The effect of person-organization fit, quality of work-life and organizational justice on job satisfaction and employee performance at PT. Jambi Regional Development bank in Jambi West Region

Misra Yeni R (a) Sihol Situngkir, (b) Shofia Amin (c) Edward (d)

(a) Ph.D Program in Economics, Faculty of Economics and Business, Jambi University, Jambi, Indonesia
(b) Professor, Faculty of Economics and Business, Jambi University, Unja Mendalo Darat Campus, Jambi, Indonesia
(c-d) Associate Professor, Faculty of Economics and Business, Jambi University, Unja Mendalo Darat Campus, Jambi, Indonesia

ARTICLE INFO

Introduction

The banking industry is an industry with a very tight level of competition. When viewed from the market share, state-owned banks and private banks were able to dominate the banking industry by 76% compared to other banks. In addition to competition in the struggle for market share, competition is increasing assets and developing business networks from each of these banking groups. This can be seen from the continued increase in branch offices in remote areas.

Based on the size of the assets, state-owned banks have a higher annual growth rate than commercial banks owned by private parties. Referring to Tanggulungan (2012), state-owned banks certainly have large authorized capital because the majority of shares are owned by the government. Related to this, the management of state-owned banks needs strong and professional human resources, with the hope of doing a good job and maximally achieving the company’s targets.

ABSTRACT

The purpose of this study is to examine the influence of person-organization fit, quality of work-life and organizational justice on employee performance at PT Jambi Regional Development Bank in Jambi West Region using job satisfaction as a mediator. This study uses a quantitative approach with a population of 201 respondents and a sample of 134 respondents. Data collection techniques using questionnaires. The data analysis technique used in this study is The Structural Equation Modeling (SEM) statistical software AMOS 5.00 on the model and study of hypotheses. The results showed that person-organization fit had a positive and significant effect on job satisfaction. Quality of Work Life has a positive and significant effect on job satisfaction. Organizational justice has a positive and significant effect on job satisfaction. Person-Organization Fit does not affect employee performance. Quality of Work Life does not affect employee performance. Organizational justice does not affect employee performance. Person-Organization Fit has a positive and significant effect on employee performance through job satisfaction. Quality of Work Life has a positive and significant effect on employee performance through job satisfaction. Organizational justice has a positive and significant effect on employee performance through job satisfaction. Job satisfaction has a positive and significant effect on performance. The findings of this study state that the variables Person-Organization Fit (P-O Fit), Quality of work-life, Organizational Justice, and job satisfaction have never been tested all simultaneously on employee performance. The second finding of this study is that job satisfaction has a strong effect on performance. In addition, research at PT Bank Pembangunan Daerah Jambi in Jambi West Region is still very rarely done.

ARTICLE HISTORY

Received 19 July 2022
Received in rev. form 22 August 2022
Accepted 26 August 2022

KEYWORDS

Person-organization Fit, Quality Of Work Life, Organizational Justice, Job Satisfaction, Employee Performance

JEL Classification:
O15

Accepted
Received in rev.
Received
Article history:
Keywords:
JEL Classification:
© 2022 by the authors. Licensee SSBFNET, Istanbul, Turkey. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (http://creativecommons.org/licenses/by/4.0/).

Available online at www.ssbfnet.com

© 2022 by the authors. Hosting by SSBFNET. Peer review under responsibility of Center for Strategic Studies in Business and Finance.
https://doi.org/10.20525/ijrbs.v11i6.1950

* Corresponding author. ORCID ID: 0000-0002-7872-4450

Based on the results of the interview with the Secretary of the Internal Supervisory Board of BPD Jambi, referring to the findings of the monitoring and evaluation results, the problem faced by BPD Jambi is the achievement of employee performance that has not been optimal so that the achievement of organizational performance decreases. This condition is thought to be related to Person-Organization Fit (PO Fit) where there is no alignment between employees and the company. This condition may arise because of frequent employee turnover (tour of duty) which can be in the form of moving between divisions/mutations, demotion/demotion.

