

THE EFFECT OF PERSON ORGANIZATION FIT AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE



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Abstract

Competition in the world of banking, especially in people's economic banks, requires the development of quality human resources to increase employee capabilities and employee contributions outside formal roles. Employees' ability to balance professional, personal life, and spiritual intelligence is a factor in fostering good corporate behavior. The main purpose of this research is to find out whether person-organization fit and work motivation influence performance with satisfaction as a mediating factor, in the banking context, especially the People's Economic Bank. This research took the population at PT BPR Artha Mranggenjaya Demak, which has 87 employees. These criteria were chosen to ensure respondents have sufficient experience and personal stability to reflect the company's suitability for improving performance, as well as providing a sense of employee satisfaction. The research results state that person-organization fit and work motivation influence employee performance and cannot be mediated by job satisfaction. These findings show that job satisfaction is not an important factor for human resource development in companies, but company management needs to pay attention to employees so that they are satisfied with what has been assigned by the company.

Keywords: Person-Organization Fit, Work Motivation, Satisfaction, Performance

INTRODUCTION

Human resources in a company are one of the important factors that determine the success of the company in achieving its goals. To carry out tasks well, employee development needs to be carried out to improve the quality of the employee. Basically, a company, especially services such as banking, is required to place human resources, especially according to their abilities. Service companies are required to serve the wider community, service capabilities are needed, good service requires human resources who have broad knowledge, communication skills, and assessment skills, can make decisions quickly and accurately.

The Human Resources Department (HRD) acts as a neutral department that supports the interests of employees and the company. If an employee performance problem occurs, this will have a big impact on the progress of the employee and the team as a whole. Even though employee performance is closely related to company operations. When company operations decline, product quality will also drop drastically. Then, customers can feel disappointed with the company because the product quality decreases. Events like this will cause a decline in revenue and company image. Employee performance phenomena can occur (1) miscommunication, (2) conflict between employees and superiors, (3) low discipline, and (4) low levels of satisfaction. This will cause a decline in performance, as has happened to employees of PT BPR Artha Mranggenjaya so far.

Sumitra et al. (2023) define employee performance as a set of results achieved and refer to the achievement and implementation of individual or group work requested by superiors. Performance can also be said to be a function of the willingness to complete tasks and work in accordance with the authority and responsibility of the individual legally, without violating the law, and in accordance with applicable moral ethics. Many factors influence whether employee performance is good or not, including person-organization fit, work motivation, and job satisfaction.

Person-organization fit is broadly defined as the fit between organizational values and individual values (Kristof-Brown et al., 2005). Previous research, person that person-organization fit has a positive effect on employee performance (Kusaeni, 2023). The results of Anindita's (2019) study stated that person-organization fit has a positive and significant effect on employee performance. Research by Hanafi et al. (2018) explains that person-

organization fit has a direct effect on employee performance, as well as the results of Jaya et al. (2017) states that person-organization fit has a significant effect on employee performance. Research by Prasetyaningrum et al. (2022) states that person-organization fit does not have a positive and significant effect on employee performance. There are differences in research results between previous studies regarding the effect of person-organization fit on employee performance.

Darmawan (2013) explains that motivation is a state of mind that drives a person, which will later direct and channel behavior and actions that are ultimately linked to the achievement of goals, be it the personal goals of each member. The results of research by Dewi et al. (2021), Desyantoro et al. (2021), Puspitasari et al. (2024), Deccasari (2019), and Solihatun et al. (2021) found that work motivation has a positive and significant effect on employee performance. Makasa et al. (2024) stated that a lack of motivation affects employee performance. Research by Rifa'i et al. (2021) and Lisa et al. (2023) showed that work motivation does not affect employee performance, which means that there are still differences in the results of research on the effect of work motivation on employee performance.

