

## The Role Of Supervisor Support In Moderating The Effect Of Person-Organization Fit On Employee Satisfaction (Empirical Study at a Travel Agency in Bali, Indonesia )

Putu Bintang Harnum Nopemra Putri<sup>1</sup>, Ida Bagus Ketut Surya<sup>2</sup>

<sup>1,2</sup>*Faculty of Economics and Business, Udayana University, Bali, Indonesia*

**ABSTRACT :** The purpose of this study is to analyze the effect of person-organization fit on job satisfaction, the effect of supervisor support on job satisfaction and the moderating role of supervisor support on the effect of person-organization fit on job satisfaction. This research was conducted in Travel Agency with 55 respondents using proportional stratified random sampling technique. Data was collected through interviews and questionnaires and analyzed using Moderated Regression Analysis (MRA). The results show that person-organization fit has a significant positive effect on job satisfaction, supervisor support has a significant positive effect on job satisfaction and supervisor support strengthens the effect of person-organization fit on job satisfaction. The implications of this study provide evidence that supervisor support plays an important role because it can strengthen the influence of person-organization fit in the company to increase employee job satisfaction.

**KEYWORDS:** *Person-organization fit, supervisor support, job satisfaction*

### I. INTRODUCTION

The tourism sector is one of the areas that currently have a high potential to increase economic growth. The amount of encouragement from individuals who want to travel to an area will increase demand for products and services (Du et al., 2016). There is a demand for tourism products or services due to the need for support from various parties to support individual needs, such as a travel agency (Özogul & Baran, 2016). A travel agency is a company that offers services that take care of the travel needs of individuals or groups of people as well as getting services from travel facility providers including transportation, accommodation, and others for their services to people who travel (Magno et al., 2017). The high demand for tourism services in Bali has led to the emergence of many companies offering tour services. The rapid development of travel companies today, of course, must be followed by better and professional management because of the higher level of competition in the world of the tourism industry, especially in the travel agency business. Based on this, the company or organization currently needs to pay attention to the supporting aspects to achieve the targets that have been targeted. One aspect that plays an important role in helping an organization achieve its goals is support from HR. In service-based companies, HR is a key factor in realizing the success of company goals. Companies need to have quality employees and have high loyalty to compete with competitors (Auliani & Wulanyani, 2017)

To have loyal employees and good performance, companies need to create employee satisfaction about their work. Employees who do not get job satisfaction will have negative attitudes or behavior, otherwise satisfied employees will work well and can perform better than employees who do not get job satisfaction, therefore job satisfaction has an important meaning for individuals and companies because it can create a positive atmosphere in the company's work environment, especially in the service sector. Good service by employees can be an advantage to compete for companies in the tourism industry because companies that have a direct, intangible relationship with consumers are very dependent on the quality of employee service in attracting interest and giving a positive impression to their consumers (Bailey et al., 2016).

Job satisfaction is defined as a term that expresses a person's thoughts, feelings, and attitudes towards work (Dhamija et al., 2019). Job satisfaction has been proven empirically as one of the most prominent characteristics that an organization maintains to improve performance, productivity, and achievement of its strategic goals (Pang & Lu, 2018). In addition to job satisfaction, companies need to consider other important factors to ensure that their resources can support the company's performance, so the company should pay more attention and also consider the fit between individual and organizational values (person-organization fit). When individual and organizational values match, this will have an impact on job satisfaction, organizational commitment, and increase productivity. Research results from Khalida & Safitri (2018) show that p-o fit is

positively and significantly related to job satisfaction. However, the results of research conducted by Dari (2019) tested the relationship between PO fit and job satisfaction found the opposite result, there was an insignificant relationship between the two, more precisely on the aspect of coworkers because of the interaction between employees at the company. these are very rare.