This causes employees to feel uncomfortable because psychologically they always feel monitored for their every action and lack autonomy at work. Conditions that can trigger feelings of pressure and difficulty developing creativity in work to achieve the values (target-oriented) expected by the organization. The decline in employee performance is also exacerbated by the limited conditions of the workplace where the facilities and infrastructure to support activities have not been carried out properly.

The problem of balancing a sense of organizational justice in the context experienced by workers also greatly affects the performance of Bank Jambi, where employees have not received financial rewards that are to their wishes and expectations and fulfill their needs as originally perceived. Therefore, employees often take action to slow down or postpone work on the assumption that they can be given financial rights to do overtime work which means increasing their income financially. The not yet optimal performance of employees in providing services to bank customers and implementing banking programs can be observed from the decline in conditions for achieving the set targets. The following shows the data that have not been realized, as presented in the Performance Accountability Reports for 2018 and 2019. The branches of the Bank BPD Jambi West Region on several indicators of program achievement were considered unsuccessful with an average failure rate of 34 (thirty-four) percent. This shows that the performance level of employees and other elements is not in ideal conditions. This condition is thought to be since the harmony between employees and the organization has not been achieved, the quality of the work climate has not reached the target, and organizational justice is still not perceived by employees.

In this study, performance is an action that is by the goals and achievements of the organization. The main goal in an organization is the achievement of employee satisfaction which will have an impact on the better performance of each. This of course will have good implications for the achievement of organizational goals. The targets to be achieved in an organization will then be a measure of the satisfaction of everyone working in the organization. In the sense that success in achieving organizational goals is the end of an individual's success in achieving the targets that have been set (Jeet, V. & Sayeeduzafar, 2014; Lines*, 2004; Sari & Dwirandra, 2019).

The success of achieving goals is largely determined by the satisfaction of an individual at work. If an individual feels psychologically getting job satisfaction, then the contribution given will greatly help raise the level of organizational performance. Therefore, the success of achieving organizational goals is the impact of the satisfaction aspect obtained by workers in carrying out their work (Ansari, 2011; Rehman et al., 2013; Vandenberghe & Peiro, 1999).

The idea of Person-Organization Fit (PO Fit), about the suitability of individuals and organizations, has been developed about the internal conditions of the organization, for example; commitment, job satisfaction, defining organizational goals, and the ability to work more than the set targets. (Deng et al., 2011; Iplik et al., 2011; Ly & Xu, 2018; Piassentin & Chapman, 2007; Vuuren, Veldkamp, et al., 2007). Person-Organization Fit (PO Fit) thinking is related to the individual's perception of the suitability of personal values to environmental conditions around. Person-Organization Fit (PO Fit) be an adjustment between employees and their environment.

The existence of employees who are very valuable assets of a company, then the success of a product in the market can be an assessment of the quality of the company. The performance of each employee is an important fact that applies to the company's success in addition to the strategy to innovate the company's products. In this case, a successful company is a company that has a good working life, pays attention to the welfare of employees, and encourages the emergence of competent employees that are expected by the company. The process of placing quality of work-life in the company can have a specific impact on each employee, can be in the form of job satisfaction, encouragement, and more intense involvement by employees. A very good working life atmosphere will also have a good impact on the continuity of the company, such as increasing productivity, quality work, and reducing absenteeism/absenteeism. Good quality of work-life is hope for all companies because the impact will increase the productivity of the company in general (Adrian & Anggiani, 2020; Karakas & Tezcan, 2019; Krishnan & Abirami, 2017; Negahban et al., 2017). Therefore, the working life atmosphere is an important factor in improving the quality of Human Resources in the company. With a good work atmosphere, employees will be able to increase their attention and commitment to their duties and responsibilities (Farid et al., 2015; Khaleghkhah et al., 2021; Vanishree Beloor et al., 2017).