Another factor that affects employee performance is job satisfaction. Mangkunegara (2009) defines job satisfaction as a pleasant or unpleasant state of a worker, which is related to their work and the conditions above them. Job satisfaction plays an important role in realizing company goals. Research by Desyantoro et al. (2021), Dewi et al. (2021), Deccasari (2019), and Lisa et al. (2023) shows that job satisfaction affects employee performance. Research conducted by Mutiara et al. (2024), Feri et al. (2020), and Rifa'i et al. (2021) showed the same results that job satisfaction has a significant positive effect on employee performance. The results of the study by Hanafi et al. (2018) explained that job satisfaction does not have a positive effect on employee performance. In the findings of the study, there are differences in the results of research on the effect of job satisfaction on employee performance.

One of the keys to making an agency successful in achieving organizational goals is by making employees who work in it feel comfortable and maximizing the potential that supports employee performance. The results of research by Dewi et al. (2021), Puspitasari et al. (2022), Deccasari (2019), Feri et al. (2020), and Solihatun et al. (2021) show the same results, namely that work motivation affects job satisfaction. The higher the job satisfaction,

the higher the employee's performance will be. Job satisfaction as a mediator to determine the relationship between person-organization fit and work motivation on employee performance. In this case, it is known that work motivation has a significant influence on employee performance through job satisfaction, which is in line with research by Rifa'i et al. (2021), Dewi et al. (2021), Rifa'i et al. (2021), Solihatun et al. (2021), Deccasari (2019), Feri et al. (2020), and Lisa et al. (2023), which states that job satisfaction mediates work motivation on employee performance. Prasetyaningrum et al.'s (2022) research explains that person-organization fit influences employee performance through job satisfaction.

Seeing how complex the company is in carrying out its main tasks and functions, it needs employees who have optimal performance so that they can carry out the functions as well as possible. When there is no match between the individual and the company, then the employees will leave the company more, because the employees feel alienated. In reality, the work performance of some employees is not yet optimal as expected, this can be seen from (1) the employees are not optimal in carrying out the tasks and responsibilities of the work they carry out that which affects low performance. (2) Employee work motivation is still low. (3) the state of the work environment that does not optimally support employee satisfaction in the workplace.

Berdasarkan fenomena yang dihadapi pegawai dalam meningkatkan kinerjanya, dan berdasar adanya research gap serta temuan dari penelitian sebelumnya, maka penelitian ini dilakukan dengan tujuan untuk menganalisis pengaruh person organization fit dan motivasi kerja terhadap kinerja pegawai dengan dimediasi kepuasan kerja. Penelitian ini dilakukan pada pegawai di PT. Bank Perekonomian Rakyat Artha Mranggenjaya, Demak.

REVIEW OF LITERATURE

Employee Performance

Employee performance is the result of work, both in quality and quantity, produced by employees in carrying out work according to the responsibilities given (Mangkunegara & Huddin, 2016). Sedarmayanti (2014) defines employee performance as a management process in a company as a whole, and the results can be shown in real terms or can be measured. Mangkuprawira & Hubeis (2018) explain that performance is the result of a certain work process in a planned manner at a time and place that is influenced by intrinsic and

extrinsic factors of employees. The dimensions and indicators of employee performance are as follows (Mangkunegara, 2011) as follows: Work Quality, Work Quantity, Task Implementation, and Responsibility.

Person-Organization Fit

Person-organization fit is measured by the extent to which a person and an organization have the same characteristics in meeting each other's needs (Sekiguchi, 2004). There are two types of person-organization fit. The first is supplementary fit, which can occur when a person is attractive and has different characteristics from other people in the company. The second type, complementary fit, can occur when a person's characteristics create an environment or add something to the company. Kristof-Brown et al. (2005) define person-organization fit broadly as the compatibility between organizational values and individual values. Person-organization fit is the compatibility between individuals and the company where they work. The dimensions and indicators of person-organization fit can be interpreted in four ways as follows: 1) Value congruence, 2) Goal congruence, 3) Fulfillment of employee needs, 4) Culture personality congruence.