Person-organization fit (p-o fit) as an emphasis on the extent to which a person and an organization have the same characteristics in meeting their respective needs (Ashfaq & Hamid, 2021). P-o fit becomes important for an organization because if the organization wants to achieve its vision and mission, it requires employees who are not only able to do the work given, but also have the same individual values as the organization (Memon et al., 2018). Understanding p-o fit in improving the suitability between employees and the company, retaining employees in the long term by increasing employee commitment to the company, and increasing the results of individuals that have implications for the growth of the company's strategy. Understanding p-o fit will help the company to have employees who have the same values, beliefs and form professionalism that is profitable for the company (Abdalla et al., 2018). P-o fit plays a key role in maintaining and maintaining employee commitment which is very much needed in a competitive business environment. In the company's efforts to find or retain its employees, the company also needs to provide support to employees who are positive and can have a direct impact, which is known as perceived organizational support, which is what employees perceive as a perceived social-emotional need, indicating readiness of Organizations to appreciate the increase in employee work, and indicate the organization in assisting when needed to do an effective job. The representative closest to the company is the supervisor, who can communicate to the subordinates what the company wants from the subordinates (Ayu & Harsiwi, 2016)

Supervisor support is a representative of the company, who can communicate directly to subordinates regarding the company's needs. Supervisors are responsible for monitoring employee performance, conducting periodic assessments, and providing feedback to increase employee contribution and commitment to the organization. In addition, support from supervisors also greatly influences employees to be able to improve their performance. Support from supervisors, in general, can be considered as a positive work interaction between a supervisor and a subordinate (Rathi & Lee, 2017). The way employees perceive their relationship with the organization is strongly influenced by the treatment of supervisors. The match between employees and supervisors is also an important component in p-o fit. In this study, a discussion of person-supervisor fit will be more in-depth regarding the extent of the influence of the person-supervisor fit dimension, namely supervisor support on employee job satisfaction in the company. Person-supervisor fit refers to the suitability that employees perceive to the characteristics of the supervisor. Supervisors are the key in the cultural practices of an organization, if employees have a fit with the overall organizational culture, then employees will continue to depend on the supervisor regarding cultural values that are transmitted to the daily work environment.

From the concept of person-organization fit and its effect on job satisfaction and the supervisor's support role in the company described above, small or large companies need to recruit employees not only based on the employee's suitability with their job, but also Companies need to improve standards by recruiting employees based on the suitability of employees with the organization from a match, it will have a positive impact on job satisfaction and trust between employees and the organization is expected to improve organizational performance.

One of the travel agencies in Bali is known that it has internal problems, especially HR problems that need attention because previously this company had problems related to job satisfaction. This problem is characterized by a decrease in the quality of work of employees who are sometimes unable to complete the tasks that have been targeted by the company because employees feel that there is no help and solution from the company representatives if employees have difficulty completing tasks. From the results of the interviews conducted with five employees, it was found that there was a mismatch with the supervisor. Information given by employees about their superiors indicates that supervisors in the company are still not fully supervised, thus preventing subordinates from completing their duties. Supervisors who in their supervision do not provide care and assistance if their subordinates experience problems are important points of this problem. Frequently there are system changes in work that oblige employees to continue learning their work, this should be accompanied by extra training and supervision from the supervisor to minimize existing obstacles, but this is less reflected in the work results of employees who are not satisfied with the supervisor's treatment.

To supervise, a supervisor is expected to mingle with the employees under his supervision. When finding deviations between reality and planning, supervisors should be able to provide solutions and work with other employees or fellow supervisors to overcome these deviations as quickly as possible so that they do not drag on (Mukrom & Ferijani, 2019). If the problem continues, it cannot be denied that employees will feel that their value in the company will decrease or there is no longer a match and cause job satisfaction to be low. Hanafi et al. (2018) shows that p-o fit has a significant positive effect on job satisfaction, this proves that if the p-o fit is low it will cause low job satisfaction. In addition to taking into account the effect of p-o fit on job satisfaction, Dhir & Dutta (2020) explores the relationship between supervisors and job satisfaction and is declared supportive if the boss empathizes with the employee's desire to work effectively to secure his job.