Then the factor that influences job satisfaction and performance for employees is organizational justice. Fairness is related to the treatment felt by employees in carrying out their work. The relationship between organizational justice and other variables related to employee duties (Devika & Reddy, 2019; Nafei, 2015; Srivastava & Pathak, 2016; Toghdori & Reza Mostaghimi, 2019). Then (Gillett et al., 2013; TC Huang et al., 2007; Mehratra & Prasad, 2011; Wisnom & Gallagher, 2018) mention that justice in organizations is the estuary of managerial decisions, perceptions of quality, conditions of individual justice felt by employees in terms of the relationship between employees and working environmental conditions. Where is the Human Resources factor as the main supporter of an organization? Without employees, work activities certainly cannot run as they should. Therefore, the satisfaction obtained by employees is an important factor in all matters. An employee who gets justice in the organization will certainly try to make a good and productive contribution to the organization. Organizational justice itself in psychological studies is the main requirement that
can affect personal satisfaction (Et. al., Dr. Gayathri Band, 2021; Hastuti & Wibowo, 2021; Rostiana, 2017; Senasu & Singhapakdi, 2014).

The conditions faced by PT. The Jambi Regional Development Bank related to existing Human Resources has not yet produced an ideal performance. One of the main reasons is that employees have not received appropriate feedback on their work. In addition, there are still excess employees due to poor recruitment patterns, imbalance in work quality, and the number of existing human resources. The career grading system has not worked well, and punishments and rewards for employees have also not been implemented. Furthermore, the implementation of education and training, as well as human resource capacity development, is still not effective, the management's ability to provide quick and accurate decisions in solving various problems is still not effective, ramifications are still emerging due to the practice of Corruption, Collusion and Nepotism (KKN) in the past.

This study aims at examining the influence of person-organization fit, quality of work-life and organizational justice on employee performance at PT Jambi Regional Development Bank in Jambi West Region using job satisfaction as a mediator. In this study, a quantitative approach has been used with a population of 201 respondents and a sample of 134 respondents.

**Literature Review**

**Theoretical and Conceptual Background**

**Resource-Based Theory**

According to Wernerfelt (1984) in Ramadhan (2017) Resources Based Theory is a theory developed to describe an advantage for a company which states that competitive advantage will be created if a company has professional resources that are not available in other companies, in this case, PT Bank Pembangunan Jambi area.

**Employee Performance**

Gomes in Mangkunegara (2009: 9) reveals that employee performance as "Expressions such as output, efficiency, and effectiveness are often associated with productivity". According to Mangkunegara (2009) in his book entitled Human Resource Performance Evaluation, the definition of employee performance is: "the quality and quantity of work achieved by an employee in carrying out his duties by the responsibilities given to him".

**Person-Organization Fit (PO Fit)**

Person -Organization Fit (PO Fit) can be explained as the similarity of organizational values with individual/individual values. (Ergun & Tatar, 2018; Karren & Graves, 1994; TY Kim et al., 2013; Margaretha & Wicaksana, 2020; Westerman & Cyr, 2004). Person-Organization Fit (PO Fit) is also based on personal needs to maintain compatibility with the prevailing values in the organization.

**Quality of Work Life**

Quality of work life or abbreviated as QWL is how effective the organization is in responding to employee needs. According to him, quality of work-life is a component of fair and adequate payment, a comfortable work environment, providing sustainable opportunities, compliance with rules and regulations in the work environment, social loyalty to work and life, facilities, social integration, and homogeneity in the work environment and the development of human capabilities (Al -Zu'bi, 2010; Imran et al., 2015; Paterson et al., 2002; Rosenbaum & McCarty, 2017).

**Organizational Justice**

Organizational justice is one of the concepts in organizational behavior that is still developing today. The results of the study and review of the concept and empirical results of organizational justice show that this concept plays an important role in determining various attitudes and behaviors of individuals. Organizational justice comes from the theory of justice (Abusamaan et al., 2021; Krings & Facchin, 2009; Scandura, 1997; Wood et al., 2013).

**Job satisfaction**

Job satisfaction is a positive or negative attitude that individuals have towards their work. Job satisfaction is a general attitude towards one's work that shows the difference between the number of awards workers receive and the amount they believe they should receive (Robbin, 2008:31). Furthermore (Haar & Brougham, 2022) defines job satisfaction as an emotional state that is tied to a positive or negative assessment of work, experience.

