

The Role of Person Job FIT Moderation in the Relationship of Quality of Work Life with the Lovina Hotel Employee Satisfaction

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ABSTRACT:The purpose of this study was to examine the moderating role of person job fit on the relationship of quality of work life with job satisfaction of The Lovina Hotel employees. This study used a sample of 110 respondents. The sampling technique is Accidental Sampling. Data collection was obtained from the results of distributing questionnaires to employees of The Lovina Hotel. The data analysis used in this research is Moderating Regression Analysis (MRA). The results of this study indicate that the quality of work life has a positive and significant effect on job satisfaction. Person Job Fit has a positive and significant effect on job satisfaction. Person Job Fit strengthens the influence of quality of work life on job satisfaction. Based on the research results,

KEYWORDS : *quality of work life, person job fit, job satisfaction.*

I. INTRODUCTION

Human resource management is part of organizational management that focuses on the human element. The comfort of the employees has a big impact on the level of productivity. Company management should create employee job satisfaction so that employee work results can increase along with job satisfaction. Job satisfaction is an assessment, feelings or attitudes of employees towards work related to the work environment, type of work, compensation, relationships between coworkers and social relations in the workplace (Lund, 2003). A person who feels satisfaction in working psychologically will do his best to complete his work effectively and efficiently (Putra and Sariyathi, 2015). Employee job satisfaction is also related to aspects of fairness and appropriateness of remuneration received by employees for the performance given to the company, if the aspects of fairness and appropriateness for employees can be formulated properly, employees are satisfied and have high work morale (Endiana and Sudiartana, 2015). Employee job satisfaction will affect the attitudes and behavior of employees at work, especially their behavior which is reflected in the level of absenteeism, level of work accidents, level of morale, and level of labor turnover (Reskantika et al., 2019). Likewise, job dissatisfaction is shown by allowing bad conditions such as high absenteeism, work delays, increased work errors and resignation from work (Yucel, 2012).

Herzberg (1959) in two factors theory states that the reason individual employees work is to meet two types of needs, namely: (1) Hygiene factors are factors that prevent dissatisfaction. These factors include, the quality of supervision, salary, company policies, physical conditions of work, relationships with others, and job security. (2) Motivation factors are factors related to the job itself or with results that can be obtained directly from the job. These factors include, opportunities for promotion, opportunities for personal growth, recognition, responsibility, and achievement. Sutanto (2019) explains that the factors of the two factor theory serve as a guide for companies in creating a favorable work environment so that employees feel comfortable working.

This research was conducted at The Lovina Hotel, which is located at Jalan Mas Lovina, Kalibukbuk, Buleleng Regency. The Lovina Hotel is a 4-star accommodation business with 133 rooms and 152 employees. The results of interviews with several employees of The Lovina Hotel revealed that there are hygiene aspects and motivation factors that have not matched employees' expectations, including lack of supervision of employee work activities so that employees do not carry out tasks according to their responsibilities, lack of initiative from management to develop employee potential, wages per month earned in the company is smaller than other companies in the same position, there are conflicts between employees related to differences of opinion, and the

mismatch between education and the work done.

Based on the results of the initial interview, there is a phenomenon related to job satisfaction variables, quality of work life, and person job fit. Therefore, the authors conducted a study entitled "The Role of Person Job Fit Moderation on the Relationship between Quality of Work Life and Job Satisfaction".

II. CONCEPTUAL MODEL AND RESEARCH HYPOTHESIS

2.1. Two Factor Theory

Two factor theory proposed by (Herzberg, 1959) states that the reason individual employees work is to make ends meet. These needs include: (1) Hygiene factors are factors that prevent dissatisfaction. These factors include, the quality of supervision, salary, company policies, physical conditions of work, relationships with others, and job security. (2) Motivation factors are factors related to the job itself or with results that can be obtained directly from the job. These factors include, opportunities for promotion, opportunities for personal growth, recognition, responsibility, and achievement. Sutanto (2019) explains that the factors of the two factor theory serve as a guide for companies in creating a favorable work environment so that employees feel comfortable working. If these two factors can be created in the company's working conditions, employees will feel satisfied at work. Improving the quality of work life is needed to create job satisfaction as a trigger and builder of good and quality employee performance. Companies must understand what employees need so that individual employees have a commitment to the company. Efforts made by the company to meet the needs of employees are by paying attention *quality of work life* (Sirgy et al., 2001).