Based on the background of the problems presented, the research gap, and the relationship between variables accompanied by the phenomena that occur, in this study supervisor support acts as a moderating variable because supervisor support is assumed to have an important impact on p-o fit and its relationship with job satisfaction. Chen et al. (2016) also confirmed that supervisor support variables can strengthen or weaken the independent variable against the dependent variable and this can support this study to determine the effect of supervisor support in moderating other variables.

## II. HYPHOTHESIS DEVELOPMENT

Companies that have employees with a high person-organization fit are seen as the key to retaining employees with high flexibility. Many studies have provided theoretical assessments and empirical evidence that proves p-o fit has a significant positive effect on job satisfaction. Octaviani & Hartijasti (2016), Rumangkit & Maryati (2016) and Fatmasari (2017) indicate that p-o fit is a determining indicator for employee job satisfaction. The level of suitability between employees and the organization has a significant influence and has an important role in employee job satisfaction. Thus, it can be said that the higher the level of conformity between employees and the organization, the higher the employee's job satisfaction. It shows that there is a very positive relationship between p-o fit and job satisfaction (Metete et al., 2016)

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

The company provides support that plays an important role in building satisfaction among employees. If organizational support is given positively, employee job satisfaction will be high (Mukrom & Ferijani, 2019). High supervisor support has an indirect effect on job satisfaction. The high level of supervisor support that is felt has an influence on the level of job satisfaction (Alkhateri et al., 2018). Supervisors are the key link in the functioning of subordinates in the workplace, because they create a working atmosphere, define relationships with employees, set goals, monitor task performance, motivate, and evaluate. All of these aspects seem to have a major influence on perceived job satisfaction. In parallel, research has shown job satisfaction can be increased effectively. In addition, employees' perceptions of fair and reasonable work can further increase their job satisfaction through supervisor support (Qureshi & Hamid, 2017)

### H2: Supervisor support has a positive effect on job satisfaction.

Wnuk (2017) states that support from supervisors is positively and directly correlated with the p-o fit and both, directly and indirectly, correlates with perceptions of organizational support, while the variable that acts as a partial mediator in this relationship is p-o fit. P-o fit has a positive correlation, either directly or indirectly, with job satisfaction. Chen et al. (2016) found a moderator for the role of supervisor support in the relationship between p-o fit and job stress, and the positive relationship between high p-o fit and job satisfaction through job stress was stronger for employees who had higher supervisor support.