**Performance**

Performance is the result or level of success of a person as a whole during a certain period in carrying out a task compared to various possibilities, such as work standards, targets, or criteria targets that have been determined in advance and have been mutually agreed upon. (Abdullah et al., 2016; Adrian & Anggiani, 2020; Li et al., 2010; Malhotra et al., 2022) explains performance (performance) which is basically what employees do or don't do. Employee performance that is common to most jobs includes the following elements. (1) Quantity of results, (2) quality of results, (3) timeliness of results, (4) attendance, and (5) ability to cooperate.
Empirical Studies and Hypothesis Development

Organizational behavior in this study uses individuals, namely employees of PT. Jambi Regional Development Bank in western Jambi. From a comprehensive review, it is studied about performance which is an important thing to discuss where potential performance is the strength or power possessed by employees so that they can complete their work to get maximum results, and actual performance is the level of real work performance which is output (outcome).

Based on the findings of previous research, a conceptual framework was developed that describes the framework of a thinking model that is intended to provide a basis for deductive and inductive thinking processes through theoretical studies and empirical studies. This study begins with a theoretical study starting with the theory of person-organization Fit (PO Fit) referring to the theory developed by Kristof (1996) and Chatman (1989).

The theory of quality of work-life refers to the theory developed by Cascio (1991) and Walton (1973) Organizational justice theory refers to the theory developed by Adams (1963) and developed by several other researchers, including Colquitt et al. (2001), and Cropanzano et al. (2007). Job satisfaction theory refers to the theory developed by Herzberg (1959), and Robbins (2006). The theory of performance refers to the theory developed by Robbins (2007). While the empirical study examined in this study the effect of Person-Organization Fit (PO Fit) on employee job satisfaction refers to In research conducted by Autry & Dougherty (2003), the effect of quality of work-life on job satisfaction refers to research conducted by Srivastava & Kanpur (2014), the effect of organizational justice on job satisfaction refers to Bakhshi et. al. (2009), the effect of person-organization fit on performance refers to research conducted by Tepeci (2001), the effect of quality of work-life on performance refers to Aecth et. al, (2012), the effect of organizational justice on performance refers to Ghodsian et. al. (2010), the effect of job satisfaction on performance refers to Carmeli (2004). The framework and orientation of this study are to analyze the relationship between Person-Organization Fit (PO Fit), quality of work-life, organizational justice with job satisfaction, and employee performance at PT. Jambi Regional Development Bank in western Jambi. The description of previous research references to prepare this research hypothesis is as follows

![Figure 1: Relationship of Person Organization Fit (PO Fit), Quality of Work Life, and Organizational Justice to Job Satisfaction and its Impact on Employee Performance](image)

**Hypothesis Development**

i. Person-organization Fit (PO Fit), Quality of work-life and organizational justice affect the job satisfaction of PT. Jambi Regional Development Bank in western Jambi.

ii. Person- Organization Fit (PO Fit), quality of work-life and organizational justice affect the performance of PT. Jambi Regional Development Bank in western Jambi.

iii. Job satisfaction affects the performance of employees of PT. Jambi Regional Development Bank in western Jambi

iv. Person-Organization Fit (PO Fit), quality of work-life, and organizational justice affect employee performance mediated by job satisfaction of employees of PT. Jambi Regional Development Bank in western Jambi

