yuen et al. (2018) with a subject of 116 seafarers and Shaju and Subhashini (2017) by bringing the case to employees in the automotive sector, also found the same thing.

Although the second relationship is still ambiguous to date, in general the researchers found that the two have a strong relationship, with satisfaction dominantly being found as an antecedent of performance. Therefore, the hypotheses proposed in this regard are:

Therefore:

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H3: satisfaction is positively related to performance, where high satisfaction will encourage higher performance.

H4: satisfaction mediates the relationship between PJF and POF with performance, where the more fit both of them, the higher the employee performance will be, and in turn will have a positive impact on performance.

III. METHOD

The data was obtained from the distribution of electronic questionnaires to employees working in Indonesia. The minimum target of respondents is 200 people, so that it meets the data processing standards with the structural equation model (SEM). This questionnaire was first distributed on May 20, 2021 and closed on June 17, 2021. This questionnaire contains 27 closed questions, consisting of 11 questions related to respondent profiles, 2 questions for person-job fit, 4 questions for person-organization fit, 5 questions for satisfaction, and 5 questions for performance. All question items in the questionnaire were measured by five Likert scales.

Person-job fit (PJF) is proxied by two dimensions proposed by Kristof et al. (2015), i.e.: (1) objective; and (2) subjective, each dimension consists of one question item. Meanwhile, person- organization fit (POF) is proxied by the four dimensions proposed by Zhang et al. (2017), i.e.: (1) value congruence; (2) goal congruence; (3) personality-climate congruence; and (4) needs- supplies congruence. Each dimension consists of one question. Meanwhile, employee satisfaction and performance are proxied by the indicators proposed by Robbins (2015). Job satisfaction indicators include the work itself, salary, promotion, supervision, and co-workers. Meanwhile, employee performance indicators include quality, quantity, timeliness, effectiveness, and independence.

IV. RESULTS

Respondent Statistics

The number of respondents reached 452 people, with general characteristics as presented in Table 1, General Column. From this number, respondents were divided into two groups, namely matched and mismatched groups. The matched group is a group of respondents who have a high person-job fit (PJF), which is characterized by the presence or high level of compatibility between educational backgrounds and the compatibility between their desires and expectations with the current task or job. The number of respondents who fall into this group is 426 people or representing 72.12% of the total respondents. The characteristics of respondents who fall into this group can be seen in Table 1, Column Matched. The mismatched group is the opposite of the matched group. The number of respondents who fall into this group is 126 people or 27.88% of the total respondents, with characteristics as can be seen in Table 1, Mismatched Column.

In general, respondents were dominated by male respondents (79.42%). Specifically, the matched and mismatched groups were the same, but the dominance of male respondents in the mismatched group was higher than the matched group. Based on age, it is generally dominated by young respondents (61.06%), with an average age ranging from 30 to 39 years. The specifics for the matched and mismatched groups were also the same, but the average age of the respondents in the matched group was slightly older than the average age of the respondents in the mismatched group.

Based on marital status, in general it is dominated by married respondents, and the specifics are the same in both groups. Based on the level of education, it is generally dominated by respondents with low education (57.74%), with an average of diploma graduates or below. The specifics for the two groups are also the same, but the average education level of respondents in the matched group is higher (average diploma graduates), while the average education level of respondents in the mismatched group is high school graduates or below.

Based on the type of institution where they work, it is generally dominated by respondents who work in private institutions, which is around 88.94% and only 11.06% who work in government institutions, and the specifics are the same in both groups. Meanwhile, in general, the research respondents were dominated by respondents with high tenure (average 8 to 10 years), and the specifics were the same in both groups. Based on employee status, almost all respondents are permanent employees, both in the matched and mismatched groups. Based on the field of work, the majority (75.44%) work in non- technical fields, and only 24.56% work in technical fields, both in the matched and mismatched groups

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Table 1. Responden Statistics

| | N | General | | Matched | | | Mismatched | | |
|-------------------------|-----|---------|--------|---------|------|--------|------------|------|--------|
| | | Mean | STDev. | N | Mean | STDev. | N | Mean | STDev. |
| Gender | | | | | | | | | |
| Male | 359 | 0.79 | 0.40 | 246 | 0.75 | 0.43 | 113 | 0.89 | 0.30 |
| Female | 93 | | | 80 | | | 13 | | |
| Age | | | | | | | | | |
| Young | 276 | 2.20 | 0.48 | 190 | 2.26 | 0.49 | 86 | 2.04 | 0.82 |
| Old | 176 | | | 136 | | | 40 | | |
| Marital Status | | | | | | | | | |
| Single | 45 | 0.90 | 0.30 | 26 | 0.92 | 0.27 | 19 | 0.84 | 0.35 |
| Married | 407 | | | 300 | | | 107 | | |
| Education | | | | | | | | | |
| Low Educated | 261 | 1.51 | 0.49 | 172 | 1.56 | 0.50 | 89 | 1.34 | 0.58 |
| Highly Educated | 191 | | | 154 | | | 37 | | |
| Type of Workplace | | | | | | | | | |
| Government Institution | 50 | 0.83 | 0.31 | 46 | 0.79 | 0.34 | 7 | 0.94 | 0.22 |
| Private Institution | 402 | | | 280 | | | 119 | | |
| Tenure | | | | | | | | | |
| Low Tenure | 108 | 4.28 | 0.42 | 70 | 4.31 | 0.41 | 38 | 4.17 | 0.98 |
| High Tenure | 344 | | | 256 | | | 88 | | |
| Employee Status | | | | | | | | | |
| Permanent Employees | 440 | 0.97 | 0.16 | 326 | 0.96 | 0.18 | 125 | 0.99 | 0.08 |
| Non-Permanent Employees | 12 | | | 11 | | | 1 | | |
| Field of Work | | | | | | | | | |
| Technical | 111 | 0.24 | 0.43 | 79 | 0.24 | 0.42 | 32 | 0.25 | 0.43 |
| Non-Technical | 341 | | | 247 | | | 94 | | |
| Position | | | | | | | | | |
| Position | 110 | 1.49 | 0.43 | 92 | 1.59 | 0.45 | 18 | 1.23 | 0.62 |
| Unposition | 342 | | | 234 | | | 108 | | |
| Income | | | | | | | | | |
| Low Income | 330 | 2.28 | 0.44 | 224 | 2.34 | 0.46 | 106 | 2.12 | 0.57 |
| High Income | 122 | | | 102 | | | 20 | | |

Based on position, the majority of respondents (75.66%) do not have a position, and only 24.34% already have a position, with the average position being supervisor. Specifically, there is also no significant difference between the positions of respondents in the matched and mismatched groups. Based on take home pay, the majority of respondents (73.01%) have a low monthly income, on average ranging from IDR 2 million to IDR 5 million per month. Specifically, it is also the same in each group.