Work Motivation

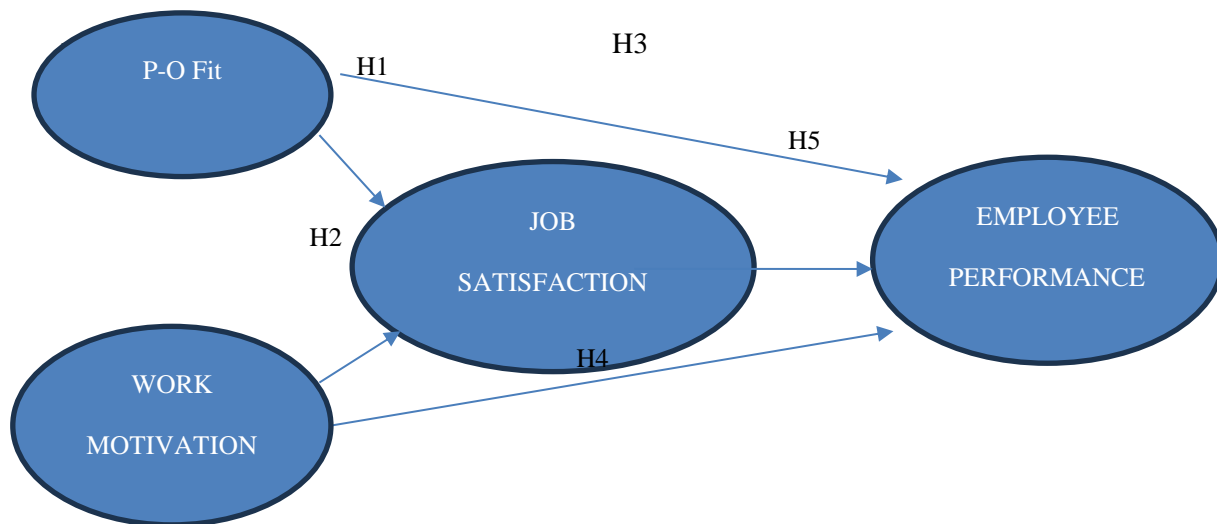
In realizing the desire of employees to have high work enthusiasm, the company must provide certain motivation to employees. The right and good motivation can increase and foster employee work enthusiasm, thereby increasing enthusiasm for work, thus achieving high employee performance. Hamali (2018) explains that a person will be motivated if their three needs are met, namely achievement needs, affiliation needs, and power needs. Hasibuan (2020) defines work motivation as the expertise in directing employees and organizations to work optimally so that the desires of employees and organizations can be achieved as expected. Work motivation is explained by Mangkunegara (2009) as a stimulated need that is oriented towards individual goals in achieving satisfaction. Robbins & Coulter (2018) explain that work motivation is a process by which a person is energized, directed, and maintained by involving the strength, direction, and perseverance of the individual in achieving certain goals. The dimensions and indicators of work motivation according to Mangkunegara (2009) in Fadillah et al. (2013) are as follows: responsibility, work achievement, opportunities for advancement, recognition of performance, and challenging work.

Job Satisfaction

An employee will feel comfortable and highly loyal to the company if they get satisfaction that is doing what they want. Hasibuan (2020) defines job satisfaction as an emotional attitude of being happy and loving their job. Ivancevich et al. (2007) define job satisfaction as a person's attitude as a result of their perception of their job. Someone who has a positive perception of their job will, of course, have positive satisfaction too. Conversely, when someone has a negative perception of their job, they also have negative satisfaction. Satisfied employees can provide maximum contribution to the company. The dimensions and indicators used to measure job satisfaction in the book (Edison et al., 2016) are as follows: wages, work, promotion opportunities, superiors, coworkers.