**Research and Methodology**

Population, sample, data collection method, and data analysis

This study uses a quantitative approach with a purposive sampling technique and the sample in this study was the entire population except for the leadership, namely 1,96 employees of PT. Jambi Regional Development Bank in Jambi West Region (Bungo Branch, Bangko, Sarolangun, Tebo, Sungai Penuh) but at the time of the research, only 134 questionnaires were returned. Primary and secondary data sources using data collection techniques using an instrument in the form of a questionnaire. The use of questionnaires to obtain data from research respondents about the variables measured consists of person-organization Fit (PO Fit), quality of work-
life, organizational justice, job satisfaction, and employee performance based on a Likert Scale and the lowest score is 1 and the highest is 5. The alternative answers are: strongly agree (SS) with a score of 5, agree (S) with a score of 4, disagree (KS) with a score of 3, disagree (TS) with a score of 2 and strongly disagree (STS) with a score of 1. The measurement scale in this study is an ordinal scale, which means there are levels. Respondents will get a set of closed statements in the questionnaire which is distributed to all selected respondents from employees of PT. Bank Jambi West region. Verificative analysis based on a structural equation model (Structural Equation Modeling - SEM) this analysis was carried out using a computer with the Analysis of Moment Structure (AMOS) program.

Results and Discussion

The structural model can be seen in the following figure:

![Figure 2: SEM structural diagram](image)

**SEM Analysis**

There are 3 stages of testing, namely testing the overall SEM model, namely testing whether the overall SEM model is suitable for the sample data. This test is carried out by comparing the sample covariance matrix and the estimated covariance matrix of the SEM model. And the second is testing the structural model, which is testing the influence between latent variables. The software used is AMOS.

**Overall SEM model testing**

There are three types of measurements to test the suitability of the SEM model to the data (good fit), namely Chi-square, probability of Chi-square, RMSEA, GFI, AGFI, CMIN/DF, TLI, and CFI. The following table shows the results of the model fit test.

<table>
<thead>
<tr>
<th>Overall Model Fit Test Size</th>
<th>Results</th>
<th>Benchmark Value for Model Fit</th>
<th>Model Fit to Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi-square</td>
<td>1207.98</td>
<td>Chi-square table (df=1145) &lt; 1230.14</td>
<td>Fit</td>
</tr>
<tr>
<td>Probability of Chi-square</td>
<td>0.096</td>
<td>&gt; 0.050</td>
<td>Fit</td>
</tr>
<tr>
<td>RMSEA</td>
<td>0.020</td>
<td>0.08</td>
<td>Fit</td>
</tr>
<tr>
<td>GFI</td>
<td>0.767</td>
<td>0.90</td>
<td>Enough</td>
</tr>
<tr>
<td>AGFI</td>
<td>0.740</td>
<td>0.90</td>
<td>Enough</td>
</tr>
<tr>
<td>CMIN/DF</td>
<td>1.055</td>
<td>&lt; 2.00</td>
<td>Fit</td>
</tr>
<tr>
<td>TLI</td>
<td>0.988</td>
<td>0.95</td>
<td>Fit</td>
</tr>
<tr>
<td>CFI</td>
<td>0.989</td>
<td>0.95</td>
<td>Fit</td>
</tr>
</tbody>
</table>

Based on table 1, it can be seen that Chi-square, probability, RMSEA, CMIN, TLI, and CFI are categorized as FIT. So it can be concluded that overall, this measurement model has a good fit.
Hypothesis test

After the analysis, the coefficient of influence between the exogenous and endogenous variables is obtained and the structural model equation is obtained using the standard coefficient.

\[ M = 0.260 X_1 + 0.256 X_2 + 0.337 X_3 + e_{11}; R^2 = 0.316 \]

\[ Y = 0.071 X_1 - 0.060 X_2 + 0.091 X_3 + 0.328 M + e_{12}; R^2 = 0.149 \]

<table>
<thead>
<tr>
<th>Exogenous</th>
<th>endogenous</th>
<th>R square</th>
</tr>
</thead>
<tbody>
<tr>
<td>X1 (Person-Organization Fit), X2 (Quality of Work Life), X3 (Organizational Justice)</td>
<td>M (Job Satisfaction)</td>
<td>0.316</td>
</tr>
<tr>
<td>X1 (Person-Organization Fit), X2 (Quality of Work Life), X3 (Organizational Justice), M (Job Satisfaction)</td>
<td>Y (Employee Performance)</td>
<td>0.149</td>
</tr>
</tbody>
</table>

**Table 2: Table of determination coefficient results**

The coefficient of determination (R-square) obtained from model 1 is the influence of the variables X1 (Person-Organization Fit), X2 (Quality of Work Life), and X3 (Organizational Justice) on the variable M (Job satisfaction) of 0.316, so the contribution is large. The effect of exogenous variables on endogenous M (job satisfaction) is 31.6%.