In summary, the majority of the research respondents were male, the average age was 30 to 39 years, and almost all of them were married. On average, the respondents are high school graduates or below and almost all of them work in private institutions, with the average having a high tenure (8-10 years). Almost all of the respondents are permanent employees and work in non-technical fields, on average also already have a position, and on average have a low take home pay (Rp2 to Rp5 million per month). On the other hand, female respondents are the minority, on average they are also young (30-39 years old), the majority of them are also married, on average they are diploma graduates, and most of them work in government institutions. On average, they also have a high tenure (8-10 years), and almost all of them are permanent employees and work in non-technical fields. On average, they also have positions and incomes that are classified as medium, which ranges from Rp. 6 to Rp. 10 million per month. Specifically, there is no significant difference between the characteristics of respondents in the matched group and those in the mismatched group. Respondents of further research will be referred to as "employees".

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Statistics, Validity, Reliability, and Normality of Data

Table 2 presents the statistics, validity, reliability, and normality of the data. The level of congruence between the respondent's education and occupation was quite appropriate (PJF1, mean = 3.63) and their current job was also quite in line with what was expected/wanted (PJF2, mean = 3.81). Thus, their level of person-job fit (PJF) is on average moderately fit (PJF = 3.72 or rounded up to 4). Meanwhile, the level of concordance between institutional values and their personality values is also quite appropriate (POF1, mean = 4.14), their level of agreement with the goals or vision of their institution is also quite good (POF2, mean = 4.35), circumstances, conditions, and the work environment is also felt to be quite in line with the wishes/expectations (POF3, mean = 3.76), and the level of institutional concern for their needs, desires, and expectations is also considered quite good (POF4, mean = 3.73). Thus, substantially the level of their person- organization fit (POF) is on average quite fit (POF, mean = 3.99). When compared between the two, POF was more fit than PJF (mean = 3.99 vs. 3.72).

Table 2. Statistics, Validity, Reliability, and Normality of Data

| | Mean | General | | Matched | | | | Mismatched | | | | |
|------|------|---------|------|---------|------|------|------|------------|------|------|------|------|
| | | Mean | | Mean | | | | Mean | | | | |
| PJF | 3.72 | | 0.27 | 4.12 | | 0.35 | 2.67 | | 0.42 | | | |
| PJF1 | 3.63 | 0.43 | 0.60 | 0.43 | 4.09 | 0.38 | 0.61 | 0.40 | 2.42 | 0.32 | 0.61 | 0.37 |
| PJF2 | 3.81 | 0.43 | | 0.52 | 4.15 | 0.38 | | 0.50 | 2.92 | 0.32 | | 0.35 |
| POF | 3.99 | | | 0.28 | 4.16 | | | 0.21 | 3.56 | | | 0.14 |
| POF1 | 4.14 | 0.48 | | 0.50 | 4.30 | 0.39 | | 0.50 | 3.72 | 0.43 | | 0.21 |
| POF2 | 4.35 | 0.50 | 0.72 | 0.65 | 4.49 | 0.48 | 0.66 | 0.64 | 3.98 | 0.35 | 0.64 | 0.24 |
| POF3 | 3.76 | 0.50 | | 0.52 | 3.92 | 0.47 | | 0.48 | 3.34 | 0.36 | | 0.31 |
| POF4 | 3.73 | 0.54 | | 0.54 | 3.93 | 0.43 | | 0.48 | 3.23 | 0.53 | | 0.26 |
| JS | 3.69 | | | 0.16 | 3.89 | | | 0.17 | 3.17 | | | 0.15 |
| JS1 | 4.04 | 0.52 | | 0.55 | 4.26 | 0.47 | | 0.49 | 3.45 | 0.39 | | 0.25 |
| JS2 | 3.72 | 0.52 | | 0.52 | 3.91 | 0.50 | | 0.50 | 3.22 | 0.39 | | 0.28 |
| JS3 | 3.25 | 0.61 | 0.76 | 0.49 | 3.47 | 0.55 | 0.72 | 0.42 | 2.66 | 0.51 | 0.6 | 0.34 |
| JS4 | 3.55 | 0.52 | | 0.49 | 3.72 | 0.47 | | 0.46 | 3.11 | 0.45 | | 0.29 |
| JS5 | 3.90 | 0.47 | | 0.51 | 4.08 | 0.41 | | 0.47 | 3.42 | 0.37 | | 0.31 |
| EP | 3.77 | | | 0.21 | 3.83 | | | 0.19 | 3.62 | | | 0.31 |
| EP1 | 3.67 | 0.47 | | 0.63 | 3.71 | 0.41 | | 0.57 | 3.54 | 0.61 | | 0.29 |
| EP2 | 3.69 | 0.55 | | 0.60 | 3.76 | 0.55 | | 0.54 | 3.51 | 0.51 | | 0.28 |
| EP3 | 3.99 | 0.54 | 0.68 | 0.55 | 4.09 | 0.53 | 0.67 | 0.48 | 3.75 | 0.51 | 0.7 | 0.27 |
| EP4 | 4.19 | 0.45 | | 0.53 | 4.30 | 0.43 | | 0.48 | 3.92 | 0.44 | | 0.33 |
| EP5 | 3.33 | 0.43 | | 0.46 | 3.83 | 0.33 | | 0.40 | 3.39 | 0.38 | | 0.26 |

Notes: PJF = person-job fit; POF = person-organization fit; JS = job satisfaction; EP = employee performance

In general, employees have a fairly good level of job satisfaction (JS, mean = 3.69), especially job-related satisfaction (JS1, mean = 4.04), satisfaction with coworkers (JS5, mean = 3.90), satisfaction with salary and benefits (JS2, mean = 3.72), and satisfaction with leadership (JS4, mean = 3.55), while satisfaction with promotion tends to be undecided (between satisfied and dissatisfied) (JS3, mean = 3.33). Their performance is also quite good on average (EP, mean = 3.77), especially with regard to effectiveness (EP4, mean = 4.19) and work efficiency (EP3 = 3.99). This good performance was also driven by work that was always in accordance with the set standards (EP1, mean = 3.67) and also work results that were never corrected by superiors (EP2, mean = 3.69). However, in carrying out their duties, employees sometimes also ask for help from their co-workers, so they are less independent (P5 = 3.33).