2.2. Job satisfaction

Job satisfaction is a reflection of employee attitudes and behavior in dealing with work (Noor et al., 2016). Employee job satisfaction will affect the attitudes and behavior of employees at work, especially their behavior which is reflected in the level of absenteeism, level of work accidents, level of morale, and level of labor turnover (Reskantika et al., 2019). Job satisfaction is an employee's (positive) attitude towards his job that arises based on an assessment of the work situation (Bushra et al., 2011). Oliver (1980) explains that satisfaction is influenced by expectations, performance and disconfirmation. If the individual needs of the employee received in the workplace exceed expectations, it will result in job satisfaction, conversely, if the personal needs of workers received in the workplace do not meet expectations, it will result in job dissatisfaction. Martin & Gert (2017), an individual feeling satisfied or dissatisfied with his work is something that is personal, which depends on how he perceives a match or contradiction between his desires and the results he gets. Satisfaction with the work processes and results obtained by employees will strengthen the work ethic in achieving organizational goals (Shaikh et al., 2019). Conversely, if an employee feels that he has not obtained several supporting factors in carrying out work, then these conditions have the potential to cause dissatisfaction with the results of his work, as a follow-up effect of this situation will gradually affect morale and work results both in quantity and quality. Therefore, job satisfaction is an important thing that must be studied in the study of organizational behavior, because knowing job satisfaction will make it easier for organizations to develop their organizations. The measurement of job satisfaction in this study refers to the research of Spector, (1985) which compiles the aspects of job satisfaction into nine aspects, namely salary, promotion, supervision, benefits, rewards, work regulations, coworkers, the job itself and communication.

2.3. Quality of Work Life and Job Satisfaction

Quality of work life is an important factor for increasing job satisfaction (Kermansaravi et al., 2015). Deming (1998) explains that quality is conformity with present and future needs to meet or exceed what is expected. Walton (1986) states that work life is employees' perceptions of the atmosphere and experiences of employees at work. Quality of work life is employees' perceptions of the welfare, atmosphere and experience of employees where they work, which refers to how effectively the work environment meets the personal needs of workers (Sirgy et al., 2001). The Two Factor theory put forward by Herzberg (1959) states that the reason individual employees work is to meet two types of needs, namely: (1) Hygiene factors which include quality of supervision, salary, company policies, physical working conditions, relationships with others, and job security. (2) Motivation factors which include, opportunities for promotion, opportunities for personal growth, recognition, responsibility, and achievement. In line with Ference's (1982) research, it is explained that employees' perceptions of the quality of work life can be significantly improved by meeting the diverse needs of individual employees. Fulfilling the needs of employees in the workplace makes individual employees feel satisfied at work so that work productivity increases (Champoux, 1981). Santhi et al. (2016), Astitiani (2016), Alfani (2018), Dhamija et al. (2019), Zainab et al. (2018), and Jabeen et al. (2018) revealed that the quality of work life has a positive and significant effect on job satisfaction. This is evidenced by previous research which states that an increase in employee job satisfaction is offset by an increase in working conditions, welfare, work-life balance, career prospects, compensation and training and development (Swapna & Gomathi, 2013).

Measuring the quality of work life in this study refers to the research of Shaikh et al., (2019), that there are 2 needs that are needed by individual employees at work, namely hygiene factors and motivation factors. Hygiene factors include company policy, relationship with peers, work security, relationship with supervisor, money, and work conditions. Motivation factors include, achievement, advancement, work it self, recognition and growth.