And in model 2, the influence of the variables X1 (Person-Organization Fit), X2 (Quality of Work Life), X3 (Organizational Justice), and M (Job satisfaction) on the Y variable (Employee Performance) is 0.149, so the contribution of the variable influence is 0.149. Exogenous to endogenous Y (employee performance) of 14.9%.

The total diversity of data that can be explained by the model is measured by the formula:

\[ Q^2 = 1 - [(1 - R^2_1) \times (1 - R^2_2)] \]

Where R^2_1 is R square for equation 1, which is 0.316, and R^2_2 is R square for equation 2, which is 0.149:

\[ Q^2 = 1 - [(1 - 0.316) \times (1 - 0.149)] = 0.418 \]

The results of the Q square calculation indicate the diversity of data that can be explained by the model is 41.8% which can be explained by the model.

Furthermore, the effect of one latent variable on other latent variables is seen by testing the hypothesis. An effect is declared significant if the CR value is greater than the limit value, and the effect is declared insignificant if the CR value is less than the limit value or by using a P-value which if less than 0.05 then it is declared a significant effect. The results of the calculation of direct and indirect effects are as follows.

**Direct Effect**

<table>
<thead>
<tr>
<th>Influence</th>
<th>Path coefficient</th>
<th>CR</th>
<th>P</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>X1 → M</td>
<td>0.260</td>
<td>3.188</td>
<td>0.001</td>
<td>Significant</td>
</tr>
<tr>
<td>X2 → M</td>
<td>0.256</td>
<td>3.135</td>
<td>0.002</td>
<td>Significant</td>
</tr>
<tr>
<td>X3 → M</td>
<td>0.337</td>
<td>3.848</td>
<td>0.000</td>
<td>Significant</td>
</tr>
<tr>
<td>M → Y</td>
<td>0.328</td>
<td>2.954</td>
<td>0.003</td>
<td>Significant</td>
</tr>
<tr>
<td>X1 → Y</td>
<td>0.071</td>
<td>0.768</td>
<td>0.443</td>
<td>Not significant</td>
</tr>
<tr>
<td>X2 → Y</td>
<td>-0.060</td>
<td>-0.659</td>
<td>0.510</td>
<td>Not significant</td>
</tr>
<tr>
<td>X3 → Y</td>
<td>0.091</td>
<td>0.919</td>
<td>0.358</td>
<td>Not significant</td>
</tr>
</tbody>
</table>

Based on table 3 above, it is found that the X1 variable (Person-Organization Fit) has a positive and significant effect on the M variable (Job satisfaction), with a CR value greater than the limit (3.188 > 1.96) or a P value less than (0.001 < 0.050). A positive coefficient indicates that an increase in the Person-Organization Fit variable can significantly increase the job satisfaction variable.
This research has provided an in-depth understanding of improving fit, and retaining employees in the long term by increasing commitment to the company and improving individual outcomes so that it has implications for sustainable strategic advantage for the company. Thus, PT Bank Pembangunan Daerah Jambi needs to consider the values of employees that can increase job satisfaction for the betterment of the organization.

Variable X2 (Quality of Work Life) has a positive and significant effect on variable M (Job satisfaction), with a CR value greater than the limit (3.135 > 1.96) or a P value of less than (0.002 < 0.050). A positive coefficient indicates that an increase in the Quality of Work Life variable can significantly increase the job satisfaction variable. Thus, the higher the quality of work-life of employees, the higher the satisfaction of PT Bank Pembangunan Daerah Jambi, in this case, indicating that employees of PT Bank Pembangunan Daerah Jambi are allowed to participate and be involved with the process of making various organizational decisions, meeting the need for security, holding meetings with employees regularly to discuss strategic issues so that some of the problems and complaints faced by employees can be solved together in the meeting. This condition makes employees feel valued and treated properly. Thus, PT Bank Pembangunan Daerah Jambi must pay attention to the quality of work-life that will result in employee job satisfaction.