### H3: Supervisor support strengthens the influence of person-organization fit on job satisfaction.

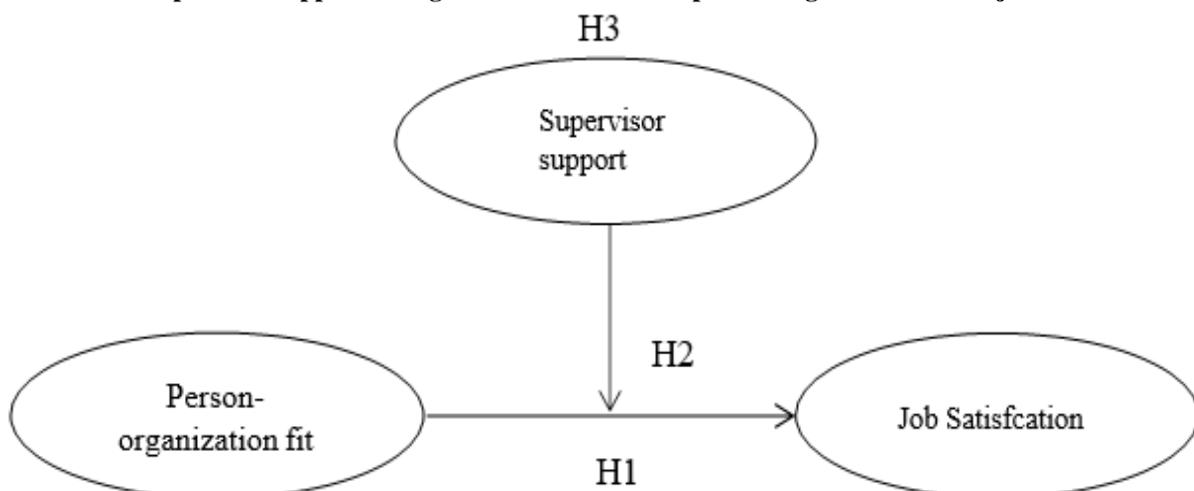


Fig. 1 Conceptual framework

### III. RESEARCH METHODS

#### Research Design

This research is causal quantitative to investigate the causal relationship based on the observation of the effect that occurs and to look for the factors that cause it through the data collected. The variable examined in this study is supervisor support as a moderating effect of person-organization fit on job and employee satisfaction. This study uses a questionnaire as the main instrument and uses descriptive statistical analysis techniques and MRA. The population in this study were 121 active employees consisting of senior staff, advanced, junior, and blue colors (temporary staff). This study uses a proportional stratified random sampling technique, which is a sampling technique in a heterogeneous and stratified population by taking samples from each sub-population whose numbers are adjusted randomly to the number of members of each sub-population. The strata referred to in this research are staff levels, namely senior, advanced, junior, and contract. The total sample obtained by using the Slovin formula is 55 people. Data collection methods using interviews and questionnaires

#### Operational definition of the variable

##### Job satisfaction (Y)

Employee job satisfaction refers to how to feel the results of work from the employee's attitude towards the aspects contained in the job which is measured by indicators: the job itself; Supervisor (supervision); Co-workers; Promotion opportunities; Salary.

##### Person-organization fit (X)

Employee person-organization fit regarding the suitability of individual values to company values refers to the suitability between employees and work processes in the company as measured by value congruence, goal congruence, employee need fulfillment, culture personality congruence

##### Supervisor support (Z)

Supervisor support is defined as the general view of employees regarding the extent to which company supervisors value employee contributions and care about the health, interests, and welfare of employees as measured by Willingness to provide assistance, Willingness to listen and Feeling of care

### IV. RESULTS AND DISCUSSION

In this study, the Interaction Test (Moderated Regression Analysis) technique was used, which is a special application of linear multiple regression. This study also tested supervisor support to moderate the effect of person-organization fit on job satisfaction. In this study, the effect of person-organization fit on job satisfaction was calculated through the SPSS 21.0 for windows program in Table 1

**Table 1. Moderated Regression Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-0.578	0.795		-0.727	0.471
X	1.178	0.307	1.072	3.842	0.000
M	0.889	0.302	0.794	2.948	0.005
XM	0.246	0.109	0.946	2.253	0.029
R Square = 0.435					

$$Y = \alpha + \beta_1 X + \beta_2 M + \beta_3 XM$$

$$Y = -0,578 + 1,178X + 0,889M + 0,246 XM$$

Table 1 indicate, The value of  $\beta_1$  is 1.178, having person-organization fit has a positive effect on job satisfaction.  $\beta_1$  is 1.178, meaning that person-organization fit has a positive effect on job satisfaction, if person-organization fit increases, job satisfaction will also increase.  $\beta_2$  is 0.889, meaning that supervisor support has a positive effect on satisfaction, if supervisor support increases, job satisfaction will also increase.  $\beta_3$  is 0.246, meaning that the support of supervisors, strengthens the influence of person-organization fit on job satisfaction.

R2 value is 0.435 or 43.5 percent, which means that 43.5 percent of job satisfaction is influenced by the person-organization fit variable, supervisor support, and the remaining 56.5 percent is influenced by other variables not examined in this study.