H1: Quality of work life has a positive and significant effect on job satisfaction.

2.4. Person Job Fit and Job Satisfaction

Cable, DM and DeRue (2002) explain that person job fit is a condition that describes a match between employee abilities and job demands and individual needs. There are two aspects that make up a person job fit, namely demands-abilities fit and needs-supplies fit (Cable, DM and DeRue, 2002). Demand-abilities fit is the knowledge, skills and abilities possessed by workers that match what is required by the field (Sekiguchi, 2004). Person job fit is studied by determining the work needed in accordance with the job analysis that has been determined by the authorized party in the organization so that the talents, knowledge and abilities of workers are in accordance with the demands of the job. Person job fit suitability will result in high job satisfaction because employees work in accordance with their skills and expertise. L. Guay (2011), Ollani (2017), Asmike (2020), Widyastuti (2018), Berahmawati (2019) revealed that person job fit has a positive and significant effect on job satisfaction. This shows that the higher the level of person job fit felt by employees, the higher the level of employee job satisfaction. This means that if employees are placed in accordance with the capabilities, expertise and training provided by the company according to the needs of employees, employee job satisfaction will increase. This shows that the higher the level of person job fit felt by employees, the higher the level of employee job satisfaction. This means that if employees are placed in accordance with the capabilities, expertise and training provided by the company according to the needs of employees, employee job satisfaction will increase. This shows that the higher the level of person job fit felt by employees, the higher the level of employee job satisfaction. This means that if employees are placed in accordance with the capabilities, expertise and training provided by the company according to the needs of employees, employee job satisfaction will increase.

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

2.5. Quality of Work Life, Person Job Fit, and Job Satisfaction

Nanjundeswaraswamy (2013) explains that quality of work life is the relationship between employees and the work environment. Ference (1982) explains that employees' perceptions of the quality of work life can be significantly improved by meeting the diverse individual needs of employees. Meeting the needs of employees in the workplace makes individual employees feel satisfied at work (Champoux, 1981). Employee job satisfaction will affect the attitudes and behavior of employees at work, especially their behavior which is reflected in the level of absenteeism, level of work accidents, level of morale, and level of labor turnover (Reskantika et al., 2019). When individuals feel that their ability to meet job demands will reap work satisfaction. Job satisfaction is also inseparable from the feeling of satisfaction felt by individuals regarding the suitability of the work, skills, abilities and knowledge possessed by employees. Cable, DM and DeRue (2002) define person job fit as a condition that describes a match between employee abilities and job demands, individual needs and what the job can provide to employees. In line with Kristof Brown's research, AL, Guay (2011), person job fit refers to the suitability of a person's personal characteristics and a certain type of work. Thus it is important for companies to make adjustments to the skills, knowledge, abilities and personalities of employees to their jobs so that the quality of employees' work increases. Liu, B., Liu, J., & Hu (2010) states that person job fit has a positive and significant relationship to increasing job satisfaction. Tabassum et al., (2011) stated that the quality of work life has a significant effect on job satisfaction. Supported by Santhi's research (2016), it shows that quality of work life has a positive and significant effect on job satisfaction.

H3: Person job fit strengthens the effect of quality of work life on job satisfaction.

2.6. Conceptual Model

Based on the description that has been presented, to clarify the direction of the research on the moderation role of person job fit on the relationship of quality of work life with job satisfaction of The Lovina Hotel employees, in this study a line of thought can be taken which is translated into the conceptual framework seen in Figure 1.