Variable X3 (Organizational Justice) has a positive and significant effect on the variable M (Job satisfaction), with a CR value greater than the limit (3.848 > 1.96) or a P value less than (0.003 < 0.050). A positive coefficient indicates that an increase in the organizational justice variable can significantly increase the job satisfaction variable. The findings in this study are the effect of organizational justice on the job satisfaction of employees at PT Bank Pembangunan Daerah Jambi, meaning that the fairer an organization in this case is PT Bank Pembangunan Daerah Jambi with its employees, the higher the job satisfaction felt by employees. From these findings, PT Bank Pembangunan Daerah Jambi must maintain the values of justice that can create job satisfaction for employees.

Variable M (job satisfaction) has a positive and significant effect on variable Y (employee performance), with a CR value greater than the limit (2.954 > 1.96) or a P value less than (0.003 < 0.050). A positive coefficient indicates that an increase in the job satisfaction can significantly increase the employee performance variable. This study shows that many employees agree that salary is an important factor because the salary or rewards obtained will determine whether an employee is more enthusiastic at work, therefore salary is a measure where employee performance will be maximized. This research proves that salary greatly affects the performance of employees at PT. Jambi Regional Development Bank. These results prove the effect of job satisfaction on employee performance is significant. The results of this study can be seen that good job satisfaction from the company will improve the performance of the employees themselves.

Variable X1 (Person-Organization Fit) has a positive and insignificant effect on variable Y (employee performance), with a CR value of less than the limit (0.768 <1.96) or a P-value greater than (0.443 > 0.050). A positive coefficient indicates that an increase in the Person-Organization Fit variable can increase the employee performance variable but is not significant. This means that other factors directly affect the performance of employees at PT Bank Pembangunan Daerah Jambi. Thus, PT Bank Pembangunan Daerah Jambi is expected to pay attention to this finding that the suitability of employee values with the company can improve employee performance at work so that fit with employees is needed to create a good performance at PT Bank Pembangunan Daerah Jambi.

Variable X2 (Quality of Work Life) has a negative and insignificant effect on variable Y (employee performance), with a CR value greater than the limit (-0.659 > -1.96) or a P-value greater than (0.510 > 0.050). The negative coefficient indicates that an increase in the Quality of Work Life variable can reduce the employee performance variable but is not significant. In this study, it was found that the quality of work-life does not affect employee performance. These results mean that the quality of work-life at PT Bank Pembangunan Daerah Jambi has not been able to directly improve employee performance, this can be influenced by other, more dominant factors. From these findings, it is hoped that PT Bank Pembangunan Daerah Jambi will pay attention to the Quality of Work Life as an important variable that can improve employee performance at work.

Variable X3 (Organizational Justice) has a positive and insignificant effect on variable Y (employee performance), with a CR value of less than the limit (0.919 <1.96) or a P-value greater than (0.358 > 0.050). A positive coefficient indicates that an increase in the organizational justice variable can increase the employee performance variable but is not significant. This finding is an important factor for the development of PT Bank Pembangunan Daerah Jambi to pay attention to the three factors in organizational justice, that the three indicators do not have a significant effect on employee performance. This condition reflects that employees at PT Bank Pembangunan Daerah Jambi do not make the aspect of justice a determinant of their performance.

Of the three hypotheses directly proposed H1, H2, H3, the variables Person Organization Fit, Quality of Work Life, and Organizational Justice on the employee performance variable with a p-value greater than so that H0 is accepted and Ha is rejected.