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Specifically, employees in the matched group had a fit PJF (PJF, mean = 4.12), which was contributed by a match between education and current job (PJF1, mean = 4.09) and a match between employee desires/expectations with their current job (PJF2, mean = 4.15). In contrast, the mismatched group had a less fit PJF (PJF, mean = 2.67), which was caused by a mismatch between educational background and current job (PJF1, mean = 2.42) and a mismatch between employee desires/expectations for their current job. (PJF2, mean = 2.92). However, the POF in both groups was quite fit, although the POF of employees in the matched group was higher than the POF of employees in the mismatched group (POF, mean = 4.16 vs. 3.56). Employees in the matched group had job satisfaction (JS, mean = 3.89), mainly driven by job-related satisfaction (JS1, mean = 4.26) and compensation-related satisfaction (JS2, mean = 3.91). Meanwhile, employees in the mismatched group had a pseudo-satisfaction level, which was between satisfied and dissatisfied (JS, mean = 3.17). This was triggered by their dissatisfaction with career development (JS3, mean = 2.66) and supported by dissatisfaction with the leadership (JS4, mean = 3.11) and dissatisfaction with compensation (JS2, mean = 3.22). However, employee performance in both groups tended to be equally good (EP, mean = 3.83 vs. 3.62). The good performance was mainly driven by job effectiveness (EP4, mean = 4.30 vs. 3.92) and job efficiency (EP3, mean = 4.09 vs. 3.75).

All question items, both in general and in the matched and mismatched groups, have a correlation value (r) above three (> 3), so it can be stated that the research data has a fairly high level of validity. Likewise, each group of question items also has a Cronbach alpha (α) value above 60%, so that the data generated from the questionnaire is stated to be quite reliable. All data also have an insignificant Z value, and therefore the data is declared to be normally distributed, so it is good to be used for the next analysis process.

Variable Correlation

Table 3 below shows the correlation between research variables. In general (see General column), person-job fit (PJF), person-organization fit (POF), job satisfaction, and employee performance are positively and significantly correlated with one another. This shows that the more fit employees' personal values are to their work, the more fit they are to the organization and will encourage better job satisfaction and performance, and vice versa (*ceteris paribus*). PJF has a moderate correlation with POF ($R=0.57$) and job satisfaction ($R=0.62$), but has a weak correlation with employee performance ($R=0.21$). Therefore, the PJF variance to explain the three is also relatively weak, which is only around 32.5% for POF, 38.4% for job satisfaction, and 4.4% for employee performance.

In addition to being correlated with PJF, POF is also positively correlated with job satisfaction and employee performance, which indicates that the more fit an employee's personal values are to organizational values, the higher the level of satisfaction and performance. POF correlation with job satisfaction is very strong ($R=0.77$), so that more than 50% of job satisfaction can be explained by POF. Meanwhile, the correlation between POF and employee performance is relatively weak ($R=0.34$), so the ability of POF to explain performance is only about 11.9%, and vice versa. Meanwhile, job satisfaction also has a positive correlation with performance, which indicates that the higher the job satisfaction, the higher the employee's performance, and vice versa (*ceteris paribus*). However, the correlation between the two is very weak ($R=0.28$), with the coefficient of determination only about 8.2%.

Table 3. Correlation Matrix

| | General | | | | Matched | | | | Mismatched | | | |
|-----|---------|---------|---------|------|---------|---------|---------|------|------------|---------|---------|------|
| | PJF | POF | JS | EP | PJF | POF | JS | EP | PJF | POF | JS | EP |
| PJF | 1.00 | | | | 1.00 | | | | 1.00 | | | |
| POF | 0.57*** | 1.00 | | | 0.51*** | 1.00 | | | 0.18** | 1.00 | | |
| JS | 0.62*** | 0.77*** | 1.00 | | 0.47*** | 0.73*** | 1.00 | | 0.38*** | 0.66*** | 1.00 | |
| EP | 0.21*** | 0.34*** | 0.28*** | 1.00 | 0.20*** | 0.28*** | 0.22*** | 1.00 | -0.03 | 0.34*** | 0.26*** | 1.00 |

Notes: PJF = person-job fit; POF = person-organization fit; JS = job satisfaction; EP = employee performance; *significant 10%; **significant 5%; ***significant 1%

Specifically, in the matched group, the four variables also have a positive and significant correlation between one another. The correlation between PJF and POF is moderate ($R=0.51$), as well as the correlation between PJF and job satisfaction ($R=0.47$), while the correlation between PJF and employee performance is weak ($R=0.20$). The strongest correlation also occurred between POF and job satisfaction ($R=0.73$), while the correlation between POF and performance was also weak ($R=0.28$), as was the correlation between satisfaction and performance ($R=0.22$). As for the mismatched group, PJF was positively and

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significantly correlated with POF, but in a very weak condition ($R=0.18$), as was the correlation between PJF and job satisfaction ($R=0.38$). The correlation between PJF and employee performance is negative, but not significant ($R=-0.03$), which indicates that a bad PJF, at a certain point does not affect employee performance, but if the PJF gets worse, it can have a negative impact on employee performance. Meanwhile, POF has a positive and quite strong correlation with job satisfaction ($R=0.66$), as well as employee performance. The correlation between POF and performance ($R=0.34$) and the correlation between satisfaction and performance ($R=0.26$) is relatively less strong, but is actually better when compared to the matched group.

Relationship between PJF, POF, Satisfaction, and Performance: General Findings

Figure 1 describes the general relationship between person-job fit (PJF), person-organization fit (POF), job satisfaction, and employee performance. PJF is positively and significantly correlated with POF. Both also have a positive and significant relationship with job satisfaction and employee performance (see Figure 2). Both (PJF and POF) have a direct relationship with employee performance. When compared, POF has a greater impact than PJF, both on job satisfaction ($\beta=0.772$ vs. 0.625) and on employee performance ($\beta=0.354$ vs. 0.219). When compared between the impact of PJF, POF, and job satisfaction on employee performance, the impact of POF is also superior, followed by the impact of job satisfaction ($\beta=0.287$), and lastly is the impact of PJF.