HYPOTHESIS DEVELOPMENT

Figure 1
Research Model



The Influence of Person-Organizational Fit on Job Satisfaction

Seeing the importance of person-organization fit for the company, the company can pay more attention to all employees so that they can contribute optimally, which can ultimately lead to good job satisfaction for their employees. As in the research conducted by Mustika et al. (2023), Kodarisman et al. (2022), Prasetyaningrum et al. (2022), and Akinci (2018) stated that person-organization fit has an effect on job satisfaction. The results of the study by Puspitasari et al. (2022) explained that person-organization fit has a significant positive effect on job satisfaction. Someone who has a positive person-organization fit for

their work will, of course, have positive satisfaction too. From previous research, the following hypothesis can be formulated:

H₁: Person-organization fit has a positive effect on job satisfaction.

The Influence of Work Motivation on Employee Performance

An employee's work motivation is very much needed by the employee himself as a reason for doing the job. Some ways that companies can take to increase employee work motivation are to provide appreciation. The existence of high work motivation possessed by employees will increase job satisfaction. The results of research by Dewi et al. (2021), Solihatun et al. (2021), Puspitasari et al. (2022), Deccasari (2019) and Feri et al. (2020) state that motivation has an effect on job satisfaction. Research by Rifa'i et al. (2021), namely work motivation, has a significant positive effect on job satisfaction. From previous research, the following hypothesis can be formulated:

H₂: Work motivation has a positive effect on job satisfaction

The Influence of Person-Organizational Fit on Employee Performance

The importance of the role of person-organization fit can be seen from the company's policy to organize its employees so that they can play a major role in working together and supporting the company's strategy. Person-organization fit directly has a positive relationship with employee performance. The higher the suitability of the individual to the company, the higher the employee's performance in the company. In this case, there is an influence of person-organization fit on employee performance. Research by Hanafi et al. (2018) states that person-organization fit has a direct effect on employee performance, as well as research by Jaya et al. (2017) explains that person-organization fit has a significant effect on employee performance. This is also supported by research by Anindita (2019) and Kusaeni (2023), which states that person-organization fit has a significant positive effect on employee performance. From previous research, the following hypothesis can be formulated:

H₃: Person-organization fit has a positive effect on employee performance

The Influence of Work Motivation on Employee Performance

The factors that influence employee performance are intellectual ability, work discipline, work environment, compensation, and work motivation. To improve employee performance, work motivation is needed that can encourage employees to improve employee performance. Encouraging a form of motivation is important to achieve the performance

results desired by the company. Research conducted by Desyantoro et al. (2021), Makasa et al. (2024), and Mutiara et al. (2024) states that work motivation affects employee performance. Consistent results in the research of Dewi et al. (2021), Puspitasari et al. (2024), Solihatun et al. (2021), and Deccasari (2019) state that work motivation has a positive and significant effect on employee performance. From previous research, it can be formulated that:

H4: Work motivation has a positive effect on employee performance.

The Influence of Job Satisfaction on Employee Performance

Empowerment of employees will increase job satisfaction; this is because employees are given the authority or opportunity to complete work well without having to get explicit authorization from the manager above them. Mangkuprawira & Hubeis (2018) explain that performance is the result of a certain work process in a planned manner at a time and place that is influenced by intrinsic and extrinsic factors of employees. If an employee is satisfied with his work, it will lead to increased performance.

The results of research by Desyantoro et al. (2021), Dewi et al. (2021), Deccasari (2019) and Lisa et al. (2023) show that job satisfaction has an effect on employee performance. Research conducted by Mutiara et al. (2024), Feri et al. (2020), and Rifa'i et al. (2021) showed the same results that job satisfaction has a significant and positive effect on employee performance. From previous research, the following hypothesis can be formulated:

H5: Job satisfaction has a positive effect on employee performance.

RESEARCH METHOD

Quantitative approach is a research method whose data form is numerical, namely data in the form of numbers or symptoms and events that are quantified. This quantitative research is a research activity that is oriented towards results in the form of definite and clear conclusions, and generally with proof of hypotheses. This study used a population of PT. BPR Artha Mranggenjaya Demak has a total of 87 employees. The data obtained were then tabulated according to the Likert scale, for further analysis using SPSS software version 25.