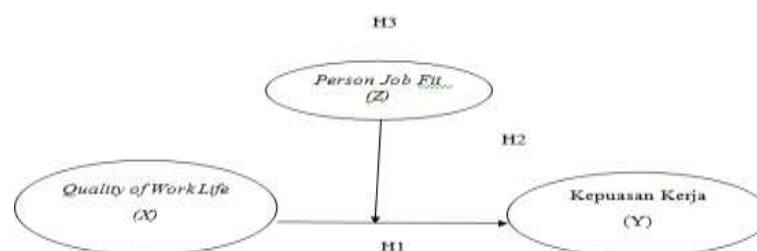


Figure 1: Research Conceptual Model

III. RESEARCH METHODOLOGY

3.1. Research design

The research design used in this study was a survey method, namely taking a sample from a population and using a questionnaire as a tool in data collection. Survey research is intended to study and describe the phenomenon of the object of research, namely job satisfaction (X), quality of work life (Y) and person job fit (Z). This research was conducted at The Lovina Hotel, which is located at Jalan Mas Lovina, Kalibukbuk, Buleleng Regency, Bali. The population in this study were all 152 employees of The Lovina Hotel. The sampling technique used in this study was Accidental Sampling. The sampling method used in this study refers to the Slovin approach. Based on the Slovin formula, the number of samples in this study were 110 respondents. Spector, (1985). Consists of 15 items to measure 9 indicators. Measurement of the quality of work life variable refers to the research of Shaikh et al., (2019). Consists of 18 items to measure 2 dimensions of job satisfaction, namely the hygiene factor and the motivation factor. Person job fit variables are measured using a scale from Cable & DeRue (2002). Consists of 6 items to measure 2 indicators of person job fit, namely demand-abilities (the abilities possessed by workers match what is required by the field) and need-supplies (employees' needs and expectations obtained in the workplace). Data were measured using a Likert scale with a range of 1-5. The validity test in this study used Confirmatory Factor Analysis (CFA) with the parameter value of Kaiser Meyer Olkin (KMO) ≥ 0.5 with factor loading items ≥ 0.5 , Commulative Explained Variance ≥ 50 percent, Measures of Sampling Adequacy (MSA) ≥ 0.5 and Eigenvalue ≥ 1.0 . The reliability of the data was confirmed if Cronbach's alpha was ≥ 0.6 .

Table 1. Characteristics of Respondents

No.	Variable	Classification	Number of people	Percentage%
1	Gender	Women	44	40.00
		Man	66	60.00
		amount	110	100
2	Age (Years)	21-25	17	15.45
		26-30	39	35.45
		31-35	28	25.45
		36-40	6	5.45
		41-45	8	7.27
		46-50	7	6.36
		> 50	5	4.55
amount	110	100		
3	Last education	Junior High	1	0.91
		SMA / K	50	45.45
		D1	33	30.00
		D3	17	15.45
		S1	9	8.18
amount	110	100		
4	Years of service	1-5 Years	75	68.18
		6-10 Years	35	31.82
		amount	110	100

Source: Primary Data, 2021

Based on the results of the distribution of respondent characteristics, employees who work at The Lovina Hotel are dominated by male employees with a total of 66 people or 60.00 percent. This is because at the time of employee recruitment, companies require more male employees than women according to their fields. In terms of age, most of the respondents were 26 to 30 years old with a percentage of 35.45 percent, then followed by respondents aged 31 to 35 years with a percentage of 25.45 percent. This shows that employees who work at The Lovina Hotel are classified as employees of productive age. Most of the respondents in this study had a working period of between 1 and 5 years with a total of 75 employees with a percentage of 68, 18 percent and the last education of the dominant respondents was SMK graduates, namely 50 people with a percentage of 45.45 percent. This is because when recruiting employees, the company prioritizes the applicant's experience compared to the applicant's final education.

IV. RESULTS AND DISCUSSION

The results of the validity test show that all data are valid based on the Kaiser Meyer Olkin (KMO) value ≥ 0.5 , Commulative Explained Variance ≥ 50 percent, and Eigenvalue ≥ 1.0 . The results of the validity test are presented in table 2.