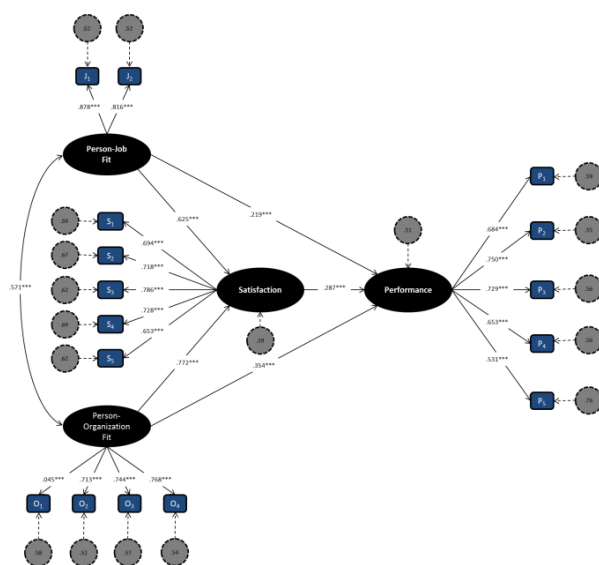


Figure 1. Relationship between Person-Job-and- Organization Fit, Job Satisfaction, and Employee Performance

This positive correlation between PJF and POF shows that the more fit employees' personal values are to their duties or work, the more fit they are to the organization. On the other hand, the more fit employees' personal values are to the values of their organization, the more fit they are to their duties/jobs. Thus, PJF is not the sole factor that explains POF, and vice versa. The variance of PJF to explain POF (or vice versa) is only 32.6%, while another 67.4% is explained by other factors not addressed in this model. Specifically, the level of organizational concern for the needs, desires, and expectations of employees is the main dimension of POF that most significantly affects PJF, then followed by circumstances, conditions, and work environment in accordance with the wishes/expectations of employees, then the suitability of the organization's vision and goals, and the last is the compatibility between the values of the organization with the personal values of employees. On the other hand, the suitability of the job with the wishes/expectations of the employee is the main dimension of the PJF that most significantly affects the POF, which is followed by the match between the educational background and the employee's job. When compared between the two, the PJF dimensions have greater variance in explaining POF than the POF dimensions in explaining PJF (Adj.R Square=0.388 vs. 0.332).

The positive and significant relationship between PJF and POF with job satisfaction shows that the more fit employees' personal values are to their work and organization, the higher their level of job satisfaction. When compared between the two, the contribution of POF is more dominant to job satisfaction than the contribution of PJF ($\beta_{POF_Satisfaction} = 0.772$ vs. $\beta_{PJF_Satisfaction} = 0.625$). Specifically, PJF will be very fit when employees have tasks/jobs that match their educational background ($J1 = 0.878$) and accompanied by his wishes and hopes ($J2 = 0.816$). Substantially, these two factors will encourage job satisfaction, especially satisfaction with their duties/jobs. Meanwhile, POF will be more fit when the organization gives a high

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level of concern for their needs, wants, and expectations ($O4 = 0.768$), accompanied by circumstances, conditions, and work environment ($O3 = 0.744$) as well as the vision and goals of the organization in accordance with their wishes/expectations ($O2 = 0.713$). In addition, POF will also be more fit when the organization's values (such as honesty, professionalism, integrity, etc.) are in accordance with their personality values ($O1 = 0.045$). Substantially, these four factors will encourage higher job satisfaction, especially satisfaction with career development ($S3 = 0.786$), satisfaction with leadership ($S4 = 0.728$), compensation satisfaction ($S2 = 0.718$), and their co-workers ($S5 = 0.653$).

The positive and significant relationship between PJF and POF with employee performance shows that the more fit employees' personal values are to their work and organization, the higher their level of job satisfaction. When compared between the two, the contribution of POF is also more dominant to employee performance than the contribution of PJF ($\beta_{POF_Performance} = 0.354$ vs. $\beta_{PJF_Performance} = 0.219$). Specifically, the more fit an employee's personal values are with his/her job and organization, it will encourage timely completion of work with the quality standards set.

The positive relationship between job satisfaction and employee performance shows that employees who are satisfied with their work and organization tend to have good performance. The higher the satisfaction, the more it encourages them to achieve better performance. However, the correlation between the two is weak ($R = 0.287$), so that the variance of job satisfaction to explain the variance of performance is also very low, which is only 8.2%. When compared between PJF, POF, and job satisfaction, POF has a stronger correlation with higher determination and a more dominant contribution to performance. While PJF is the opposite of POF, and job satisfaction is somewhere in between. Thus, POF has a more important role in increasing job satisfaction and employee performance compared to PJF, and is also more important in improving performance compared to job satisfaction.

Relationships in the Work Environment Matched

Figure 2 describes the specific relationship between person-job fit (PJF), person-organization fit (POF), job satisfaction, and employee performance in a matched work environment. As in the previous general relationship, PJF and POF are positively and significantly related to job satisfaction and employee performance. The role of POF is also more dominant in explaining job satisfaction than the role of PJF, both in relation to job satisfaction ($\beta_{POF_Satisfaction} = 0.619$ vs. $\beta_{PJF_Satisfaction} = 0.273$) as well as in relation to employee performance ($\beta_{POF_Performance} = 0.206$ vs. $\beta_{PJF_Performance} = 0.288$). In addition, job satisfaction also has a positive and significant relationship with employee performance ($\beta_{Satisfaction_performance} = 0.226$). However, job satisfaction does not mediate the relationship between PJF and POF with employee performance. The suitability of educational background with current duties or work, and the suitability between the wishes/expectations of employees towards their work are the dominant factors that shape PJF in a matched work environment. Both of these factors can encourage a good POF, especially will encourage conditions/conditions or work environment in accordance with the wishes/expectations of employees. In addition, a good PJF can also increase job satisfaction and employee performance, especially satisfaction related to the work itself and performance related to job quality.

In a matched work environment, the conditions/conditions or work environment in accordance with the wishes/expectations of the employees are the main factors that form the POF, and are most significantly influenced by the PJF. In addition, the level of organizational concern for the needs, desires, and expectations of employees as well as the relevance of the organization's vision and goals also contributes greatly to the formation of POF. Substantially, these factors will encourage job satisfaction, especially job satisfaction, compensation, career development, and work colleagues, including satisfaction with leaders. Besides being able to increase job satisfaction, these factors can also encourage better employee performance, especially related to effectiveness, efficiency, and quality of work. The main factors that shape job satisfaction in a matched environment are satisfaction with career development, compensation, and leadership. The three main factors are more dominantly explained by POF than PJF, so that the contribution of POF to overall job satisfaction is higher than the contribution of PJF. Substantially, the three main factors can improve employee performance, especially those related to work effectiveness and efficiency.