**Effect (Indirect Effect)**

Overall, the model in this study is divided into 7 direct effects and 3 indirect effects. The following table presents the results of testing the indirect effect with the Sobel test as follows:
The indirect effect of the variable X1 (Person-Organization Fit) on the variable Y (employee performance) through the variable M (Job satisfaction) is significant, with the p-value of the Sobel test result which is smaller than (0.030 < 0.050). Variable M (Job Satisfaction) is a mediating variable for the effect of variable X1 (Person-Organization Fit) on variable Y (Employee performance). This is by the conditions on the ground that the higher the person-organization fit of the employees of PT Bank Pembangunan Daerah Jambi in the Jambi West Region will be able to increase job satisfaction and employee performance. Person organization fit at PT Bank Pembangunan Daerah Jambi has not been fully realized, such as a less comfortable physical work environment, while fulfilling employee needs such as a physical work environment is very much needed by employees. Therefore, to create job satisfaction and better performance, the company is expected to improve person-organization fit which can be realized by revamping the workspace.

The indirect effect between the X2 (Quality of Work Life) variable on the Y variable (Employee performance) through the M variable (Job satisfaction) is significant, with the p-value of the Sobel test result which is smaller than (0.034 < 0.050). Variable M (job satisfaction) is a mediating variable for the effect of variable X2 (Quality of Work Life) on variable Y (employee performance). The better the Quality Of Work-Life that is in the organization will make good performance tall. This is due to an improvement in the work climate that can make a big impetus for education staff employees in improving their performance. This means proving also that the organization pays attention to the job satisfaction of its employees. By knowing these factors, the performance of the employees of PT Bank Pembangunan Daerah Jambi can be assessed and evaluated for suitability by looking at the expectations of the organization compared to employee performance.

The indirect effect between the X3 (Organizational Justice) variable on the Y variable (Employee performance) through the M variable (Job satisfaction) is significant, with the p-value of the Sobel test result which is smaller than (0.019 < 0.050). Variable M (job satisfaction) is a mediating variable for the effect of variable X3 (Organizational Justice) on variable Y (employee performance). This finding can be interpreted that the reward according to the performance produced, the reward according to the level of work, the reward reflecting the effort given, and the reward given by the contribution to the organization can make a significant contribution to increasing the job satisfaction of the employees of PT Bank Pembangunan Daerah Jambi. Thus, organizational justice felt by employees of PT Bank Pembangunan Daerah Jambi is proven to be able to provide a sense of satisfaction with work, satisfied with the involvement of colleagues.

Of the three hypotheses proposed indirectly H1, H2, H3, the variables Person Organization Fit, Quality of Work Life, Organizational Justice on the employee performance variable through the job satisfaction variable with a p-value of less than so that H0 is rejected and Ha is accepted.

**Conclusion**


**Acknowledgement**

This research was produced as part of Misra Yeni's dissertation entitled “The Influence of Person-Organization Fit, Quality of Work Life and Organizational Justice on Job Satisfaction and Employee Performance at PT. Jambi Regional Development Bank in the Western Region of Jambi” was submitted to the Postgraduate School to fulfill part of the requirements for obtaining a Doctoral degree in Economics and was supervised by Prof. Dr. Sihol Situngkir and colleagues.

**Author Contributions:** Conceptualization, Methodology, Data Collection, Formal Analysis, Writing—Original Draft Preparation, Writing—Review And Editing by authors with equal participation. All authors have read and agreed to the published the final version of the manuscript.
Institutional Review Board Statement: Ethical review and approval were waived for this study, due to that the research does not deal with vulnerable groups or sensitive issues.

Data Availability Statement: The data presented in this study are available on request from the corresponding author. The data are not publicly available due to privacy.

Conflicts of Interest: The authors declare no conflict of interest.

References


Hastuti, N. T., & Wibowo, U. D. A. (2021). Effects of Quality of Work Life (Qwl) and Organizational Commitment (Oc) on Organizational Citizenship Behaviour (Ocb) of Permanent Nurses. PSIMPHONI, 2(1), 31. https://doi.org/10.30955/psimphoni.v2i1.8054


**Publisher's Note:** SSBFNET stays neutral with regard to jurisdictional claims in published maps and institutional affiliations.

© 2022 by the authors. Licensee SSBFNET, Istanbul, Turkey. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (http://creativecommons.org/licenses/by/4.0/).