RESULTS AND DISCUSSION

Respondent Description

Based on the answers to the questionnaire statements obtained, a description of the respondents' identities can be found. It can be explained that the majority of respondents are male at 57.5%, in the age range of 41-50 years at 34.5%, 11-20 years of work experience at 46.0%, and the last education was a bachelor's degree at 64.4%.

Variable Description

The description of the variables in this study is categorized into 5 (five) levels of answers, which are arranged in the following categories: strongly agree (SS = 5), agree (S = 4), neutral (N = 3), disagree (TS = 2), and strongly disagree (STS = 1). The results of the tendency of respondents' answers to agree can be seen from the mean value (average) of the person organization fit variable indicator of 4.04, the work motivation variable indicator of 4.13, the job satisfaction variable indicator of 4.03, and the employee performance variable indicator of 4.10

Validity and Reliability Test

The person organization fit variable has a KMO value of 0.86 (> 0.5), the work motivation variable has a KMO value of 0.87 (> 0.5), the job satisfaction variable has a value of 0.89 (> 0.5) and the employee performance variable has a KMO value of 0.90 (> 0.5) so that all variables are declared to meet sample adequacy.

A validity test is conducted on all indicators of each variable. The person-organization fit variable indicators are 12 indicators, work motivation is 10 indicators, job satisfaction is 10 indicators, and employee performance is 12 indicators, with loading factor value > 0.4, so that the variables are declared valid.

The results of the reliability test showed that the Cronbach Alpha value for the person-organization fit variable was 0.93, work motivation was 0.94, job satisfaction was 0.93, and employee performance was 0.96. All of these variables showed a Cronbach's alpha value > 0.7, so all research variables were declared reliable.

Table 1
Multiple Linear Regression Analysis

No.	Variable Relationships	Regression Model Equation I					
		Model Test			Hypothesis Testing		
Model I: $Y = 0.223 X_1 + 0.650 X_2$							
1.	The Influence of Person-Organization Fit on Job Satisfaction	0,708	105,252	0,000	0,223	2,088	0,040

2.	The Influence of Work Motivation on Job Satisfaction				0,650	6,088	0,000
No.	Variable Relationships	Regression Model Equation II					
		Model Test			Model Test		
		R²	F	Sig. F	B	t	Sig.
Model 2: $Y = 0,245X_1 + 0,487X_2 + 0,172Y_1$							
1.	The Influence of Person-Organization Fit on Employee Performance	0,722	75,532	0,000	0,245	2,298	0,024
2.	The Influence of Work Motivation on Employee Performance				0,487	3,897	0,000
3.	The Effect of Job Satisfaction on Employee Performance				0,172	1,614	0,110

Equation I

The results obtained according to the value table (sig.) F of 0.000 (<0.05) means that the regression model I is stated to meet the goodness of fit and is worthy of being continued. Adjusted R square in equation I is 0.708, which means that the variables person organization fit and work motivation are able to explain the job satisfaction variable by 70.8%, while the remaining 29.2% is explained by other factors outside the model. The sig. value in the t-test (hypothesis) in equation I shows:

1. H₁: Person-organization fit has a positive effect on job satisfaction.

The significance value is 0.040 (<0.05) and the beta value is 0.223, meaning that person-organization fit has a positive effect on job satisfaction. Thus, **hypothesis 1 (H₁) is accepted.**

2. H₂: Work motivation has a positive effect on job satisfaction.

The significance value is 0.000 (<0.05) and the beta value is 0.650, meaning that work motivation has a positive effect on job satisfaction. Thus, **hypothesis 2 (H₂) is accepted.**