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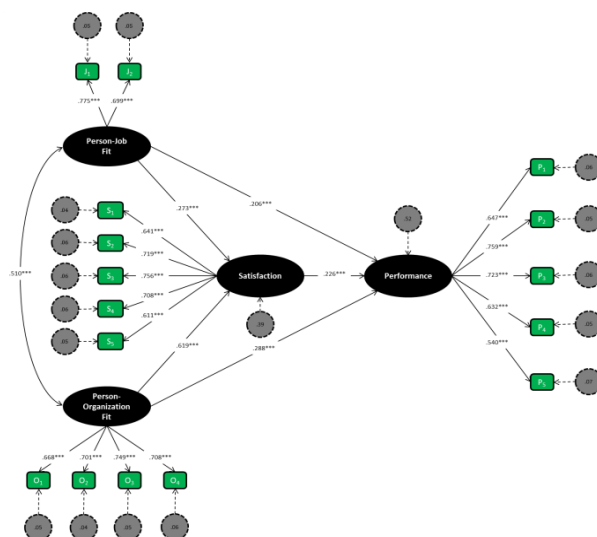


Figure 2. Relationship between Person-Job-and- Organization Fit, Job Satisfaction, and Employee Performance in a Matched Work Environment.

Relationships in the Mismatched Work Environment

Figure 3 describes the specific relationship between person-job fit (PJF), person-organization fit (POF), job satisfaction, and employee performance in a mismatched work environment. In this work environment, the relationship between PJF, POF, job satisfaction, and employee performance is very different compared to the relationship in a matched environment. The correlation between PJF and POF in a mismatched environment is very low ($R=0.184$), but both still have a positive and significant relationship with job satisfaction, and the role of POF is still superior in encouraging job satisfaction compared to the role of PJF ($\beta_{POF_Satisfaction} = 0.619$ vs. $\beta_{PJF_Satisfaction} = 0.273$). PJF, POF, and job satisfaction also have a significant relationship with employee performance. POF and job satisfaction are positively related to employee performance, and the role of POF is still superior to the role of satisfaction ($\beta_{POF_Performance} = 0.347$ vs. $\beta_{Satisfaction_Performance} = 0.264$). However, the relationship between PJF and employee performance is negative and significant in a mismatched environment ($\beta_{PJF_Performance} = -0.039$). This shows that poor PJF can worsen employee performance.

In contrast to general findings and findings in a matched work environment, where PJF and POF have a direct relationship with employee performance, it is not mediated by job satisfaction. In a mismatched work environment, job satisfaction mediates the relationship between PJF and employee performance, but does not mediate the relationship between POF and employee performance. This shows that the negative effect of PJF on employee performance can still be minimized if the level of job satisfaction is high, which is accompanied by a good POF. Conversely, the negative effect of PJF on employee performance will be even greater, if the level of job satisfaction is low, which is accompanied by a poor POF.

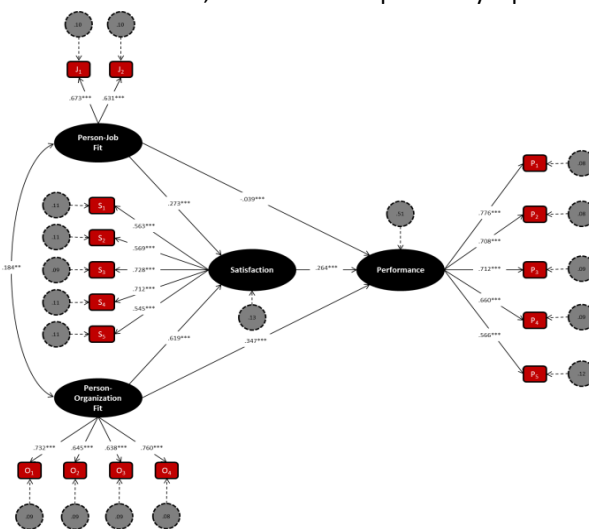


Figure 3. Relationship between Person-Job-and- Organization Fit, Job Satisfaction, and Employee Performance in a Mismatched Work Environment

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In a mismatched work environment, the discrepancy between educational background and tasks/jobs as well as the discrepancy between the wishes/expectations of employees towards their work are the main factors that cause bad PJF. Meanwhile, the organization's concern for the needs, wants, and expectations as well as the compatibility between organizational values and employee personal values are the main factors that shape POF in a mismatched work environment. Meanwhile, satisfaction with career development and satisfaction with leadership are the main factors forming job satisfaction in a mismatched environment, while the factors forming performance are quality, effectiveness, and efficiency.

Relationships from a Demographic Perspective

In the perspective of employee demographics, PJF, POF, job satisfaction, and employee performance and the relationship between them are different, as shown in Table 5. In a gender perspective, PJF and POF are also positively related to job satisfaction and employee performance, and the role of POF is also superior to the role of PJF. Meanwhile, job satisfaction is also positively related to employee performance, but job satisfaction does not mediate the relationship between PJF and POF with employee performance. Likewise in the educational perspective (Panel D), the workplace institution perspective (Panel E), the position perspective (Panel I), and the income perspective (Panel J).

In the perspective of age (Panel B), the mediating effect of satisfaction is only evident in young employees (20-39 years), but not in older employees (≥ 40 years). Similarly, in the perspective of marital status (Panel C), which is only evident in unmarried employees, in the perspective of the type of institution where they work (Panel E), which is only evident in employees who work in government institutions, in the perspective of years of service (Panel F), which was only evident in employees with low tenure, and from the occupational perspective, which was only evident in employees working in the technical field.

The various relationships between PJF, POF, job satisfaction, and employee performance in the demographic perspective are caused by the different variances between one sub-demography and another. In certain sub-demography there is a high inequality, both related to PJF, POF, job satisfaction, and employee performance. Meanwhile, in other sub-demographics, there is no significant inequality. Inequality of PJF, POF, job satisfaction, and employee performance in one sub demography will have different effects.

For example, from a gender perspective, PJF has a positive and significant relationship with job satisfaction, both for male employees and female employees. The average PJF of male employees is quite good (average PJF value = 3.66 or rounded up to 4) with a fairly good level of satisfaction (average level of satisfaction = 3.66 or rounded up to 4), while the average PJF of employees women are also quite good (average PJF value = 3.93 or rounded up to 4) with a fairly good level of satisfaction (average level of satisfaction = 3.79 or rounded up to 4). As a result, the impact of PJF on job satisfaction for both male and female employees tends to be the same (0.495 vs. 0.485, see Table 5, Estimate Column, Panel A, Green Box). Similarly, the relationship between PJF and performance (0.146 vs. 0.146), the relationship between POF and job satisfaction (0.840 vs. 0.858), the relationship between POF and employee performance (0.309 vs. 0.338), and the relationship between job satisfaction and employee performance (0.232 vs. 0.269). Thus, the variance with low inequality tends to have almost the same effect. If the variance between subdemography is very unequal, it will produce different effects. For example, in the age perspective, the PJF of all young employees (mean PJF score = 3.19 or rounded up to 3) but their level of satisfaction is quite good (average level of satisfaction = 3.62 or rounded up to 4), while the average PJF Older employees are quite good (average PJF value = 3.93 or rounded up to 4) with a fairly good level of satisfaction (average level of satisfaction = 3.81 or rounded up to 4). As a result, the impact of PJF on job satisfaction among young employees is lower than that of older employees (0.453 vs. 0.558, see table 5, Estimate Column, panel B, Red Box). Similarly, the relationship between PJF and performance (0.149 vs. 0.128), the relationship between POF and job satisfaction (0.791 vs. 0.923), the relationship between POF and employee performance (0.335 vs. 0.272), and the relationship between job satisfaction and employee performance (0.323 vs. 0.227). So, this very unequal variance tends to have various effects.