Table 2. Instrument Validity Test Results

No.	Variable	KMO	Barlett's Test	Cumulative Variance%	Eigenvalue	Interpretation
1	<i>Quality of work life</i>	0.911	1578,563	66,156	1,838	Valid
2	<i>Person job fit</i>	0.874	367.55	65,639	3,938	Valid
3	Job satisfaction	0.901	1304,277	65,562	1,525	Valid

Source: Primary Data, 2021

The reliability test results show that the Cronbach's Alpha value of all variables is ≥ 0.6 . It can be concluded that all research instruments are reliable, so that they can be used to conduct research. The reliability test results are presented in table 3.

Table 3. Instrument Reliability Test Results

No.	Variable	Cronbach's Alpha	Information
1	<i>Quality of Work Life (X)</i>	0.948	Reliable
2	<i>Person Job Fit (Z)</i>	0.892	Reliable
3	Job Satisfaction (Y)	0.941	Reliable

Source: Primary Data, 2021

4.1. Distribution of Respondents' Score of Quality of Work Life Variables

The variable quality of work life is measured by using 18 statement items related to the quality of work life felt by employees. The distribution of the respondents' scores for the quality of work life variable reveals that the highest average value of the respondents' answers is shown in the statement about "Occupational Safety and Health (K3) Facilities according to standards" with an average value of 4.16. The lowest average score is 2.94 on the statement about "I am satisfied with the salary I currently receive". The data are presented in detail in table 4.

Table 4. The Distribution of Respondents' Score of Quality of Work Life Variables

No.	Variable Quality of Work Life (X)	N	Average	Information
1	Company regulations support the implementation of duties	110	3.73	Satisfied
2	Company policies benefit employees	110	3.23	Quite satisfied
3	Colleagues are willing to help solve problems	110	3.22	Quite satisfied
4	Relationships with co-workers are going well	110	3.93	Satisfied
5	K3 facilities according to standards	110	4.16	Satisfied
6	I feel safe at work	110	3.83	Satisfied
7	Healthy work environment	110	4.07	Satisfied
8	I have my superiors' support	110	3.06	Quite satisfied
9	I believe in superiors	110	3.9	Satisfied
10	I am satisfied with the salary I receive today	110	2.94	Quite satisfied
11	The salary I received was sufficient	110	2.97	Quite satisfied
13	The working facilities are functioning properly	110	4.1	Satisfied
14	Work provides opportunities for self-development	110	3.37	Quite satisfied

15	Work allows gaining experience	110	3.77	Satisfied
16	Work allows improving skills	110	3.68	Satisfied
17	I like my current job	110	3.95	Satisfied
18	The company recognizes the individual achievements of employees	110	3.09	Quite satisfied
Average Variable Quality of Work Life (X)			3.53	Satisfied

Source: Primary Data, 2021

4.2. Distribution of Respondents' Answers to Person Job Fit Variables

Person job fit variable is measured by using 6 statement items related to person job fit perceived by employees. The distribution of respondents' answers reveals that the highest average value of the respondents' answers is shown in the statement about "Occupation according to educational background" with an average value of 3.82. The lowest average value is 3.15 in the statement about "The training provided by the company is in accordance with the needs". The data are presented in detail in table 5.

Table 5. Distribution of Respondents' Answers to Person Job Fit Variables

No.	Variable Person Job Fit (Z)	N	Average	Information
1	Work according to educational background	110	3.82	Satisfied
2	I have abilities that are suitable for the job	110	3.69	Satisfied
3	I was placed according to my expertise	110	3.55	Satisfied
4	Requirements for work according to the skills I have	110	3.55	Satisfied
5	I have a personality that fits my job	110	3.57	Satisfied
6	Training provided by the company as needed	110	3.15	Quite satisfied
Average Person Job Fit Variables			3.56	Satisfied

Source: Primary Data, 2021

4.3. Distribution of Respondents' Answers to Job Satisfaction Variables

Job satisfaction variable is measured by using 15 statement items related to employee perceived job satisfaction. The distribution of respondents' answers reveals that the highest average value of respondents' answers is shown in the statement about "Awards given by companies can increase work motivation" with an average value of 4.43. The lowest average value is 2.80 in the statement about "The boss listens to the problems faced by employees".