Equation II

The results obtained according to the significance value table (sig.) F of 0.000 (<0.05) means that the regression model II also meets the goodness of fit and is worthy of being continued. The Adjusted R Square value in equation II is 0.722, which explains that the variables person organization fit, work motivation, and job satisfaction are able to explain

employee performance variables by 72.2%, while the remaining 27.8% is explained by other factors outside the model that are not examined in this study. The t-test (hypothesis) in equation II shows:

1. H₃: Person-organization fit has a positive effect on employee performance.

The significance value is 0.024 (<0.05) and the beta value is 0.245, meaning that person-organization fit has a positive effect on employee performance. Thus, **hypothesis 3 (H₃) is accepted.**

2. H₄: Work motivation has a positive effect on employee performance.

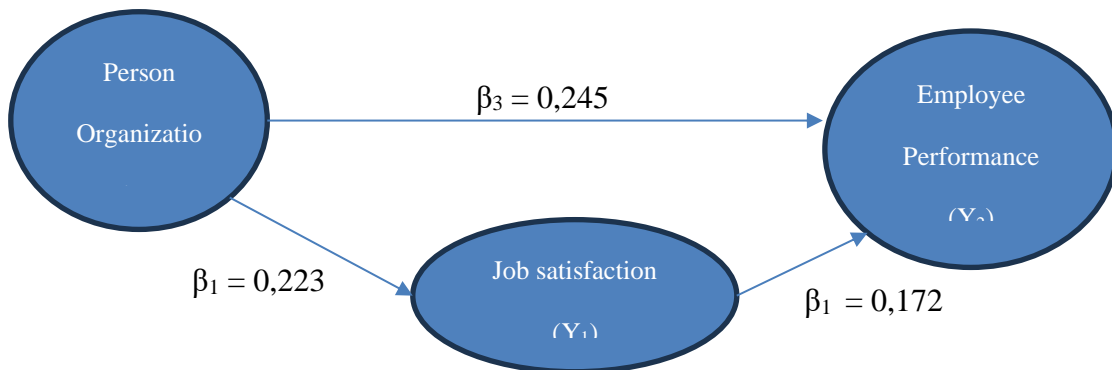
The significance value is 0.000 (<0.05) and the beta value is 0.487, meaning that work motivation has a positive effect on employee performance. Thus, **hypothesis 4 (H₄) is accepted.**

3. H₅: Job satisfaction has a positive effect on employee performance.

The significance value of job satisfaction on employee performance is 0.110 (> 0.05), and the beta value is 0.172, meaning that the job satisfaction variable does not affect employee performance. Thus, **hypothesis 5 (H₅) is rejected**