An important implication of these matters is that the PJF, POF, job satisfaction, and employee performance are different for each employee, which depends on the demographics of each employee concerned. Therefore, the practical approach that must be taken by the organization's management to create a good PJF and POF, job satisfaction and high employee performance should also be different, especially if the level of demographic diversity is very high. In this context, organizational management cannot equate, for example, between the PJF of young employees and the PJF of old employees, as well as between the POF of employees with high tenure and the POF of employees with low tenure, and also cannot equate the level of job satisfaction of employees with low tenure. married with the level of satisfaction of employees who are not married, and cannot equate employee performance in the technical field with employee performance in the non-technical field.

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V. DISCUSSION

The results of this study indicate that in general person-job fit (PJF) is positively and significantly correlated with person-organization fit (POF), which indicates that the more appropriate an employee's educational background is with his/her current job/task, and the more appropriate the task/job. with the wishes / expectations, the more fit the employee concerned with the organization. Specifically, the matched and mismatched work environment is the same. However, the correlation between the two is moderate, with low determination between the two. This shows that PJF is not a single factor in explaining POF but many other factors also explain POF, and vice versa.

In general, PJF and POF are positively and significantly related to job satisfaction and employee performance, but POF has a more dominant role than the role of PJF. Specifically, in a matched work environment, the relationship between PJF and employee performance is negative and significant, while the relationship between PJF and job satisfaction, POF with job satisfaction and performance is also positive and significant. Meanwhile, job satisfaction has a positive and significant relationship with employee performance, both in matched and mismatched work environments. However, job satisfaction does not fully mediate the relationship between PJF and POF with employee performance. In general, the mediating effect of job satisfaction on the relationship between PJF and POF with employee performance is not proven. The specificity of the matched work environment is also not unproven, while in the mismatched work environment the mediation effect is partially proven. In a mismatched work environment, job satisfaction mediates the relationship between PJF and employee performance, but not the relationship between POF and employee performance.

Table 5. Mediation Effect of Job Satisfaction in Employee Demographic Perspective

| | R | Estimate | S.E. | C.R. | Decision |
|----------------------------|-------|----------|-------|-----------|----------|
| Panel A. Gender | | | | | |
| Male (N = 359) | | | | | |
| PJF → Satisfaction | 0.637 | 0.495 | 0.032 | 15.615*** | Direct |
| PJF → Performance | 0.229 | 0.146 | 0.033 | 4.441*** | Direct |
| POF → Satisfaction | 0.777 | 0.840 | 0.036 | 23.352*** | Direct |
| POF → Performance | 0.350 | 0.309 | 0.044 | 7.051*** | Direct |
| Satisfaction → Performance | 0.283 | 0.232 | 0.042 | 5.577*** | Direct |
| Female (N = 93) | | | | | |
| PJF → Satisfaction | 0.547 | 0.485 | 0.078 | 6.239*** | Direct |
| PJF → Performance | 0.191 | 0.146 | 0.079 | 1.853* | Direct |
| POF → Satisfaction | 0.739 | 0.858 | 0.082 | 10.472*** | Direct |
| POF → Performance | 0.337 | 0.338 | 0.099 | 3.411*** | Direct |
| Satisfaction → Performance | 0.311 | 0.269 | 0.086 | 3.116*** | Direct |
| Panel B. Age | | | | | |
| Young (N = 276) | | | | | |
| PJF → Satisfaction | 0.615 | 0.453 | 0.035 | 12.918*** | Direct |
| PJF → Performance | 0.234 | 0.149 | 0.037 | 3.976*** | Indirect |
| POF → Satisfaction | 0.762 | 0.791 | 0.041 | 198.505** | Direct |
| POF → Performance | 0.374 | 0.335 | 0.050 | 6.682*** | Direct |
| Satisfaction → Performance | 0.323 | 0.279 | 0.049 | 5.644*** | Direct |
| Old (N = 176) | | | | | |
| PJF → Satisfaction | 0.622 | 0.558 | 0.053 | 10.469*** | Direct |
| PJF → Performance | 0.180 | 0.128 | 0.053 | 2.414** | Direct |
| POF → Satisfaction | 0.778 | 0.923 | 0.057 | 16.310*** | Direct |
| POF → Performance | 0.290 | 0.272 | 0.068 | 3.997*** | Direct |
| Satisfaction → Performance | 0.227 | 0.179 | 0.058 | 3.076*** | Direct |