#### **The effect of person-organization fit on employee job satisfaction**

Value of F Sig. amounting to 0,000 it can be said that H1 is accepted because the value of F Sig. 0.000 <0.05. The conclusion is that person-organization fit, supervisor support, simultaneously has a significant effect on satisfaction. Companies that have employees with a high p-o fit are seen as the key to retaining employees with high flexibility. Many studies have provided theoretical assessments and empirical evidence that proves p-o fit has a significant positive effect on job satisfaction (Octaviani & Hartijasti, 2016)

#### **The effect of supervisor support on employee job satisfaction**

Supervisor support has a  $\beta$  value of 0.889 and a Sig. of 0.005, it can be said that H2 is accepted because the Sig. 0.005 <0.05. The conclusion is that supervisor support has a positive and significant effect on employee job satisfaction. In other words, if supervisor support increases, job satisfaction will increase. The company provides support that plays an important role in building satisfaction among employees. If the organizational support provided is positive, employee job satisfaction will be high. High supervisor support has an indirect effect on job satisfaction. The high level of supervisor support that is felt is an important condition that provides a level of job satisfaction (Alkhateri et al., 2018). Supervisors are the key link in the functioning of subordinates in the workplace, because they create a working atmosphere, define relationships with employees, set goals, monitor task performance, motivate, and evaluate. All of these aspects seem to have a major influence on perceived job satisfaction

#### **The role of supervisor support in moderating person- organization fit on employee job satisfaction**

The supervisor support interaction has a  $\beta$  value of 0.246 and a Sig. amounting to 0.029, it can be said that H3 is accepted because of the Sig. 0.029 <0.05. The conclusion is that supervisor support moderates the effect of person- organization fit on job satisfaction. Where the resulting moderating effect is to strengthen relationships, in other words, if there is a variable supervisor support, it will strengthen the influence of person-organization fit on job satisfaction. Supervisor support is a Quasi Moderator variable because the coefficient 2 and  $\beta_3$  in the moderated regression analysis equation is that the coefficient  $\beta_2$  is significant and the coefficient 3 is significant so that the third hypothesis is accepted. Wnuk (2017) states that support from supervisors is positively and directly correlated with p-o fit and both directly and indirectly correlates with perceptions of organizational support, while the variable that acts as a partial mediator in this relationship is p-o fit. P-o fit has a positive correlation, either directly or indirectly, with job satisfaction.

#### **Research Implications**

The results of this research provide evidence on the development of organizational behavior science, especially regarding person-organization fit, supervisor support, and employee job satisfaction. Thus, the results of this study provide empirical support and can be stated to strengthen the results of previous studies. Practically, this study also provides an understanding that person-organization fit, supervisor support can significantly affect job satisfaction, when person-organization fit increases it can strengthen employee job satisfaction, with the support of supervisors in the company that has the potential to increase employee job satisfaction.

#### **Research Limitations**

The scope of the research only covers Travel Agency, it cannot be generalized in general. Factors that affect employee job satisfaction in this study are person-organization fit and supervisor support, while many other factors affect employee job satisfaction such as compensation, working conditions, quality of supervision, co-workers, type of work, job security, opportunities for advancement, and individual factors such as age, rank, or position of the employee. This research is only conducted at a certain point in time (cross-section), while the environment changes (dynamic) every time.

### **V. CONCLUSION**

Person-organization fit has a positive and significant effect on job satisfaction, this shows that if the person-organization fit increases, it will increase employee job satisfaction. Supervisor support has a positive and significant effect on job satisfaction, this shows that if employee supervisor support increases, employee job satisfaction will increase. Supervisor support moderates the effect of person-organization fit on job satisfaction, where the resulting moderating effect is to strengthen the relationship of person-organization fit on job satisfaction.

### Suggestions

Travel Agency management must continue to improve person-organization fit and supervisor support in the company so that it will increase employee job satisfaction, educate employees to understand the culture that exists in the company, management must be able to hear explanations when employees make mistakes so that the right decisions can be made and adjusting the amount of basic salary given to the workload and current economic conditions. For further research, it is expected to be able to add variables that can affect employee job satisfaction and be able to expand the scope of research

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