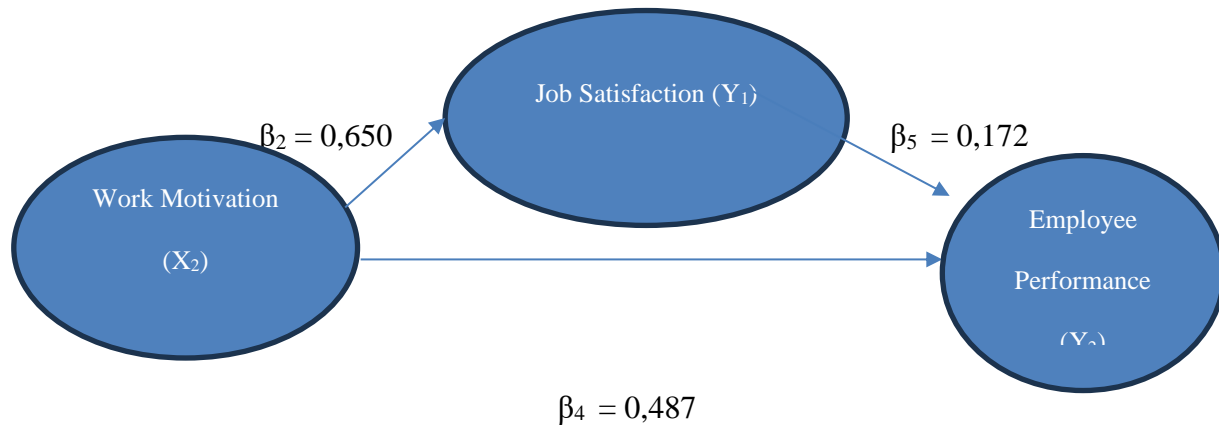
Mediation Effects

**Figure 2
Mediation Model 1**



Based on the picture, it can be seen that the large direct influence of person-organization fit on employee performance is $\beta_3 = 0.245$. While the large influence of person-organization fit on employee performance is mediated by job satisfaction is $\beta_1 \times \beta_5 = 0.223 \times 0.172 = 0.038$. It turns out that $\beta_3 > \beta_1 \times \beta_5$, which shows that job satisfaction does not mediate the influence of person-organization fit on employee performance.

Figure 3
Mediation Model II



Based on Picture 2, it can be seen that the large direct influence of work motivation on employee performance is $\beta_4 = 0.487$. While the large influence of work motivation on employee performance is mediated by job satisfaction is $\beta_2 \times \beta_5 = 0.650 \times 0.172 = 0.111$. It turns out that

$\beta_4 > \beta_2 \times \beta_5$; this shows that job satisfaction does not mediate the influence of work motivation on performance.

Person-Organization Fit Affects Job Satisfaction

Employees at PT BPR Artha Mranggenjaya aged 41-50 years can work professionally, can synergize to produce optimal work, can adapt to the company structure, work with full integrity, and do work in accordance with the company's goals. This can be proven by the length of service that has been passed for around 11-20 years. These results are following research conducted by Mustika et al. (2023), Kodarisman et al. (2022), Prasetyaningrum et al. (2022), and Akinci (2018) stating that person-organization fit affects job satisfaction. This is also consistent with research by Puspitasari et al. (2022), explaining that person-organization fit has a positive and significant effect on job satisfaction. Someone who has a positive person-organization fit towards their work will, of course, have positive satisfaction.

Work Motivation Has a Positive Influence on Job Satisfaction

The majority of employees' last education at PT BPR Artha Mranggenjaya is a Bachelor's degree. The company can also motivate its employees aged 31-40 years by providing training; employees of that age need more training to improve their skills and

abilities to be more enthusiastic in working, so that employees will work seriously and can carry out their duties well in accordance with the tasks given by the leadership.

Based on the results of the hypothesis test, it show that work motivation has a positive effect on job satisfaction. The results of this study indicate that the work motivation variable has a positive effect on the job satisfaction variable. The existence of high work motivation possessed by employees will increase job satisfaction. As in the research results of Dewi et al. (2021), Solihatun et al. (2021), Puspitasari et al. (2022), Deccasari (2019), and Feri et al. (2020) stated that motivation affects job satisfaction. Research by Rifa'i et al. (2021), namely, work motivation has a significant positive effect on job satisfaction.

Person-Organization Fit Has a Positive Influence on Employee Performance

Based on the description of the respondents, the majority of PT BPR Artha Mranggenjaya employees have a working period of more than 11 years, where these employees can work as well as possible, have the initiative in completing work, always complete work with full honesty, can minimize errors in completing work and feel ashamed if they do not complete work according to the specified time.

Based on the results of the hypothesis test, it shows that person-organization fit has a positive effect on employee performance. So, the results of this study support the research of Hanafi et al. (2018) that person-organization fit has a direct effect on employee performance, as well as the research of Jaya et al. (2017) states that person-organization fit has a significant effect on employee performance. This is also supported by research by Anindita (2019) and Kusaeni (2023), which states that person-organization fit has a positive and significant effect on employee performance.