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| | Panel C. Marital Status | | | | |
|--|-------------------------|-------|-------|-----------|----------|
| Single (N = 45) | | | | | |
| PJF \rightarrow Satisfaction | 0.617 | 0.407 | 0.079 | 5.147*** | Direct |
| PJF \rightarrow Performance | 0.036 | 0.016 | 0.070 | 0.234 | Indirect |
| POF \rightarrow Satisfaction | 0.707 | 0.829 | 0.127 | 6.550*** | Direct |
| POF \rightarrow Performance | 0.223 | 0.183 | 0.122 | 1.497 | Direct |
| Satisfaction \rightarrow Performance | 0.250 | 0.175 | 0.103 | 1.692* | Direct |
| Married (N = 406) | | | | | |
| PJF \rightarrow Satisfaction | 0.633 | 0.516 | 0.031 | 16.447*** | Direct |
| PJF \rightarrow Performance | 0.232 | 0.158 | 0.033 | 4.801*** | Direct |
| POF \rightarrow Satisfaction | 0.778 | 0.846 | 0.034 | 24.930*** | Direct |
| POF \rightarrow Performance | 0.356 | 0.323 | 0.042 | 7.672*** | Direct |
| Satisfaction \rightarrow Performance | 0.291 | 0.243 | 0.040 | 6.122*** | Direct |
| Panel D. Education | | | | | |
| Low Education (N = 261) | | | | | |
| PJF \rightarrow Satisfaction | 0.706 | 0.536 | 0.033 | 16.024*** | Direct |
| PJF \rightarrow Performance | 0.258 | 0.172 | 0.040 | 4.298*** | Direct |
| POF \rightarrow Satisfaction | 0.771 | 0.795 | 0.041 | 19.510*** | Direct |
| POF \rightarrow Performance | 0.397 | 0.360 | 0.052 | 6.964*** | Direct |
| Satisfaction \rightarrow Performance | 0.305 | 0.268 | 0.052 | 5.162*** | Direct |
| High Education (N = 191) | | | | | |
| PJF \rightarrow Satisfaction | 0.516 | 0.443 | 0.054 | 8.729*** | Direct |
| PJF \rightarrow Performance | 0.171 | 0.111 | 0.047 | 2.384** | Direct |
| POF \rightarrow Satisfaction | 0.775 | 0.927 | 0.055 | 16.834*** | Direct |
| POF \rightarrow Performance | 0.269 | 0.244 | 0.064 | 3.836*** | Direct |
| Satisfaction \rightarrow Performance | 0.266 | 0.202 | 0.053 | 3.795*** | Direct |
| Panel E. Institution | | | | | |
| Government (N = 50) | | | | | |
| PJF \rightarrow Satisfaction | 0.39 | 0.353 | 0.11 | 2.991*** | Direct |
| | 6 | | 8 | | |
| PJF \rightarrow Performance | 0.15 | 0.135 | 0.12 | 1.075 | Indirect |
| | 3 | | 5 | | |
| POF \rightarrow Satisfaction | 0.63 | 0.850 | 0.14 | 5.728*** | Direct |
| | 7 | | 8 | | |
| POF \rightarrow Performance | 0.23 | 0.307 | 0.18 | 1.661 | Direct |
| | 3 | | 5 | | |
| Satisfaction \rightarrow Performance | 0.32 | 0.320 | 0.13 | 2.374** | Direct |
| | 4 | | 5 | | |
| Private (N = 402) | | | | | |
| PJF \rightarrow Satisfaction | 0.62 | 0.480 | 0.03 | 15.956*** | Direct |
| | 4 | | 0 | | |
| PJF \rightarrow Performance | 0.22 | 0.143 | 0.03 | 4.525*** | Direct |
| | 1 | | 2 | | |
| POF \rightarrow Satisfaction | 0.76 | 0.826 | 0.03 | 23.760*** | Direct |
| | 5 | | 5 | | |
| POF \rightarrow Performance | 0.35 | 0.322 | 0.04 | 7.607*** | Direct |
| | 6 | | 2 | | |

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| | | | | | |
|----------------------------|-----------|-------|-----------|----------|--------|
| Satisfaction → Performance | 0.28 3 | 0.238 | 0.04 0 | 5.905*** | Direct |
|----------------------------|-----------|-------|-----------|----------|--------|

Panel F. Tenure

| | | | | | |
|----------------------------|-----------|-------|-----------|-----------|----------|
| Low Tenure (N = 108) | | | | | |
| PJF → Satisfaction | 0.53 2 | 0.378 | 0.05 9 | 6.463*** | Direct |
| PJF → Performance | 0.15 1 | 0.092 | 0.05 8 | 1.576 | Indirect |
| POF → Satisfaction | 0.74 6 | 0.713 | 0.06 2 | 11.549*** | Direct |
| POF → Performance | 0.41 5 | 0.337 | 0.07 2 | 4.695*** | Direct |
| Satisfaction → Performance | 0.32 5 | 0.276 | 0.07 8 | 3.536*** | Direct |
| High Tenure (N = 344) | | | | | |
| PJF → Satisfaction | 0.64 1 | 0.524 | 0.03 4 | 15.442*** | Direct |
| PJF → Performance | 0.22 8 | 0.154 | 0.03 6 | 4.324*** | Direct |
| POF → Satisfaction | 0.77 5 | 0.887 | 0.03 9 | 22.682*** | Direct |
| POF → Performance | 0.31 5 | 0.298 | 0.04 9 | 6.129*** | Direct |
| Satisfaction → Performance | 0.26 7 | 0.221 | 0.04 3 | 5.119*** | Direct |

Panel I. Field of Work

| | | | | | |
|----------------------------|-----------|-------|-----------|-----------|----------|
| Technique (N = 111) | | | | | |
| PJF → Satisfaction | 0.61 8 | 0.478 | 0.05 8 | 8.212*** | Direct |
| PJF → Performance | 0.08 8 | 0.058 | 0.06 3 | 0.923 | Indirect |
| POF → Satisfaction | 0.79 7 | 0.822 | 0.06 0 | 13.757*** | Direct |
| POF → Performance | 0.32 7 | 0.286 | 0.07 9 | 3.615*** | Direct |
| Satisfaction → Performance | 0.19 8 | 0.167 | 0.08 0 | 2.105** | Direct |
| Non-Technique (N = 341) | | | | | |
| PJF → Satisfaction | 0.62 6 | 0.498 | 0.03 4 | 14.794*** | Direct |
| PJF → Performance | 0.25 7 | 0.166 | 0.03 4 | 4.905*** | Direct |
| POF → Satisfaction | 0.76 5 | 0.854 | 0.03 9 | 21.875*** | Direct |
| POF → Performance | 0.34 6 | 0.314 | 0.04 6 | 6.796*** | Direct |
| Satisfaction → Performance | 0.31 1 | 0.253 | 0.04 2 | 6.033*** | Direct |

Panel J. Position

Position (N = 110)

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| | | | | | |
|--|------|-------|------|-----------|--------|
| PJF \rightarrow Satisfaction | 0.46 | 0.426 | 0.07 | 5.381*** | Direct |
| | 0 | | 9 | | |
| PJF \rightarrow Performance | 0.16 | 0.129 | 0.07 | 1.741* | Direct |
| | 5 | | 4 | | |
| POF \rightarrow Satisfaction | 0.75 | 0.880 | 0.07 | 11.826*** | Direct |
| | 1 | | 4 | | |
| POF \rightarrow Performance | 0.24 | 0.247 | 0.09 | 2.673*** | Direct |
| | 9 | | 2 | | |
| Satisfaction \rightarrow Performance | 0.21 | 0.180 | 0.08 | 2.267*** | Direct |
| | 3 | | 0 | | |
| Unposition (N = 342) | | | | | |
| PJF \rightarrow Satisfaction | 0.64 | 0.487 | 0.03 | 15.340*** | Direct |
| | 0 | | 2 | | |
| PJF \rightarrow Performance | 0.23 | 0.151 | 0.03 | 4.458*** | Direct |
| | 5 | | 4 | | |
| POF \rightarrow Satisfaction | 0.76 | 0.818 | 0.03 | 21.842*** | Direct |
| | 4 | | 7 | | |
| POF \rightarrow Performance | 0.37 | 0.340 | 0.04 | 7.470*** | Direct |
| | 5 | | 6 | | |
| Satisfaction \rightarrow Performance | 0.31 | 0.265 | 0.04 | 6.072*** | Direct |
| | 3 | | 4 | | |