Table 6. Distribution of Respondents' Answers to Job Satisfaction Variables

No.	Variable Person Job Fit (Z)	N	Average	Information
1	The wages I receive are according to my workload	110	3.04	Quite satisfied
2	The wages I receive are proportional to the answers	110	3.08	Quite satisfied
3	I got the same opportunity to improve my career	110	3.15	Quite satisfied
4	Bosses always provide direction while working	110	3.27	Quite satisfied
5	The boss listens to the problems faced by employees	110	2.8	Quite satisfied
6	There are benefits provided by the company	110	3.68	Satisfied
7	The allowance I received was as needed	110	3.04	Quite satisfied
8	Bonuses given by the company are in accordance with work performance	110	3.39	Quite satisfied
9	The awards given can increase work motivation	110	4.43	Satisfied
10	Workload according to my ability	110	3.04	Quite satisfied
11	I have a harmonious relationship with my co-workers	110	3.81	Satisfied

12	Colleagues play an important role in career development	110	2.88	Quite satisfied
13	My job allows me to grow	110	3.42	Satisfied
14	My job allows me to grow	110	3.43	Satisfied
15	Communication with superiors and co-workers is effective	110	3.63	Satisfied
Average Job Satisfaction Variable (Y)			3.34	Quite satisfied

Source: Primary Data, 2021

4.4. Hypothesis test

The results of the Moderation Regression Analysis are presented in detail in Table 7.

Table 7. Results of Moderation Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	9,816	4,071		2,411	,018
Quality of Work Life (X)	,411	,070	,495	5,886	,000
Person Job Fit (Z)	,431	,196	,192	2,201	,030
Quality of Work Life * Person Job Fit (XZ)	,006	,003	,318	2,061	,042
The coefficient of determination = 0,977					
F Count = 1534,573; Sig: 0,000					

Source: Primary Data, 2021

The regression equation model of the moderating role of person job fit on the relationship of quality of work life with employee job satisfaction is described in equation 1:

$$Y_i = \alpha + \beta_1 X_i + \beta_2 Z_i + \beta_3 X_i * Z_i + e \dots\dots\dots (1)$$

$$\text{Job Satisfaction} = 9,816 + 0,411 \text{ quality of work life} + 0,431 \text{ person job fit} + 0,006 \text{ quality of work life} * \text{person job fit} + e \dots\dots\dots (1)$$

Based on the results of the t-test shows that the value of tcount of the variable quality of work life is equal to 5,886 with a significance t value of 0.000 (<0.05) and a regression coefficient of 0.411. This means that the quality of work life variable has a positive and significant effect on the job satisfaction variable. The tcount value of the person job fit variable is equal to 2,201 with a significance t value of 0.030 (<0.05) and a regression coefficient of 0.431. This means that the person job fit variable has a positive and significant effect on the job satisfaction variable. The tcount value of the interaction variable is equal to 2,061 with the significance of t is 0.042 (<0.05) and the regression coefficient is 0.006.

This means that the interaction variable has a positive and significant effect on the job satisfaction variable. From this analysis, according to the first criteria, namely if β_1 is positive (significant or not) and β_3 is positive (significant) then Z (person job fit) is a moderating variable that strengthens the influence of X (quality of work life) on Y (job satisfaction).

4.5. Classic assumption test

Data on the results of normality, multicollinearity and heteroscedasticity tests are presented in tables 8, 9 and 10. The results of the analysis show that the data are normally distributed, free of multicollinearity and do not contain heteroscedasticity symptoms.