Work Motivation Has a Positive Influence on Employee Performance

Based on the results of the hypothesis test, it show that work motivation has a positive effect on employee performance. The results of this study indicate that the work motivation variable has a significant effect on employee performance variables. This is consistent with research conducted by Dewi et al. (2021), which explains that work motivation has a positive and significant effect on employee performance. Research conducted by Desyantoro et al. (2021), Makasa et al. (2024), and Mutiara et al. (2024) states that work motivation affects employee performance. Similar research was also conducted by Dewi et al. (2021),

Puspitasari et al. (2024), Solihatun et al. (2021), and Deccasari (2019) stated that work motivation has a positive and significant effect on employee performance.

Job Satisfaction Has No Effect on Employee Performance

Employees who do not have job satisfaction can be caused by the company not providing opportunities to get promotions according to work performance, there is no increase in position in the company, and employees are also not often involved in decision-making in the company. The desire of employees for a promotion in the company, not being given the opportunity for promotion, and employees not being often involved in decision making in the company can cause employee dissatisfaction in the workplace, which can affect performance. Based on the results of the hypothesis test, it also shows that job satisfaction does not affect employee performance.

The results of the study are not in accordance with the studies of Desyantoro et al. (2021), Dewi et al. (2021), Deccasari (2019), and Lisa et al. (2023), which show that job satisfaction affects employee performance. Research conducted by Mutiara et al. (2024), Feri et al. (2020), and Rifa'i et al. (2021) showed that job satisfaction has a significant and positive effect on employee performance. The results of this study state that job satisfaction does not affect employee performance.

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

Based on Picture 1, the mediation effect I shows the direct influence of person-organization fit on employee performance indicated by the β value (β_3). The β value of the influence of person-organization fit on employee performance is directly greater than the β value ($\beta_1 \times \beta_5$) on the influence of person-organization fit on employee performance through job satisfaction. With these results, it can be concluded that job satisfaction cannot be an intervening variable between the influence of person-organization fit on employee performance. This study does not follow Prasetyaningrum et al. (2022), who studied that job satisfaction is an intervening variable in the influence of person-organization fit on employee performance.

The Influence of Work Motivation on Employee Performance Through Job Satisfaction as an Intervening Variable

Based on Picture 2, the mediation effect II shows the direct influence of work motivation on employee performance, indicated by the β value (β_4). The β value (β_4) of the influence of work motivation on employee performance is directly greater than the β value ($\beta_2 \times \beta_5$) on the influence of work motivation on employee performance through job satisfaction. With these results, it can be concluded that job satisfaction cannot be an intervening variable between the influence of work motivation on employee performance. This study does not follow Solihatun et al. (2021), who stated that work motivation has a significant influence on employee performance through job satisfaction. Similar research conducted by Deccasari (2019) explains that job satisfaction mediates work motivation on employee performance. The results of the research by Feri et al. (2020), Lisa et al. (2023), and Dewi et al. (2021) state that job satisfaction can act as an intervening variable to mediate the relationship between motivation and employee performance.

CONCLUSION

Based on the formulation of the problem, data analysis, hypothesis testing, and discussion, the following research conclusions can be drawn: 1) There is a positive influence between person organization fit and job satisfaction, meaning that the higher the person organization fit of employees, the higher the job satisfaction will be. 2) There is a positive influence between work motivation and job satisfaction. If employee work motivation increases, employee job satisfaction will also increase. 3) There is a positive influence between person organization fit and employee performance, meaning that the higher the person organization fit of employees, the higher the employee performance. 4) There is a positive influence between work motivation and employee performance, meaning that the higher the employee work motivation, the higher the performance produced. 5) The test results show that there is no influence between job satisfaction and increased employee performance, meaning that increased employee performance is not influenced by satisfaction, therefore employees only need rewards and clear career and promotion levels from the company. 6) Job satisfaction does not mediate the influence of person organization fit on employee performance, meaning that person organization fit can have a positive effect on employee performance without going through job satisfaction. 7) Job satisfaction does not mediate the influence of work motivation on employee performance, meaning that work

motivation can have a positive effect on employee performance without going through job satisfaction.

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