Panel K. Income (Take Home Pay per Month)

| | | | | | |
|--|------|-------|------|-----------|--------|
| Low Income (N = 330) | | | | | |
| PJF \rightarrow Satisfaction | 0.61 | 0.472 | 0.03 | 14.162*** | Direct |
| | 6 | | 3 | | |
| PJF \rightarrow Performance | 0.22 | 0.146 | 0.03 | 4.195*** | Direct |
| | 6 | | 5 | | |
| POF \rightarrow Satisfaction | 0.76 | 0.808 | 0.03 | 21.437*** | Direct |
| | 4 | | 8 | | |
| POF \rightarrow Performance | 0.36 | 0.329 | 0.04 | 7.167*** | Direct |
| | 8 | | 6 | | |
| Satisfaction \rightarrow Performance | 0.30 | 0.260 | 0.04 | 5.859*** | Direct |
| | 8 | | 4 | | |
| High Income (N = 122) | | | | | |
| PJF \rightarrow Satisfaction | 0.59 | 0.532 | 0.06 | 8.004*** | Direct |
| | 0 | | 7 | | |
| PJF \rightarrow Performance | 0.20 | 0.155 | 0.06 | 2.328** | Direct |
| | 8 | | 6 | | |
| POF \rightarrow Satisfaction | 0.77 | 0.938 | 0.07 | 13.207*** | Direct |
| | 0 | | 1 | | |
| POF \rightarrow Performance | 0.28 | 0.284 | 0.08 | 3.232*** | Direct |
| | 3 | | 8 | | |
| Satisfaction \rightarrow Performance | 0.23 | 0.194 | 0.07 | 2.648*** | Direct |
| | 5 | | 3 | | |

*significant 10% **significant 5% ***significant 1%

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From a demographic perspective, the relationship between PJF, POF, job satisfaction, and employee performance also varies. This is due to the different variances between one sub- demography and another, especially in large organizations with a high level of demographic diversity. Specifically, from a gender perspective, PJF and POF are positively and significantly related to job satisfaction and employee performance, but job satisfaction does not mediate the relationship between PJF and POF with employee performance, both male and female employees. Likewise in the perspective of education, position, and income. While on the age perspective, PJF and POF are positively and significantly related to job satisfaction and employee performance, but the mediating effect of satisfaction on the relationship between PJF and employee performance is proven, while the mediating effect of satisfaction on the relationship between POF and employee performance is not proven. As for the perspective of marital status, type of institution where you work, tenure, and field of work, the relationship between PJF and POF with job satisfaction is positive and significant, the relationship between POF and job satisfaction with performance is also positive and significant, but the relationship between PJF and performance is not significant. the mediating effect of satisfaction on the relationship between PJF and performance was proven. Based on these findings, POF is proven to have a dominant role compared to PJF in explaining employee satisfaction and performance.

Based on the findings of the data analysis, the first hypothesis (H1) is stated to be partially supported, where the relationship between PJF and job satisfaction is positive and significant and consistent in various aspects of the test. However, the relationship between PJF and employee performance is inconsistent, where some of the results of data analysis find a positive and significant relationship, some have a negative and significant relationship, and some do not have a significant relationship. Meanwhile, the second hypothesis (H2) is fully supported, where POF is positively and significantly related to job satisfaction and employee performance, and this is consistent in various aspects of the test. Similarly, the relationship between job satisfaction and employee performance, consistently on various aspects of the test was found to be positively and significantly related, so that the third hypothesis (H3) is also fully supported. The fourth hypothesis (H4) is only partially supported, as is the case with the first hypothesis.

VI. CONCLUSION

Person-job fit (PJF) is positively and significantly correlated with person-organization fit (POF), both in matched and mismatched work environments, but the correlation is not too strong so that determination in explaining one another is also weak. In general, PJF and POF are positively related to job satisfaction and employee performance, but the specifics are different. In a matched work environment, PJF and POF are positively and significantly related to job satisfaction and performance, but in a mismatched environment, PJF is negatively and significantly related to employee performance, while the relationship between POF and performance remains positive and significant. Meanwhile, job satisfaction also consistently has a positive and significant relationship with performance, but the mediating effect of job satisfaction on the relationship between PJF and POF with performance is not entirely consistent. The mediating effect of job satisfaction on the relationship between POF and performance was not proven, and it was consistent across various aspects of the test, while its mediating effect on the relationship between PJF and employee performance was only proven in some aspects of the test, especially in a mismatched work environment. Thus, the role of POF proved to be more dominant than the role of PJF in explaining job satisfaction and employee performance.

VII. IMPLICATION

Person-job fit (PJF), and person-organization fit (POF), job satisfaction, and employee performance are different for each employee. This depends on the demographic characteristics of each employee. Therefore, the practical approach that must be taken by organizational management to create or improve PJF, POF, job satisfaction, and employee performance must also be different, especially in organizations that have a very high level of demographic diversity. In this context, organizational management cannot equate, for example, between the PJF of young employees and the PJF of old employees, as well as between the POF of employees with high tenure and the POF of employees with low tenure, and also cannot equate the level of job satisfaction of employees with low tenure. married with the level of satisfaction of employees who are not married, and cannot equate employee performance in the technical field with employee performance in the non-technical field.

The results of the data analysis also show that POF has a more important role than PJF, both in relation to job satisfaction and employee performance. However, this does not mean that the role of PJF can be ignored, because in certain contexts, a bad PJF can also have a negative and significant impact on employee performance, especially if it is accompanied by a bad POF.

PJF in this study was measured subjectively, namely based on employees' perceptions of their work, so there is a possibility that these findings do not reflect the actual situation. Therefore, objective measurements need to be carried out in future

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research. In addition, this study was conducted over a period of time, so it is unable to explain the long-term effect between PJF, POF, job satisfaction, and employee performance. Therefore, future research is expected to be able to examine the relationship between these variables over a long time horizon, so as to explain these relationships comprehensively.

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