4.5.1. Normality Test Results

Table 8. Normality Test Results

	Unstandardized Residual
N	110
Normal Parametersa, b	Mean ,0000000

	Std. Deviation	126,678,315
Most Extreme Differences	Absolute	,097
	Positive	,097
	Negative	-,076
Statistical Test		,097
Monte Carlo Sig. (2-tailed)	Sig.	,230d
99% Confidence Interval	Lower Bound	,219
	Upper Bound	,240

Source: Primary Data, 2021

4.5.2. Multicollinearity Test Results

Table 9. Multicollinearity Test Results

Variable	Tolerance	VIF
Quality of Work Life(X)	0.185	5,400
Person Job Fit(Z)	0.185	5,400

Source: Primary Data, 2021

4.5.3. Heteroscedasticity Test Results

Table 10. Heteroscedasticity Test Results

Variable	Sig.Information
Quality Of Work Life(X)	0.207Heteroscedasticity free
Person Job Fit(Z)	0.116Heteroscedasticity free

Source: Primary Data, 2021

4.6. Hypothesis test

4.6.1. Effect of Quality of Work Life on Job Satisfaction

The regression test results show that the quality of work life has a positive and significant effect on job satisfaction. The coefficient value of quality of work life (β_1) is 0,411 with a significance level of 0.000 (<0.05).

4.6.2. Effect of Person Job Fit on Job satisfaction

The regression test results show that *person job fit* positive and significant influence on job satisfaction. Coefficient value *person job fit* (β_2) of 0.431 with a significance level of 0.030 (<0.05).

4.6.3. The Role of Person Job Fit Moderation in the Relationship between Quality of Work Life and Job Satisfaction

The regression test results show that the interaction of quality of work life and person job fit has a positive and significant effect on job satisfaction. The interaction coefficient value of quality of work life and person job fit (β_3) is 0.006 with a significance level of 0,042 (<0.05).

4.8. Discussion, Conclusions and Recommendations

Quality of work life positive and significant effect on job satisfaction of Hotel TheLovina employees. This shows that the higher the level of conformity to the needs of employees, the higher the level of job satisfaction of Hotel TheLovina employees. The results of this study are consistent with previous research from Santhi et al. (2016), Alfani (2018), Dhamija et al. (2019), Zainab et al. (2018), Jabeen et al. (2018). Satisfaction can be seen as a result of an employee's assessment of what the company has done to its employees (Jabeen et al., 2018). This means that the higher the quality of an employee's work life, the higher the employee's job satisfaction. The Two Factor theory put forward by Herzberg (1959) states that the reason individual employees work is to fulfill two types of needs, namely: (1) Hygiene factors covering quality of supervision, salary, company policy, physical working conditions, relationships with other people, and job security. (2) Motivation factors which include, opportunities for promotion, opportunities for personal growth, recognition, responsibility, and achievement. From the results of descriptive analysis of respondents' answers, companies should be able to reconsider the amount of salaries received by employees to suit the needs and performance of employees. It is very important for organizations to identify and understand employee needs in order to ensure that employees are satisfied and productive at work (Vansteenkiste et al., 2007). If employees feel valued by the company, they

will reap job satisfaction which has an impact on company productivity (Astitiani, 2016). company policies, physical working conditions, relationships with others, and job security. (2) Motivation factors which include, opportunities for promotion, opportunities for personal growth, recognition, responsibility, and achievement. From the results of descriptive analysis of respondents' answers, companies should be able to reconsider the amount of salaries received by employees to suit the needs and performance of employees. It is very important for organizations to identify and understand employee needs in order to ensure that employees are satisfied and productive at work (Vansteenkiste et al., 2007). If employees feel valued by the company, they will reap job satisfaction which has an impact on company productivity (Astitiani, 2016). company policies, physical working conditions, relationships with other people, and job security. (2) Motivation factors which include, opportunities for promotion, opportunities for personal growth, recognition, responsibility, and achievement. From the results of descriptive analysis of respondents' answers, companies should be able to reconsider the amount of salaries received by employees to suit the needs and performance of employees. It is very important for organizations to identify and understand employee needs in order to ensure that employees are satisfied and productive at work (Vansteenkiste et al., 2007). If employees feel valued by the company, they will reap job satisfaction which has an impact on company productivity (Astitiani, 2016). (2) Motivation factors which include, opportunities for promotion, opportunities for personal growth, recognition, responsibility, and achievement. From the results of descriptive analysis of respondents' answers, companies should be able to reconsider the amount of salaries received by employees to suit the needs and performance of employees. It is very important for organizations to identify and understand employee needs in order to ensure that employees are satisfied and productive at work (Vansteenkiste et al., 2007). If employees feel valued by the company, they will reap job satisfaction which has an impact on company productivity (Astitiani, 2016). The company should be able to reconsider the amount of salary received by employees to suit the needs and performance of employees. It is very important for organizations to identify and understand employee needs in order to ensure that employees are satisfied and productive at work (Vansteenkiste et al., 2007). If employees feel valued by the company, they will reap job satisfaction which has an impact on company productivity (Astitiani, 2016). The company should be able to reconsider the amount of salary received by employees to suit the needs and performance of employees. It is very important for organizations to identify and understand employee needs in order to ensure that employees are satisfied and productive at work (Vansteenkiste et al., 2007). If employees feel valued by the company, they will reap job satisfaction which has an impact on company productivity (Astitiani, 2016). The company should be able to reconsider the amount of salary received by employees to suit the needs and performance of employees. It is very important for organizations to identify and understand employee needs in order to ensure that employees are satisfied and productive at work (Vansteenkiste et al., 2007). If employees feel valued by the company, they will reap job satisfaction which has an impact on company productivity (Astitiani, 2016).

Person job fit positive and significant effect on job satisfaction at The Lovina Hotel. This shows that the higher the level of person job fit felt by employees, the higher the level of employee job satisfaction. This means that if employees are placed according to their expertise, educational background, and training provided by the company according to the needs of employees, the job satisfaction of The Lovina Hotel employees will increase. The results of this study are in accordance with previous research from L., Guay (2011), Ollani (2017), Asmike (2020), Widyastuti (2018), Berahmawati (2019). Cable, DM and DeRue (2002) defines person job fit as a condition that describes a match between employee abilities and job demands and individual needs. Bowen et al., (1991) explained that the suitability of person job fit also takes into account the types of individuals required with qualifications: suitability of knowledge, skills, abilities, social skills, individual needs, interests, and individual attitudes. From the descriptive analysis of respondents' answers, companies should conduct training or approaches related to new things that employees must master. When the employee's personality with the job is in line, the employee's satisfaction will increase accordingly.

The results of moderate regression analysis show that the interaction variable has a positive and significant effect on the job satisfaction variable. The resulting moderating effect is to strengthen the relationship of quality of work life to job satisfaction. Person job fit occurs when the needs, wants, or preferences of employees are met by the work they are doing (Kristof Brown et al., 2005). Employee job satisfaction will affect the attitudes and behavior of employees at work, especially their behavior which is reflected in the level of absenteeism, level of work accidents, level of morale, and level of labor turnover (Reskantika et al., 2019). From the research results, person job fit has a higher influence than the quality of work life on job satisfaction.

4.9. Research Limitations

Based on direct experience in the research process, this study has several weaknesses and limitations. First, the number of research respondents is only 110 people, of course it is still insufficient to describe the real situation, so that in future studies it is recommended to take more samples. This aims to better data accuracy in research. Second, this study only focuses on the quality of work life and person job fit variables that affect job

satisfaction, while in the literature I read there are still many other factors that affect job satisfaction, so that in future studies it is suggested that researchers add other factors. which can affect job satisfaction such as organizational culture, leadership style, workload and compensation fairness. Third, in this study the data were used only for 1 year, so that continuous research could be carried out. This is done in order to see and assess any changes in respondent behavior from time to time.

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